



Impact of supervisor's AMO on Employee's Satisfaction with PMSS: Mediating Role of Employee's Perception of PMSS

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Abstract

Performance management systems (PMS) are utilized to enhance employees output with a definitive objective to increase organizational performance. Organizations rely on supervisors to execute PMS; to take part into a constant procedure of objective setting, criticism, and training and performance assessment with their subordinates. While taking the inferences from Ability, Motivation and Opportunity (AMO) theory, current research anticipates that the execution of PMS is the output of three variables named ability, motivation and role conflict. According to this theory supervisors should have ability to exercises those activities which are included in PMS. To test this assumption empirically the data was collected from 78 section heads and 408 representatives working in model schools in Sindh Pakistan. Hierarchical liner modeling was used to test the theoretical mode. And results found that supervisor's AMO to execute PMS is positively associated with subordinate's satisfaction with the system. This relationship is being mediated by subordinate's perception about the PMS's strength.

Key Words: Performance Management System Satisfaction; Performance Management System Strength; AMO Model; Role Conflict; System Implementation.

1. Introduction

Performance management system's ultimate purpose is to increase output of individual employees and performance of the organizations through different human resource management practices (DeNisi & Smith, 2014). HRM practices includes but not limited to goal-setting, coaching to achieve that goals and performance appraisal (Armstrong & Taylor, 2017). Administrators or top level management of the organization should utilize these activities during a monotonous cycle of arranging, observing and assessing worker performance (Aguinis, 2013). The most important factor that add to the organizational performance by cultivating individual performance is performance management system hereafter will be written as PMS (Angelo S. DeNisi & Kevin R. Murphy, 2017). To achieve the organizational performance goal it is required to implement PMS effectively (Burns & Zhiren, 2010;



Pulakos & O'Leary, 2011; Valmohammadi & Servati, 2011). Effective implementation of PMS is a challenging task because employees always resist (Kinicki, Jacobson, Peterson, & Prussia, 2013, 2015).

Effectiveness of the PMS depends on the perception of employee about the system (Sharma, Sharma, & Agarwal, 2016; Van Waeyenberg, Decramer, Desmidt, & Audenaert, 2017). Levy (2000) has observed that even the most psycho metrically solid frameworks stay inadequate if employees do not acknowledge them. Though supervisors play an important job as they are doled out to establish different performance related exercises, similar to objective setting and giving criticism (Kinicki et al., 2013). Based on the Ability, Motivation and Opportunity (AMO) theory (Appelbaum, Bailey, Berg, Kalleberg, & Bailey, 2000; Purcell, 2003), our study examine supervisor's AMO to accomplish these exercises. According to AMO theory, we suppose that these components add to the adequacy of performance management (hereafter will be written as PM) execution. First of all, supervisor ought to have important information and aptitudes to get it how to appraise the performance of employee. Secondly, Supervisor should be enough motivated to act according to procedures and policies of organization about performance management. Lastly, Supervisor should have opportunity to complete their PM related duties. This indicates that supervisor role in executing PMS should be well-matched with their other roles.

For the effective execution of PMS it's important that employees must be satisfied with system and the other important indicator is employee perception of PMS. PMS's strength is derived from HRM system strength (Ostroff & Bowen, 2016). Distinctiveness, consent, and consistency from all the stakeholders which are involved in the system are the strength of the HRM system and this is empirically supported (Ostroff & Bowen, 2016). Strong HRM System gestures that supervisors have effectively transferred the organizations intension to the employees. This help workers to have a reasonable comprehension of what is excerpted from them (Bowen & Ostroff, 2004).

1.1. Significance of this research

The execution of HRM practices could be influenced by different attributes. For instance, supervisors can essentially preference to change a HRM strategy to fit better with their work setting or on the grounds that they try not to have faith in its values. Subsequently, it is fascinating to consolidate different features of supervisors' AMO with their supervision approach and to scrutinize the influence of those elements in efficient implementation of PMS. Current research empirically tested the AMO theory in primary education sector of province sindh Pakistan.

