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QUALIFICATION WORK
education degree - Master

**on: The adoption of performance management systems in government
agencies: challenges and opportunities**

Completed:

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(EP Administrative Management)

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SUMY NATIONAL AGRARIAN UNIVERSITY

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TASK

on qualification work for student

Zhang Yue

1. Theme of Qualification work: **The adoption of performance management systems in government agencies: challenges and opportunities**

Base of research **Human Resources and Social Security Bureau**

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2. Deadline for student completed project (work) _____

3. Background to the project (work):

Performance management systems (PMS) have become one of the chief solutions to increase accountability and efficiency of government agencies. Captured stakeholder's demands have made incumbent global governments to consider adopting these systems to obtain better results. PMS implementation in government agencies: The studies fulfil the research objectives as they cover a variety of case studies and advance relevant literature. This paper will explore the relevant performance management strategies and theoretical basis to provide guidance for the reform and development of the public sector.

4. Contents of settlement and explanatory notes (the list of issues to develop):

This research will outline the study objectives and significance, review relevant literature, and describe the methodology used. This research aims to analyze the current performance management system. PMS adoption also provides the society an opportunity to enhance culture of improvement within the government agencies. Performance also provides agencies with areas to focus on for improvement, thus leading to a change in the system and even processes. The use of proactive approach of performance management results may well translate to the creation of more adaptive and relevant public service. In the following analyzing the use of performance management systems in government agencies as an opportunity to observe the effectiveness of such measures it will be imperative to note that it is also associated with a number of risks. Change resistance, measurement challenges and lack of resources are factors which act as thorns to the process however the outcomes such as transparency, accountability and decisions make it worthy to be embraced. The conclusion will summarize the findings and their implications for development of performance management systems in government agencies.

5. Date of assignment:

June, 19 2023

CALENDAR PLAN

№	Name of the diploma project's stages	Dates of project stages' performance	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	<i>June, 2023</i>	
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>September – October, 2023</i>	
3	Preparation and presentation of draft of the first chapter of the thesis	<i>November, 2023</i>	
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>December, 2023</i>	
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>January, 2024</i>	
6	Design options improve the research problem	<i>January, 2024</i>	
7	Completion of the project part of the thesis, design chapters	<i>January, 2024</i>	
8	Previous work and its defense review	<i>March, 2024</i>	
9	Checking the authenticity of the thesis	<i>August, 2024</i>	
10	Deadline for student completed the thesis	<i>September, 05 2024</i>	
11	Defense of the thesis	<i>September, 12 2024</i>	

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АНОТАЦІЯ

Чжан Юе. Впровадження систем управління ефективністю в державних установах: виклики та можливості.

Кваліфікаційна робота за спеціальністю 073 «Менеджмент» ОП «Адміністративний менеджмент» СНАУ, Суми-2024 - Рукопис.

У кваліфікаційній роботі розглядаються проблеми впровадження та розробки систем управління ефективністю (PMS), які стали одним із головних рішень для підвищення ефективності діяльності державних установ. Вимоги зацікавлених сторін змусили уряди держав розглянути можливість впровадження цих систем для отримання найкращих результатів. Впровадження PMS у державних установах є надзвичайно актуальним питанням для сьогодення. Системи управління ефективністю впроваджуються з метою оцінки та підвищення рівня ефективності державних послуг. Вони включають формулювання цілей, використання показників ефективності, сформованих для керівництва при прийнятті рішень. У державному секторі PMS розглядаються як засіб підвищення підзвітності або забезпечення наперед визначених цілей та ефективного використання ресурсів у державних установах. У роботі досліджуються основні проблеми запровадження систем управління ефективністю у державних установах. Поширеною проблемою впровадження нових систем в організаціях державного сектора є те, що вони вже мають стандартні процеси, які, як правило, мають бюрократичний характер. Цей опір часто набуває форми страху перед ймовірністю бути оскарженим і притягнутим до відповідальності за свої дії, а також побоювання втрати роботи та зміни балансу сил.

Однак використання PMS може бути обмежене недоступністю ресурсів, таких як фінанси, люди та технології. Робота окреслює виклики та можливості для розвитку та удосконалення систем управління ефективністю в державних установах. Основною проблемою державних установ є невеликий бюджет, з яким вони працюють, що значно заважає їм застосовувати інноваційні інструменти, які можуть допомогти в управлінні ефективністю.

Ключові слова: системи управління ефективністю, державні установи, показники ефективності, ефективність, державні послуги.

ABSTRACT

Zhang Yue. The adoption of performance management systems in government agencies: challenges and opportunities.

Qualification work on specialty 073 “Management” EP “Administrative management” SNAU, Sumy-2024 - Manuscript.

The thesis explores the problems of implementation and development of Performance management systems (PMS), which have become one of the chief solutions to increase accountability and efficiency of government agencies. Captured stakeholder’s demands have made incumbent global governments to consider adopting these systems to obtain better results. PMS implementation in government agencies: The studies fulfil the research objectives as they cover a variety of case studies and advance relevant literature. Performance management systems are implemented with the purpose of assessing and increasing the levels of performance of public services. They include formulation of goals, operations through performance indicators and the goals formed to be the guide when making decisions. In the public sector, PMS are viewed as means for increasing accountability or for ensuring predetermined goals and efficient usage of resources in the government agencies. In the case of its application in government agencies the following are some of the main challenges: The culture in organizations is one of the biggest barriers since change initiates a process of disrupting the norm. A common challenge of adopting new systems in the public sector organizations is that they already have standard processes in place, and are typically bureaucratic in nature. This resistance is often in form of fear of the enhanced probabilities of being challenged and held responsible for one’s actions as well as apprehension of job losses and shift in power balance.

However, the implementation of PMS may be constrained by the unavailability of resources such as finance, people and technology. A major challenge that government agencies have is a small budget that they work with, this greatly hinders them from acquiring the best tools and training that can help in performance management.

Keywords: performance management systems, government agencies, performance indicators, efficiency, public services.

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INTRODUCTION

According to Arup, multinational corporations are a natural byproduct of the rapid expansion of the global economy. These changes have brought additional difficulties to human resource systems, particularly for companies moving their financial and technological systems to other sites. In order to stay competitive in today's globalized economy, organizations must immediately guarantee that their employees are making a positive impact with their time and effort. As a result, HR departments have had to beef up their performance management systems in an effort to boost workers' effectiveness and efficiency.

Sahu argues that performance management is a positive and substantial development in the area of human resources in the modern global economy. Performance can be defined in a variety of ways; nonetheless, defining it is crucial for measurement and management purposes. First, according to one definition, performance is the "record of outcomes achieved"; more specifically, it is the record of an employee's achievements. However, the system that an organization chooses to implement could undermine performance since it is seen as behavior rather than outcomes. Accordingly, defining performance as including both outcomes and behavior leads to a more all-encompassing view.

According to Armstrong, the main reasons for developing performance management systems are to fix bad performance, maintain good performance, and improve performance. An expected performance gap should exist between companies with and without a strong performance management system (PMS). This raises the question of whether or not a company's productivity is directly proportional to the presence of a PMS. In order for the PMS to produce the desired outcomes for management, Femi investigated performance appraisals and employee performance and suggested the necessity of continual performance appraisal. That PMS is in place does not guarantee that a company's employees will be more productive and efficient; this is something to keep in mind. Although performance evaluations are a good first step in

improving organizational performance, they will need ongoing revision and reconstruction to keep up with modern demands.

The employee would be in charge of creating the behavior and putting it to use in improving performance, which would involve both actions and outcomes. When overseeing the efficiency of groups and people within an organization, a human resources manager must consider both the actions (input) and the results (outputs) of their employees. According to Caldwell, performance management is a "strategic and integrated process" that aids businesses in creating a "culture of sustained success" by raising worker output and fostering growth in both individuals and groups.

When it comes to helping organizations be more effective, performance management is crucial. Organizations should establish systems for evaluation and comments so they may enhance their efficacy and efficiency. But evaluation and feedback are only the beginning of what is required to enable successful performance management. Organizations must have a firm grasp on the settings in which performance management takes place; hence, performance management must commence well in advance of both employee output and management commentary. There is widespread agreement among academics and HR professionals that performance management would be more effective with well-defined standards. Cost accounting was the original purpose of developing performance measurements. According to Rhodes, multi-dimensional performance management did not approve of this financial perspective on performance measurement. As the phrase "performance management" gained popularity in the 1970s, the focus shifted from monetary results to multidimensional performance. Since then, many contemporary businesses eager to make the most of their employees' talents have been familiar with the idea of performance management.

According to Armstrong, performance management systems are an integral part of any organization's strategy for controlling performance via the development of its human resources' necessary abilities and the empowerment of its employees. In the long term, this will help the organization obtain a competitive edge by enhancing its

capabilities. Performance management systems (PMS) are characterized by a number of important characteristics, such as the following: a commitment from the organization's leadership to ensure alignment with existing strategies and systems; a continuous process of monitoring; and the generation and dissemination of feedback.

Organizational performance management systems, according to Arup, have a dual purpose: first, they help with solving management problems, such as how to reward and promote employees. When setting goals that take into account things like staff training and employee opinions, performance management systems play a key role. Embracing performance management methods, China Huaneng Group Co Ltd has followed the global trend. As part of this trend, performance contracts have entered the public sector. Attempts to establish performance contracts in China Huaneng Group Co Ltd have run across a number of obstacles, which Cheche investigated. According to their analysis, performance assessment plays a pivotal role in many public sector service improvement initiatives. On the premise that performance management can rally the troops to accomplish specific goals by focusing their attention on the big picture, the "performance management for delivery of results" movement has gained widespread support as an influential movement. China Huaneng Group Co Ltd also makes use of another kind of PMS, which is the reward management system. This relates to the planning and execution of strategies and policies that aim to compensate workers fairly and consistently for the value they bring to the company. When non-monetary awards are considered, Odhiambo claims that reward management affects organizational performance. Some companies in China Huaneng Group Co Ltd use performance management systems that include employee evaluations. In order to raise the bar for education in China Huaneng Group Co Ltd, performance evaluations are essential, according to Chepkemai & Ngeno. On the other hand, they proved that the policies controlling teacher performance evaluations are inadequate. Second, they said that while evaluating educators in China Huaneng Group Co Ltd schools, performance evaluation instruments were underutilised.

Actuality of theme. A performance management system tracks the performance of employees in a manner that is consistent and measurable. The system relies on a combination of technologies and methodologies to ensure people across the organization are aligned with – and contributing to – the strategic objectives of the business. The system is collaborative, with managers and employees working together to set expectations, identify employee goals, define performance measurement, share employee performance reviews and appraisals, and provide feedback. When properly defined and consistently applied, a performance management system increases overall workforce productivity. Employees are more invested in their work and turnover is minimized while revenue per employee is maximized.

Along with increased workforce productivity, higher employee engagement, lower turnover, and maximized revenue per employee, a performance management system that is properly integrated with adjacent business systems can provide valuable insights that will inform broader human capital management decisions.

For example, a performance management system stores and quantifies data from employee/manager interactions including individual career aspirations, appropriate skill sets, and overall fit for succession planning. With these insights, learning and development funding can be invested in a manner that best supports the needs of the business and the employee.

The purpose of the research is to study the role of performance management systems in government agencies.

According to a particular purpose, only the important objectives of this work are:

1. To analyze external and internal factors influencing the dynamics of implementation of performance management systems in Government Agencies.;
2. To analyze performance management mechanism and organizational structure of government agencies;
3. To identify the role of performance management systems and challenges and opportunities to adoption it in government agencies.
4. To develop ways to adopt the performance management systems in government

agencies.

Subject of the research theoretical, methodological, and practical provisions of the process of the performance management systems in government agencies.

Object of the research there are organizational and economic relations that arise in connection with the process of adoption of performance management systems in government agencies.

Elements of scientific novelty of the obtained results of work are: development the ways of adoption of the performance management systems in government agencies; developing ways to improve the system performance management strategy in government agencies.

The practical significance of the obtained results is that they can be used as a basis for performance management systems in government agencies.

Methodological basis of the study there are scientifically substantiated interpretations of processes and phenomena in economics, dialectical, logical and systemic approaches to their consideration. During the research general scientific methods of analysis and synthesis, theoretical generalization and comparison were used.

The following methods were used to solve the tasks in the work: scientific generalization (when determining the essence of processes and systematization of their components); system approach - to present the results of theoretical and practical research in a visual form; classification, scientific abstraction, comparative - to compare indicators over the years; modern computer technologies for processing economic information.

CHAPTER 1

THEORETICAL FOUNDATIONS OF PERFORMANCE MANAGEMENT SYSTEMS

Conceptual Overview of Performance Management Systems

PMS are systematic frameworks that aid the improvement of efficiency and accountability and effectiveness in GOs. Such system gives systematic framework for assessing and enhancing performance based on purposeful alignment of individual, team and organizational goals with organizational strategy. This is due to the fact that government agencies these days being under pressure to be more transparent and accountable hence the need to implement sound PMS in order to make sure that the available and limited public resources are utilized efficiently and that the delivery of service meets the citizens' expectations.

The meaning of PMS has changing over the years and has severally undergone changes. Originally, PMS in government agencies mainly emphasize on the compliance and the accountability for funds use. But today's management approaches have a wider perspective towards PMS where some of the dimensions are efficiency, effectiveness, customer satisfaction, and innovation. This change is determined by the understanding that every organization, including government agencies has to adapt to the need of stakeholders in an organization with reference to the need for organizations to keep changing or (Ferreira & Otley, 2009). That is why PMS in government agencies are rather diverse in terms of their functions. First of all, they help establish clear objectives and goals which are related to the goals and objectives of the agency. Second, they provide a method of control to check on performance against these targets so that the managers are informed on the necessary improvements which need to be made. Third is that PMS promote accountability since it becomes easy for individuals or groups to be made answerable for their performance, thus creating organizational accountability. Consequently, a number of components is characteristic for a comprehensive PMS, as it

is described below in line with Ferreira and Otley. These components include:

- **Vision and Mission:** The PMS is built on the vision and mission statements of an organization. Some of the roles include defining a clear strategic direction to guide the formulation of performance goals and milestones.
- **Key Performance Indicators (KPIs):** KPIs are performance indicators that enable one to evaluate the performance of an organization in regard to its goals. They are formulated from the strategic direction of the organization and are employed to evaluate that progress and determine where the focus should be.
- **Performance Targets:** It is quite important to set right key performance indicators that eventually lead the organization to set the right performance levels that are crucial in meeting the set goals. Such targets should be achievable, quantitative, and consistent with the general goals of the organization.
- **Performance Evaluation:** Performance appraisal can be described as the process of measuring the degree to which the organization has attained the set performance goals. Such an assessment is of quantitative and qualitative nature and is crucial when it comes to defining the overall performance and opportunities for the further growth.
- **Rewards and Penalties:** Apart from performance measures, a good PMS has ways of encouraging people and groups to achieve their targets besides penalizing those who underperform. These may be monetary, in form of promotions, gifts and bonuses, promotions among others.
- **Feedback and Feedforward Loops:** The feedback as well as feedforward loops are effective in facilitating organization's learning process in light of its experience. They help the organization to maintain adjustability as well as progress in responding to alterations in organizational surroundings.

It is already pointed out, there are numerous advantages associated with PMS when properly implemented. However, there are several issues that government agencies experience when trying to put PMS in place. These can be greatly grouped under organizational, technical and cultural factors. Among the major issues that agencies

encounter when implementing PMS, one of the hardest is to ensure that PMS is in tune with the agency's strategic objectives. Most of the times, there are major differences between the strategic goals and targets that are formulated at the organizational and departmental levels and the performance indicators that are applied at the tactical and operational levels.

This lack of alignment can result to the creation of a lot of confusion as well as losses in efficiency since the employee is not fully aware of how his or her work is helpful to the success of the organization. Other organizational issue is compatibility of PMS with other management systems in the organization. Government organizations therefore have a number of management systems in place pertaining to, for instance, financial handling, payroll, and project management. Being in tune with these systems is vital when it come to linking the PMS to them so that there is no gap between what is recommended and what already exists because this would lead to unnecessary repetition.

