

Issues Influencing Performance Management of Public Organisations in Tanzania. Experience from Medical Stores Department Headquarters

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Abstract:- This study researched on issues influencing performance management of public organizations in Tanzania was done at Medical Store Department (MSD) Headquarter Dar es Salaam and 75 respondents participated. The general objective was to explore issues influencing performance management of public organisations in Tanzania. Specific objectives were; to determine the influence of leadership in the performance of public organisations and to determine the influence of strategic plan in the performance of public organisations. The study used a qualitative research approach and used both primary and secondary data. Primary data collected through key informant interview and secondary data collected through documentary review. The study revealed that organisations which have leaders with good leadership skills, well-structured and cooperative strategic plan are likely to have good performance management. Moreover the study found that good leadership is the major influence of performance management in any organisation. Organisations might have structured and cooperative strategic plan but without having good leaders with high leadership skills it will not work out. Furthermore, the study exposed that there are other issues like motivation and personal attitudes which can influence organization performance management. The study recommends that MSD should have a leaders' succession plan and conduct several leadership skills trainings so as to empower leaders with important skills to carry out their day to day errands in an effective and efficient manner. Also they have to make sure that their strategic plan is communicated to all level of employees for easy implementation. Not all that but also employees should be motivated and encouraged to have good attitudes which have positive relationship with organisation performance.

Keywords:- Performance Management, Public Organisations, Strategic Plan and Leadership.

I. INTRODUCTION

Public organizations are very often placed in an important area in order to make sure that the community is served with all quality basic services (Sulle, 2011). In many countries especially in developing countries, public organizations have the task of giving social services to the society. In order to full fill that responsibility, public organizations should be able to operate in an effective and efficient way. This study aims to explore issues influencing performance management in these public organizations so that they can reach the expected outcomes. Performance management in public organizations has dramatically undergone significant changes in public administration regime (Chowdhury & Shil, 2021).

Since the 1980s, public organizations have globally experienced a tidal wave of reform that was focused on performance management. Performance management approach has been embraced by several countries following the rise of the New Public Management (NPM) (Moynihan, 2006). Both developed and developing countries have adopted new public management system that have brought significant changes in modalities and style of performance of public organizations with the sole aim of ensuring service delivery to the public (Chowdhury & Shil, 2021).

To improve the performance of public organizations, managers, policy makers, and politicians began to adopt the new management paradigm (Alam and Nandan, 2008, Dooren *et al*, 2010, Kearney, 2018, Osborne and Gaebler, 1992, Robins, 2007, Walker and Boyne, 2010). This strategy has also been adopted recently by a number of developing nations as a performance management tool to restructure and enhance the performance of their public organizations (Larbi, 2001). This statement is in line with the researcher's opinion that a central feature of the current public sector reforms is largely an emphasis on performance results rather than dealing with administrative issues. In other words, managing the results requires the organization to focus specifically on the outcomes or performance output of its organization rather than administrative affairs (Sulle, 2011).

It has been noted that performance management to a great extent is increasingly gaining momentum in public organizations management (Fatile, 2014). In this regard, in order to have a small and effective public sector, most governments around the world introduced a rubric of reform strategies. These included civil services reforms, privatization of state-owned enterprises, downsizing of public bureaucracies, or adoption of private sector management practices so as to reduce bureaucratic red tape, and to re-orient the public sector to focus not only on efficient use of public reforms, but also on performance outcomes. Other reforms included institutional reforms and economic reforms which aimed to enhance the role of the private sector in socioeconomic development.

An important component of reform in this area was the liberation of the economy in most countries and to the creation of new institutional governance that will create harmonious relations between the government and private sector. Despite the fact that it is still unclear what they can expect to gain from performance management or how this might affect the likelihood of positive system outcomes, public organizations are investing increasing amounts of resources in it. An effective public sector performance system must, in this regard, clearly establish expectations and enable staff behaviour to be in line with the organization's culture and business goals. In reality, public sector performance is seen as essential for fostering the sector's effectiveness and competitiveness in a world that is becoming more and more competitive.

Meanwhile, in order to meet this challenge, public organizations are forced to improve effectiveness in all actions; improve quality of service delivery to the public; be flexible to internal and external changes; enhance transparency and accountability; and ensure full use of intellectual capacity (Nzuve and Njeru, 2013). In the Tanzanian context, several public organizations are currently struggling to implement new management changes that would allow one to concentrate on enhancing certain performance results with maybe restricted resources (Sulle, 2014).

