EFFECT OF PERFORMANCE MEASUREMENT SYSTEMS ON EMPLOYEES' PERFORMANCE IN PUBLIC ORGANIZATIONS: A CASE OF MTWARA DISTRICT COUNCIL

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CERTIFICATION

The undersigned certifies that, he has read and hereby recommends for acceptance by the Open University of Tanzania a Dissertation entitled: **"Effects of Performance Measurement Systems on Employees' Performance in Public Organizations: A Case of Mtwara District Council"** in partial fulfillment of the requirements for the Degree of Masters of Human Resource Management (MHRM) of the Open University of Tanzania.

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DEDICATION

I gently dedicate this dissertation to my husband Paskal Kapinga, my beloved children Donbosco and Dorothy, who always pray for my success; and encouraged me throughout the period of my studies. I am greatly indebted to my parents and the entire family for their love, care and incalculable contribution to my education. To me, they are a gift from the Almighty God. May He bless them all?

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ABSTRACT

This study investigated the effects of performance measurement systems on employees' performance in public organizations at Mtwara District Council. It was guided by four specific objectives which are to determine the effects of OPRAS on employees' performance, to evaluate the effects of MBO on employees' performance, to investigate the effects of Balanced Score Card on employees' performance, and to assess the effect of 360° on employees' performance at Mtwara District Council. The study was guided by the positivism research philosophy and embraced the quantitative research approach. It employed a case study research design and was conducted at Mtwara District Council in Mtwara Rural district. The study population of 1094 involving employees and officials at Mtwara District Council was involved and a sample of 102 was drawn from that population through simple random sampling technique. Data was collected through questionnaires and findings presented in tables. The findings showed that respondents disapprove the OPRAS, MBO, BSC and 360^{0} were positive, statistically and significantly related to employee's performance. The study recommended that management of public and government institutions and agencies to embrace employees' performance measurement systems that are taken and considered to be fair employees' assessment and the government should reconsider the decision of adopting same employees' performance measurement systems for all government organizations.

Keywords: *Employees Performance Measurement Systems, Employees' Performance, Human Resources Management. Public organization.*

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LIST OF ABBREVIATIONS

BSC   Balance Score Card

DC   District Council

MBO   Managing by Objectives

MBWA   Managing by Wondering around

MDA   Departments and Agencies

NMB   National Microfinance Bank

NPM   New Public Management

OPRAS   Open Performance Review and Appraisal System

PM   Performance Management

PMSs   Performance management Systems

PSRP   Public Service Reform Program

THRP   Tanzania Human Resource Project

WEO   Ward Executive Officers

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter presents the background of the study, statement of the problem, research objectives, research questions and the significance of the study.

1.2 Background of the Study

Performance measurement systems (PMSs) are a global phenomenon emanating from new public management (NPM) reforms. While they are now prolific and entrenched, they have attracted criticism based on their design and the manner in which they are applied (Martin-Sardesai, et al. 2019). Martin-Sardesai, et al. (2019) continues to argue that the period from the late 1970s to the mid-1990s witnessed the trend by many, predominantly Western, governments to undertake administrative reform of their respective public sectors. Underpinned by a philosophy of 'managerialism' and with a strong focus on improving public sector performance, many of the reform measures adopted under the guise of new public management (NPM) incorporated management practices traditionally found in the domain of the private sector.

In the views of Martin-Sardesai, et al. (2019) these reforms shifted the approach of public sector operations from 'administration' to 'management', with traditional collegial public sector administration giving way to a more corporate style of management. Private sector business values, such as competition and cost effectiveness and operational rationality, became guiding management principles. Key determinants for the allocation of public resources were re-oriented away from

principles of equity and social justice to those based on the pursuit of greater efficiency in the management of the public sector. This fostered a more competitive environment with an emphasis on managing for results. One of the key outcomes of NPM reforms was an increased focus on performance and the transparency of that performance. It is against this background that performance measurement systems (PMSs) became a key element of public sector management reforms and continued as an important technology in the ongoing management of the broader public sector (Martin-Sardesai, et al. 2019).

Traditionally, the focus of performance measurement has been on financial measures only. By the late 1980s, studies had shown that historic financial data is not enough to satisfy the PM in the new economy because of the increasing complexity of organizations and the markets in which companies compete (Kennerley, Neely 2002). This is because financial reports are now less indicative of shareholder value. As pointed out by Cumby and Conrod (2001), sustainable shareholder value is instead driven by non-financial factors, such as customer loyalty, employee satisfaction, internal processes, and an organization's innovation (Striteska and Spickova, 2012).

Striteska and Spickova (2012) further point out that although much research has been conducted on the issues of performance measurement the definition of performance measurement is still debated (Wu, 2009). According to Moullin (2007) the most presented performance measurement (PM) definition is Neely, et al. (2002) "the process of quantifying the efficiency and effectiveness of past actions". This

definition stresses effectiveness as well as efficiency, but does not indicate what to quantify or why. The explanation that gives better guidance to people involved in performance measurement with an emphasis on measurement of value that the organization deliver to the customers provide Moullin (2003) "PM is evaluating how well organizations are managed and the value they deliver for customers and other stakeholders"

Gluck, (2022) propounds that employers be in the private or public enterprise/office, small or big business usually strive to achieve staff output to meet their operational goals. To realize this, employers measure employee job performance through a variety of tools and processes. These systems of measurement are called performance appraisals. Some use more than one, but smaller businesses often choose one tool that works best for them and use it consistently. These systems of measurement must come across as fair and just for employees to consider them credible. Those implementing these tools should choose those that offer the highest level of objectivity possible. Of course, removing all or most subjectivity is difficult, but some tools lend themselves to objectivity better than others (Gluck, 2022).

Rantanen, et al. (2007) in their paper Performance measurement systems in the Finnish public sector reveal that over the past few years, performance measurement in public organizations has gained a lot of interest among researchers. In the public sector, there are many stakeholders that have different and conflicting requirements. The potential stakeholders of a public sector organization may include local citizens, clients, consumers, and users, customers of the service producers, the media, elected representatives, the central government, regulatory agencies, managers, and

employees. This creates at least two problems for the performance measurement system. First, taking into account all stakeholders may result in producing a multitude of performance measures that satisfy no one. Second, it may be difficult to set targets or to make decisions based on the measurement results, because some of the stakeholders have conflicting objectives. Therefore, when implementing a Performance Measurement System (PMS), the conflicting needs of different stakeholders must somehow be reconciled. Due to the problems described above, the setting of targets is not always as clear in public sector organizations as in private companies. In many cases, the ultimate target of operations may also be unclear or blurred.