Some technical issues arising from the establishment of PMS in the agencies of government are as a result of the operational nature of the systems. Co-creating as well as implementing a PMS capable of capturing all possible performance data may be a herculean task at some times. This is made more challenging by the fact that the users who shall be using the system are employee's meaning that the system should be simple enough and can be used without input from technical personnel.

Another complex technical issue is that of data management or data storage. Many government agencies produce large volumes of data and the task of ensuring that these data are correct, timely and relevant to the performance measurement exercise may be challenging. Furthermore, since PMS data is compiled from various sources and it should be integrated in one system, effective data management and analysis skills are crucial.

Of all the factors that have been discussed above regarding the implementation of PMS, the cultural barriers are evidently the most complex. For any PMS, the culture to support the performance focus is crucial while, still, many governments find it tough to

establish such a culture. The main organizational culture barriers have been mentioned as including; resistance to change, lack of commitment from management and executive, and better concentration on the short-run outcomes than the long-run development.

There is also a general lack of appreciation of what PMS is and some of its advantages among the workers. Thus, if the employees in the organization do not support it then the PMS will not be effective. There are some cultural issues that need to be addressed when it comes to the designing and implementation of this system. It is necessary for developing and maintaining the new system to involve the employees into the process of design and implementation of the new system, as well as to provide them with constant training and support, which will help in overcoming the mentioned challenges.

However, there are prospects for improving PMS in government agencies and this is why it is important to consider the following points. Some of these opportunities are given below: They are mainly due to improvement in technology, improvement in managerial practices, and switching towards more responsibility and transparency.

Thus, the further development of the modern technologies is one of the major factors that can contribute to the improvement of PMS. The opportunity to apply aspects such as superior data analysis, artificial intelligence and machine learning in the actual measurement and evaluation of performance can be quite useful and effective. These technologies can also offer real-time information on performance and assist the managers to be more effective in decision making since a problem that has occurred can be corrected early.

However, technology can help link PMS with other systems, thus giving an overall picture of organizational performance. For instance, in the integration of the cloud-based data sharing it becomes easier to align the data flow between the various departments and agencies enhancing the general efficiency of the PMS. The second area of strength that can be used to strengthen PMS is to bring the performance measurement system into fully line with the agency's strategic direction. This can be done by engaging all the stakeholders involved in the design and implementation of the PMS to

ensure that the system implemented contains requirements of the organization. Further, review of the PMS can be performed at other time intervals than the initial implementation, to check whether the system still retains compatibility with the organization's current strategic directions.

But to achieve its goals and objectives, understanding the need to keep up a performance-oriented culture is central to any PMS. This can be done through communicating the reason for implementing the PMS, training employees on and providing the necessary support as well as focusing on appreciating high performers. Many people believe that leadership support is vital as leaders are responsible for averting the organizational culture and ensuring that everyone in the organization supports the PMS.

PMS can also be used to increase accountability and transparency in the various Governmental organizations. In this way, through offering precise and quantifiable goals, the PMS can assist the organization to address held social responsibilities by acting as a vehicle for holding the individuals as well as the organizational teams responsible for their attainment performances. Also, public reporting and performance dashboards can contribute to the level of transparency since other interest groups and citizens can be informed directly of the agency's performance to put pressure on the agency regarding the results it has achieved.

Therefore, this research has been able to establish that Performance Management Systems in government agencies has its pros and cons. Yet, it is crucial to note that the processes of implementing PMS are as far from being trivial as the latter can be indeed; thus, organizational, technical, and cultural factors should be taken into account to achieve the goal of implementing these systems. PMS, when adopted, can assist government agencies to align performance measures with its strategic objectives and assist in accountability as well as increase delivery of services to the citizens throughout its systematic guidelines for performance measurement and enhancement. The increasing complexity of challenges that formulate agencies encounter as they continue to transform implies that the role of PMS remains critical. In other words, there are key

principles that can be tailored to improve the effectiveness of a PMS within government agencies: the exploitation of technology, the alignment with strategy, the fostering of a performance focused culture, the encouragement of accountability and the enabling of transparency.

Historical Development and Evolution of Performance Management in Government Agencies

The evolution of PMA in the government agencies is a mirror image of the history of development of public administration and management. In the first place, government agencies functioning in a specific organizational context were mainly working on basic operative functions and compliance with norms and regulations. The concept of performance management was not distinguishable since the focus was to ensure that the operations of the government complied with the set laws and code of conduct. However, with the growing of the size and the role of public administration it became necessary to adopt more systematic ideas and practices in regard to its functioning and enhancement.

Thus, from the early twentieth century, emphasis was made with petty bureaucracy and efficient running of the government. This time was the start of the scientific management movement where efficiency and productivity became important aspects within the private and public domains. Bureaucratic organizations commenced emulating business enterprises on issues to do with performance measurements, budgeting, and the likes. The advancement of the performance budgeting was initiated in the 1940s where resource allocation was tied with the performance outcome; hence, forcing the agencies to work to realize a particular goal.

Other developments in performance management in government agencies were realized after the World War II. This was due to the improvement in the level of difficulty of functions carried out in the public administration and the growing call for accountability. These systems were proposed to provide more systematic information for evaluating performance of government agencies and not necessarily the efficiency of organizational processes, their output quality and effectiveness in delivering public

services to the citizens. The beginning of performance audits and program evaluations in this period thus indicated a focus on the measurement of efficiency of government programmers and policies.

The 1980s and 1990s are considered the period of the emergence of the New Public Management (NPM) movement that influenced the advancement of performance management in the governments' agencies. Describing it as New Public Management or NPM, the government called for the implementation of market-oriented management reforms within the existing public sector that included a complex of elements such as performance measurement and accountability and customer orientation. From this period, use of performance management systems was gradually adopted in most governmental organization with performance measurement being used to enhance efficiency and effectiveness in the provision of service delivery within civil service. Introduction of performance contracts and Performance Management Pay scales in many countries during this period was as a result of implementation of NPM in public administration.

That was the case since, as the government agencies grew larger and the responsibilities of such agencies expanded, the contention arose that a more systemic and extensive approach to performance management was required. The bureaucratic model drawn from the concepts of Taylor, Weber and others, has been centered on productivity and norms of procedure for responding to the demands that confront officials and organizations in the twenty first century. This resulted into the emergence of systematic managing performing frameworks that would call for the integration of individual/ organizational performance with the aims of overall strategic directions. The use of balanced scorecards, key performance indicators (KPIs) and other management tools that approach to performance management in senior civil servants and government agencies illustrated this change of focus.

In the case of the past few years, the government agencies' performance management has begun emphasizing the culture of ongoing improvement and innovation. This understanding of performance Management as not a mere measure of

performance in the past but as a tool that can be used to ensure future improvement has led to various changes in the measures taken in the Performance Management frameworks. This encompasses the application of data analysis, performance scorecards as well as other technological ingredients for purpose of real time performance measurement and management. The relative significance of organizational culture in fashioning performance consequences has also been realized, which has translated into raising awareness concerning a matching application of performance management practices to the values, beliefs and behavior portrayed in the organic culture of government agencies.

It is also worth admitting that the historical evolution of performance management in the government agencies is so intertwined with the more general societal changes, such as the tendencies which respond to the rising call for openness, accountabilities and citizenship participation in the administration sphere. The change from past more isolated and autocratic style performance management processes is as a result of increasing understanding of the need for citizens and other stakeholders to be involved in the performance management process. This has precipitated the emergence of performance management frameworks that encouraged the involvement of the public and which seeks to increase the degree to which these agencies are observing the needs and wishes of the populace.

Prehistoric Origins and Basic Ideas

The origin of performance management can be said the Wei Dynasty of China in 221-265 AD. The Imperial Ruler had a performance assessment of the ruling family members, which was an effort at systematic governance, albeit serving accountability. Even in military domain of ancient warfare writings, which can be considered one of the earliest performance management approaches, Sun Tzu's *Art of War* put significant importance on understanding the capabilities and limitations, another important aspect of performance management. These early instances set the stage to the structured models on performance evaluation that was to follow later. The 20th Century: Historically, A New Beginning of Performance Appraisals.

Early 1900s: The Beginnings

Performance management can be traced back to the beginning of the Twentieth Century where performance appraisal system was implemented. One of the world's first documented performance appraisal systems, Walter D. Scott from the USA developed during World War I this performance appraisal known as "man-to-man comparison" scale which was strongly grounded on Frederick Winslow Taylor's principles of scientific management and focused on the measurement of the potential work of a man and their effect to production. But this early system was somewhat restricted and did not gain much popularity till the mid of twentieth century.

The 1950s: Deficient of Concrete Structures

Formal PA systems have evolved in the twentieth-century, especially in the 1950s, but most of them had various imperfections. A large number of organizations including the governmental ones applied the personality-based systems that were centered on certain innate characteristics rather than the performance (Chatterjee, 2020). These systems failed to have appraisal or feedback options hence proving irrelevant in changing employee's conduct. Another disadvantage was that many of them were based on personality instead of the results of an activity, which was rather disadvantageous in such spheres as public administration which often distinguishes effectiveness depending on the actual outcomes of the work.

The 1960s: Annual Confidential Reports.

For instance, the Annual Confidential Reports (ACRs) in the 1960s was a major milestone to performance measurement in the government agencies. ACRs were employed to observe and manage substandard performance from the employees whereby the assignments to be done included assessment on aspects such as job knowledge, punctuality, and loyalty. Nevertheless, these reports were rather obscured, and most of the employees did not receive any feedback concerning them. The problem with ACRs was that there was no feedback element to it which resulted in a failure to adjust performance and employees' dissatisfaction in general.

The 1970s: An Evolution for the Better: Increase in Oracle Business Transparency.

Performance management was most affected during the 1970s as there was shift from judgmental or opaque techniques to radical and more transparent techniques. This time employees were told adverse comments, which they never observed before, included in their performance reports besides being given a chance to rectify their shortcomings. This change of thinking toward a more conducive performance management system was marked by other changes in public administration processes as attention shifted from only enforcing compliance to managing improvement and growth of the employee.

This was also the period when there was a shift to goal-based performance appraisals where assessments focused more on performance rather than genetics hence making the concept of performance genotypes irrelevant. This change was especially noticed in the governmental institutions in which the focus on particular outcomes was consistent with the overall attempts to enhance the quality of public services and answerabilities.

The 1980s and 1990s: 360-Degree Feedback and/or Multi-Person Ratings: Its Emergence.

Multi-source feedback was popular from 1980 to 1990s, the most commonly used of them all being the 360-degree appraisal. This process of collecting feedbacks from other people in the workplace, such as peer, subordinates and superior, covered more on providing a wider and encompassing opinion on the performance of employees in the workplace. The implementation of the method of 360-degree feedback meant a transition towards a new model of performance management, which was orientated not only toward the results of individual's work, but also toward his/her interpersonal and team performances.

In government agencies, use of 360-degree feedback was just a part of change management strategy which was called New Public Management (NPM) and which aimed at applying processes of management of private companies to the public sector agencies. NPM was centered on cost-cutting, responsibility, and customer orientation, some of the elements that were part of the performance management frameworks

implemented at the government organizations in this time frame.

The 1980's were also marked by the introduction of the performance management tool known as the Balanced Scorecard that enabled firms to assess performance in various perspectives including financial, customer, internal business process and innovation and improvement. Growing out of private businesses, but later applied for government organizations, the BSC as a concept offered a more strategic vision of performance management that aimed at bringing individual and organizational goals into correspondence with public policy goals. The 2000s: An analysis of the trends comparing the two models reveals that there has been a shift from the conventional spot performance appraisal system towards Holistic and Developmental Performance Management.

The period of the early 2000s saw the emerging paradigm shift in terms of the practice of performance management towards development and engagement as well as motivating the employees. The former centralized, formalistic and bureaucratic model of PMS with focus on reviews and feedback provided from above at least once a year has been gradually replaced by the more decentralized and open systems.

Another finding of this period of performance management was the shift of the practice to continuous performance management where the traditional once a year review was done away with to provide constant feedback between the employees and managers. The above approach facilitated the giving of feedback and constant reporting as well as review of goals, which made it easier to introduce changes to the functioning of employees.

In government organizations there has been the move to adopt continuous performance management mainly attributed to increasing volatility of the operating environment. The growing tasks in the public administration coupled with the growing demands from citizens meant that public performance management system required a more robust approach that could adapt to new issues and challenges.

The use of comprehensive frameworks with the focus on regular measurement of multiple aspects of organizational performance that include employee satisfaction,

organizational culture, and sustainability together with financial and operational performance was also observed from the early 2000s. These frameworks depicted performance in a much broader perspective than that of simple individual output but rather the health of the firm which can also mean sustainability.

The 2010s: The Age of Ongoing Praise and Reward Centralization

The last decade, or the late 2010s also saw a shift to more and frequent feedbacks and more decentralization of performance management. The traditional and more bureaucratic performance management methods that were developed several years ago as being closely related to the top-down approach where the employee received feedback after one year at most, or where feedback was provided based on a hierarchical set of performance indicators were gradually replaced by more participative forms of performance management.

Another very significant trend that was witnessed back then was the shift from the conventional or traditional concept of the annual appraisal to that of continuous feedback processes. Both managers of companies and officials of government agencies began to see the flaws of the conventional system in that the end-product of the review invariably had more to do with the past than the future (Aguinis, 2013). The ongoing nature of feedback means that employees can receive performance-related, discussions close to the time when they can address the issues at hand with little delay and are therefore assist appropriate organizational objectives can be met in the process.

In this sense, the shift to more flexible and adaptable PMS also observed the trends in the general development of the work environment concerning the changes in the trends toward remote work, and the growing significance of the employees' involvement and well-being. It was getting more attention especially from Government agencies to makeover their work environments so as to become engaging and empowering to encourage employees to perform duties and own their growth.

Another area of development utilizing technology during this period was also apparent in the performance management arena. With the increased use of technology in the learning environment such as performance dashboards, mobile applications and data

analytics, it became easier to monitor organizational performance in a real-time and precise manner as pointed out by Pulakos. In government agencies, these tools helped the agencies to implement performance management processes in a more efficient and transparent manner thereby enhance public perception of the agencies.

The 2020s and Beyond: It is evident from the above discussion that the future of performance management is particularly challenging given various complex dynamics associated with it. Focusing on the ongoing process of performance management improvement, we can state that with the shift into the 21st century more new tendencies and challenges have been revealed. The evolution of the future of performance management can be associated with several factors, including the following: The shift of emphasis on the employee experience; Artificial intelligence; and finally, emphasis on delivering performance outcomes rather than standardized processes.

Among the phenomena it is possible to indicate tendencies, which are characterized by the following considerations: one of the most influential trends is the change of the paradigm of performance management with the focus on the outcomes and outcomes rather than on the processes. This approach is well applicable to the public sectors particularly government organizations since the aim is shifting towards the production of Macro public goods and quantifiable values and results. AI and other technologies are also significantly expected to be potent levers in the future of performance management as it would make assessments of performance more realistic and proactive in providing proper insight into performance problems.

Key Theories and Models of Performance Management

Performance management as a practice entails utilization of several theories and models in an effort to conduct the process. It is therefore important that one learns about these theories in order to design and implement performance management system that will support the overall objectives of the organization and in turn help improve the performance of employees. This section is aimed at presenting the reader with the most important theories and models developed within the field, thus offering a clear picture of what forms the basis for today's performance management practices.

Goal-Setting Theory

One of the most widely used theories of performance management is the “Goal-Setting Theory”, which was created by Edwin Locke and Gary Latham. According to the theory, “Where specific and challenging targets are set, higher levels of performance are attained than where easy or non-specific targets are set.” According to Locke and Latham clarity and difficulty are key elements that determine motivation and performance. When goals are well set and are difficult for the employees to achieve, they tend to apply more efforts and be more persistent hence improving their performance.