Since 1980s, public sectors have experienced significant and rapid changes in style of leadership, operations and public service delivery which are associated with a number of reforms introduced. NPM is considered as an important tool that guides this study in relation with performance management. It is seen as an approach that aims to increase the speed of the public service delivery system while focusing on reducing red tape, corruption, misuse of public funds, nepotism, and ineffective implementation of developments. NPM was adopted by the United Republic of Tanzania in the 1980s to fix the problems caused by the failures and inadequacies of public organizations performance. The Medical Store Department is among several public organizations that have adopted the NPM approach which is geared towards improving performance management system.

Due to the fact that NPM is focused on emphasizing greater efficiency in public organizations by giving managers with autonomy to allocate resources whilst focusing on holding them accountable for results and it would be of great interest to see whether this approach has been executed effectively or not.

II. THEORETICAL LITERATURE

➤ *Theories Underpinning the Study*

The study was guided by New Public Management theory and Goal Setting theory as explained here under.

➤ *The New Public Management Theory*

New Public Management theory is a new system of administration adopted in the 1980s and was introduced by the European Commission, International Monetary Fund, and World Bank (Hood, 1991). This new system of administration was introduced in order to speed up political, technological, and socio-economic development globally. The idea contends that efficiency, effectiveness, and equity in the provision of public services are the goals of performance management as it is practiced in the New Public Management (NPM) mainstream. In response, the government operating in this environment of competition with the private sector in order to deliver services more efficiently and effectively.

By implementing voucher systems, they are giving customers more options, and to meet the requirements of the general public, they are forming public-private partnerships. To enable market forces to produce public advantages, leaders are selling off real estate and closing down government-owned firms. Because of this, the government is no longer able to monopolize or even focus only on program delivery. NPM approach was based on bringing dramatic changes in the public sector reforms and spearhead in the civil service accountability and effective public service delivery.

This is due to the fact that NPM is built on creating internal competition among different public units in accordance with performance contracts, putting emphasis on result-based management, and emphasizing efficiency for public services (Hope, 2001, Kim and Han, 2015). It is well known that NPM leads to a significant number of reforms that are designed to maximize the effectiveness of local resources and all areas of public sector administration (Matei and Chesaru, 2014).

This theory is deemed relevant with performance management since it explains several reforms that have been done by the public sector organization in Tanzania in which contributes to public sector performance, civil service accountability, transparency, socio-economic development, improve quality, access, and equitable public service delivery of the local people (Mgonja and Tundui, 2012). However, New Public Management has been heavily criticised by researchers, policy makers, and administrators to the extent that there is a growing trend to consider NPM

as a dead approach. Simply put, it has not come up with effective strategies for solving multiple problems facing most of the African countries including Tanzania.

➤ *Goal Setting Theory*

According to Latham and Lock (1979), performance management focuses on establishing and approving goals against which performance may be assessed and monitored. They emphasized the need for clear goals as well as the notion that employees perform best when given difficult tasks. As a result of having to work hard and advance their skills to complete these increasingly challenging targets, employees experience good feedback and a sense of overall accomplishment. Improvements in employee satisfaction, productivity, and engagement at work may follow from this.

Locke identifies five key tenets of goal-setting philosophy effective goal-setting. These tenets are clarity, challenge, commitment, feedback and break down. By clarity the author means clearly defined objectives are required.

Employee misunderstandings are significantly reduced when they are aware of the project's goals and deadlines.

Goals should present enough of a challenge to keep workers motivated and concentrated while carrying out the necessary duties to achieve each one. Employees must comprehend and support the objective they are assigned from the start since goals that are too difficult or tiresome have a de-motivating effect and will, thus, lead to less achievement satisfaction and commitment. Employees are less likely to enjoy the process and eventually accomplish the goal if they do not feel dedicated to it. Feedback is a crucial element of the goal-setting theory.

Goals should be broken down into smaller ones, and feedback should be given frequently during the process to make sure activities are moving in the right direction. A review should be conducted after completing each minor goal to inform the employee of the overall development towards the bigger goal. The goal-setting philosophy has many benefits that can be applied in the workplace. These benefits include improvement of company morale and staff engagement. This theory offers a clear roadmap for how to define and accomplish goals in an efficient manner. Setting goals increases effort and overall motivation which boosts employee performance.