2. Literature Review

Performance management as a subject always remains crucial in the field of HRM. Aguinis (2013) define PM as "*continues process of identifying, measuring and developing the performance of individual and teams and aligning performance with strategic goals of organization*". According to the above definition PM in its true essence is much broader than the simple performance appraisal in organization (Fletcher, 2001; Van Dooren, Bouckaert, & Halligan, 2015). Its repetitive cycle start with planning and monitoring of employee performance and result in performance estimation (Aguinis, 2013; Sharma Neha, Sharma, & Agarwal Madhushree, 2016). The said process needs to be guided by supervisors who are accountable to develop



the objectives, goals, provide the employees with continuous coaching and response (Armstrong & Taylor, 2017; Hamstra, Van Vianen, & Koen, 2019). To attain the synergetic effects, a combination of diverse HR practices should be integrated and used to achieve tactical organizational goals (Lepak, Liao, Chung, & Harden, 2006). It is the beauty of PMS that it ensures that every employee's performance is in line with tactical organizational goals. HRM systems are different at different institutions because the set of HR practices and the way of their implementation are different. It also depends upon the supervisor's execution of the HRM practices that how employee will understand and experience these practices (Vermeeren, 2014). PMS's successful implementation depends upon supervisor's AMO because there are several implications of understanding of what adds to the PMS effectiveness.

First, precisely focus is on the execution of the PMS, as PMS has gain the central position in strategic HRM practices and its importance is also highlighted in the literature (Armstrong & Taylor, 2017; Angelo S DeNisi & Kevin R Murphy, 2017; Shahzad, Bajwa, Ansted, Mamoon, & Rehman, 2016). Several studies are of the view that supervisor's AMO is important in selecting and implementing the certain HRM activities. It makes the better employee's perception regarding the effective system implementation (Sharma Neha et al., 2016). By using an aggregate measures few authors have focused on implementations of several HRM practices (Rehman, Hafeez, Aslam, Maitlo, & Syed, 2020). Many a times it happens that it becomes very difficult for a manager or supervisor to draw a conclusion related to implementations of performance management system. So it is suggested that organizations should have an explicit set of HR practices which can help the supervisors to exhibit a behavior on routine basis to guide and help subordinate to set objectives, give feedback and to guide the subordinates towards the right direction (S. Park, Kang, & Kim, 2018).

Second, this study focuses on two ways of effective implementation of PMS. It is concluded that HRM related practices are executed successfully if they result in employee satisfaction, or when employee perceive these HRM practices are in line with how they were planned by the organizations. Current research focuses on the PMS satisfaction and strength. Third, emphasis is on advance understanding of PMS in education sector. From a social and practical perspective it allows to study a standard performance management system (Tuytens & Devos, 2014). This study was conducted within schooling system of Sindh province in Pakistan. To ensure high quality education, government is increasingly focusing on PMS in education sector.

3. Hypothesis Development and Theoretical Framework

3.1. Supervisor's AMO and PMS

The AMO theory is among one of the most widely studies and recognized HRM theories which talks about the facilitations of employee performance. This theory suggests that employees put their full efforts and depicts the full performance when they have skills, knowledge, and required abilities (A=abilities). Second important thing which helps the employees is their motivation to perform (M=Motivation) and lastly if the employees are being provided with the opportunities by organizations to perform (O-opportunities) (Appelbaum et al., 2000; Subramony, 2009). Organizations are suggested to implement a combination of different HR practices to encourage the employees for better performance. Specifically, in recruiting and selection and through training organizations must ensure that employees have appropriate ability to perform the required job in well manners. Regarding motivating practices, along with other practices relation with supervisor play important role (R. Park, 2015). Flexible P-ISSN-2415-5284 e-ISSN-2522-3291 © 2020 Shah Abdul Latif University Khairpur- All rights reserved. Vol. 6 | 2020



job design, team work, organizational climate and support and information share are very important of opportunity practices (Boselie, 2010; Boselie, Dietz, & Boon, 2005; Jiang, Wang, & Zhao, 2012). Studies in recent year have shifted their focus from traditional 'isolated' point of view to 'system' view of HRM Practices, in which HR practice are considered as an integral part of the system (Gong, Chang, & Cheung, 2010; Kundu & Gahlawat, 2015, 2016).