Robson (2004) argues that there is a considerable body of knowledge that has been accumulated about both measurement systems and the psychology of behaviour. Many of the elements of this knowledge have been translated into numerous different practical approaches to improve organisational performance. However, although the various approaches each have their own separate advantages, there is currently no widely used approach that integrates the knowledge of both measurement and psychology, in order to create a culture of high performance.

Robson (2004) further claims that in order to have the capability to create a "culture of high performance" it is essential to first describe exactly what such an organisation would actually look like. Understanding how that picture differs from typical organizations will highlight the critical differences between the two types of organisation, and assists us to predict the changes required to transform a culture.

Clearly, in a high performance culture, people would be behaving differently in a multitude of ways. However, people tend to behave appropriately to their own, individual perception of the situation. So, it is reasonable to assume that in two different cultures, people would perceive their situation differently. One aspect of people's perception of their situation within an organisation can be easily identified by the terms they use to describe their job.

In traditional organizations, staff will often describe their jobs in a way that outlines the operational activities and processes that they carry out each day. Likewise managers may describe their job in terms of the resources that they control. Neither of these perceptions of a job includes any concept of high performance. Yet a person's perception of their job provides them with an internal frame of reference by which they can understand what is expected of them within their organization (Robson, 2004). In a high performance culture, it would seem likely that people would perceive that, assist in improving the performance of the organisation. In effect, they would perceive that they could somehow affect or control critical aspects of overall performance. In such a situation, they would be far more likely to consider "an important part of my job is to continually find ways of improving the performance of the services in which I am involved". Thus, any organisational system that helped create such a perception would be encouraging a high performance culture. Any system that created barriers to such a perception would be hindering the development of such a culture (Robson, 2004).

According to the Tanzania Human Resources Project (THRP), (2011), various performance measurement tools have been developed and are in use in various organizations including: Graphic rating scales which is **a** typical graphic scale that

uses sequential numbers, such as 1 to 5, or 1 to 10, to rate an employee's relative performance in specific areas; 360-degree feedback which takes into account the feedback, opinions and assessments of an employee's performance from the circle of people in the company with whom they work; Self-Evaluation that entails asking an employee to evaluate his/her own performance as the case with the Open Performance Review and Appraisal System (OPRAS)**;** Management by Objectives (MBO) **a**lso known as "management by results," whereby employees and managers form objectives together and the Checklists which use a simple "yes-no" checklist in a quick and easy way to identify employees that have deficiencies in various performance areas. (Tanzania Human Resources Project (THRP), 2011).

In Tanzania, and public service sector in particular, the OPRAS has been in use to measure personnel performance since the government decided to abandon the confidential appraisal system (President's Office Public Service Management Dar es Salaam, 2011). This followed The Public Service Reform Program (PSRP) launched by the Government in 2000. OPRAS emphasizes the importance of involving employees in objectives setting, implementing, monitoring and reviewing processes, which promotes individual accountability, improve transparency and communication between management and employees. It is thus mandatory for all Ministries, Independent Departments and Agencies (MDAs), Local Government Authorities (LGAs) and Regions to introduce OPRAS and make it operational. This is backed up by policies and laws, which enforces, among other things, OPRAS implementation in the public service. These are such as the Public Service Employment Policy (1999), the Public Service Act (No. 8 of 2002) and Public Service Regulations (2003) with

their amendments. (President's Office Public Service Management Dar es Salaam, 2011).

It is in this context that a study needs to be conducted to assess the effectiveness of performance measurement systems towards the improvement of performance in public sector at Mtwara District Council.

1.3 Statement of the Problem

There are various performance measurement systems that have been developed over time during the course of attempting to improve organizations' performance (Striteska and Spickova, 2012). Therefore, various organizations, including public organizations and agencies in Tanzania measure their employee performance using these performance measurement systems. Evidence for this can be seen in various studies including Mwasomola (2020) study entitled "Employee's performance measurement practices in public sector a case study of Tanzania Electricity Supply Company head quarter (Dar es Salaam)", Bana (2013) paper entitled "Performance Management in the Tanzania Public Service", Sulle (2014) paper "The Use of Performance Measurement Information in the Tanzanian Public Sector: The Case of National Housing Corporation" and Ngomuo and Wang (2015) paper "Measuring Performance in Public Sector Organizations: Evidence from Local Government Authorities in Tanzania". However, these papers and research focus on measuring performance and not on the effects of these performance measurement systems on employees' performance. On top of that, it has been realized by researchers like Striteska and Spickova, (2012) through their study entitled Review and Comparison of Performance Measurement Systems that each performance measurement system

or model has its strength and weakness. Therefore, research need to be conducted to assess the effects of performance measurement system on employees' performance in public organizations with Mtwara District Council as a case study.

1.4 Research Objectives

1.4.1 General Objective

The general objective of this research was to investigate the effects of performance measurement systems on employees' performance in public organizations: a case of Mtwara District Council.

1.4.2 Specific Objectives

The specific objectives of the study were as follows:

i. To determine the effects of OPRAS on employees' performance at Mtwara District Council.

ii. To find out the effects of MBO on employees' performance at Mtwara District Council.

iii. To find out the effects of Balanced Score Card on employees' performance at Mtwara District Council.

iv. To assess the effect of 360° on employees' performance at Mtwara District Council.

1.5 Research Questions

In order to meet the specific and overall objective, the study was guided by the following questions:

i. What are the effects of OPRAS on employees' performance at Mtwara District Council?

ii. What effects does MBO have on employees' performance at Mtwara District Council?

iii. Which are the effects of Balanced Score Car on employees' performance at Mtwara District Council?

iv. What are the effects of 360° on employees' performance at Mtwara District Council?

1.5 Scope of the Study

This study is about the effects of performance measurement systems on employees' performance in public organizations and it took place at Mtwara District Council Office (Mtwara D C), which was taken as a case study. Since Mtwara District Council is one of the public organizations, it was expected to be applying the performance measurement systems adopted by the Tanzania government. Therefore, findings emanating from the study will reflect the real situation and the improvements called upon will benefit the entire public sector in Tanzania.