Another main factor in the theory includes goal commitment, feedback as well as the task complexity level. Mintu and Ehrenberg state that goal commitment helps in goal attainment, while Kavanagh and Husted have indicated that feedback is crucial in facilitating and supporting performance amidst organizational changes; in this case, Lockett and Latham suggested that performance targets have to yield feedback to be effective. Further, the complexity of the task can act as a moderator between goal setting and performance, the higher the complexity the higher the demand for resources and, therefore, the support needed. In the context of performance management, Goal-Setting Theory gives direction on how to set challenging targets of the performance in terms of specificity, measure, attainability, relevancy, and timeliness (SMART). When individual and organizational objectives are aligned, managers increase the motivation and performance of employees and thus organizational outcomes are improved.

Expectancy Theory.

Another principal theory associated with performance management is Expectancy Theory developed by Victor Vroom in 1964. This theory has been developed from the perception that people will work in such a manner as to achieve the results that they want. Vroom suggests that motivation is a function of three components: Perceived expectancy, perceived instrumentality, and perceived valence.

Effort-performance relationship refers to the effectiveness or expectancy, as it is termed, workers have towards their effort with regards to the performance.

Instrumentality is the perception of the likelihood of gaining tangible and intangible benefits from performance for instance remunerations or promotions. This is the estimation that an individual has on the consequences in regard to performance. Vroom defined motivation as a state whereby an individual is sure that his/her efforts will make him/her accomplish the targeted performance, and in turn the performance will help one to get what he/she wants, and that which is considered valuable by the employee.

Expectancy Theory like the other performance management theories emphasizes the relationship between effort and performance and rewards given to the employees. Management also has to guarantee that performance appraisal systems are viewed as equitable as well as reward employees in a way that employees find significant in their perspective. The system of performance management establishes an effective positive correlation between the performance and rewards with the aim of increasing motivation and performance.

Equity Theory.

Equity Theory which was originated by John Stacey Adams in the year 1963 deals with equity and performance. On the perception of equity Adams noted that people compare the amount of effort they put in the job with the amount of reward they are given and this with that of others. The current study farther suggests the hypothesis that when the employees of an organization get the impression that everything is fair, they tend to be motivated and perform to the best of their abilities. On the other hand, perceived inequity also results to dissatisfaction, demotivation and also decreases the performance of the employees.

Adams identified two types of equity: primary and secondary, Antique and modern. Internal equity relates to the fairness in terms of the compensation paid to employees in the organization while external equity deals with the comparability of the compensation paid to comparable organizations. This needs to be addressed because the negative behavior that results from inequity perception include loafing, seeking for higher rewards, or opting out of the organization.

Equity Theory expresses ways through which performance management

emphasizes on fairness and objectives of the business when appraising subordinates' performances and determining their rewards. There is need to provide assurance that performance assessments are fair, and performance awards fairly administered. Fairness at the workplace is highly valued and can improve organizational commitment and organizational citizenship behavior and decrease turnover intention at the workplace.

Social Cognitive Theory.

Self-efficacy theory was proposed by Albert Bandura in 1980s which basically focuses on observational learning, self-efficacy and self-regulation of the performance. According to Bandura (1986), people do learn through observing their peers and that self-efficacy, the extent that one believes they can accomplish a task or not, determines the behavior or effort put into executing the task. Self-efficacy determines the goals that people are willing to set, the amount of effort that they are willing to exert and the duration that they are willing to persevere in the face of difficulty. Self-efficacy contributes to the level of goal setting, effort and resilience through the following ways; Self efficacy helps in goal setting, effort exertion and resilience. Also, Social Cognitive Theory emphasizes on self-regulation through observation of one's performance as well as setting self-destined goals and modifying one's behaviors to achieve those goals.

In the case of performance management application of SCT implies that managers should build people's efficacy to perform tasks and provide them with proper modeling experiences. Education activities, coaching, and observing examples can affect and shape behavior, allowing the employees to be more confident at work. Also, performance feedback should not be negative but should consist of positive reinforcement that enhances the employees' self-effort and self-management skills.

Control Theory.

Control Theory which origins can be attributed to cybernetics established by Norbert Wiener in the 1940s, is centered on the ways in which people manage their conduct to meet specific goals. Carver and Scheier point out that Control Theory involves assessing the performance against a standard or a goal, perceiving the difference and develop ways of eliminating the difference.

The theory is founded on a performance feedback cycle, which enables information of performance to be fed back and used to guide behavior. In performance management, Control Theory focuses on the goals of standard setting, of feedback and correction and of encouraging corrective actions by the employees. The theory also postulates that the motivation levels enhance where one has control over the performance or can in some way determine the results.

In its realization, Control Theory includes performance dashboards, KPI, and performance feedbacks as the principal elements. Thus, it is possible to enhance performance and maintain feedback in organizations with the help of which employees will be able to reach their aims and objectives. The theory also stresses on the self-directedness in performance management, where performance is enhanced by means of delegation of authority.

Reinforcement Theory.

Reinforcement theory has been named by B. F. Skinner in the 1950 and it has the origin from the operant conditioning. The theory proposes that behavior is key driven by its implications; consequence that is, good behaviors are encouraged by rewarding them whereas undesirable behaviors are punished. Reinforcement Theory focuses on positive incentives or positive improvements with negative consequences as a way of influencing various behaviors of the employees.

Skinner was of the opinion that any favorable treatment given to an individual in the course of his/her work, for example, compliment, certificate, or money reward enhances the chance that the same behavior will be repeated in the future. On the other hand, there is a concept known as negative reinforcement or punishment that decreases the chance of occurrence of certain behaviors. Notice that the timing and consistency are the major variables that define how behavior is going to be changed, and clearly, immediate and consistent reinforcement is the best policy.

Reinforcement Theory in performance management indicates that appropriate encouragement and praising should always be offered by the managers to enhance favorable behavior and penalties should also be offered in cases when undesirable

behavior is observed. It is for this reason that performance appraisal systems should be a tool that encourages performance above the set standard while at the same time offering developmental feedback for the low performers. In other words, if organizations apply the concept of reinforcement properly it becomes easy for them to manage their employee behavior and even get improved performance.

The Balanced Scorecard.

Kaplan and Norton's Balanced Scorecard that was first introduced in the early 1990s is a strategic performance measurement system that gives a complete picture of how organizations are performing. widens the most popular performance measurement tools – the Financial performance – by adding four perspectives, namely Customer, Process, Learning and Growth. The Balanced Scorecard is founded on the assumption that capturing measures of financial performance only is not enough for defining the organization success. This way of doing things helps in enabling the Balanced Scorecard viewpoint be fuller in presenting the performances observed within various organizations as well as the link between the strategies and operational activities. The framework also focuses on goal setting, the monitoring of goals and the use of results in order to further the improvement of the organizational goals.

In government agencies for example, the BSC has been modified to reflect government agenda in performance measurement and reporting where such outcome indicators as service delivery, efficiency and the production of public value are emphasized. Through the use of the Balanced Scorecard, it will be easier for government agencies to enhance on issues of transparency and accountability as well as ensure that the strategic goals and performance are well aligned. The idea of best strategic map and the concept of performance measurement on its basis also presuppose the absolute balance of financial and non-financial indicators of performance.

Management by Objectives (MBO).

Management by Objectives (MBO) is a performance management technique which was developed by Peter Drucker during the 1950s. The MBO strategy is one whereby objective are clearly defined, precisely stated, and are usually developed in

consultation with the workers and their immediate managers. MBO concentrates on the relationship between individual goals/targets and Organization goals/mission and makes the employees aware of the company goals/vision.

MBO operationalizes goal- setting, which is the establishment of specific difficult but realistic targets for the workers to accomplish in given period. It also incorporates participative management where by employees are shareholders in formulating their objectives which are contracted and expected to be achieved. Periodic appraisals are carried out with the view of evaluating progress in relation to the laid down objectives together with feedback to ensure that the employees are on the right track.

MBO is thus useful in performance management in that it offers a systematic way of developing and establishing goals as well as appraising performance. The major advantage of concern to involve employees in formulation of goals is that commitment and motivation are automatically fostered, while the major advantage of concern to set specific goals is that performance is always guided by goals set. In the same manner, it fosters organizational development by ensuring that the workers are improving on their goals and contributing to the success of the firm.

The 360-Degree Feedback Model.

The 360-Degree Feedback Model is a multi-source feedback system that incorporated feedback of subordinates, peers, customers and managers, as well as the employee's self-assessment with regard to his/her performance. The feedback is gathered from the supervisor, coworkers, subordinates and the clients thus giving more balanced feedback of the particular employee.

According to the 360-Degree Feedback Model it is believed that feedback coming from several sources is more credible as compared to feedback coming from a single source. Self-appraisal is another key feature under the model in which employees evaluate themselves in order to discover their areas of strengths and weaknesses. The feedback forms the basis of a development plan which focuses on the employees and their skills and competencies that they need to enhance.

In the performance management system, there is the 360-Degree Feedback Model which can be used to measure performance and to determine areas of need for improvement by the employees. The chosen model promotes the culture of the constant feedback and personal development of employees who receive help and support in their endeavors to enhance their performance. Those are the reasons why, for instance, in leadership competence 360-Degree Feedback Model is effective in leadership development since feedback from different sources can assist leaders in developing competencies essential for leadership.

The Contingency Theory.

The Contingency Theory of Performance Management Performance management is an important component of managing organizations and it can be explained by the contingency theory. Essentially, the Contingency Theory of Performance Management believes that the classical theory is an insincere approach to performance management as there is no universal means of approaching it. However, Fiedler opined that several factors have an impact towards PM practices some of these factors are as follows culture, structure and also the organizational environment.

The theory directs more attention towards the fact that for organizations it is crucial to adjust the practice of performance management to the conditions in which it exists. The contingency theory posits that certain performance management practices which work well in one organization do not work well in other organizations. On the same note, the theory is also keen on the fact that the practices of performance management should be connected to the strategic plan of the organization. The study has presented evidence to show that organizations that are in a position to align the use of performance management practices to their contextual factors stand the best chance of attaining the intended results. In performance management the Contingency Theory is beneficial as it enables the organizations to practice what best suits it. The theory also makes organizations review their practices in performance management from time to time to see that indeed it remains relevant and useful. Thus, contingency approach can construct proper performance management systems that have strategic objectives

relevant to different organizational environments.

Behavioral Anchored Rating Scale (BARS).

The rating scale that is most frequently used with child participants is the Behavioral Anchored Rating Scale (BARS). The Behavioral Anchored Rating Scale (BARS) is a type of performance appraisal where the advantages of qualitative and quantitative data can be obtained. BARS offer a rating scale which shows particular behavior descriptors indicating varying degree of performance. Based on such scale development approaches, it is established that the scale is anchored through specific performance-related behaviors that indicate the poor, moderate, good, and excellent performance. As stated by Smith and Kendall, BARS is founded on the notion that concrete illustrations of behavior give a better and dated picture of performance in contrast to conventional rating scales. The following of behavioral examples also eliminates prejudice and subjectivity in the appraisal of an employee's performance because the ratings are based on some of the exhibited behaviors.

BARS in the context of performance management offers more rigid and systematic method for carrying out performance evaluations. The provision of specific behavioral examples is instrumental in making the end performance appraisal efficient, objective, fair, accurate to the employees as well as constructive. BARS is most effective when there is clear and direct relationship between performance on the job and specific behaviors such as organization's customer relations or sales figures. The theories and models presented here can give the broad picture of the principles, on which the contemporary PM practices are based on. All the theories afford understanding the means of boosting up motivation of employees, relation between performance and organizational objectives, and establishing culture of constant learning. These theories therefore help managers who wish to design performance management systems that contributes positively to organizational success.

Importance of Performance Management Systems in the Public Sector.

Performance management has become very important in organizations especially in the public sector to increase their performance. In this regard, performance

management is not only about the measurement of employee performance but a management tool for organizational performance, organizational accountability and effectiveness in delivery of public services. From this research, the importance of PMS in the public sector can be highlighted in different ways such as organizational responsibility, motivation of employees, enhancing on delivering services and aligning the strategic goals.

Organizational Accountability.

It would be pertinent to note that one of the key objectives of adopting performance management systems in the public sector is to establish organizational responsibility. Public sector organizations operate with taxpayers' money and therefore they must portray NGO like principle in their undertaking. PMS assists in setting of performance requirement and achievement and these are critical in measuring the performance and productivity of public services. The fact is that, thanks to the use of goals and means for assessment, public sector organizations can prove that they performed well and where there are issues, they should address. This accountability is important in people trusting the implementers of the projects and the rightful use of the available resources.

Employee Motivation and Development.

Performance management systems also has a great impact in encouraging and building human capital in organization of the public sector. PMS also helps in achieving organizational goals by giving employees a clear picture of the expected goals and responsibilities of employees which helps to increase their commitment to the organizational objectives. Through constant feedbacks, appraisal, and review systems, PMS assist the workers in getting acquainted with the prospects, job content and the opportunities of getting promotion and self-development. This is a cycle which motivate employee to work harder and makes their performance to be in conformity with the company's best performance goals and polic. In addition to that, PMS can enhance use of effective performance indicators and increase job satisfaction and low turnover in the public sector.

Improvement in Service Delivery.

The efficiency of performance management in the public sector is also another dimension as it has consequences on service delivery. This paper focuses on public sector organizations, which are charged with the provision of services in the society, and the efficiency of these services depends on the performance levels of the organization. Plans in PMS allow organizations to quantify and compare achievements against goals making it possible to find out areas of shortcoming in the delivery of services. For instance, performance indicators such as customer satisfaction sample and service quality check offer real information that shows how the organization is addressing the requirements of the stakeholders. Through these metrics, the public sector organizations can draw information as part of forming strategies that will improve the quality of the services and try to tackle areas that are perceived as a weakness.

Strategic Alignment and Planning.

Performance management systems are also useful in responding to the coordination of stabilizing organizational and operational goals of public sector organizations. PMS supports strategic planning since organizational performance goals that are used have to align to the mission and objectives of the organization. This alignment helps in ensuring that all the various levels and departments of the organization are fettered towards the same goals in that it improves on the coherence resulting out of organizational operation. By so doing, strategic alignment through PMS assists in mapping of higher strategic organization goals to operational practical goals and measures enhancing the organizational efficiency. Also, through use of performance data, public sector organizations can review their performance frequently and make necessary changes in their strategies and operation to meet the changing requirements and issue.

Challenges and Barriers.

However, managing performance management systems in the public sector has a lot of challenges in place. Some of the challenges posed are; resistance to change, lack of adequate training for the new methods and lack of adequate resources. Change

implementation may also be a major challenge since some employees in the public sector organization may resist the change arguing that the new practices in performance management are not workable. Also, for PMS to be effective, it requires support through provision of enough resources and people must be trained on how to use the system properly. The following are some of the major challenges that need to be meet in addressing the implementation of PMS through a strategic approach that involves communication and stakeholders support.

Therefore, performance management systems should be treated as critical tools in increasing accountability, encouraging employees, increasing service outputs, and linking strategic goals in public sector organizations. In this regard, it can be stated that implementing of effective PMS in public sector organizations can enhance the effectiveness in the organizational goals and objectives of the organization, the efficiency of the operation of the organization and the quality of the services to the public, which are delivered by the organization. Hence, it is necessary to focus on the problems arising in connection with PMS implementation to yield optimal results. Further studies and innovations in the field of performance management practices will aid in the enhancement and formulation of good performance management systems which could help the public sector organizations thrive and become sustainable.

CHAPTER 2

ANALYSIS OF PERFORMANCE MANAGEMENT SYSTEMS IN GOVERNMENT AGENCIES

2.1 Overview of Government Agencies and Their Performance Management Needs

Bureaucracy has several peculiarities which include the fact that goals may include serving the public instead of making profits, accountability and compliance to numerous regulations. These characteristics define the nature of their performance management requirements and approaches in the most profound manner. It gives an extensive description of each of these agencies' performance management needs, issues, and development with the help of theoretical frameworks and research findings.

Talking about the goals and dynamics of government agencies, they are different for each organization being in operation. While private organizations have an organizational culture that puts into consideration profit maximization and shareholder satisfaction, the government agencies function around efficient and effective service delivery to the public. Such a change in objectives calls for a performance management system that can capture such a diverse array of measures than financial measures. The nature of mission of the public sector organizations adds another layer of challenge to the performance management as these agencies are required and often expected to justify their actions and expenses to the taxpayers and other regulators.