The AMO theory was developed to discuss link between HRM and individuals and well as organizational performance (Appelbaum et al., 2000; Purcell, 2003). In light of this theory HRM practices can enhance employee's performance by adding value to the employee abilities, motivation and opportunities. Previous studies have also found positive link between employee discretionary efforts and AMO factors (García & Tomas, 2016). Empirical Studies have used AMO theory to study supervisor performance in execution of HRM practices. Several studies have suggested that supervisor's ability to execute the PM system is much more than important for effective implementation of well design HRM practices. Along with the abilities strong motivation is also required to support and implement these practices and in addition to that an adequate opportunity is also required to execute these practices (Almutawa, Muenjohn, & Zhang, 2016; Demortier, Delobbe, & Akremi, 2014). Current research pertinently focuses on supervisor's AMO to execute the PMS.

We assume that supervisor's ability to establish the exercises that are involved in PM affect the way supervisor implement performance management system. Supervisors should know and comprehend policies and procedures and should possess soft skills so than he can train and coach employees to achieve organizational goals (Armstrong & Taylor, 2017). Only ability is not enough for implementation of performance management system but supervisors must be highly motivated to give time and put efforts, should properly provide feedback and coach subordinates in align with performance management system of the organization (Aguinis, 2013). Quality of implementation of HRM system in the organizations highly depends on the Willingness of supervisors to confirm HRM practices (Guest & Bos-Nehles, 2013). Supervisors may change some aspect of the system due to trust that their skill and autonomy better suits their subordinate performance (Decramer, Smolders, & Vanderstraeten, 2013). Supervisors should get opportunity to achieve PM tasks otherwise they will face difficulties to perform related task and activities. Supervisors some time face problems in combining their operational roles with demand from HRM (Hailey, Farndale, & Truss, 2005).

To achieve HRM related objectives supervisors need help from organization (Perry & Kulik, 2008), the devolution of Human resource management was related with increase in role conflict between supervisors (Caldwell, 2003). Supervisors face role conflict when they face difficulties to meet demands from different roles in organizations. When supervisors lack proper opportunity to perform the different role related with the supervision of their subordinate performance, which can be demanding for supervisors and can result in advanced level of role conflict (Eatough, Chang, Miloslavic, & Johnson, 2011). Therefore, role conflict could indicate supervisors have insufficient opportunity to fulfill role of implementation of performance management system successfully. Supervisor's AMO can be measured through the performance management process of their subordinates and this can be reflected in subordinate's perception and reaction toward PMS.

The execution of HRM system is more effective when employees have positive reaction toward system (Khilji & Wang, 2006). Studies have found positive



relationship between supervisor's ability to perform HRM practices and subordinate's satisfaction with system (Bos-Nehles, Van Riemsdijk, & Kees Looise, 2013). Clear and supportive policies can assist to strengthen the said relationship as it provides more opportunities to supervisors for enactment of HRM practices. Similar to this some other research studies have also bring into being that there exist a positive relationship among supervisor's ability of enactment of HRM practices and subordinate's organizational commitment (Lamba & Choudhary, 2013), enhance the employee's performance related to job and turnover intention (Sikora, Ferris, & Van Iddekinge, 2015). Current research proposes that supervisor's AMO to implement PMS relate to subordinate's satisfaction with system.

Hypothesis 1: Supervisor's ability to implement PMS has positive impact on subordinate's satisfaction with system.

Hypothesis 2: Supervisor's motivation to implement PMS has positive impact on subordinate's satisfaction with system.

Hypothesis 3: Supervisor's conflict role has negative impact on subordinate's satisfaction with PMS.