1.6 Significance of the Study

The study findings, after investigating the effects of performance measurement system on employees' performance in public organizations at Mtwara District Council, will bring an insight on the performance measurement systems in public organizations especially in local government authorities and Mtwara District Council in particular. Furthermore, the findings apart from adding knowledge will be beneficial to stakeholders and administrators in public organizations, local

government authorities, scholars and researchers on the performance measurements systems in public organizations and agencies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter presents the definition of key concepts, review of theories, review of empirical studies, the research gap and the conceptual framework.

2.2 Definition of Concepts

2.2.1 Performance

Armstrong (2006), defines performance as the accomplishment, performance, carrying out and working out of anything ordered or undertaken. To perform is to take a mind boggling arrangement of activities that coordinate aptitudes and information to deliver an important outcome (Armstrong, 2006). This definition applies throughout the study.

2.2.2 Performance Management

Performance management is an ongoing checking process primarily dealt with growing men and systems in which they do to find sustained enough performances. It is not just looking behind and maintaining in different or uneven performance in short run (Armstrong, 2009). Performance management ought to be viewed as a collective responsibility of employees and employers to guarantee that there is a continuous improvement in the tasks, mission, goals and objectives (Itika, 2011). This definition applies throughout the study.

2.2.3 Performance Measurement

Performance measurement involves any process, which incorporates the assortment and investigation of results or performance information, giving similar data to

surveying the advancement towards the accomplishment of explicit goals (Marchand and Raymond, 2007). This definition applies throughout the study.

2.2.4 Performance Measurement Systems

According to Gimbert et al (2010), performance measurement system is a brief and precise set of measures (financial or non-financial) that supports the decision-making process of an organization by collecting, processing and analyzing quantified data of performance information. This definition applies throughout the study.

2.2.5 Public Organizations

According to Mwasomola (2020) a public organization is an institution or entity, usually controlled by the government, which provides public services for the society for example government corporations, public companies, local government authorities, etc. This definition applies throughout the study.

2.2.6 Open Performance Appraisal

According to Mpululu (2014) open performance appraisal is an open, formal and systematic procedure designed to assist both employers and employees in planning, managing, evaluating and realizing performance improvement in the organization with the aim of achieving the intended organization goals. This definition applies throughout the study.

2.2.7 Managing by Wondering Around

According to Serrat (2017) managing by wandering around also referred to Management by Walking Around (MBWA) basically refers to managers spending

some part of their time listening to problems and ideas of their staff, while wandering around an office or plant. This definition applies throughout the study.

2.2.8 Balanced Scorecard

According to Kaplan (2009) the term balanced scorecard (BSC) refers to a strategic management performance metric used to identify and improve various internal business functions and their resulting external outcomes. Used to measure and provide feedback to organizations, balanced scorecards are common among companies in the United States, the United Kingdom, Japan, and Europe. Data collection is crucial to providing quantitative results as managers and executives gather and interpret the information. Company personnel can use this information to make better decisions for the future of their organizations. This definition applies throughout the study.

2.2.9 360^0 Degree Appraisal

According to Mukhopadhyay (2006) the 360 - degree appraisal is a questionnaire-based process that gathers structured feedback from a number of sources about the behavior and style of an individual or team at work. For each individual, questionnaires on observable behaviors are completed by the individuals themselves, by the staff they manage, their peers, their customers and their boss. The results are compiled into a feedback report, in which data from each source is presented separately. This is provided to the individual who then plans how to build on competencies and improve personal performance. This definition applies throughout the study.

2.3 Review of Theories

This part reviews the relevant theories on performance measurement as a system which comprises technique for successful, profitable and fruitful management. Organizational performance is grounded in numerous theories, yet in accordance to this study targeted theories are the goal-setting and systems theories since they give a useful framework for managing performance.

2.3.1 Goal-setting Theory

The theory was suggested by Edwin Locke in the year 1968. His argument recommends that the personnel targets started by the worker him/herself plays a vital role in motivating him/her to increase solid and good performance. Better performance is resulted by the employees' desire to achieve their goals. If at any time these objectives are not obtained, they may alter their performance or improve their objectives and generate them to be more genuine. If at all performance modifies it will bring about change in achievement of the performance measurement system goals (Salaman *et al.,* 2005).

The relevance of this theory to this study is based on the notion that workers will be motivated to work more diligently if the organization gives difficulties and yet achievable targets. Performance will ascend if and only if, the plans and targets are created explicit so as the employee can comprehend, workers involved in defining the targets and objectives. Workers have comparison from past achieved objectives to compare with expected performance of the workers to obtain regular input on their performance so they can improve.

2.3.1.1 Merits of Goal Setting Theory

Goal setting theory has a huge importance, because it gives an open way forward performance of activities and focuses on the ideas of all who engaged in attaining the aimed target. Every personnel can see what is required to be obtained in the short, mid and long run plans. Open objectives helps all personnel to be on duty at all time. Pointless and unfocused work ought to be diminished, as the group continues to work amicably to obtain the goals set (Lock, 2003).

2.3.1.2 Demerits of Goal Setting Theory

Being too open about the goals can bring about inadequate creativity thinking, if workers perform within rigid and limited directions they cannot bring anything new for better results. Team members may start to realize that they no more need to be given much in terms of opinions; they would trust that the goals are set and they are simply set in order to pressurize them. (Lock, 2003).

2.3.2 System Theory

The theory was presented by Burtanlanffy, a biologist in the year 1937. His idea was applied in showing interrelationship that existed between several associations. He coordinated the thoughts of general system theory utilizing natural and biological systems as a way to comprehend the world everywhere (Irby, 2013). Generally, every system is most likely to interrelate with other systems that make the system far beyond the sum of its components. This study focuses on Irby's model and it has been clarified further by various scholars. Inputs, process, outputs and outcomes (results) are the elements that system theory use in analyzing employee performance In this context, the input (which is the abilities, information and skill people bring to

their work place (their traits)), process (this is the way people accomplish their work and the gifts and conduct capabilities they use so as to fulfill their obligations), Outputs (the quantifiable outcomes or results accomplished by individual persons as indicated by the degree of performance they exhibit in carrying out their responsibilities) and Outcomes (the effect of what has been accomplished by the performance of people on the outcomes of their teams, offices, units or capacities and eventually the association as a whole). This is their commitment, which is a definite measure of their effectiveness (Bacal, 1999).