Setting goals enables regular, constructive feedback, which helps staff members keep becoming better. Employees get a sense of overall achievement after defining and achieving goals, which can improve morale and job satisfaction. Goal-setting theory can have a few possible drawbacks that you should be aware of in the job. For example, performance may suffer as a result of conflicting behaviours if management and the organization are attempting to achieve challenging goals. A worker's performance and motivation to fulfil the goal can be negatively impacted by goals that are too far above his or

her capabilities. Risky behaviour may be exhibited in an effort to complete more complicated and challenging tasks quickly.

III. EMPIRICAL LITERATURE

In 2009, Bana and Shitindi conducted research on performance management in Tanzania's public sector. The report reviewed the procedures and techniques that public sector organizations have employed to assist efficient performance management and emphasized strategies adopted by Tanzania to institutionalize a performance culture in those companies. The results showed that deliberate actions and specific tools are still required for efficient performance management in public enterprises. In truth, Tanzania has made great strides in realizing the necessity of establishing a variety of management tools across all MDAs in order to monitor and analyze performance in public enterprises.

Issa and Masanja's (2022) researched on Tanzania Ports Authority (TPA) performance improvement. The study was conducted at the TPA headquarters in Dar es Salaam and managers and personnel were contacted. Semi-structured questionnaires and a study of documentaries were utilized by the researchers to gather data. The study's findings show that the TPA's performance improvement initiatives were successful in terms of cargo handled and revenue growth.

Additionally, the authors argued that using Lewin's change theories and the ADKAR (desire, ability, knowledge, awareness, and reinforcement model) framework, factors supporting change and characteristics impeding change efforts were discovered. In truth, the emphasis on change elements and the genesis of change that do not provide the human element the necessary concern are the main causes of the different degrees of enhanced performance. The effort to improve the performance of public organizations is also hampered by the failure to provide the necessary weight to the development of public value in both the initiated processes and the desired results.

Sulle (2014) examined how the National Housing Corporation (NHC) used performance assessment data. In his investigation, he combined primary and secondary sources. It used information from surveys and interviews conducted with various NHC staff members. In order to gather primary data, the study also employed a purposive sample technique, in which candidates for middle-level managerial and top leadership roles were chosen and involved.

IV. METHODOLOGY OF THE STUDY

➤ *Study Design, Area, and Rationale for choosing it*

This study analyses the issues influencing performance management of public organizations in Tanzania. Data for preparations of this article were collected between April to May 2023 at Medical Stores Department (MSD) head office in Keko located in Temeke District in Dar es salaam Region. The study involved both senior and junior MSD staff in order to get the reliable information. MSD is the largest Public organization in East and Southern Africa deals with distribution of licensed medications and medical supplies, This performance of MSD raised the interest of the researcher to choose it as study area for collecting and getting data that is needed to measure the magnitude of the study problem regarding issues influencing performance management in the public organizations (Daft, R.L. 2017).

The researcher used questionnaires to get information from junior staffs and in-depth interviews by targeting key informants who were positioned to give first-hand information concerning the issues influencing public performance management in Tanzania. The documentary review involved a review and assessment of various documentary sources containing information related to this study which includes MSD policies, regulations, laws, books to obtain the needed data. The study employed a purposive sampling procedure, by which samples were selected based on their knowledge of performance management, population features and the objective of the study. A total of 70 respondents comprising different sexes, races, ages, knowledge bases and expertise were involved.

The study employed a qualitative research approach. The study conducted a data validity test to determine if the tools employed in the study are meaningful, correct, and precise (Kothari, 2005).

The interview and questionnaire guidelines were reviewed by specialists in the field to increase the data validity of the research methods used in this study. In terms of reliability the study conducted a pilot study to assess the precision of the questionnaires and interviews used as research instruments.

V. STUDY FINDINGS

➤ *Influence of Leadership in the Performance Management of Public Organisations*

Leaders are very important aspects in any organization. They are the factors of production which mobilise the other factors towards performance. Leaders play unique roles in ensuring leadership effectiveness and fostering success in an organisation. Effective leadership to a great extent contributes to the growth of the organisation (Dike, 2014). Leadership is considered essential to the success of any organization. For this reason, leaders should know their role, needs of the employees, vision, mission and strategic goals of an organisation in executing their leadership role (McCall, 2011).