3.2. PMS Satisfaction and Strength

HRM framework can accomplish the reason for which it was planned, supervisors needs to place it in the training (Chow, 2012; Woodrow & Guest, 2014). Proposed framework can possibly accomplish execution results when features of HRM framework are striking crosswise over employees, in their research they have propagated that stakeholder's consistency, consensus, and distinctiveness are the main strengths of any HRM system. As the said variables are the interrelated higher order variables of system strength (Ostroff & Bowen, 2016). Strong HRM system constantly communicate strong message throughout organization. When subordinates perceived or identify that a strong HRM system is in place it becomes very clear and understandable for them. In performance management system, consistency confirms that system persist over the period of time and different modalities. Supervisor's criticism and instructing a last assessment should concentrate on those equivalent objectives which were set at the beginning. A good PMS provides detailed and strong guidance, support the employees and provide feedback to employees fulfill their duties in efficient and effective way (Norohna, Manezes, & Aquinas, 2016).

In a distinctive PMS subordinates experience system as comprehensible, relevant and legitimate. This makes sure that employees understand the PMS and they know very well what organization is expecting from them. Without a clear performance management system employees face problems and ambiguity about performance expectations (Bowen & Ostroff, 2004). Before putting a new system in place it is suggested to have a consensus among supervisor and their subordinates. Subordinate perception about the performance management system depends on the how supervisor implement system. When Supervisors have AMO to execute PMS they became more effective in creating system salient across their subordinates. It should be revealed in subordinate perception of PMS strength. Several studies suggest that strong system help to achieve desired output of subordinates (Ostroff & Bowen, 2016). In literature it was observed that there exist a positive relationship among HRM system and organizational commitment (Sanders, Dorenbosch, & de Reuver, 2008), strong HRM system is positively related with work satisfaction and retention (Li, Frenkel, & Sanders, 2011). Characteristics of the strong HRM system are valuable because they increase the individual and organizational performance.



DeNisi and Smith (2014) argued that strong HRM system help the employees to acquire knowledge, required skills, and abilities which can further make them able to achieve the individual as well as organizational goals. Different studies have linked employee's positive reaction toward strong system to system satisfaction (Boachie-Mensah & Seidu, 2012). When employees within organizational settings feels that the HRM system is strong they feel more satisfied and committed towards the organization (Van Waeyenberg et al., 2017). Based on above discussion current research suggest that supervisor's AMO is dependent on employee's perception of strong HRM system and it lead to subordinate satisfaction with implementation of system:

Hypothesis4: The relationship between supervisor's ability to implement PMS and subordinate's satisfaction with system is mediated by subordinate perception of system strength.

Hypothesis5: The relationship between supervisor's motivation to implement PMS and subordinate's satisfaction with system is mediated by subordinate perception of system strength.

Hypothesis6: The relationship between supervisor's role conflict and subordinate's satisfaction with PMS is mediated by subordinate perception of system strength.

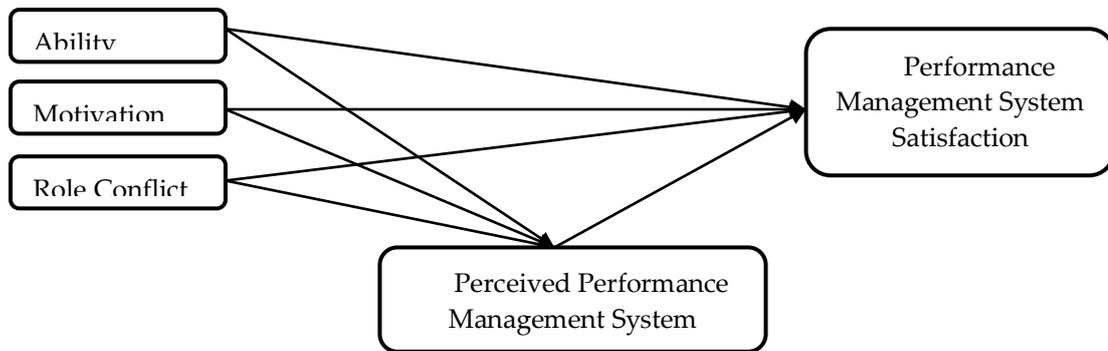


Figure 1: Proposed Theoretical Framework

In HRM discipline the AMO theory extensively used to explain the relationship of performance management system and Ability, Motivation & role. It is commonly accepted in HRM literature that different combination of AMO and performance. Line managers are considered as increasingly important in effectively implementing HRM practices. Based on the **(AMO) theory**, current research predicts that line managers' performance in this regard will depend on their ability to apply HRM practices, and that their motivation and the opportunity provided will enhance this effect.