This theory is applicable to this study owing to the fact that, despite those directions on the primary principles of performance management, each organization needs to show a system of their own to ensure it matches with the needs and specifications of particular company.

2.3.2.1 Merits of System Theory.

Systems theory is crucial in this context because the organization can use a number of mechanism (might be loose or tight coupling) to acknowledge or confront the areas. Systems theory when applied in given area it brings the entity and its owner's comprehensive an access holistic approach to see the complete value flow and the impact of the organization in developing suitable situations which leads to achieving the stated targets (Bamanyisa, 2007).

2.3.2.2 Demerits Seen on Systems Theory.

The theory proposes that all factors have some balance in the degree of effect and command over the business environmental conditions. There should not be an

accepted situation whereas certain factors will undoubtedly have a more noteworthy effect and level of control when contrasted with other factors. Nevertheless, conditions may change and subsequently it is very possible that something once viewed irrelevant can as fast become relevant and a fundamental force. Managing various factors may not be possible and is frequently a criticism in the application of system theory (Bamanyisa, 2007).

2.4 Empirical Literature Review

2.4.1 The Effects of OPRAS on Employees' Performance

Ilomo and Anyingisye (2020) in their paper entitled "An Assessment of the Effectiveness of Open Performance Review and Appraisal System (OPRAS) to Secondary School Teachers in Arusha City, Tanzania" they assess the effectiveness of management and supervision process of Open Performance Review and Appraisal System (OPRAS). The researchers adopted the survey design to study 10 out of 26 public secondary schools in Arusha City, Tanzania. Self-administered questionnaires were distributed to 214 sampled teachers. The collected data were analyzed using descriptive statistics through mean scores. The study revealed that secondary school teachers perceived that the management and supervision process of OPRAS was not effective. The study also revealed that the heads of secondary schools didn't coach, mentor and counsel their teachers about OPRAS. Teachers didn't sign annual performance agreements and account for their performance; the teachers didn't receive copies (feedback) of their performance development of mid-year and annual reviews and didn't comment on their performance appraisal report. Furthermore, the discussions on the attainment of teachers' annual overall performance between

teachers and their supervisors were not being witnessed by observers. The researchers recommended that Local Government Authorities and Policy makers in educational sector need to train supervisors on OPRAS so that they may acquire the basic knowledge, skills and competence required for its effective implementation.

Minyota (2018) in her dissertation entitled the influence of Open Performance Review and Appraisal System (OPRAS) on improvement of teacher's job performance in secondary schools: a case of Nyamagana District investigate the influence of Open Performance Review and Appraisal System on Improvement of Teacher's Job Performance of Secondary Schools in Nyamagana District. The research employed cross-section survey design and data were attained from 50 teachers, 10 heads of schools, DESO, WEO, SLO and DAEO within Nyamagana District through self development of questionnaire, structured and unstructured interview, and Focus Group Discussion. The Study was descriptive where both qualitative and quantitative data collection and analysis approach were employed. The findings show that the majority of teachers in Nyamagana District have negative attitude on the influence of Open Performance Review and Appraisal System on improvement of teacher's job performance. Some teachers were not sure with the uses of OPRAS on how it can influence of teacher's job performance. Implication of results; the findings show new insights and knowledge in revising and implementing policy makers. It also highlights problems which encounter OPRAS implementation and the way forward to address the problems.

Ameen and Baharom (2019) paper entitled "The assessment of effect of performance appraisal purposes on employee performance in Nigerian Civil Service" projected a

conceptual prototype which specifies that performance appraisal purposes would have a positive effect on employee performance in Nigerian civil service. Employing far-reaching literature investigation, this paper offered a logic-based and empirically-based theoretical consideration to discourse the acknowledged research issues. The discoveries of this paper stressed that performance appraisal purposes do have an optimistic effect on the performance of the employee, and that performance appraisal purposes are a useful instrument that could enable organizations to achieve employee efficiency. This implies that, to improve the performance of the worker, organizations should give consideration to the provisions of the present work's research model.

Bhatia and Patel (2018) in a paper entitled "A Study on Employees' Satisfaction towards Performance Appraisal System at Power Generation Company" from a study conducted in Pakistan propound that performance appraisal system plays an important role in overall success of an organization. An appropriate appraisal system could increase employees' satisfaction as well as job satisfaction. If the employees are satisfied with their appraisal then they are also satisfied with their jobs and if they are dissatisfied with performance appraisal it should be explain to them or make the employees known where they are lacking behind and improve themselves. The present study has been conducted to find out the Employees' Satisfaction towards Performance Appraisal System. The methodology was based on questionnaire survey to collect the data. The results of the study were analyzed statistically with the help of factor analysis and cross tabulation using SPSS software. It is concluded from the study that performance appraisal should satisfy the employees and if the employees dissatisfied with the performance appraisal then it should be explained to them that

why their performance is not proper and counseling is the best way to overcome this problem.

Kariuki (2017) in her study entitled "Effect of Performance Appraisal on Employees' Performance in Barclays Bank of Kenya" explored the effect of performance appraisal on the employees' performance in Barclays Bank of Kenya. The study adopted a descriptive study in which it targeted all the 479 staff from 51 branches. The study sampled 144 respondents. The study used self-administered questionnaires to collect data. The data was then analyzed using descriptive statistics such as mean, mode and percentages. Inferential statistics mainly the regression analysis was used to measure the correlation between employee performance which is the dependent variable and the independent variables (job satisfaction, motivation and career progression). The study established that the performance appraisal practices through fair compensation and management support, employees' productivity has been enhanced through job satisfaction. The study further established that the performance appraisal practices have enhanced employee motivation through the performance reward system, fair compensation and the working environment. The results revealed that performance appraisal enhanced the employee career progression through career growth, link between performance and employee goals in the organization and the link between reward and performance. The study recommended that: the organization should look for best practices of performance appraisal that will be appealing to the employees. The organization should also enhance the rewarding system in the organization with the aim of retaining top talent through best practices and create more opportunities for growth within the organization to enhance

employees' career progression to maintain its standards as a high performing organization.