Larger public organizations in particular are likely to have well-established bureaucratic structural which may influence the PM performance. Such structures may hamper the flexibility and responsiveness of the organization to support change and, thus the performance management systems are likely to be more static in nature. Also, the pressure to meet so many diverse legislative and regulatory standards imposes one more dimension to their performance management activities.

Performance Management Needs

The needs of the government agencies regarding performance management are complex because the following areas have to be taken into consideration. Thus, one is faced with the problem of having performance measures that are in line with the strategic objectives of the agency. While organizations in the private sector can merely evaluate financial performance, organizations in the public sector have to account for the performance in terms of service provision, service quality, satisfaction rates among the citizens and conformance to rules and regulations. This calls for a performance management system, which can incorporate various performance information and give an overall evaluation of organizational performance.

Second, it has emerged that accountability and transparency remain top priorities that should be met by government agencies. As these agencies are funded by public monies, it becomes mandatory to account on how monies have been put to use as well as achieving on the objectives that have been set down. It follows that performance management systems need to permit visibility into organizations' performance information and permit outside evaluation of the same. This calls for new structures that clearly define method of measuring output and offer avenues through which the results can be disseminated to the public and for stakeholders to give feedback.

Third, there is performance that has to be monitored in different government departments and agencies which have different tasks and issues. This means that there should be a performance management system that is capable of managing the many and diverse performance measures and position them in relation to the agency's strategic plan. Performance measurement therefore has to be flexible and development with a view of accommodating different types of performance information; both tangible and intangible measures.

Strategic Performance Management

The paper further established the performance improvement efforts in line with the performance management paradigm as an important strategic management tool for the accomplishment of the government agencies' goals. The second approach

considered is the Kaplan and Norton's Balanced Scorecard that offers insights on how to link performance measures to strategies. This approach helps organizations translate their strategic objectives into actionable performance measures across four perspectives: financial, customer, internal business process, and learning and growth as well proposed by Kaplan and Norton in 1996. What it means for government agencies is the need to come up with performance measures that capture both the policy objectives and the organizational performance.

The Balanced Scorecard approach allows an organization such as a government agency to view performance beyond a set of financial perspective. It supports agencies on service delivery, satisfaction of citizens and organizational improvements, as well as appraising the cop's ability of measuring organizational effectiveness. This means that once these perspectives have been incorporated, government agencies are in a better position to compare its practices in performance management with its strategic goals in an effort to try and enhance the practice. The following are some of the challenges that are encountered while implementing performance management system:

As much as there are benefits of introducing the performance management systems in government agencies, there is still some difficulty in its implementation. Organizational change can be also met with many resistances, especially if the context of the change process started in a bureaucratic setting. In this regard, it is often understood that patterns of bureaucracy mean government agencies have deep rooted set ways of working, including a culture that may reject change to performance management practices. To this end, much attention should be paid to the communication strategy and the necessity the explanation of the potential advantages of performance management systems to interested parties.

The final problem is that it is more complicated to establish the measures of the result of public sector operations. Unlike the organizations in the private sector which have their efficiency quantifiable by the financial results, the government entities have to develop performance indicators that would reflect the efficiency of the service provision and the accomplishment of the outstanding policy objectives. This calls for

performance measurements which do not only focus on the financial indicators but encompass issues like customer feedback, social effects and adherence to the laid down rules and regulations.

However, performance management systems in government agencies have a lot of challenges such as compliance with the various regulatory requirements. This can particularly be hard when dealing with different groups as it becomes rather complex to implement and sustain sound performance management techniques. As such, government agencies need to institute measures that will enable them to cope with the ever-shifting regulations in a bid to maintain the compliance factor; all this while not losing sight of the performance dimension.

Case Studies and Examples

The reviewed cases of using performance management in government agencies allow learning more about the processes of applying performance management systems. For instance, the use of the Balanced Scorecard in different departments of the government has proved to offer the desired solution of connecting strategic management with implementation of the same at working level. In Sweden considerably, the utilization of PMPM as instruments of reform in show the positive impact that has enhanced accountability and performance through integration of multiple sources of performance and suitability to the public policy objectives. These cases have demonstrated the importance of the structured performance management framework as well as the some of the hurdles observed through implementing the frameworks.

In the United Kingdom, the implementation of the BV skills plans together with the Best Value framework for the local government performance management aimed at enhancing public services' efficiency by highlighting the performance indicators as well the performance reviews of the delivery alternatively. Within this framework service quality and citizen satisfaction were underlined as well as giving a wide-ranging perspective to performance management into local government.

A perspective on Performance Management in Government Agencies

It can therefore be concluded that the potential developments for enhancing the

process of performance management in the government agencies in the future entail adoption of technology and changes in expectations. The adoption of information technology and the prediction of data analysis is believed to improve the way government agencies will monitor and evaluate their performances in an actual time basis. This technological advancement will help the agencies to gain the measures of performance that are more accurate and in time so that they can address challenges and opportunities in a more efficient manner.

Moreover, there is a growing shift towards the public participation in decision making as well as the use of feedback as a tool in performance measurement. Since current initiatives indicate that government agencies seek to become more responsive and more accountable to the public, efforts to integrate citizens' evaluations into processes of measuring organizational performance will be critical to enhancing service delivery and meeting expectation. The proposed change of the current performance management system to involve the public will assist the government agencies to be more in touch with the public needs.

Therefore, it can be rightly concluded that performance management systems have a very significant role to play in enhancing the capabilities of the agencies of the government along with the delivery of superior quality public services. When these issues have been discussed and different strategic performance management frameworks have been incorporated then the government agencies are in a better position to work more effectively, accountably and responsively as needed in the public sector. Future studies in the field of performance management practices will enhance and improve strategies to foster structure that benefits the agencies' effectiveness and stability of the governments. With changing technology and increasing public expectations, agencies, therefore, need to keep on updating their performance management frameworks to achieve ongoing success and relevance.

2.2 Current State of Performance Management Systems in Government Agencies

The techniques used in the management of performances in governmental organizations have been dynamic over the past couple of decades owing to changes in theories of public administration and demands. It is possible to split such evolution into several different states marked by certain specific approaches and challenges as well as significant achievements. This paper gives an understanding of these states to determine the present performance of PMS as well as its future in the public sector.

1. Traditional Performance Management Systems

Historically, M&A strategies depended on PM systems that were solely based on compliance and business process improvement. Such systems featured on structural complication as well as compliance with laid-down procedures and regulatory norms. The prime aim was to guarantee statutory compliance and operational qualities of the agencies. Performance measures were many a time procured at the financial measures and output measures and not much attention was paid on the results or the satisfaction levels of the citizen.

This conventional paradigm was more inclined towards the technical efficiency of processes and often gave inadequate attention towards the efficiency of delivery of services or accomplishment of strategic objectives. Some of the bureaucratic procedures that were followed enhanced bureaucracy and hence there was none or little responsiveness to new emergent public needs. Nevertheless, traditional PMS had some advantages: it offered the basic framework for measurement and accountability of organizational performance and became the foundation for further improvements. It has also been known as the New Public Management (NPM) Era where the value is not put necessarily in the product, but more of the efficiency and work that has been done.

New Public Management (NPM) period witnessed paradigm shift on the management of performance in agencies of government. NPM which came much earlier in the 1980s and 1990s from the developed countries brought in concepts of private

sector such as, performance measurement, benchmarking, and result oriented management. This period focused on productivity, economy, and rationality, with the aim of enhancing the performance of the civil servants through the application of business-like principles.

NPM is known to stress performance measurement and therefore, during its implementation, performance management systems tended to lean towards outcome and service quality. Organizations were urged to define smashing objectives and to monitor their results applying a broad suite of non-financial performance indexes. This shift was intended to increase agency accountability and to offer a better measure of the agencies' performances. However, the process of reforming the state's administration based on NPM principles has encountered some problems: bureaucratic resistance on the part of the public sector, and the problems arising from the attempt at applying methods successfully used in the commercial sector to the public administration one. The text under consideration is dedicated to Balanced Scorecard together with the features of Strategic Performance Management.

One of the most important developments in the performance management for government agencies is the Balanced Scorecard introduced by Kaplan and Norton in 1996. This approach offered the guidelines on how to map the performance measures to strategy, as well as anchored financial and non-financial measures to offer a comprehensive picture on the organizational performance. The Balanced Scorecard emphasizes four perspectives: They have an advantage of being perspective based and include the financial, customer, internal process and learning and growth perspectives.

The use of the Balanced Scorecard was adopted by government agencies to that it could improve on the existing performance management and brought about accountability. This approach was beneficial in the sense that it gave an overall picture of performance and helped in incorporating many dimensions of agency performance and healthy sustainable development. However, there is one main criticism that the use of the Balanced Scorecard in the particular sphere has encountered: the issues connected with complexity, the requirement of collecting immense quantities of information, and

organizational resistance.

Performance Contracting and Accountability

Performance contracting became more prevalent as one of the approaches in the 2000s especially in Kenya where it was adopted as a tool of improving accountability and performance in state corporations. This system involves identification of goals and related performance measures together with funding and other motivating factors with the ultimate goal of enhancing performance and to ensure that agencies delivering services bear responsibilities that come with the same. Performance contracting involve agencies to enter into special performance contracts with their accountability agencies with the ends of evaluating their performance based on these agreed contracts and also in deciding their resource allocation.

Scoring performance contracting Mayaguez such advantages that orientate to results and their achievement of defined goals providing accountability. This approach of setting up clear performance targets and aligning them to financial rewards will make the agencies work hard to deliver their set goals. However, challenges are also present with performance contracting, for instance issues of measurement, and issues of leverage which may prompt performance contractors to adopt artificial ways of performing well.

Results-Based Management (RBM)

RBM stands for Results-Based Management and can be considered as the extension of the performance management systems for the government agencies. RBM stresses more on outcomes not activities or outputs as it is described by Mugenda and Mugenda (2003). This approach entails the identification of outcomes, definition of the anticipated results and assessment of the degree of accomplishment toward the outcomes.

It is noted that RBM fosters an attitude of moving from the culture of emphasizing on processes to one that emphasizes on results. It is the strategic objective setting that integrates program and project performance evaluation and management with the help of features of the goals which are specific, measurable, achievable,

relevant, and time-bound – SMART. It is argued that RBM entails effective system for monitoring and evaluation whereby the extent of the effects of activities of government are ascertained. However, some of the issues addressed under this argument include the difficulties inherent in both setting and assessing results, and the problem of capacity within government departments.

Integrated Performance Management Systems

Modern tendencies in performance management underline the interaction of different performance management practices in one system. Integrated performance management systems seek to draw on various aspects of what has previously been put forward as traditional performance management, NPM, balanced scorecard, performance contracting, and RBM in a manner that is designed to reflect the various and complex requirements of different levels of government.

This integrated approach aims at utilizing the efficiency of various kinds of performance management frameworks and eliminate the inefficiencies that come with them. For instance, it may use both the strategic performance measurement provided by the Balanced Scorecard and the accountability of contracts of performance contracting as well as the result orientation of RBM. Through applying the above discussed elements, the government agencies are in a position to develop a superior and more elastic system of performance management and improvement.

Nonetheless, the use of integrated performance management systems poses issues of over complexities, connectivity of the data used as well as acknowledging the involved stakeholders. Managers need to establish sound mechanisms for the linking of performance standards, as well as, ways of handling performance information to be certain that all aspects of the system integrate correctly. However, integrated performance management system present possibilities of improving on the performance measurement and management in the public sector.

Technology together with Data Analysis

There has been an even greater impact of technology and data analysis in the state of performance management in the government agencies. The use of IT in

performance management systems enable agencies together, analyze and use performance data more efficiently than before. These technologies allow for carrying out continuous performance and decision-making and providing more sophisticated evaluation of agencies' efficiency.

Data analytics also nurturing the agencies' ability to create top-notch performance forecasts and intricate performance indicators. Techniques including dashboards, data visualization instruments, and performance management tools have therefore transformed into significant components of current performance management frameworks in as far as effectiveness in management of government agencies is concerned.

However, these technologies also come with problems regarding data quality, privacy and the fact that they require one to employ technical personnel. Facing the challenges that concern data integration, information security, and the ability of governments agencies to make proper use of tools with the help of computers and related technologies in their daily work, they have become a pressing question. Of course, there are certain obstacles, which can be observed in the context of developing PPS in the public sector However, adoption of new technologies and the proper use of big data enable the effective enhancement of performance management.

Citizen-Centric Performance Management

Another trend that is being observed in the performance management is the shift from bureaucratic and standardized models to more citizen-oriented. Citizen-oriented performance management aims at improving delivery of services, and nurturing the governmental organizations to meet the demands of citizens. In this approach, feedback from the citizens is collected to be used in performance measurement with performance of organizations being geared towards the priorities of the citizenry, and also the exercise is done in public and with public follow-up.

CCPM asserts that the needs, perceptions and expectations of the citizens should be acknowledged as well as the feedback from the citizens incorporated in the performance management system. On balance, it could be deduced that through

prominence of the needs of the citizens, the government agencies can optimize their responsiveness and assure the congruence of their performance management practices with the requirements expected. This also promotes the enhancement of transparency as well as accountability in the use of public resources by forcing agencies to come up with ways of achieving the agenda of the citizens.

The practice of PCM has some issues associated with gauging and assessing the responses of the citizens, dealing with the expectations of the citizens and the validity of the indicators in portraying the quality of the services and impacts that is being offered to them. However, there are various challenges involved in the application of the CCAM approach; despite all these, the new approach enables improved service delivery and increases public trust of the government agencies.

Performance Management in Crisis

It is therefore important that performance management systems within government agencies factor in crisis management including natural disasters, pandemics or an economic downturn. These situations result in heightened calls for organizational efficiency and efficacy and at the same time demands more uncertainty and complexity. The availability of timely adaptations of the performance management practices and coping strategies for new threats is eminent for agencies to sustain their effectiveness during the crisis.

It is notable that PM systems should be particularly usable in crises at which original priorities, strategies, performance goals or resources must be changed or supplemented with new ones, new measures. This necessitates sound contingency planning, performance control and the ability to operate within highly dynamic environment. Some of the challenges that arise when implementing performance management in crises include the following but it has been found that sound management practices within government agencies enable one to overcome these challenges and continue to give sound performance especially during difficult times. When looking to the future, it can be expected that the performance management systems in government agencies will further develop as the result of the technological

advancement, shift of public expectation, and continuous attempts at enhancing the accountability system. Some emerging trends are, for instance, inclination towards extend incorporation of the performance management practices, nurturing employment of data analytics, shift to citizen-oriented services.

Upcoming performance management systems will require meeting these and other concerns in the future: managing changing data quality, transparency, and continuous reflection of the continuously evolving needs of the public. They further claim that agencies shall also need to invest on building new performance measures, use technologies and build culture of replanting. If these challenges are to be met and opportunities embraced government agencies can improve their performance management practice in the process of delivering organizational goals to the public in the future years.

Thus, it is seen that currently, the PM systems in government agencies demonstrate a rather heterogeneous picture in terms of approaches and practices. These systems have migrated from simple compliance-oriented systems to complex data driven and even citizen centric solutions for public sector requirements. By identifying the current status in the area of performance management and by evaluating the potential directions for future development, the agencies can further enhance the approaches used for managing performance and improve effectiveness of delivering the public services.

2.3 Challenges in the Adoption of Performance Management System

Organizational Culture and Resistance to Change

The role of organizational culture can be found very influential in determining the ways through which PMS are performed and adopted in different government agencies. This section aims at reviewing theories and sources that relate organizational culture to organizational resistance to change so as to bring out the relationship between the two aspects.

Organizational Culture: Implications to Change Management

Organizational culture therefore refers to the system of values, attitudes, behavior and other corporate aptitudes present in an organization. It determines the way employees view and deal with change such as implementation of new performance management systems. In this view, organizational culture can thus be defined as the assumptions, values and artefacts present in organizations that influence organizational behavior and beliefs as highlighted by Schein. That is why these cultural elements can either support or be counterproductive to the success of the implementation of PMS, depending on their compatibility with the new systems being implemented.