Respondents were provided with a table containing statements showing the influence of leadership in the performance of public sector organisation. They had to tick whether to agree or disagree to the statements. The findings reveal that on the issue regarding leaders overseeing and planning for the management of public resources at MSD 43 respondents (61.4%) strongly agree, 21 respondents (30%) agreed, and 6 respondents (8.6%) were neutral. With regards to leaders playing a role of inspiring and motivating other staffs at MSD 43 respondents (61.4%) strongly agree, 24 respondents (34.3%) agreed, and 3 respondents (4.3%) were neutral.

Statement stating leaders plays a role in solving organization problems 46 respondents (65.7%) strongly agreed, 15 respondents (21.4%) agreed and 9 respondents (12.9%) were neutral. On the statement stating leaders plays a role of insisting creativity and innovation among staffs 48 respondents (68.9%) strongly agreed, 19 respondents (27.1%) agreed, and 3 respondents (4.3%) were neutral.

On the statement stating leaders are responsible to develop short-term and long-term plan of the MSD 45 respondents (64.3%) strongly agreed, 24 respondents (34.3%) agreed, and 1 respondent (1.4%) was neutral. On the statement stating leaders plays a role of develop a MSD' mission, vision and goals 47 respondents (67.1%) strongly agreed, 18 respondents (25.7%) agreed, and 5 respondents (7.1%) were neutral. On the statement stating leaders plays a role of monitor and implement established laws, policies and regulations 50 respondents (71.4%) strongly agreed, 16 respondents (22.9%) agreed, and 4 respondents (5.7%) were neutral as illustrated in table 1 below;

Table 1; Influence of Leadership in the Performance Management of Public Organisations

No	Statement	Neutral	Agree	Strong agree	Total
1.	Leaders oversee and plan for the management of public resources	6 (8.6%)	21 (30%)	43 (61.4%)	70 (100%)
2.	Leaders plays a role of inspiring and motivating other staffs	3 (4.3%)	24 (34.3%)	43 (61.4%)	70 (100%)
3.	Leaders plays a role of solving organization problems	9 (12.9%)	15 (21.4%)	46 (65.7%)	70 (100%)
4.	Leaders plays a role of insisting creativity and innovation among staffs	3 (4.3%)	19 (27.1%)	48 (68.9%)	70 (100%)
5.	Leaders are responsible to develop short-term and long-term plan of the MSD	1 (1.4%)	24 (34.3%)	45 (64.3%)	70 (100%)
6.	Leaders plays a role of develop a MSD' mission, vision and goals	5 (7.1%)	18 (25.7%)	47 (67.1%)	70 (100%)
7.	Leaders plays a role of monitor and implement established laws, policies and regulations	4 (5.7%)	16 (22.9%)	50 (71.4%)	70 (100%)

Source: Field data 2023

From the data presented an average of 65.7% strongly agrees with almost all criteria concerning the influence of leadership in performance management of public sector organisation in MSD. Furthermore, an average of 28% just agrees with the same. Generally, this revealed that the MSD employees are very aware about the contribution of their leadership towards attaining organisation performance.

➤ *Influence of Strategic Plan in the Performance Management of Public Organisations*

The execution of strategic plans is widely acknowledged as the primary management problem facing all businesses in the twenty-first century (Kipkoge, 2016). Managing organisations have become more complicated in today's turbulent world. This is why several organisations recently are concentrating on becoming more aggressive by executing focused strategic plan that gives them an edge over others;#. To accomplish this, they have to implement workable strategic plans (Genc, 2017). On the same note, the strategic plan implementation is considerable as important engine towards organisation success that is why it is accepted across all sectors in the world because of its noticeable contribution towards the organisation survival and performance (Gebhardt & Eagles, 2014).

Respondents provided with the table containing statements showing the influence of strategic plan in the performance of public organisations. They had to tick whether to agree or disagree to the statements. The findings

show of the 70 respondent's statements regarding strategic plan helping to add value in the public organisations functions 33 respondents (47.1%) strongly agree, 33 respondents (47.1%) agreed, and 4 respondents (5.7%) were neutral. On the statement about strategic plan providing a roadmap for execution of the public sector functions 38 respondents (54.3%) strongly agree, 31 respondents (44.3%) agreed, and 1 respondent (1.4%) was neutral.

On the statement of strategic plan enabling the staffs and leaders to meet short-term and long-term plan; 38 respondents (54.3%) strongly agreed, 21 respondents (30.0%) agreed, and 11 respondents (15.7%) were neutral. Regarding strategic plan helping staff to identify strength and weakness in the project set to execute in the public sector organisation 41 respondents (58.6%) strongly agreed, 22 respondents (31.4%) agreed, and 7 respondents (10.0%) were neutral.