Madziyire (2018) paper entitled "Performance Appraisal Systems and Their Effects on Reward Management in Universities" from a study conducted in Zimbabwe points out that employee retention relates directly to how we reward them. Replacing employees in a company can be an arduous and an expensive exercise. Even in more secure industries such as the public sector, performance needs to be managed and staff motivated as in the private sector. Retention of experienced staff in both these industries is important to create competitive advantage and organizational success is restricted by the economic climate, retaining high performers with rewards has to be achieved while making all staff feels valued. A quantitative study was designed on and primary data was gathered using a 5 Likert scale questionnaire administered to 200 respondents. Data was analyzed through SPSS and the findings show that as more and more organizations cross international boundaries to conduct business, rewards that are relevant in one country may not be as important in another. Organizations need to accurately measure and evaluate the performance of their employees and reward them accordingly. There should therefore be a direct link between a performance appraisal system and rewards emanating from that system. Many a time, performance management systems do not show any connection with the rewards that the employer gives to its employees thus rendering the performance approval system irrelevant.

Kasongo (2020) study entitled "Performance Appraisal System and its Implication on Employee Performance: A Study of Zambia Revenue Authority" points out that

performance appraisal systems used by a multitude of organizations globally should pose a major concern to all who use this employee evaluation process. This is mainly because performance appraisals do have an effect on employees. Whether this effect is for good or bad is the primary goal of this paper. Using data from a named organization, the study will strive to determine whether the performance appraisal methods of that organization have indeed had intrinsic effects on the performance of individual employees and whether this has indeed trickled down to the entire organization as a whole. Both quantitative and qualitative research approaches were chosen as a primary and secondary data source. Questionnaires and interviews were used for primary data collection. Secondary data were collected from different articles, books, and online sources as well as the organization under consideration. The results showed that, indeed, inherent in a performance appraisal system may be factors that need special attention if it is to work out for the benefit of the organization. Whereas the procedures of the system may in themselves be very beneficial, the implementation thereof may be lacking and expose holes that may need to be filled from top management, middle management, and supervisees alike in order for the organization as a whole to realize the full benefit of the performance appraisal system. The researcher recommended that the organization take these factors into consideration if they are to achieve organizational objectives and goals.

2.4.2 The Effects of MBO on Employees' Performance

Okolocha, (2020). "Effect of Management by Objectives (MBO) on Organizational Productivity of Commercial Banks in Nigeria" examined the effect of management by objectives (MBO) on organizational productivity of commercial banks in Nigeria.

This study specifically, determines the effect of employee's participation in contributing to the settings of the organizational productivity and ascertains the effect of employee compensation on attainment of organizational productivity. This study adopted survey research design. The population of the study consists of seven (7) selected commercial banks in Onitsha, Anambra State, Nigeria. The two research hypotheses were tested with ordinary least square with aid of e- view 9.0. The study found that employee's participation has contributed positively in settings organizational productivity but not statistically significant of commercial banks in Nigeria at 5% level of significance. Also, employee's compensation has positive effect on organizational productivity but not statistically significant of commercial banks in Nigeria at 5% level of significance. Based on this, banks management should keep compensating successes achieved by their employees. This will encourage them to perform better; hence lack of motivation may lead to employees less productivity.

Aminu (2019) in the paper entitled Impact of Management by Objectives [MBO] on the Employee Productivity in Vodafone Ghana tries to establish the relationship between understanding the objectives by employees/managers on one hand and employee productivity on the other hand. Vodafone Ghana was taken as a case study. A total of 36 employees responded to the questionnaires/interviews granted. Questionnaires and oral interviews were used as sources of primary data. The overwhelming majority of the employees that responded agreed or even strongly agreed that MBO has a positive impact on employee productivity. The company was privatized about a decade ago where the majority ownership was taken by Vodafone. Soon after acquisition, Vodafone began to implement management tools that saw the

firm's operational efficiency further increasing. One of such management tools implemented is the MBO, and which has worked for the firm. The relationship between the managers and employee in objective setting was seen to be crucial in the productivity of both the employees and the organization.

Enemuo, Odo, and Onyejiaku (2021) in their paper Impact of Management by Objective (MBO) on the Organizational Performance of Selected Deposit Money Banks investigated the impact of MBO on organizational performance using deposit money banks (DMBs) as the case study. The researcher adopted survey design. Data was collected by structured questionnaire in Five Point Likert Scale format. The source of data was through primary source. The target population of the study comprised of 234 staff of three randomly selected DMBs in Enugu State, Nigeria. Sample size of 93 was derived from the population with the application of Trek's formula for finite population while Bowley's proportional allocation method was adopted to determine the allocation of questionnaire to each selected three banks which are GT Bank, UBA and First Bank of Nigeria Plc regional offices in Enugu, Nigeria. Two hypotheses were formulated and tested through regression and correlation at 0.05 level of significance. The finding revealed that there was a significant relationship between MBO and employees commitment. Also, the study found that MBO has effect on employees' decision input in banking organizations. The study concluded that Deposit Money Banks in Nigeria recognized that MBO elements are relevant and could be beneficial to banking management. The study recommended that the management of DMBs in Nigeria should apply MBO for improved performance of their operations. Further, continuous training opportunities should be given to all managers in banking organization by the management, through

seminars and workshops to expose them to modern trends and skills in MBO application to banking activities and management

Salama (2021) in the paper entitled Impact of Management by Objectives in Enhancing Sustainable Organisational Performance in Hotels analysed the contribution of MBO in enhancing sustainable organisational performance. Previous studies have revealed that MBO contributes to enhancing the profitability of hotels, increasing the performance of employees, improving the effectiveness of operating processes and enhancing the service provided within hotels. The study was conducted via a questionnaire method. Separate questionnaires were administered to managers and employees of 5 star hotels. The data were analysed using the Statistical Analysis for Social Sciences (SPSS, version 25). The results indicated that hotel managers are in favour of the application of MBO as it contributes towards the achievement of their personal goals as well as the goals of the hotel. The employees also showed a willingness towards implementing MBO thanks to its advantages that assist in enhancing sustainable organisational objectives. The study recommends the activation of the MBO in hotels owing to its contribution towards enhancing the performance, achieving the targeted profitability and enhancing the sustainability of organisations.