For instance, the stable organizational culture that highly values stability of the existing organizational practices may not easily embrace changes to performance management practices that were not initially adopted. This resistance can be evident in the form of: Organizational inertia where organizations are generally slow to accept change and adopt new practices and procedures; Potential skepticism which makes change initiatives ineffective because people don't believe in it; Passive or active resistance which makes all or some employees to openly oppose change initiatives. On the other hand, organizations that have a culture that supports the generation and clients of new ideas and techniques will be receptive to the change in performance management system.

Various theories offer a way of explaining the compliance between organizational culture and resistance to change. Many scholars have paid attention to such theories and one of them is Competing Values Framework (CVF) by Quinn & Rohrbaugh. The CVF identifies four types of organizational cultures: Since Morgan and McDonald have divided the organizational structures into four categories, let me discuss them one after the other: Thus, the types of culture that exist in an organization can be seen to have features that dictate how change occurs. Clan Culture: It is a culture that mainly focuses on issue of teamwork, trust, and participation of the employees. Culture that is adaptive or suitable for change in an organization where the culture of Clan is good support to the change where the change involves employees and the change

promotes community support. However, resistance may occur when the change is perceived to erode the teamwork or negatively impacts relationships in the organization.

Adhocracy Culture: Another one of the organizational cultures mentioned, the Adhocracy culture, thrives in innovation and risk-taking as well as flexibility. Thus, organizations, which possess this culture, tend to be more versatile and ready for innovations and new experiments. They will thus be open to new performance management systems which they believe will improve on innovation and flexibility. However, resistance may arise where the change is seen as prescriptive or too proscriptive and this hinders the ability of the organization to continue enjoying flexibility.

Market Culture: Market cultures operate on the principles which involve results, competition and achievement. Such organizations are inclined to introduce meaningful performance management systems, which would increase organizational performance and ensure competitive advantage. This may cause resistance if the change is for instance perceived to be taking away the focus from the results or if it in some way is viewed as compromising the performance measurement and performance standards.

Hierarchy Culture: Hierarchical cultures focus responsive to control, structure and low risk situations. The Hierarchy culture may look at changes to performance management systems in terms of an erosion of structural rigidity that threatens to upset the apple cart or bring in the unpredictable. In these organizations, there's usually resistance due to issues of authority and structure for process standardization.

Culture plays a central role in resistance to change in organizations especially the ones that are in the process of change. Change resistance from the Change Management Model formulated by Lewin stated that it occurs as a result of distortion of the prevailing balance of forces, and the resultant unfamiliarity with the new change.

An important attribute that people tend to resist change is threat to status quo or processes that are against the norms and beliefs. When an organization's culture is clear and healthy it then becomes very difficult to bring about changes that are radical and disruptive of established culture. For example, in a Hierarchical cultural context such as

in a government agency, employees would be opposed to changes in performance management systems, which bring flexibility or decentralized decision-making power on the basis of fear of creating uncertainty and disorder.

Strategies for Managing Resistance

Addressing resistance to change must therefore address issues of culture at the workplace more broadly without seeking to eliminate culture per se. Kotter and Schlesinger propose several strategies for managing resistance, including: Kotter and Schlesinger propose several strategies for managing resistance, including:

Education and Communication: When there is change, there could always be some level of resistance; therefore, clarity on why there is change and what the change means and what the benefits will be will go a long way in managing the resistance. Communication enables the employees to appreciate why there is need for change and why the change of performance management systems is important to the organization.

Participation and Involvement: Assuming the recommendations here are implemented, a number of positive outcomes can be envisaged; One, involving the employees in change process and seeking their input can help decrease the resistance. This approach is most appropriate where the organization has a Clan culture since it relies on the involvement of employees in the organization to achieve its goals and objectives.

Support and Training: Blessing: Employee support and training can assist one in managing change as far as performance management system resistance is concerned. In consequence of this revelation, training should cover the new systems' features and the changes in organizational culture to support the implementation process.

Addressing Concerns: As much as possible undesirable issues, apprehensions, and anxieties can be dealt with to some extent to reduce the level of resistance. This entails by sometimes giving attention to what the employees are saying, responding to their concerns and making changes when necessary to enhance the perceived benefits of the change to the employee. Getting real life instances of how organizational culture impacts resistance to change, one needs to look at the different agencies of government.

For instance, performance management systems in the United Kingdom's National Health service (NHS) have experienced great reluctance because of the strengthened Hierarchical culture and deeply rooted practices. While trying to introduce performance-based remuneration and other accountability activities, Institutional staff resisted because they wanted to maintain the traditional procedures that threatened their positions.

Likewise, the use of performance contracting in state corporations in Kenya faced an equivalent challenge of resistance owing to organizational culture of the institutions in the state corporations. However, the resistance to Performance Contracting was grounded on the procedural disruption that the new way brought forth and more so the threat that it posed to stability in the organizational structure.

Leadership and its Role in the Promotion of Change in Culture

In another way, the leadership factor is highly relevant to controlling resistance to change and shaping organizational culture. This can be done either informally, by convincing their subordinates, or formally as members of the implementation team, change agent and top management. Managers ensure that they describe the need for change, allay the employees' fears and demonstrate the right attitude towards the change process and new behaviors, which would shape the organizational culture and thus, encourage people to accept the new practices.

Managers and leaders should also have adequate knowledge about the corporate culture and environment that exists in their organizations as well as the kind of resistance they are likely to face to Design an appropriate strategy for handling the resistance For instance, in organizations where workers are unionized, the resistance will be of different type from the organizations where workers are not unionized. For instance, in organizations that have a dominant Clan culture, the leaders could pinpoint on participation and engagement whereas in Hierarchical cultures, the leaders may stress on procedural systems and protocols. Different cultures act as a driving force in relation to the PMS and the extent of resistance encountered in the process. A brief about the four cultural types, namely, Clan, Adhocracy, Market and Hierarchy, informs

us about how organizations address the change and how one can handle resistance. Through education, participation, support and addressing concerns leaders are in a position to manage the cultural change and ensure successful change management. The relationship between organizational culture and organizational resistance to change shows that when performance management practices are to be made change efficient and change sustainable, it is necessary that performance management practices are made congruent with culture as it is a critical success factor.

Resource Constraints and Budget Limitation

Lack of resources and financial constraints are some of the factors that have been seen to impact on the use of performance management system (PMS) in the government agencies. These constraints if left unchecked can affect the design, implementation and sustenance of performance management efforts. This section aims at examining the challenges and difficulties from resource limitations and budget constraints for public sector performance management with reference to two contemporary sources and from theoretical perspectives.

Resource constraints means scarcity of finances, manpower, materials and other facilities at the disposal of the government agencies to put in practice and sustain PMS. These constraints may influence different aspects related to the implementation of PMS such as, design of the system, collection of data and the evaluation activity. As claimed by Radnor and McGuire, resource constraints can cause low capability to support performance management, which in turn can influence the ability to accomplish objectives as well as sustain system efficiency.

A major implication of resource constraint is the extent and enormity of Performance Management efforts that can be implemented. Restricted budget limits the possibility of implementing extensive performance management system that may address all aspect of performance as required in government agencies. This perhaps may result into a situation whereby individuals develop an obsession with these specific indices or parameters of output to the extent of overlooking other potential parameters that may define the performance of an organization. For instance, agencies may give

priority to financial indices than the attitudinal ones such as satisfaction among the workers or improved quality of services provided to clients just because of the stringencies in their financial budgets.

Another aspect influenced by resource constraints is the number of trained human resource personnel together with technology necessary in performance management. PMS requires appropriate training and technology input for its effective implementation and functioning. However, due to financial constraints, the funds to finance training programs and technological innovations for the analysis of the data may not be readily available hence the gaps in performance management. This can lead to a poor choice of performance metrics and communication which in return creates little value of the PMS. Lack of resources particularly money is one of the causes of the state of performance management practices in public entities. This is because a good number of performance management system processes involve the use of financial resources in development, implementation, and sustenance. Peiperl posited that due to budget constraints, decisions on performance management are usually made with compromises between options; where organizations have to decide whether to spend on new IT systems or develop training programs for the employees.

This calls for concern given that, due to problems of tight and/or constrained budgets, the funds perhaps available for investing in performance management activities may be sub-optimal. Performance measurement is therefore going to be high when cost resources are available so that agencies do not have to cut down on important services and functions to afford performance management activities. This results in poor development of infrastructure for performance measurement, poor data collection mechanism and may not invest adequately in assembling and presenting performance results.

It is also another factor that may hamper effective performance assessment and audit since it limits the available resources. This means that in order for performance management systems to be optimally beneficial within an organization, the system has to undergo a checkup now and then in an effort to determine its efficiency and possibly

areas that need to be worked on. However, due to scarcity in the available resources, there might be some limitations on the ability to do an efficient evaluation and thus, facilitates the rhetorical construction of performance information that may at times be partial or even misleading. It may prevent organizations from making right decisions about the corrective measures which may be needed in bolstering the performance management culture.

Thus, as much as resource constraints and the issue of limited budgets can be viewed as barriers to best performance management practices it is possible to adapt certain strategies to enhance their efficiency within the framework of government agencies. A management method that can be adopted is to identify, select, and concentrate on those performance indicators that relate with the agency's strategic plan. That is, agencies can carefully invest in those aspects of organizational performance that will provide the most benefit since priority is given to a few specific measures of performance.

The fourth approach is to strengthen the possibility of increasing performance management capacities by the use of technology, increasing their efficiency and decreasing the costs. Use of low-cost pm tools and software can make the data, analysis and report gathering less manual and less accidental. Also, agencies should consider sourcing for other organizations to partner and work together in order to expand on the performance management systems available in each agency.

Besides, training and development activities can be an effective way to help organizations deal with resource limitations as well. Training the existing personnel can increase product knowledge, improve the results of performance management since it would mean that there will be no need for outside expertise on the subject (Pettinger, 2002). Moreover, agencies can also find out ways and means of staff exchange and training so that they can improve staff competence and if there is lack of capacities and resources deal with it properly.

A constant problem on the government agencies is the issue of resource limitation which impacts on the applicability and efficiency of Performance Management Systems

(PMS). These constraints can be categorized into several types: Some of the challenges are financial constraints, human resource constraint, technological constraints and the organization constraints. Both categories affect the various aspects of performance management distinctively and there are challenges that accompany each of them in order to facilitate the implementation of sound performance management practices.

Financial Limitations

The most central resource constraint that troubles government agencies is the issue of finance. Restriction of funds results in cutting down on available funding for performance management projects that affects the design, implementation and even the follow up and sustenance of PMS. Some of the challenges that agencies experience when financial resources are limited are that agencies may not be in a position to invest in effective and efficient performance management tools and systems, this forces the agency to focus on mere performance indicators or mere metrics.

For example, lack of adequate capital will help to prevent buying enhanced performance management software or other tools used in the collection of data to be analyzed. Therefore, agencies end up using ineffective systems that are unable to generate up-to-date or comprehensive performance information. It may then become difficult for the agency to assess performance adequately as well as make and enforce the right changes.

However, it is also true that the issue of inadequate finance can impact again on the regularity of the performance assessments and even the quality of the outcome. Due to resource constraints especially in the area of staffing, agencies may not easily or frequently carry out performance evaluations, which are critical in measuring the progress and the extent of achievements as well as noting any shortcomings. This results in lack of adequate evaluation contributing to suboptimal performance management towards achievement of organizational objectives.

Human Resource Constraints

Another factor that is worth to consider is that various human resource factors influence the development of performance management practices in the governmental

agencies. Shortage of employees means that the extent of designing, putting in place and sustaining the performance management is greatly influenced. Such constraints can present themselves in different forms such as the availability of skilled staff, lack of capacity for training and high turnover.

This is a big issue because health care organizations face constant challenges in attracting and retaining skilled human resource for implementing and managing performance management systems. Organizations are likely to experience difficulty in recruiting or training the manpower that will be capable of handling and interpreting performance information. Lack of skilled human capital may lead to difficulties in setting right performance indicators, analyzing performance statistics, and using the results in making agency decisions.

Lack of appropriate training is also one the main issues within the human resources management constraints. The implementation of performance management system needs expertise and skills to enable its effective running. However, resource constraints may limit the number of training programmers to staff members and hence they may be lacking in performance management knowledge and practices. This lack of training leads to failure to manage performance effectively, as well as poor linkages between performance measures, and organizational objectives.

There is also use of high turnover rates among the staff in relation to performance management. This disrupts the continuity of the performance management initiatives when often changing or where different people have different ideas about the implementation as well as the application of the established performance measures. Therefore, to tackle such problems it is imperative for agencies to maintain best human resources and continually train human capital in order to ensure efficiency in the utilization of performance management system.

Technological Limitations

This means that when applying performance management systems, technological advancement or lack of can greatly affect the results. Most organizations that have successfully deployed PMS depend on sophisticated technology tools to

capture, process and present data. However, this could be difficult especially for agencies which may not have the required resources to purchase the technology or even maintain it.

This could be due to their being technologically inefficient and/or out dated machinery to help in efficient collection and analysis of performance data. Some agencies may be hampered by slow or unreliable system for data processing thus delaying their performance report and decision making. Besides, when compared to major industry competitors, frequently, access to advanced analytics tools is limited, which makes it difficult to find out important patterns in performance data and find out what needs attention. Due to these limitations, agencies can consider the following measures to enhance the performance management; Agencies need to search for affordable measures to fill the technological weaknesses and look for ways to utilize other available assets. These may comprise of using cloud-based performance management tools, using of open source software, or outsourcing performance with technology providers in order to have access to better tools and support. The action of updating technologies in the organization and proper maintenance is crucial factors in improving the performance management system.

Organizational Constraints

Organizational constraints are factors which are inherent to the agency and may involve issues to do with the structure, culture, or processes. These constraints can in one way or the other affect the applicability and the success of the performance management systems in an organization. Organizational Culture: The culture of an organization plays an important role in determining how effective performance management system is likely to be. It is important to note that business that commit to practicing transparency, accountability and the culture of efficiency is more likely to practice proper performance management. On the other hand if the organization culture is a negative one or is very much negative to change or does not have performance orientation then it becomes highly difficult to implement PMS meaningfully and hence it undermines the complete purpose of PMS. Organizational Structure: This is because

the structure of an organization can also has an influence to performance management endeavors. The multilayered structure of organizations always comes with the possibility of organization matrices when it comes to the implementation and coordination of performance management programs. Governance structures characterized with towering hierarchies can be seen to have several challenges when it comes to collaboration and communication in matters that touch on performance management.

Processes and Procedures: A number of work processes as well as standards set in an organisation may influence the performance management systems. Organizations with structures that are bureaucratic will suffer from bureaucracy and congestions in putting into practice performance management practices. These constraints can be managed through measures such as trying to remove as many procedural bottlenecks as possible to ensure that an organization has more flexible procedures in using the performance management systems.

Resistance to Change: Organizational constraint that has implications for the implementation of performance management systems is; resistance to change. Subordinates and supervisors can sabotage change efforts by challenging the value of new interventions and or perceiving the performance management interventions as a threat to their jobs. To eradicate this threat agencies must involve the stakeholders in the development and execution of the performance management systems and ensure the stakeholders appreciate the value of such undertakings.

Some of these limitations include; The major source of limitations is the raw materials which include; Financial restrictions A shortage of personnel to implement these systems Technological constraints that contribute to the inefficiency of these systems lastly; Organizational restrictions that hinder the implementation of performance management systems in government agencies. Overcoming these limitations calls for a blueprint where organizational KPA are prioritized, new technologies are searched that would not be costly, trainers are engaged to train the staff and the organization has to be nurturing. This paper has therefore explained how the

management of resource constraints that are inhibition to performance management improve the operations of government agencies and hence the need to adopt effective performance management practices. Organization & technological enablers present a major hurdle to ASPM and the general functioning of PMS in government organizations. These challenges include affairs such as technology, infrastructure, and systems, which are outdated, inadequate and insufficient, respectively.