4. Methodology

4.1. Sample

In Pakistan model schools have adopted policies related to strategic framework for education for the purpose to enhance the quality of teaching. Current research has adopted structured questionnaire survey and it was distributed to 120 Sections heads and 840 teachers. Participant's information was kept confidential to avoid the biasness, sections heads were informed that research report will be shared with them. Seven surveys were sent to section heads along with instruction letter. One survey was addressed to section heads and they were asked to distribute other six among teachers. Total 78 surveys from section heads and 408 surveys were collected from P-ISSN-2415-5284 e-ISSN-2522-3291 © 2020 Shah Abdul Latif University Khairpur- All rights reserved. Vol. 6 | 2020



faculty members; response rate was 65% and 48.57% respectively. Section heads age ranged between 31 and 50 years (M=44.6, SD=6.35). 64.7% participants were females and 35.3 were male, average tenure with school was 8.7 years. Sections heads were supervising 48.7 faculty members. Faculty member's age ranged from 23 to 58, 84% were females and average tenure was 11.6 years.

4.2. Measures

To measure the variables used in current research the reliable and already validated measurement tools were adopted. To make it more understandable for the respondents these questionnaire were transformed into the local language (Brislin, 1990). Data was collected on 5-point liker scales where 1 denotes "strongly disagree" and 5 denote "strongly agree". Section heads were asked about their Abilities and motivation to execute PMS and role conflict. Perception of system strength and satisfaction with system were asked from faculty members.

To measure the abilities of section heads (supervisors) to execute PMS Gilbert, De Winne, and Sels (2015), five-item scale was used. Cronbach's alpha for the said instrument was .87. To measure the motivation level the 4-item scale was adopted from Guay, Vallerand, and Blanchard (2000). Cronbach's alpha for the said instrument was .71. And to measure the Opportunity: Role Conflict the 8-item scale was adopted from Rizzo, House, and Lirtzman (1970). Cronbach's alpha value was .84. To measure the Performance Management System Strength sixteen-item scale was adopted from Bednall, Sanders, and Runhaar (2014). Performance Management System Satisfaction 3-item scale was adopted from Decramer et al. (2013). Cronbach's alpha was .82.

5. Results

5.1. Correlation and Reliability

Table 1: Demographics, Correlation, and Reliability

	Mean	SD	1	2	3	4	Cronbach's Alpha
Supervisor Level Variables							
Gender	-	-	-				
Tenure	8.7	5.3	-0.08	-			
Ability	3.7	.89	0.16	-0.13	-		0.87
Motivation	3.4	.75	0.21	0.09	-0.03	-	0.72
Role Conflict	3.2	.93	0.12	-0.31	-0.09	0.16	0.84
Employee Level Variables							
Gender			-				
Tenure	11.6	8.9	-0.06	-			
PM System Strength	4.2	0.91	0.05	0.07	-		0.89
PM System Satisfaction	3.9	0.72	0.03	0.04	0.78*	-	0.83

Reliability of the instrument tested through Cronbach's alpha, correlation was also tested, results are shown table 1. Results show that instrument used in the research was reliable. Supervisor level variables i.e. Supervisor's ability, motivation, and role conflict were not related significantly to each other as table 1 show that there is not significant relationship among entire variables. Role conflict is negatively related to



all the variables except the controlled variable gender. Coming to the employee level variables controlled variables i.e. gender and tenure has is negatively co-related. PMS strength and satisfaction are significantly positive co-related, highest co-relation amongst all the variables is 0.78 which is below the threshold level of multicollinearity as suggested by (D. Gujarati, 2008; D. N. Gujarati, 2009).

5.2. Multilevel Analysis

After testing the instrument for reliability/internal consistency hierarchical linear regression was run for hypothesis testing.