2.4.3 The Effects of Balanced Score Card on Employees' Performance

Khalid and Waseem (2020) in their paper "Contribution of Balanced Scorecard Implementation in Performance Management System to Enhance Job Satisfaction: Empirical Evidence from FMCG Sector of Pakistan" articulate that

many conglomerates employ various performance measurement tools to monitor the performance of their employees. Most of these performance measures only concentrate on the financial dimension of the performance. The balanced scorecard is one such tool that measures the performance of a firm along multiple dimensions. This study investigated the implementation of a balanced scorecard in the performance measurement system of the FMCG Sector of Pakistan and measured its impact on employee satisfaction. To achieve this objective, a quantitative study was designed on FMCGs and primary data was gathered using a Likert scale questionnaire administered to 218 respondents. Results indicate that employee satisfaction experience improved after the implementation of a balanced scorecard in the Performance Management System. Moreover, the mediating role of the Performance Management System in the relationship between the Balance Score Card and Employee Satisfaction was also partially proved.

Iranzadeh, Nojehdeh and Emami (2017) in the paper entitled The Impact of the Implication of Balanced Scorecard Model (BSC) in Performance of the Post Company investigated the Balanced Scorecard model in Iran post company. According to it, a certain organization is evaluated and controlled in terms of financial aspect, together with growth and learning, internal business processes and customer aspects. This research is practical in purpose and a descriptive inferential method has been used to collect data in addition to utilizing five-scale Likert questionnaire. In order to increase the accuracy of the study, all 320 employees of Post Company have been under evaluation. A one-sample t-test has been used to analyze the questions of the study. Furthermore, Friedman test has been used to investigate the differences among groups. The results of testing the hypotheses

indicate the effect of growth and learning of the employees of post company, as well as internal business processes, customer and financial aspects on the performance of the post company. Moreover, Friedman test probing the differences among groups shows that internal business processes and customer variables have the most significant impact upon the performance of the post company, while growth and learning and financial aspects have the least significant effect on the performance of the post company.

Oyewo and Erin (2022) in Balanced scorecard usage and organizational effectiveness: evidence from manufacturing sector aims to investigate the drivers and impact of balanced scorecard (BSC) usage on organizational effectiveness in manufacturing companies. The study adopted a survey research design. Data collection was through a structured questionnaire administered on senior accounting/ finance personnel of 300 manufacturing companies that are members of the Manufacturers Association of Nigeria. Binary logistic regression analysis, discriminant analysis and structural equation modeling (maximum likelihood estimation method) were used to analyze survey data obtained from 104 BSC adopters. Result shows that the three organizational factors affecting BSC usage intensity are affiliation to a foreign entity, availability of specialist skills and business strategy (strategic pattern). The strongest predictor is, however, the availability of specialist skills. The strongest determinants of the BSC adoption speed are the need for financial stability and the importance of customer feedbacks. The impact of BSC usage on organizational effectiveness is positive, statistically significant but weak. The inability of BSC usage to contribute appreciably to organizational effectiveness

is attributable to the lack of integration among the performance measures in the BSC framework and the shallow usage rate of BSC.

2.4.4 The Effect of 360° on Employees' Performance

Kikuli (2019) in the dissertation entitled Effects of 360-Degree Performance Appraisal System on the Organizational Success In Tanzania: A Case of NMB in Mwanza Region investigated on the impact of 360-degree performance appraisal to the authoritative achievement in Tanzania in NMB. The instruments of data collection were polls and agendas. An investigation utilized an aggregate specimen size of 50 respondents. Additionally, data from the field were broken down both subjectively and quantitatively. The study unveiled that workers in the study region had positive attitudes towards the 360-degree performance management framework and criticism framework. It was shown that the performance appraisal framework set up gave the appraiser incredible impact over the last outcomes. Likewise, 360-degree performance appraisal was unimportant convention than distinguishing performance crevices in representatives. The study inferred that the 360-degree performance had the commitment to the association's achievement and representatives' preparation and improvement.

Hazucha, Hezlett and Schneider (2016) in their paper "The impact of 360-degree feedback on management skills development" investigated changes in the skill levels of managers which occurred two years following the managers' participation in 360-degree feedback. The major objective was to investigate how skill development, development efforts, and environmental support for development are related. The Management Skills Profile (MSP) was used to measure skills and to give feedback.

Of the original 198 managers who received feedback, 48 accepted the opportunity to complete the instrument again two years later. At that time, they also completed a questionnaire surveying what development activities they had completed and the extent to which they received support for development from their supervisor and the organization. The first hypothesis was that, for the group, (a) participants' skills would increase following feedback, and (b) self–other agreement would be greater at Time 2 than at Time 1. This was supported. The second hypothesis was that management skills would be related to later advancement. This also was supported. The third hypothesis was that skill development would be related to both development efforts and environmental support, and that some development activities would be more effective than others. Hypothesis four was that those who put more effort into development (a) would have received at Time 1 ratings which were more favorable and more congruent with their self-ratings, and (b) would have received more environmental support. Hypotheses three and four were only partially supported.

Masanja and Rweyemamu (2020) in their paper entitled The Factors Affecting the Implementation of 360 Degree Feedback on Organizational Performance for Selected Companies Located in Arusha examines the factors affecting the implementation of 360 degree feedback on the organizational performance for selected companies in Arusha. The study had one specific objective. This objective was to determine the factors affecting the implementation of 360 degree feedback as a mechanism to enhance organizational performance for selected companies located in Arusha. The study used quantitative approach where by the research design was descriptive in nature. The targeted population originated from employees from different private

companies located in Arusha. The targeted population came from fro various private companies in different sectors to gain a broad perspective of 360 degree feedback in Tanzania. According to the data analysis purported by empirical evidence, we can conclude that there are significant factors affecting organizational performance for selected companies located in Arusha. In this case, the management of private companies should be promote and encourage 360 degree activities and process in the organization.