Furthermore, on the statement on strategic plan ensuring the action plan is fulfilled by staffs in accordance with public sector goals and plan 39 respondents (55.7%) strongly agreed, 28 respondents (40.0%) agreed, and 3 respondents (4.3%) were neutral. Strategic plan is an important tool to any organisation and MSD employees observed to have an understanding on the contributions of strategic plan in the survivor of their organisations as illustrated in table 2 below;

Table 2; Influence of Strategic Plan in the Performance Management of Public Organisation

No	Statements	Neutral	Agree	Strong agree	Total
1.	Strategic plan helps to add value in the public sector functions	4 (5.7%)	33 (47.1%)	33 (47.1%)	70 (100%)
2.	Strategic plan provides a roadmap for execution of the public sector functions	1 (1.4%)	31 (44.3%)	38 (54.3%)	70 (100%)
3.	Strategic plan enables the staffs and leaders to meet short-term and long-term plan	11 (15.7%)	21 (30.0%)	38 (54.3%)	70 (100%)
4.	Strategic plan helps staffs to identify strength and weakness in the project set to execute in the public sector organisation	7 (10.0%)	22 (31.4%)	41 (58.6%)	70 (100%)
5.	Strategic plan ensures the actions plan is fulfilled by staffs in accordance with public sector goals and plan	3 (4.3%)	28 (40.0%)	39 (55.7%)	70 (100%)

Source: Field data 2023.

From the data presented an average of 54% respondents strongly agrees with almost all criteria concerning the influence of strategic plan in performance management of MSD. Furthermore, an average of 38.6% respondents just agrees with the same. Only an average of 7.42% respondents was neutral. Generally, this revealed that majority of the MSD employees are very aware about the contribution of strategic plan towards attaining organisation performance. The result of the study showed that leadership and strategic plan has a great influence towards performance management of public organisations.

VI. DISCUSSION

From the data presented in the Table 1, the average of 65.7% strongly agrees with almost all criteria concerning the influence of leadership in performance management of MSD. Furthermore, an average of 28% just agrees with the same. Generally, this revealed that the MSD employees are very aware about the contribution of their leadership towards attaining organisation performance. The study findings suggest a similar pattern observed by Kouzes and Posner, (2010) who stated that leadership practices reflect the performance of the members of a particular organisation measured in terms of revenue, profit, growth, development and expansion of that organisation. Leaders of MSD put their efforts in making sure that the organisation is attaining its short-term and long-term plan. Moreover employees have that sense of organization ownership because they are involved in setting plan both short and long-term.

The study findings were supported by the interview where the respondents revealed that leadership has positive impact in the performance management of public organisation. From the above opinions from respondents revealed that MSD leaders have a great contribution to the performance management of their organization. Being with the employees in their day to day operations motivates them to have a high working spirit. By recognizing employee efforts and giving their right on time enhances the working spirit which helps MSD in attaining high performance. The current MSD leaders are very cooperative and inspiring staff by ensuring that everyone is inclusive in the process of management such that workers and leaders are engaged in the every stage.

Participatory approaches used by the management encourage staff to work hard because we have the sense of ownership to the organisation. The good leadership skills enable staff to control their behaviours and direct the efforts towards organisation performance. The MSD management is very attentive in making sure that all staff are motivated and dedicate their efforts towards organisation performance. They are making sure that staffs are recognized when doing good, given various incentives like overtime and bonus. Furthermore they are making sure that they are fairly treated and getting their rights on time. All these show that MSD leaders have a great chance to influence employees in attaining high performance.

MSD leaders are always in touch with the staff in day to day operations so that they can easily see how things are performed. They have been of great help because show the right way to do things. That situation motivates staff to dedicate their efforts towards organisation performance. From the data presented in the Table 2, the average of 54% respondents strongly agrees with almost all criteria concerning the influence of strategic plan in performance management of MSD. Furthermore, an average of 38.6% respondents just agrees on the same and only the averages of 7.42% respondents were neutral.

Generally, this revealed that majority of the MSD employees are very aware about the contribution of strategic plan towards attaining organization performance. Subsequently, the study findings tally with the argument from Aguinis (2009) who suggested that strategic plan is very essential tool to any organisation to perform.

It sets down the path in which the organisation should go through so as to realize maximum performance.