Outdated Technology: Most government agencies are still using archaic systems that may not necessarily meet the complex need of today's performance management systems. Old systems usually run slowly, generate errors and are not very efficient in the processing of huge data. Such a situation may result in holding the performance reports longer, producing wrong analysis on the data, and in worst scenarios getting trapped when trying to access real-time performance reports. Transitioning to higher levels of systems is very costly and there is always tend of employees to cling to what is familiar with.

Inadequate Infrastructure: Other challenges to the implementation of the PMS include: Lack of) adequate infrastructure which acts as an inhibiting factor towards the achievement of organizational goals. Some of these problems entail such aspects as paucity of hardware components, weak network connectivity, and limited technical support. For example, the capacity of the server is limited to an extent that it may not accommodate large quantity of data or analyses them at high speed, or slow network density may pose problems to the timely transfer of performance data. Staude (2002) has also identified that agencies may fail to manage infrastructure and acquisitions or even upgrade them due to several factors among them being budgetary one.

Integration Issues: Performance management needs to be an integrated system of various systems and data inputs. However, a number of government agencies reported problems with connections of newly acquired PMS tools to the current IT systems; this has fostered data duplication, lack of integration and hence the problem of heterogeneity. Integration issues therefore leads to formation of fragmented performance information thereby making it hard to get a holistic view of the

performance of an organization. Solving these technical challenges relates to enhancement of infrastructure, integration and compatibility of technologies used, and most importantly, pragmatic technical support.

2.4 Advantages and Possible Aspects of Use of Performance Management Systems

Increased Performance and Responsibility

It is evidently clear that PMS have a lot of potential for enhancing efficiency and effectiveness within the government organizations. It is also important that PMS enables control over operations and ensures that resources are utilized efficiently to achieve the set goals and objectives.

Efficiency: Another advantage of PMS is the efficiency in one's operations as it helps in minimizing on the number of processes that are likely to be impaired. When performance measures are well defined, agencies can recognize different areas that needs to be improved and implement changes to address any gaps. For instance, performance data can show where there may be a blockage or where agencies are not using personnel effectively, and thus can be a useful tool in helping agencies to design better work flows, to gain increased productivity.

Accountability: PMS also impresses the element of accountability in an organization since it also sets performance goals and acts as a measuring tool for assessment of individuals as well as organizational performance. Agencies should also agree on specific and measurable goals and monitor the level of achievement towards the established goals so as to ensure accountability from the employees and managers. This can improve organizational decision making and also ensure that any performance related problems are corrected as and when necessary. The Public may in turn gain confidence in the company through more accountability, and government officials as well will be put to task to ensure that right things are done.

Improved Decision-Making and Politics Making

Decision makers as well as policy makers are other beneficiary in performance

management system since the system assist them as follows. This will in turn enable the PMS provide accurate and timely performance data to back up its relevance in evidence-based decision making for better policy formation. Decision-Making: PMS allows the decision-makers to collect the current data and respective performance results facilitating strategic business decisions and changes on the operational level. For instance, performance data that may be compiled on behalf of performance monitoring can assist in description, understanding trends, comparing efficiency in the present day policies and judging the results of varied policies. This enables decision makers to distinguish between fact and fiction and hence has the potential of changing a policy or procedure based on evidence rather than hearsay.

Policy Formulation: On this note, it is about time to recognize the potential of PMS in enhancing better policy formulation in support of the system. Studying the data on performance and assessing effects of the existing policies, agencies can find out the gaps in the performance and define the more focused and efficient policies to be prescribed. For instance, with the aid of performance indicators, one can show the deficiencies in service delivery or where more resources are required hence giving the policymakers recommendations on how to shape the policies which would help to address some of these challenges and enhance on the general performance.

Enhanced the general public confidence and transparency

Such systems also help to bolster public confidence and practice in performance management by increasing the level of transparency. Since PMS enables the identification and management of performance related issues in the government agencies, then it can be inferred that PMS has the potential of increasing credibility and reliability of government agencies.

Public Trust: Use of performance information contributes to creating transparency especially to the public since it shows that resources are well managed and the intended goals are met by different government agencies. Machado and Carvalho posit that the mystical variables can be enhanced, when agencies publicize its data concerning performance, and the communication message portrays – a commitment to embracing

enhanced performance The revelation of performance information can, therefore, lead to enhanced public confidence in the operations and functioning of the agencies as the latter makes decisions on various issues. Peteraf added that the trust from the public side increases where agencies deploy the performance data to fix problems, enhance services and demonstrate the improvements made.

Transparency: It makes performance data and information available to the stakeholders such as the public, government, and oversight bodies thus enhancing transparency. Reporting of results is important as it enables the evaluation of the efficiency of Government programs and services, and putting pressure on agencies to deliver on their service delivery mandate. There is increased public awareness and enhanced support to government policies and activities since the public is well informed of the outcomes and performance of government activities.

In short, it is for these reasons that performance management systems highlight actual possibilities that can help organizations work more efficiently, make better decisions, and increase the level of public trust and accountability. So it is clear, that overcoming technical issues and optimizing the advantages of PMS will help government agencies to enhance the results of performance and the quality of the relation with stakeholders.

CHAPTER 3

STRATEGIES FOR IMPROVING ADOPTION AND IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEMS

3.1 The best Practices in Implementing Performance Management Systems

Employing PMS involves the following best practices; In this view, it implies the following best practices in the implementation processes of the PMS. These best practices include overall approaches top down in the form of leadership and stakeholder involvement as well as bottom-up approaches in the form of initiation of constant and perpetual assessments.

Leadership and Commitment: Successful deployment of PMS must commence from top management of an organization; indeed, it needs executive support. Managers own a central part in the overall strand of performance management as they determine vision setting, goal conformation to overall organizational objectives, and culture promotion of performance evaluation. Managers and supervisors are expected to promote PMS, provide resources for it and show organizational and personal commitment to values of PMS. It also fosters creditability in the process from other organizational stakeholders to buy into the process.

Stakeholder Engagement: Stakeholders' involvement is the other key ingredient in the implementation of PMS according to the identified best practices. Employees, managers as well as those outside the company receive the information that is collected and analyzed from the PMS therefore they must be actively involved in the design and implementation so as to make sure it suits their needs. Engaging stakeholders is useful when it comes to defining measures that are important when it comes to performance, getting insights into stakeholders' concerns, and gaining their support in the initiative. This can be done by organizing workshops, focus group discussions and questionnaires which seek to get the input of the respondents in the development of PMS. It also assists

in minimizing resistance from those involved as well as avoiding complications in the transition to the adopted new system.

Clear Objectives and Metrics: Objectives and measures of performance are critical and vital cardinalities for an optimal operation of a PMS. It is recommended that objectives be SMART, that is, specific, measurable, attainable, relevant, and time-bound in order to offer a clear guide for the performance management processes. It is pertinent to point out that the process of developing performance metrics should be undertaken in a strategic manner that will allow for the pursuit of Organizational Goals and Objectives and the extraction of valuable information about performance. This includes establishing goals and targets or objective performance indicators that are similar to objectives of operations and strategy as well as the evolutionary objectives.

Training and Development: This policy is among the best practices that facilitate the efficient implementation of PMS since organizations must ensure that their employees are given sufficient training and development. Training for the new system should focus on the awareness of the employees/ managers regarding the overall purpose of a new system, its goal and its usage. This includes technical training in data collection, performance reporting as well as understanding of performance indicator. Moreover, the source of support and other developmental exercises must be continuous to enable the users to be in harmony with the performance management system and at the same time being in a strategic position as regards perfecting their performance management competency. Due to the importance of the PMS, it is vital that all the stakeholder understand the functionality of the PMS and how they can contribute towards its success through proper training.

Integration with Existing Processes: The need to integrate the results of the PMS with other working processes within an organization is critical to the successful implementation of the PMS. The PMS should be integrated with existing business processes and systems of the organization in order to avoid interruptions into the flow of work and other activities as well as to provide constant and efficient data exchange. This requires check compatibility with other existing It frameworks, coordinate performance

management activities with strategic planning exercises, include other performance data from other parts of the organization. Integration results in developing a harmonized approach towards performance and also increases the effectiveness of the PMS.

Continuous Monitoring and Evaluation: Another activity involves Plan Monitoring and Evaluation which is a continuous process of evaluating PMS and comparing it with set goals, reviewing its suitability, strengths, limitations and making the right changes. Performance data, self-assessment, and assessment conducted by other stakeholders, as well as overall systems' performance evaluation, makes it possible to identify areas for development. This implies having processes through which effectiveness of the implemented intervention can be assessed on an ongoing basis through performance audits, surveys and feedback among the users. They confirm problems earlier on they are noticed and it provides an opportunity to make corrections, and its effectiveness is consistent in the organization thus making it relevant.

Communication and Transparency: In regard to best practices in the operation of PMS, one can again emphasize on the importance of clear and regular communication as well as being as transparent as possible. Ethical communication refers to a situation whereby the management of the organization communicates the goals, benefits and expectations of the PMS to the stakeholders in an honest manner which, according to Peiperl helps in gaining support from them. Further, performance results, alterations to the system and reference goal and objective should be communicated effectively and transparent. This is in a way of sharing performance information, success stories and lessons learnt with all the stakeholders in the process. Communication has the power of increasing the degree of transparency within organizational capital and is crucial to the success of the PMS.

Adaptability and Flexibility: Last but not least, we have the following best practices concerning adaptability and flexibility at the implementation of PMS. Some of the desirable features of the PMS are that it should be flexible to reflect changes in the organizational goals, processes and the environment. This therefore entails incorporating some levels of flexibility in the system to enable the integration of change

in performance values, data gathering techniques, and report structures. This makes it easier for the organization to be ready to meet emerging needs and or changes that may affect the functioning of the PMS.

Additional, while working on successful performance management system, some crucial elements as strong leadership, stakeholder's involvement, clarity of goals, proper training, links to existing system, constant supervision, openness and flexibility have to be considered. Thus, when these best practices are followed, organizations get to improve on the efficiency of their PMS and consequently, have better performances.

3.2 Approaches to Overcoming Challenges in Adoption

Some of the challenges always associated with PMS are normally observed whenever PMS is being implemented in government agencies, challenges such as; The most common challenges associated with PMS include resistance to change, lack of adequate funds to finance the changes involved, technical complications that arise during the implementation process. These challenges can be best tackled with special strategies that are most capable of handling these problems as well as the obstacles which may prevent the easy implementation of the solutions. These are discussed below in order to avoid the mentioned common challenges to ensure successful implementation and use of PMS in public sector organizations

Addressing Resistance to Change

This is one of the most serious impediments to the successful implementation of PMS in government agencies, namely the resistance to change. This resistance usually emerges from the people's apprehensions, job insecurity or even being unfamiliar with change, change process or change tools. The reason for this is the fact that for resistance to be addressed, there is need to use change management mechanisms early and often involves the following. This comprises of explaining the value added by the PMS as well as explaining how to use it, following up on comprehensive training given to the employees, and engaging the employees in the design and implementing stages. For

example, one may be able to listen to the participants' concerns and opinion regarding the new change during the workshop session or feedback session in order to resolve the issues and build support towards the newly implemented system. Also, presenting the initial positive results or the case-studies will also assist in establishing the worth of the PMS and support the drive towards its implementation.

Overcoming Resource Constraints

Main challenges facing PMS implementation include resource availability mainly being limited budgets and staff. Such constraints may affect the provision of adequate funding for acquisition and deployment of technology, training of staff and provision of support services in the roll out of the PMS as noted by Mugenda and Mugenda. These constraints are however manageable through the following approaches taken by government agencies. First, to provide an option to prioritize the allocation of resources to the most important areas, thus guaranteeing adequate support to the most crucial aspects of the PMS, it is possible to identify certain priorities that should receive more attention. Also, to enhance the first perspective, it is crucial to seek other possible ways to decrease the preliminary requirements' price, for example, by using the cloud or open-source solutions. Possibly, cooperation with other institutions of the government or private companies as well as the exchange of equipment together with practical experiences could assist to overcome the lack of resources.

Dealing with Technical and Infrastructure Issues

Organizational and infrastructural factors are also known to be key issues with implementation of PMS in the following ways: In response to these problems, the analysis of the state of the current technological environment is critical to provide consultants with the starting point for improvements. Some of the ways identified through the research on the impact of the PMS on system performance are; the modernization of the IT hardware and the software systems to provide for the conditions that are demanded by the execution of the PMS can result to improved system efficiency and dependability. There are also technical concerns in handling data such as the accuracy and availability of the data which can be solved by integrating and

securing the management of the data. Moreover, another best practice is to offer helpdesk support and self-service material for users as this would allow users to have their problems solved quickly thus minimizing interruption.

Education points in ways of managing some of the challenges that arise from implementation of PMS. Lack of adequate training also presents an issue because users may apply the system incorrectly, which will in turn make the system ineffective. Agencies should therefore devise comprehensive training programmes to suit the various user classes of the system including managers, workers and IT specialists. Training should include the knowledge of the practicalities of the PMS implementation but also the fact that it's strategic and affects performance management processes. Also, consistent maintenance through help desks and forums makes users have a place to go seek help or seek for more resources in case of emerging challenges.

Fostering a Performance-Oriented Culture

If the challenges to adoption are to be surmounted and PMS to succeed, then developing a performance- oriented culture is necessary. The concept of performance culture focuses on the measurement of an individual or organizations' performance, responsibility and the process of improving on that performance. In order to enhance this culture the leadership should embrace performance management principles and ensure that these principles reflect the organizational values and achievement of organizational objectives. Other strategies that may be used to enhance the success of the PMS include the use of performance-based incentives and recognition programs since this will motivate the employees to accept the change as well as work harder in order to achieve high levels of performance. Moreover, these practices can be incorporated into operations so that performance management strategies and the PMS become active parts of managing organizations, thus encouraging support for and use of the PMS.

Enhancing Communication and Transparency

Major challenges include the following One of them is lack of communication The second one is Limited transparency One way of achieving this is by keeping the

workforce informed of the goals and the benefits that the use of the PMS will offer as well as the expectations that management has from the system. Perhaps, reporting and providing balance sheets of PMS implementation can help in maintaining the interest of the stakeholders. Further, an organization should make avenues for feedback and concerns to be voiced and addressed in the open also increase buy-in among the stakeholders. When it comes to Performance Measurement systems, transparency of performance assessment and reporting is also influential in helping avert prejudices that may make the PMS less credible among the employees. Rocking the PMS and taking corrective actions on the displayed poor results is very critical to avoid aortic stenosis effect.

Leveraging Technology and Innovation

There are a number of issues that are linked to the implementation of PMS and using technology and innovation can solve these challenges as explained below. Computer technologies including artificial intelligence and machine learning are some of the developing aspects that assist in extensive data analysis and performance tracking. Integrated concepts like, automated reporting tools and performance dashboards are other strategic approaches which can be undertaken to enhance performance management techniques and efficiency. Further, the consideration of technology can help in identifying new possibilities that may lead to improvement of the PMS capabilities and performances. Thus, maintaining an awareness of technological evolutions and implementing adequate innovations can aid organizations to counteract technical difficulties in performing a competitive task.

Thus, to overcome challenges of performance management systems, the solution is a combination of techniques, which counteracts the resistance to change, shortage of resources, technical issues, and other hurdles. It is important here to understand that certain factors could increase the chances of positive PMS outcome; if, for instance, change management is done well, resources are appropriately prioritized, technical change is achieved, comprehensive training conducted, and performance culture enhanced. However, for overcoming challenges and for obtaining optimal results from

performance management initiatives, there is the need to effectively incorporate technology, communicate openly, and involve the stakeholders.

Change Management Strategies

Managing change is an essential process especially when trying to institute change such as the Performance Management Systems (PMS) in the agencies of government. Change management activities, therefore, refer to monitoring and facilitating people and organizations in organizations in order to facilitate the adoption of new system. This section describes different change management approaches explaining how they can help in overcoming the existing problems and ensure proper implementation of PMS.