Zondo (2018) in the paper entitled the influence of a 360-degree performance appraisal on labour productivity in an automotive manufacturing organization investigates the influence of a 360-degree performance appraisal system for the improvement of labour productivity in the automotive parts manufacturing sector in SA. The study investigated the production and related experiences of an automotive parts manufacturing company that has adopted a 360-degree strategy. The company operates in the eThekwini district Municipality in KwaZulu-Natal. It assessed if 360-degree performance appraisal is responsible for the company's labour productivity improvements. The investigation was achieved by collecting pre- and post-360-degree quarterly data for spoilage, absenteeism, capital investment and labour productivity. The findings show that the 360-degree performance appraisal has no influence on labour productivity improvement. However, past capital investment plays a significant role in labour productivity increase. Results also showed a relationship between spoilage rate and labour productivity improvement. The study recommends that In order to maximise performance, a comprehensive performance policy must be developed, which aligns employee appraisal to performance. The

study uncovered the strengths and weaknesses of a 360-degree performance appraisal system for labour productivity improvement in SA.

1.6 Research Gap

The review of literature show that various researchers have ventured on studies in effects of performance management on employees' performance globally, in Africa and East Africa. However, very little has been done in Tanzania and barely any in Mtwara in particular. This is one of the gaps that this research wished to fill. On top of that, most of the studies on effects of performance measurement systems on employees' performance looked at commercial organizations like Tanesco, NHC and banks, to name a few; yet little on local government authorities. This is another gap that this research sought to fill. Finally, this study ventured on the effects of performance measurement system on employees' performance at Mtwara District Council, an area which geographically and topically is less researched in the country; hence this study.

1.7 Conceptual Framework

INDEPENDENT VARIABLE S   **DEPENDENT**
VARIABLE

OPRAS

Management by Objectives (MBO)

Balanced Score Card

360°

Employee performance
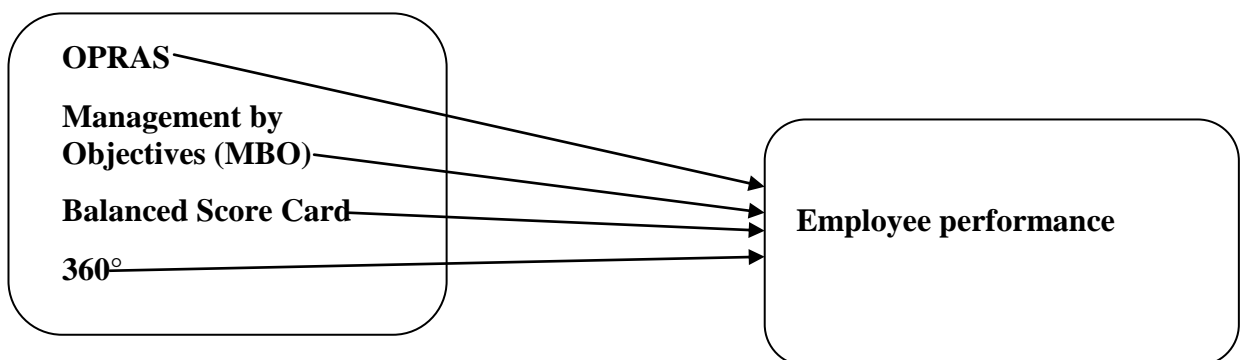
Figure 2.1: Conceptual Framework
Source: Researcher, 2022

This study was guided with the Effects of Performance Measurement Systems on Employees Performance Conceptual Framework that assumes that to measure performance the practice should rely on what employees and organization do.

The various Performance Measurement Systems used including Open Performance Review and Appraisal System (OPRAS**),** Management by Objectives (MBO), Balanced Score Card, 360° and many others are designed to appraise employees' performance. Each of these performance measurement systems is designed with its methods, process, goals and the feedback mechanisms which together form the independent variables. Their effects bring the dependent variables which are in terms of employees' productivity, goals attainment, employees' motivation as well as employees' dissatisfactions with the performance measurement systems. Therefore, the improvement on employees' performance reflects the positive effect of the system and the vice versa is true.

The underlying assumption is based on the premises that the independent variables embodied within the performance measurement system such as feedback mechanism, recognition, rewards, career development and training bring about positive or negative effect on dependent variables such as productivity, goal attainment and motivation. The positive effects bring improved employee performance while negative effects bring employee underperformance.

CHAPTERTHREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter covers the research philosophy, research approach, research design and strategy, area of the study, population of the study, sample and sampling techniques, data collection methods, data analysis, variables and measurement procedures, data cleaning and processing, validity, reliability and ethical consideration.

3.2 Research Philosophy

This study was guided by the positivism research philosophy. According to Joseph (2018) positivism upholds that in derived knowledge it is possible to see the valid knowledge (certitude or truth). The positive facts or verified data received from the senses are known as empirical evidence; thus positivism has been founded on the empiricism. Positivism is a philosophy which rejects the intuitive knowledge and introspection. The noted argument of positivism is that society is like a physical world which is operating according to general laws. In epistemological sense, the term "positive" indicates a "value-free" or objective approach about the study of humanity that in connection with the methods followed in the natural science but it also in contrast to the study of "normative" because which connotes 'ought to be' or how things should. This philosophy fits this study in its way of assessing the effects of performance measurement system on employees' performance in public organizations with Mtwara District Council as a case study.

3.3 Research Approach

This study embraced the quantitative research approach during the conduct of the research. Quantitative research is a process of collecting and analyzing numerical data. It can be used to find patterns and averages, make predictions, test causal relationships, and generalize results to wider populations. According to Babbie (2010) quantitative research methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon.

3.4 Research Design and Strategy

This study employed a case study research design. According to Schoch (2020), the case study research involves a detailed and intensive analysis of a particular event, situation, organization, or social unit. Typically, a case has a defined space and time frame "a phenomenon of some sort in a bounded context". In terms of scope, a case study is an in-depth investigation of a contemporary phenomenon within its real-life context. The case study is appropriate especially if the context is relevant to the phenomenon. Because the boundaries between a phenomenon and its context are not always clear, case study design relies on multiple data sources for evidence. Therefore, this research strategy is deemed appropriate for this study.

3.4.1 Area of the Study

The study was conducted at Mtwara District Council in Mtwara Rural district and

involved council employees and officials at the district council. The choice of the area was mainly based on presence of district council with the organizational structure and employees that can sufficiently offer data for the study and the possibility of the presence of the system or mechanism that is used to assess the performance of employees and the institution as a whole.