Table 2: Hierarchical linear model for PMS.

	PMS Satisfaction			PMS Strength	
	m1	m2	m3	m4	m5
Intercept	3.7***	3.4***	3.2***	4.2***	3.9***
Supervisor Level Variables					
Ability	-	0.30*	0.09	-	0.26**
Motivation	-	0.13**	0.07	-	0.15**
Role conflict	-	-0.22**	-0.06	-	-0.17**
Employee Level Variables					
PMS strength	-	-	0.78***	-	-

Above given table presents the results of hierarchical linear regression. Where M1 represents the intercept only model for PMS Satisfaction and M3 represents the intercept model for PMS strength. Interclass correlation was also calculated with the help of residual errors, which explains the variance ascribed for the supervisor level. Interclass correlation was 38.12 for PMS Satisfaction and 28.5 for PMS strength. Control variables were not related to dependent variables so those models were not depicted in the results.

For supervisor level variables on the basis of values of M2 ($\beta = .30, p < .05$) we can accept the hypotheses H1. H2, ($\beta = .13, p < .01$). And H3 ($\beta = -.22, p < .01$). M5 supports the conditions of Mediation in hierarchical linear regression related to employees' perceptions of PMS strength. Result for M5 are as follows supervisor's ability ($\beta = .26, p < .01$), motivation ($\beta = .15, p < .01$) and role conflict ($\beta = -.17, p < .01$). For employee level variables M3 supports that PMS Satisfaction and strength are highly related with each other ($\beta = .78, p < .001$).

Bootstrap procedure was run based on 10,000 samples to test the indirect effect of independent variables on PMS Satisfaction at 95% confidence Interval as suggested by (Preacher & Hayes, 2004). Based on the bootstrap test we accept the hypotheses H4: The relationship between supervisor's ability to implement PMS and subordinate's satisfaction with system is mediated by subordinate perception of system strength .19 (SE = .04, CI = .11-.28). H5: The relationship between supervisor's motivation to implement PMS and subordinate's satisfaction with system is mediated by subordinate perception of system strength .14 (SE = .04, CI = .07-.22). And H 6: The relationship between supervisor's role conflict and subordinate's satisfaction with PMS is mediated by subordinate perception of system strength -.10 (SE = .03, CI = -.16 -.04)



6. Discussion

Performance management research has showed that a well design performance management system is beneficial for both individual and organizational level (Angelo S DeNisi & Kevin R Murphy, 2017; Koednok & Sungsanit, 2018). This research emphasizes the importance of supervisor's role in implementing performance management system. Supervisors engage in various formal and informal activities with their subordinates according to performance management system (Appelbaum et al., 2000; Armstrong & Taylor, 2017; Audenaert, Decramer, George, Verschuere, & Van Waeyenberg, 2016). The main objective of current research was to observe the effect of supervisor's AMO in PMS implementations. Results show that supervisor's ability and motivation to execute PMS are positively related to subordinate's PMS satisfaction. Supervisor's role conflict has negative impact on PMS satisfaction. Subordinate's perceptions about the system's strength mediate both the above stated relationships. Results of the current research supports the proposition that supervisor's AMO to execute PMS contribute to the effective execution of PMS. Results have several suggestions and limitations.

Current research concentrated on supervisor's AMO to execute PMS. AMO elements can be operationalized is different ways(García & Tomas, 2016). For instance, along with role conflict, the availability of strong HRM services as a measure of supervisor's opportunity. Comparable supervisor's job over-burden was used to investigate if supervisors have adequate chance to satisfy their HRM duties (Gilbert et al., 2015). Current study mainly concentrated on PMS strength and employee's satisfaction about the PMS as these two are the core variables of effective PMS implementation. Despite of the fact that the execution of PMS is powerful when workers are happy with it (Sweis Rateb, Saleh Rawan, Sharaireh, & Moarefi, 2019), but supervisors role cannot be ignore who can exclude unsavory, yet significant, performance management viewpoints. Future research could consider also and operationalized execution effectiveness in various ways.