One of the most basic and essential approaches in managing change is the provision of information to the concerned stakeholders including the vision, goals and the advantages of implementing a new PMS. Communication fosters proper expectations among the employees with regard to change initiatives with research suggesting that it aids in managing employees' expectations to those of the change initiative. The first level of change intervention which is crucial for managing resistance and ensuring acceptance comes with the need to give reasons why change needs to occur and how change will affect an individual or the organization. This includes not just about explaining the particulars of the PMS to the stakeholders but in engaging them in discussions to respond to issues that may arise and to educate them of the advantages. These include reporting with frequent update, public reporting and allowing feedback which tries to reduce the level of uncertainty which is vital in facilitating adoption.

Stakeholder Involvement and Participation

The second strategy refers to engaging all the stakeholders as a way of dealing with the issues that may cause resistance in the implementation of an FMS such as PMS. The approach involves participation of the employees, managers, and any other stakeholders during the PMS design, development and deployment processes. They contribute towards development of commitment and ownership since the stakeholders

are involved in shaping the system that is going to impact on them. Hypotheses like workshops, focus groups and pilot testing facilitate to gather responses from the stakeholders and discuss complaints or issues before initiating the overall launching. Through engaging the stakeholders, an organization can obtain an insight, see problems arising beforehand and build a positive environment to enhance change.

Training and Development

Training and development are part of the change management activities since it prepares the employees on the right kind of approach towards the new PMS. There should be several training sessions in general as it is critical that employees have a complete understanding different aspect of the PMS that is its functionality, uses and how it fits into the organization's processes. The training should be development depending on the user groups in the organization whereby managers, subordinates, and IT staff should be trained differently. Further, backup training for further updating of databases and receiving refresher courses or advanced training sessions will be effective in keeping up with changes in the systems. The case also shows that it is effective to invest money into training and development to ensure that people will not resist the change and that the PMS is used properly.

Leadership and Sponsorship

Change management can only be achieved through proper sponsorship and management to which leaders play a central plus role. Managers have a significant role of promoting the PMS, modeling the behavior to accommodate the change and encouraging other individuals in the organization to follow this course. Leadership which is part of the strong management major deals with communication of the change vision as well as the commitment to it, the integration of the change initiative solution and management of any resistance that may surface during the implementation process. By having the support of the senior management staff, it means that the changes needed for the project can be supported, resources for the change can be acquired and the necessary authority for change can be secured. Managers should also be more proactive in this change process to respond to individuals concerns and restating the need of the

PMS. Implementation support from the leaders assists in sustaining the change momentum, negotiate barriers and sustain adoption of the change.

Monitoring and Feedback Mechanisms

The other strategy that should be used when undertaking change in order to enhance the adoption of PMS is the use of monitoring and feedback mechanisms. Monitoring enables the identification of the process of the implementation and any problems and difficulties experienced on the way, in addition to making changes when necessary. Communication via questions, questionnaires, focus groups, and appraisal practices offer important information about the attitudes toward the PMS and its effectiveness. This information is used to gauge the achievement of the change management strategies, review the gaps that need to be closed and address any issues that may be pending. Thus, the regular monitoring and the acquisition of feedback will enable the organizations to make the proper decisions to alter, complement and adapt the PMS into the organizational environment.

Reinforcement and Recognition

In particular, reinforcement and recognition are particularly important to support and maintain change in organizations and improve the probability of the long-term implementation of PMS. Reinforcement means the integration of the new system into the organizational culture and making it the new process, communicating and making it an organizational culture. This can be done through the incorporation of PMS practices into performance management; follow, up on successes and al maintenance. Reinforcement comprises admitting and rewarding the people and groups who participate in the PMS implementation and use. They can be in a form of tangible rewards like gifts, certificates, bonuses among other incentives or an appreciation in the form of an acknowledgement with the company, organization or production line among other categories. When the change is established, the achievements can be rewarded and this is a way of ensuring that everyone is on the same page hence, the PMS becomes effective in the long run.

Change Champions and Advocates

Mobilization of change champions and advocates is a good way of dealing with opposition and with the implementation of PMS. There are two types of change champions, first are the warm embraces, which are people that are interested in the change and can impact others through positive word. Such people can serve as examples to follow; can also give the required motivation and can partially or fully respond to complaints from their counterparts. Hear the clarification, change champions are interested in the PMS benefiting programmers and parallelly help eliminate resistance. If the change champions and advocates for change are engaged in the change process, an organization can be able to develop a strong support base for change that can easily champion the cause of the PMS in an organization.

Linking Change with the Organizational Culture

Therefore, the following are some of the crucial strategies need to be implemented while dealing with the change resistance while adopting PMS: Proper strategy alignment with the organizational culture. It may be defined as systems of shared assumptions submitted to the organization that influence human behavior at the workplace. To manage culture and change the PMS in a way that can be well received by the employees of Edward Gardner's, it becomes paramount to assess the organizational culture and determine how the PMS can be integrated there while addressing the culture. This entails taking into consideration the cultural web and how they will enhance or hinder the change process or introduce any barriers to change merge the PMS into the organization's cultural web. In this respect, an organization can support the change process by incorporating it into the organizational culture; this will improve acceptance and may thus improve the chances of successful implementation.

One of the categorized strategies in the implementation of PMS is called managing transition which can be described as the implementation of the PMS in stages rather than in one go. This approach makes it possible for organizations to ensure that change is done in stages hence minimizing on the disruption while at the same time creating chances that will enable one to address the issues rising from change in an

organization. The implementation of the PMS can be done in phases where the use of the PMS can be tested in some departments or geographical locations before it is implemented universally as this enable the receipt of feedback and further improvements in the system. When done in phases, the transition to the PMS and its implementation reduces opposition as well as cultivates confidence thus facilitating a more efficient process of change.

Therefore, it is crucial to strengthen the change management practices on the way to mitigate the current obstacles and apply Performance Management Systems in government agencies. That is why the measures like effective communication, stakeholders' engagement, staff training, leadership, and control and feedbacks are the important means of changing. In the same regard, reinforcement and recognition, engaging the change champions, culture fit and phased approach in transition make a significant input towards the successful adoption and integration of PMS. With such measures put in place, organizations should be in a position of dealing with resistance, combating other hitches that may occur as well as getting the expected results from their performance management efforts.

Leveraging Technology and Innovation

In the today's dynamics of Performance Management Systems (PMS), technology and innovation are important in improving performance and dealing with challenges of implementation. This includes using different technologies so as to enhance operations, information credibility and increase awareness among the stakeholders. This section overviews a number of crucial technologies and advancements that may be In this section, several significant technologies and advancements are examined that might serve to improve the take-up and effectiveness of PMS in government organizations.

Cloud Computing

It can be summed up that cloud computing provides great opportunities for implementing and managing the Performance Management Systems. Since the government agencies can host PMS on the cloud platform it will be convenient to scale

it up and it is cost efficient as claim by Armbruster et al, 2010. Performance data and various management tools can be accessed through cloud solutions from anywhere as long as the user has internet connectivity thus promoting work from distant. In addition, cloud-based systems can be elastic to enable the expansion of resources if necessary or to contract if the condition is no longer required especially when dealing with big data on performance data. Cloud implementation of PMS can also minimize initial investments in physical structures and equipment and their subsequent maintenance since these costs are removed and borne by the service provider.

Big Data Analytics

Big data analytics can be regarded as an innovative technology that can have a positive impact on performance management as it provides more detailed information on the organization's performance. McAfee have noted that through the use of 'big data' analysis, agencies are able to identify patterns, trends and correlations that could be incredibly useful in strategy formation and development. Big data analysis facilitates the combination of multidisciplinary data such as, financial information, business activity statistics, and the organizational workers' performance records, thus making it possible to have a better analysis of the occurrences and come up with better decisions. For instance, the application of predictive analytics is to estimate trends of performance improvement or to detect possible problems in advance, as well as to define the most efficient ways of resources distribution. The utilization of big data therefore entails that there will be improved performance measurements, timely and correct interventions, and indeed an improved efficiency.

AI, Automation, Artificial Intelligence, Machine learning

The use of Performance Management may also be enriched through such postmodern technologies as Artificial Intelligence (AI) and machine learning (ML). Still, as the depth and volume of performance data are only growing, the sophisticated AI algorithms can analyze the data and find patterns, outliers, and other interesting information that would simply be concealed by the naked-eye analysis. As it has been illustrated, for example, by Brynjolfsson and McElheran, AI technologies can relieve

workers from repetitive and low-skill activities like data input or report generation, performance measurement, etc. It is also important to note that other applications of machine learning include creating picture fore-casting models or models that predict performance and give recommendations based on the past data. Incorporation of AI and ML in PMS has a positive impact on agencies since it helps to improve data quality and make efficient decisions.

Mobile Technology

Mobile technology is another important area that can be applied in the improvement of the performance management systems. Portable devices or smart applications and solution platforms are used for viewing performance data and management tools so that employees or managers can access it through their handheld devices such as smart phones and tabs. This mobility enables timely decision making, performance evaluation and even feedback since all the activities are done on the move. For example, mobile application allows the managers to see the real time and the dashboards of the performances, notifications of the key indicators and inputting as well as reviewing the performance from anywhere. Mobile technology can, therefore, be viewed as an opportunity through which agencies can improve on the accessibility and effectiveness of performance management programs and activities thus leading to increased engagement.

Integrated Performance Management Software

Web based performance management software designs as single application offer a solution for different forms of performance in an organization. These often provide modules to address goal setting, performance management, development, and reporting as a single system. Through these integrated functions, agencies will be in a position to integrate the performance management function resulting to easing processes, consistency of data and visibility of the performance measures. For instance, integrated software can assist in the linking of personal needs with the organizational goals and objectives, monitor goal achievement and also provide reports which informs the trends in individual and overall performance. Having an integrated software for performance

management enables the company to coordinate the different approaches in performance management and is up to date with the correct data.

Monitoring and Capture of Data in Real-Time

Modern tool systems for handling and monitoring the data collection allows for the constant measurement of the performance indicators and instantaneous evaluation of the performance results. New technologies include the IoT sensors, automated feeds, and real time dials to enable constant monitoring of various performance indicators. For example, IoT sensors can apply for measuring operational operations, tracking utilization of materials or manpower and gathering details on performances at real time. Real-time dashboards to help the managers to monitor the KPIs in real-time and this makes it easier to diagnose problems or even manage the processes by making a necessary intervention. This is because agencies hence improve on the capacity to respond to different situations; reduce on the marginal error rates hence leading to efficiency in the process of adjusting for performance management.

Collaborative Tools and Platforms

Various collaborative tools and platforms like the project management software, communication software and applications, document-sharing platforms are also critical while pursuing performance management objectives. These tools enable sharing of information among the people in the teams, nurture effective communication, and promote effective working relationships. For instance, project management software may assist the teams in discovering their performance indicators, how to allocate tasks and tracking progress towards the achievement of goals. Communication applications; chat, talk to text, voice and video conferencing systems facilitate real time debate and decision making. Technological advancement has also done much in ensuring that performance information is well managed since document sharing system helps in centralization of performance related documents making it easier for sharing and accessing them. This is because the implementation of collaborative tools & platforms in PMS help agencies to increase teamwork, also extend & enhance the communication, and improve performance management practices.

Cybersecurity Measures

This is an area of concern since data used in the PMS is highly sensitive hence calling for proper security to be observed to avoid data leaks. Encryption, access controls, and routine security scans are among several best practices that organizations apply to prevent loss or theft of data. Data confidentiality is maintained through ensuring that communications as well as data storage are protected through encryption standards while restricting data visibility to only the appropriate. Periodically security assessment and evaluation are useful in checking for vulnerabilities and current status of the security measures. A fundamental and critical area of performance includes records, which should also come under strong agency protection measures for cybersecurity purposes to cap security and gain stakeholders' trust.

User Experience (UX) Design

User Interface (UI) design specialized on usability for performance management systems. Good UX design helps to improve the usability of PMS as it makes it easy to use, to comprehend and to operate on. This includes creating interfaces that look good, are easy to navigate and cater for the needs of the users. For example, appealing aesthetics of the developed system, ability to set customized reports instead of the standard ones, or even the possibility to interact with the data in real-time might enhance the overall impression and increase the user's willingness to engage the system more extensively. As a result, UX design helps agencies to improve the satisfaction of the users, shorten the time for training, and increase the efficiency of the PMS' utilization. AI can be applied in order to optimize performance management systems for the user: allowing them to be customized to better meet the personal requirements of the user. Machine learning and AI-based solutions have the potential of improving users' engagement through delivering more relevant information, analytical data of respective users' performance, as well as targeted alerts. For example, using data collected from the users AI algorithms can propose which training can be of interest, set the user specific objectives, and provide the user specific feedbacks. Integration of AI in personalization can help agencies to develop a better performance, especially in

managing user satisfaction in order to make the system more effective.

Blockchain for Data Integrity

It means that managing performance data through blockchain technology provides decentralized and, at the same time, protected way due to its immutability. The use of Blockchain gives assurance in management of transactions and performance contracts since it is almost impossible to manipulate information recorded in the Blockchain technology. Every transaction is written in a block and linked to previous blocks making performance data immutable and easily traceable. In this way, using blockchain, the agencies can provide added reliability to the performance data, and decrease the chance for data falsification to occur.

Virtual Reality (VR) and Augmented Reality (AR): Both are progressive means of working and are quite effective in changing the performance management too. The presentation of real like environment in training can also be done through the use of VR which enables employees to perform their tasks in a simulated environment that contains actual scenarios. AR can offer additional detailed information and annotations of the context, this would be quite useful in the process of decision-making and giving feedbacks. For instance, AR can be applied to augment productivity figures and metrics on physical items or spaces so as to enhance understanding as well as awareness of the situation on the ground. The outlined advantages of VR & AR indicate that integrating of these technologies in agencies can contribute to the improvement of training, performance evaluation, and increase the level of interest toward performance management activities.

Internet of Things (IoT)

IoT is a concept of connecting real world physical objects/ things such as sensors and devices to the internet for data sharing. In managing performance it is pointed out that IoT technologies can be used in tracking several performance metrics in real time. For example, IoT sensors can be employed in gathering information about the operation processes, the consumption of resources, and physical conditions that are necessary for evaluation of organizational performance. Yang also pointed out that IoT can also allow

for real-time gathering of data and real-time generation of reports thereby eliminating the need for manual data entry and ensuring accuracy. Agencies can integrate the IoT technologies to improve on the data collected and also the performance so as to get insight of the performance indicators.

Therefore, it is unanimously agreed that for one to counter the challenge and advance the use of Performance Management Systems in the agencies of the state, a technology-anchored improvement is inevitable. With performances such as cloud computing, big data and analytics, Artificial intelligence, mobile technologies and integrated performances such as management performances, there exist relative technologies which can be utilized to enhance performance management performances and benchmarks. Real-time data inclusion, effervescent communication, data security, user interface design, and advancements for instance; blockchain, virtual reality/augmented reality, and IoT, hold potential towards improving efficiency, precision, and participation. By incorporating the above-mentioned technologies, agencies will be able to better manage their performance management improvements strategies hence enhance on the realization of their strategic imperatives.

Capacity Building and Training Programs

The twin practice of capacity building and training are the cornerstones for the effective roll out and sustainability of performance management systems (PMS) in organizations including executive arms of governments. In both cases, these programs prepare staff on the right skills, knowledge and competencies; to appreciate, understand and apply performance management tools and processes appropriately. Therefore, organizations should pay an outstanding emphasis for capacity building since it can help overcome capacities shortages, instill performance oriented organizational culture and increase organizational capabilities concerning the use of PMS. This section of the paper focuses on defining the role of capacity building and training programs as well as consideration of the major approaches to these processes and their influence on the organizational performance.

Identifying Training Needs

It will be important to find out what a particular organization needs in order to build the capacity for their staff. This entails a careful evaluation to establish the competency profile of those employees that are likely to influence the effective implementation of PMS because of the skills and knowledge deficit among the employees of the organization. Training needs assessments can be done by questionnaires, interviews, appraisal results in order to determine which areas the employees need extra help. For instance, if an organization is introducing a new PMS software, the staff may require to be trained on how best to use it, enter some data as well as analyzing results provided by such a system. This way the needful can be understood and proper trainings can be formulated to proactively meet such challenges and improve organizational performance.