MSD strategic plan have been formulated in accordance with a national development goals stipulated in the National Development Vision 2025 and its implementation instruments such as the Five-Year Development Plan (FYDPII); Zanzibar Development Vision 2020, and the Education and Training Policy of 2014.

The objectives and strategies also take into consideration existing regional and international development agenda such as the East African Community (EAC) Vision 2050; Southern Africa Development Community (SADC) Vision 2050; the African Union (AU) Agenda 2063; and the United Nations 2030 Agenda for Sustainable Development Goals (SDGs). All these are cascaded to the levels of Directorates so as to incorporate with the organizational plans for implementation.

Furthermore, preparation of this plan could not have been accomplished without unrelenting commitment and cooperation from MSD employees and other external stakeholders. Clear and straight forward strategic plan make easy implementation which help the institute to attain high performance. The study findings were supported by the interview where a big number of the respondents revealed that Strategic plan has positive impact in the performance management of MSD.

The current MSD Strategic plan harmonizes roles, functions and activities of all Directorates and units so that all employees can efficiently move in the same direction to reach the desired destination set by the organization which is high performance. Moreover, it creates a single, forward-focused vision that aligns MSD and our stakeholders which help us to get direct feedback so as to improve our day to day performance. The Strategic plan helps the organisation to make decisions about the future with direction, focus, and clarity. Furthermore, puts the business in a proactive position and gives a competitive advantage. The good

Strategic plan helps each directorate and unit to know its targets and goals to be accomplish.

By looking at the findings from both questionnaires and the respondents' opinions from interviews, the study observed that MSD strategic plan plays a vital role in making sure that the organization reaching its predetermined goal and objectives. This document serves as a road map of any organization. An organization with clear and well defined strategic plan is likely to have high performance management and vice versa is the case.

VII. CONCLUSION

The study comes to the following conclusion based on the results for the research objective that are presented, examined, and discussed in this research effort. Leadership and Strategic plan play a significant role in public sector organisation performance. Having leaders with high skills, knowledge and humanity create smooth performance environment in the organisations. This condition motivates employees to dedicate themselves in attaining the predetermined objectives the otherwise may lead to poor performance. The study revealed that leadership is a significant factor in enhancing performance of the Medical Store Department (MSD).

MSD uses participatory approaches in making their strategic plan which brings about a sense of ownership to all staffs and management. The clear defined goals and objectives shared across all Directorates, departments, and units, unites their efforts in making sure that MSD attains high performance. However there are few employees who seem not too aware of MSD strategic plan because they were only recently employed. The study revealed that leadership is among the key factors towards organisation performance. Therefore the study recommends that MSD should often prepare leadership training. The objective shall be to empower leaders to carry out their roles to the highest standards that can help to manage and deliver high quality services to clients.

Furthermore, when leaders acquire knowledge, skills and attitudes it will help to provide vision, inspire, motivate, mentor, solve problems, guide change, and raise the standards of employees' practices and overall stimulate the overall organization improvement. Management should make sure that all resources including human and financial resources are effectively utilized in order to help the organisation to attain high performance. Employees should be insisted to be creative and innovative so that they can invent other mechanisms for the improvement of organisation operations.

As the guidelines in the day to day activities of the organisation, strategic plan should be reviewed accordingly so as to catch up with the changes in time, technology, ideologies and government directives. This will help MSD to set good plans which will help the organisation to attain high performance. Employees should be more involved in

the strategic plan making process. This will create a sense of ownership of the documents to them and will make participative implementation.

MSD management should involve employees commonly by giving them a chance to contribute to the decision making processes on issues to be improved so as to increase the entire organisational performance. This will motivate these employees to dedicate their efforts in making sure that MSD attains high performance. The study hereby recommends to MSD employees to unleash the spirit of hardworking so as to help their organisation to attain high performance. Moreover, they should have the spirit of pursuing capacity development programs such as undertaking of further studies including professional studies which will capacitate them with skills and capacities to adopt their day to day operations.

Subsequently, they are also supposed to perform their duties in team work which will help them to combine their knowledge and skills. Team work will lead to effective use of their knowledge and skills towards attainment of organisation high performance. The MSD employees are advised to support day to day management plans which will enhance organisation performance.

The study results will assist national policy makers in creating efficient policies and strategies that are focused on establishing mechanisms for implementing performance management in public organisations. By so doing, the public will be assured to get quality services in an effective and efficient manner. Moreover, the study findings will help the government in formulating policies that will ensure smooth implementation of the performance management.

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