Other than line supervisors' AMO, the viability of HRM execution could be influenced by different attributes. For instance, supervisors can essentially preference to change a HRM strategy to fit better with their work setting or on the grounds that they try not to have faith in its values. Subsequently, it is fascinating to consolidate different features of supervisors' AMO with their supervision approach and to scrutinize the influence of those elements in efficient implementation of PMS.

6.1. Implications

To examine the supervisor's implementations of PMS current research have used AMO theory as a lens (Boselie, 2010). In light of this theory employee's performance was taken as an outcome variable of the employees abilities, their motivation and the opportunities provided by the organization (García & Tomas, 2016). Results of the current study reveal that ability, motivation and opportunity are suitable to predict supervisor's performance in implementation of PMS. Supervisors are more effective in implementing practice when they have ability, motivation and opportunity to enact their roles(Bos-Nehles et al., 2013; Gilbert et al., 2015), this study also have same results. These studies have used aggregated measures of supervisor's implementations of HRM practices. AMO theory was used to build arguments that ability, motivation and opportunity enable supervisors to implement HRM system according to organizations human resource strategy (Bainbridge, 2015). Our study suggest that only ability and motivation are not enough to execute PMS but supervisors must also



have opportunity to implement it and that is revealed by negative relationship between supervisor's role conflict and effective implementation of PMS. Role conflict identified as supervisor's opportunity to enact HRM activities (Koednok & Sungsanit, 2018). When supervisors perform HRM activities their different roles might conflict with one another (Bos-Nehles et al., 2013).

According to this when supervisor's performing operational roles and performance management roles with ease; they can effectively implement performance management system. Our results support this assumption. For effective HRM implementation researchers have different view but most of the researches shows that for individual and organizational performance HRM play important role (Gilbert et al., 2015). HRM implementation can only be considered effective if it generates the desirable results (Khilji & Wang, 2006). A strong PMS can serve as a sign to measure that whether supervisors have effectively executed the HRM system. Current research support that supervisor's AMO to implement PMS system has positive impact on subordinate perception of system strength. Perception of system strength indicate that subordinates have clear understanding of PMS system (Bowen & Ostroff, 2004). Results of this study show that strong PMS mediate relationship between supervisor's AMO and subordinate's satisfactions with system. The findings of current research are in align with (Decramer et al. (2013); Van Waeyenberg et al. (2017)).

6.2. Limitations and Future directions

Current research was mainly focused on model primary schools and accordingly data was collected only from model primary schools, one of the limitations that we may not generalize our results to other industries. But this system may be generalized to other industries. It would be fascinating to replicate these results outside of education industry. New government model schools have embraced a prototypical PMS. For instance, in model schools training, supervisors are required to execute performance e management system.

The data was collected from the multisource which further enables the researchers to research cross-level connections and to keep away from CMB. To make it more reliable, authentic and unbiased, each of the supervisors was asked to randomly pick six of their subordinates to provide the response for the study. Researchers have taken every possible step to make sure the confidentiality and unbiased responses, but still there are chances of error because they have lesser control on supervisor's selection of subordinates. An experimental vignette design can supplement the internal validity of the research and it can also allow the researchers to better control the independent variable (Aguinis & Bradley, 2014).

7. Conclusions

Supervisors are assigned with the provoking assignment to implement PMS. Results of the current research suggested that the effective execution or successful implementation of PMS is a function of all three elements together. Outcome of the current research also highlights that the PMS's implementation is progressively successful when supervisors have the ability, motivation to institute the activities which associate with PMS and don't encounter role conflict, since it may meddle with their chance to actualize performance management system. The viability of the execution was motioned by subordinate perception of PMS strength and satisfaction. Strong system infers that people in organization may have an unambiguous comprehension of organizational expectations from employees and how employees

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can fulfill those expectations. This hence brought about higher level of PMS satisfaction. Current research has contributed to the body of knowledge, theory enrichment as well as towards the available literature on successful HRM system implementation in general, and it also contributed specifically towards the literature of performance management. Along with the theoretical contribution researchers also believes that current study is also important from practical and societal point of view.

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