Designing Effective Training Programs

At this stage, understanding how the training needs to be structured requires the formulation of a curriculum which will help meet the training needs and organizational objectives. The form of training that should be used should include class based training, online training, job based training, and virtual based training. For instance, classroom training may introduce concepts under performance management so that employees gain an initial understanding and appreciation of the topic, while e-learning allows flexibility in the delivery of information, in that the employee can learn at his/her own pace without feeling pressure to complete the knowledge assessment in group sessions. The best practice that can be adopted is that of on-job training and simulations since it can provide exposure to actual performance management tools and real life situations that can enrich realistic skills. Through the application of these techniques, organizations can reach out to all learning mode preference of workers as well as guarantee mastery of all competencies.

Incorporating Change Management

The findings suggest that implementation of capacity building should embrace change management initiatives that can go further in reducing resistance to change and thereby promote acceptance of new performance management. It also entails the culture

and people management which entails to guide and reassure the employees, making sure that they buy into the changes and embrace the new system since it is helpful to them and will affect their work. Other aspects of training should capture change management to ensure individuals prepare to receive new change plans in order. For example, meetings or presentations to disseminate information and workshop or seminar session to discuss change of the new PMS or to provide reasons for change and the way forward can assist in easing change and obtaining approval. Good change management practices enable the employees to understand the new systems as well as get them to use the new systems.

Implementing Continuous Learning

About the fourth one, the definition of the capacity building differs from one organization to another, and therefore capacity building should not be viewed as one-time event but as a continual learning process. This kind of training assists the workers in proposing new trends, technologies and other improved practices in performance management. Continuous learning can be attained through the provision of repetition courses, course upgrade, provision of information and resources within the industry as well as provision of professional associations. For instance, formal training sessions and elaborate online seminars on new trends in performance management or changes to the PMS can enhance the interest level among the employees. Further, a culture of learning will enable the employees within the organization to actively look for ways on how to improve and develop themselves towards enhancing the performance of the PMS.

Evaluating Training Effectiveness

In order to be effective, the objectives of each training program must be met and therefore, it is recommended that the effectiveness of the training programs should be assessed periodically. Kirkpatrick defined evaluation as the level at which training affects the employee performance, knowledge acquisition and the organizational consequence. This can include feedback surveys, performance metrics and follow-up assessments as the effective means of determining programmer ROI. For instance, after

implementing a training program on the new PMS in a given organization improvements on the accuracy on the data input, usage of the system and satisfaction among the employees could be used to evaluate the effectiveness of the training program. Constant feedback ensures that organizations get to know the strengths and gaps in its training systems and make the right adjustments in order to meet its goals.

Fostering a Supportive Culture

This is the reason why organizational support is crucial to capacity building and training initiatives. It is the responsibility of an organization to foster learning, added workers cooperation and use of acquired skills. This can be done by stressing on the creation of a culture of enhancement, appraisal of personal development by employees and offering chances for knowledge exchange. For example, through partnerships, organizations can develop schemes which involve practicing employees addressing and assisting subordinate or fellow practitioners on the implementation of new performance management measures. A supportive culture also guarantees that the training programs formulated and integrated within the PMS are favored by the workers, therefore improving results.

It is important for the training programs to reflect the organization's strategic vision and direction so as to achieve optimal training results that will have an impact on the overall organizational performance. This alignment entails the provision of performance management training to be in harmony with other organizational perspectives which may include; increasing efficiency of operations, increasing on delivery of services and meeting certain performance goals. For instance, if an organization's strategic objective is increased customer satisfaction, training people on using PMS must incorporate modules on how to elevated customer service performance from the analytical results attained from the PMS. Conforming training with organizational objectives guarantees that the employees' skills and knowledge being imparted are useful towards achieving the goals of the organization; this also increases efficiency of the PMS.

Leveraging External Expertise

It is, therefore, possible for organizations to improve on their capacity building by seeking support from outside sources. This includes engaging training providers consultants as well as industry experts best placed to provide such specialized knowledge. Sub-consultants can contribute in developing training interventions, implementing training needs analysis and offering benchmarking information and recommendations. For example, contractors with a background in performance management can assist an organization in staffing training solutions that are appropriate to the group's goals and obstacles. The use of external professionals enables organizations to access skills and expertise that may not be linked internally to the delivery of training activities and hence increases the quality of training.

Addressing Diverse Learning Needs

It is important for organizations to understand the various training gaps that may be present, in regard to the learning style of the employees. Employees may come to the training session with different level of knowledge, different style of learning and perhaps different attitudes towards training. For instance, some learners may enjoy activity-based approach to their training while others may require more of the written lectures. This is why LMS environments should incorporate variety in learning approaches and tools for them to cater for these differences. Moreover, making sure that employees with extra learning requirements are given extra help by way of supplementary tutorial or other materials will go a long way in guaranteeing that employees will be able to assimilate the training as well as absorb the knowledge that is being imparted to him in the company.

Ensuring Leadership Support

On – the – line support from the leadership is perhaps one of the most important determinants of capacity building and training. Management is considered to be significantly involved in coaching and motivating learning and development in organizations and support such training activities. Leadership commitment to training has been defined as engaging in any training programs, supporting the course and

providing funds for its implementation. For example, where the top management is involved in performance management training, the subordinates will be motivated to be serious with the programs and practice what they are taught. It also does mean that leaders' support influences how learning occurs and guarantees that learning interventions are valued and implemented across the organization.

Therefore, there is a need for capacity building and training programmers that might be required in the process of implementing and using Performance Management Systems in organizations generally and governments specifically. The steps that can be taken to improve performance management training include identifying training requirements, developing suitable programs, addressing change implementations, cultivating learning organizations, assessing the effectiveness of the training and creating a culture to support the programmer within the organization. Another factor that supports the training is the appeal to outside expertise, recognition of different students' learning styles, and leadership engagement. Not only does capacity building and training provide enhanced skills and knowledge to the employees of PMS but also enhances its effectiveness that ultimately increases benefits to the organization and its stakeholders.

3.3 The economic and social impact of improved performance management

There are costs and benefits to using improved performance management in government agencies because it affects different facets of the government's operation and services as well as the welfare of society. In PMS terms, efficient organizational resource use translates to improved PMS that directly results in better clients' policy outcomes plus public confidence, translating to improved economic social welfare.

Economic Impact

Higher Quality and Efficiency as well as Less Cost

The overall effect that the improvement of performance management has on the economy is the enhancement of operations effectiveness and reduction on costs. PMS in the government focal failing provides an opportunity to break complex activities,

increase efficiency, manage resources more effectively. For instance, metrics that are set and checked from time to time enable one to place light on issues of concern in terms of costs and thereby resulting in timely correction of the problems (Kaplan & Norton, 1996). Therefore, through establishing the right performance targets and assessing the outcomes, the agencies are in a position to develop appropriate policies and practices enhancing productivity besides cutting expenses. This efficiency is relevant especially when there is a lack of funds available for executing the agency's activities. Such resources that may result from enhanced performance management can best be spent on other essential public services or assist in reducing the tax pains on the citizens.

Enhanced Resource Allocation

Effective PMS enhance the delivery of resources as they offer information on the projects that yield the most benefits. According to Neely through performance data, agencies can focus on areas where high returns are realized and accept change or discard poor performing programs. It is the best way of achieving the intended objectives through the optimal utilization of resources in regard to public funds. For example, the introduction of the performance-based budget systems can enable the funding of particular programs which yield high success rates given the limited public resources available for spending.

Boost to Economic Development

Some of the ways through which effective PMS enhance economic development is by enhancing the efficiency of the public sector. In other words, if the government providers perform well and give good services then it helps to boost the prospects for business and investments. Better governance means better services that mean improved institutions, less bureaucratic and efficient regulation, good infrastructure, among others that enhance economic activities and that pull in private capital. On the same note, low transaction costs can be spurred from efficient government operations hence creating a more competitive economic environment. Following the performance of the units, it is evident that the improvements in the performance management do not only impact the government sector but the economy as a whole.

Social Impact

Enhanced Delivery of Services and Satisfaction among the Public

Effective performance management systems result into improvement on service delivery thus the satisfaction by the public. When precise goals of performance are established as well as if results are quantified frequently, agencies can be certain that services being supplied will satisfy the citizens. For instance, output measures such as response time, service quality and customer satisfaction rating assist in defining the areas of strength and weakness and improvement. Therefore, satisfaction with public services by the citizens is enhanced hence perceiving the agencies and the government as being effective.

Increased Accountability and Transparency

The performance management systems leads to increased accountability and more efficiency in the government activities. Through setting out performance targets and measurements, information on achievements and obstacles faced by the agencies can be well explained. This transparency generates the confidence of the public in the government as everyone gets to know how their tax monies are being utilized and the efficiency of agencies. Performance reports and audits strengthen agencies' responsibility for their performance and promotes responsibility and integrity in the public service institutions.

Increased Social Equity and Inclusion

Performance also management can enhance social equity and inclusion since services and the distribution of public resources are made appropriately. The measures of organizational performance that are related to accessibility, equality, and willingness are used to diagnose inequalities in the distribution of services. For instance, output data can help in establishing whether some groups or communities are being offered services inadequately and thus help in getting an appropriate solution to this problem. Inasmuch as performance management systems help in improving service delivery in the society, they play a very vital role in enhancing equity in other words a society that aims at delivering services to every society to improving equality.

Appropriate PMS can make difference to the morale and motivation of the employees in the government organizations. Relatedly, when performance to goals is tied to performance to rewards, and consistent performance feedbacks and professional development opportunities for the employees are offered, flow experience is enhanced among the employees. Employees must be appreciated and rewarded for the deeds and efforts they put in to display high performance in their duties. Also, the degree of participation of employees in setting organizational goals and appraising their performance levels adds to the notion of the owning up of the Goals by performers, thereby energizing an increase in job satisfaction and morale. The improvements of performance management in government agencies are long and always have great influence on the economy and social terms. PMS, when done better, promotes organizational, operational and cost effectiveness, a recourse utilization optimality that helps with overall economical progression. Publicly, it enhances delivery of social services, organizational accountability, shred of information, and social justice and parity, as well as organizational staff pride. The benefits that are realized from improved performance management systems that can be realized in government agencies include: This continual focus on improvement and efficiency of PMS guarantees that such benefits are maintained and prolonged, resulting to a central public sector that is efficient, sensitive to the needs of the public and fair.

CONCLUSIONS

Going through the analysis of Performance Management Systems (PMS) in government agencies, it is key to discover this or that peculiarities of the theory-practice relationship and the effects of the interlinkage. From the basic ideas and development, history, and status to the ingenuity and specific changes, all the chapters have given a rich understanding on how performance management can revolutionize public sector management. This last chapter then summarizes the main odd endings and recommendations of the study, in the light of the review of the theoretical framework, the assessment of current practices and the identification of improvements to PMS implementation.

The conceptual framework of PMS points to the centrality of PMS in improving the performance of an organization. It is noteworthy that a number of studies fail to perceiving performance management systems as discursive administrative constructs but as instruments closely related to the realization of strategic goals and efficiency of organizational operations. The conceptual overview defined PMS as planning, performance measurement and performance improvement which is in tandem with models like the Balanced Scorecard. PMS in government agencies having developed over time changed from a simple form of accountability to being complex tools that would help agencies attain their strategic plans and goals while at the same time promoting transparency. For instance, according to Goal Setting Theory by Locke & Latham and Theory of Organizational Learning by Argyris & Schön, it is evident that PMS can be used in enhancement of improvement and flexibility according to the need. Such theoretical frameworks give a basic understanding among other things about the benefits as well as the challenges that characterize PMS in the public sector.

The revealed findings including understanding of current PMS practices in governments and prevalence of challenges indicated a complex nature of the problem at hand. In this case there are various needs for performance management in government agencies because of the distinctiveness in the mandate that each agency portrays in the

delivery of public services and the accountability to the public. In the current state of PMS, you are likely to find its strengths and weaknesses in some regions as well as worsen situations in other areas. On one hand, the modern achievements in the sphere of the performance measurement and reporting have a positive impact introducing more efficiency and transparent perception. The other barrier to improvement is the acknowledged difficulties of deterioration for example, resistance to change, lack of resources, and technological constraints still pose a major threat to best performance.

It has become clear from the above discussions that organizational culture has a central role to play in regard to the success or otherwise of PMS. IMP. Implementation barriers of performance management initiatives include resistance to change mainly occasioned by acts of culture and tradition in organizations. Lack of resources and also a limited budget affects the overall process of implementing complex PMS making it difficult to acquire necessary tools and technologies. Besides, various technical and infrastructural constraints that include outdated systems and poor integration also act as constraints to performance management. Solving these problems is also possible only through the requirements of various end-to-end strategic and operational approaches.

Nevertheless, the prospects and advantages of enhancing PMS are rather wide and significant. Improvement of performance can reduce costs or increase productivity and could also increase accountability and make better decisions. It details how effectiveness results from the right execution of plans and the increased use of resources to make work processes efficient and consequently the achievement of cost reduction and better services. Transparency enhances accountability to increase the public's confidence on the agencies' performance and to ensure that agencies are held accountable for their outputs. In addition, performance data improve decision making and policy formulation since the agencies are in an improved position to make sound decisions and formulate policies that can tackle some of the emerging issues which may crop up.

Social implications of enhanced PMS at an equal level of importance are as follows: Engaging in enhancing service delivery while promoting equity, performance

management system makes the public to have amplified satisfaction as well as inclusiveness. Promotion of accountability and the provision of information increases people's confidence in government and strengthens democracy. Furthermore, employee satisfaction work motivation enhances also by performing a performance management system. All the social benefits go a long way in making the public sector stronger, adequately respond to the needs of the society.

As highlighted above there are certain challenges that need to be overcome and certain benefits that needs to be harnessed in order to integrate PMS effectively. In developing PMS, there are a number of recommendations that should be followed, which include defining objectives, stakeholders' engagement and focusing more on data. Controlling resistance is therefore very important in implementing change management thus calling for efficient adoption strategies. This entails following change management strategies, training employees and ensuring that potential and actual benefits of PMS are well relayed to the management and the employees. The use of technology and innovation, for instance, advanced analytics and more integrated software solutions can improve on the PMS and deal with technical complications. The best approach to talent management is through training through embarking on capacity building and training to enhance the skills required in performance management. Thus, the government agencies should invest in these areas as the basics for successive improvement of their performance.

The following are the major steps involved when creating a roadmap for performance management: It starts with an evaluation of the best practices in use today and determination of the gaps that need to be addressed. This includes reviewing various systems, practices and cultures with a view of identifying their assets and liabilities as well. This is followed by goal and objective clarification steps that are aligned with agendas aims and objectives. It is recommended to come up with the detailed roadmap for the implementation of a discovered solution that is to involve timelines, the list of responsibilities, and the resources needed to achieve the targeted goal. Both DPMS and MPMS show that involving employees, managers and/or external

partners is essential to gain their support in development and implementation of the PMS which will fulfill the needs of all the concerned stakeholders. Experience suggests that one must track how things are going and shift action according to what one learns based on performance and feedback data. Last but not the least, it becomes possible to maintain and develop the PMS culture that helps to improve the company's performance constantly and correspondingly change the PMS when necessary.

Therefore, from the extended analysis of PMS in government agencies, it was apparent that successful reliable and efficient PMS plays an important factor in the performance of the public sector. Theoretical background and history of PMS help in analysis of its peculiarities, and examination of the current situation and its difficulties stresses the necessity of the strategic development. The possibility of enhancement of PMS and arising blessings are imperatives like efficiency, accountability and social relevance that prove that sound performance management is a worthy worth pursuing. Hence, following the best practices, tackling the challenges using strategic models, and the creation of a roadmap, one sees huge enhancement of the performance of the government agencies. The continued work on enhancement and simultaneously improvement of PMS demonstrates that government agencies are capable of rightly identifying and fulfilling required demands of people as well as participate and support overall objectives of public sector success and responsibility.

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