3.4.2 Population of the study

Study population is the totality of objects under investigation (Adam and Kamuzora, 2008). Kothari (2004) defines population as all items or subjects in any field of inquiry. Population is the entire group of individual, firms, plants or things that have one or more characteristics in common that are of interest to the study. Mtwara District Council consists of 1094 employees. These employees are divided as follows. Health sector 124 employees, Primary and secondary school teachers 788 employees, Agriculture and Livestock 36 employees, Works 11 employees, Village Executive Officers 81 employees and Administration 54 employees. As such, all employees of Mtwara district the Council will constitute the population of this study. However, the researcher cannot be able to carry the research to the whole mentioned population. Instead a sample of employees was selected and used for the study.

3.4.3 Sample and Sampling Techniques

3.4.3.1 The Sample

Total number of selected subjects to take part in a study is what is termed as a 'sample'. The sample is obtained through the process called sampling. Kothari (2004) states that sampling is the selection of some part of an aggregate or totality on

the basis of which a judgment or inference about the aggregate or totality is made. In other words, it is the process of obtaining information about an entire population by examining only a part of it. Researchers' quite often selects only few items from the universe for the concerned studies purposes. It is highly recommended that, a sample should be truly representative of population's characteristics without any bias so that it may result in valid and reliable conclusion not only that, but also sampling can save time and money.

The sample size of this study consisted of 109 participants from a population of one thousand and ninety four (1094) which is equivalent to ten percent (10%) of accessible number of population. The sample size was deemed adequate and hence representative as argued by Krishnaswami (2003). The author asserts that for a total population of between 1000 - 5000, a sample size ranging between 5% - 10% of the total accessible population is enough for data collection. Furthermore, to obtain a sample out of the population of 1094 employees, the formula below was used.

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where N= population of employees, 1094

C= coefficient of variation (assumed), 10%

n = sample 109

e= sample error (assumed), 1%

In this study, the population at the case study area is between 1000 and 5000. Hence, 10% will be used to represent the whole population.

Table 3.1: Sample

S/No	Sector	Employees	Sample
1	Administration	54	5
2	Health	124	12
3	Primary and secondary	788	79
4	Agriculture and Livestock	36	4
5	Works	11	1
6	VEOs	81	8
Total		1,094	

Source: Mtwara District Council, 2022

3.4.1   The Sampling Techniques

Sampling techniques refer to the procedure that is being adopted in selecting items (respondents) for the study. Kothari (2004) defined a sample design as a definite plan for obtaining a sample from a given population. It is a process that constitutes the selection of respondents (Kothari, 2004). This study will employ the simple random sampling for selecting employees and systematic sampling techniques for selecting key officials from managerial level of the council.

A simple random sample is a randomly selected subset of a population. In this sampling method, each member of the population has an exactly equal chance of being selected. This method is the most straightforward of all the probability sampling methods, since it only involves a single random selection and requires little advance knowledge about the population. Because it uses randomization, any research performed on this sample should have high internal and external validity (Kothari, 2004). The reason for choosing simple random sampling technique lies on the fact that all employees will have equal chances to being selected as sample. The one hundred (100) respondents from none managerial positions will be selected randomly to form a sample.

Systematic sampling technique is a type of probability sampling method in which sample members from a larger population are selected according to a random starting point but with a fixed, periodic interval. This interval, called the sampling interval, is calculated by dividing the population size by the desired sample size. Systematic Sampling involves selecting n sample units from a population of N units. Instead of randomly choosing the n units in the sample, a skip pattern is run through a list (frame) of the N units to select the sample. The skip or sampling interval, $k = N/n$. The fixed periodic interval, called the sampling interval, is calculated by dividing the population size by the desired sample size. Other advantages of this methodology include eliminating the phenomenon of clustered selection and a low probability of contaminating data. And in so doing, this technique will be used to select nine (9) respondents from the management level (Guzman, 2009).

3.5 Data Collection

3.5.1 Tool used to collect data

There are different methods available for data collection. Despite a number of data collection methods available, few of them are used regarding to the nature and purpose of this study. The questionnaire was used as data collection instruments and method.

3.5.2 Questionnaire

This refers to data collection method that consists of a set of predetermined and structured questions given to the subject to respond in writing by filling through self-administered questionnaire (Adam and Kamuzora, 2008). In this study self-

administered questionnaire will be used in data collection. It consisted of closed-ended questions where respondents selected answers from a questionnaire's sheet. The aim was to help in compilation and analysis of data. Since this study uses the quantitative approach and owing to the time available for data collection the researcher opted to use this method to accomplish data collection within a short period of time.

3.6 Data analysis

The study used a multiple linear regression model. The multiple linear regression model was used to analyze the data to show the existing relationship between dependent and independent variables. Because there were numerous factors expressing each of the independent variable, an average was taken for each category of factors to express the variable. The model then was constructed to express the relationship between OPRAS, MBO leadership style, Balanced Score Card, and 360^0 leadership style on one side as independent variables, and employee's performance on the other side as a dependent variable. The resulting data of the variables with Likert scale were coded in SPSS and processed to produce regression output showing the relationship between performance measurement systems and the effects on employees' performance.

3.6.1 Regression Model

The model of the current study is of the form;

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \varepsilon$$

Where;

$b_1, b_2, b_3, b_4 \ldots$ represent slopes,

X_1 represents OPRAS,

X_2 represents MBO leadership style,

X_3 represents Balance Score Card,

X_4 represents 360^0 leadership style,

Y represents employee's performance, and

ε represents the error term.

The same fundamental assumptions of the linear regression model which are linearity, independence of errors, equal variance of errors, and normality of errors were checked and utilized to construct regression model. Linearity was checked by plotting each independent variable against the dependent variable while independence of errors was checked by using the scatterplot of residuals. Normality of errors was checked by looking at QQ-plots of sample quintiles as well as using histograms while the constant variance was checked using the residual box plots.

3.6.2 Variables and Measurement Procedures (Regression Assumptions)

Since this study strives to assess the effectiveness of performance measurement systems used at Mtwara District Council, some variables will employ the Likert scale of measurement. According to Joshi et al. (2015) a Likert scale is a one-dimensional scale that researchers use to collect respondents' attitudes and opinions. Researchers often use this psychometric scale to understand the views and perspectives towards a brand, product, or target market. This study will apply a 5 step Likert scale to collect and analyze the views of respondents at Mtwara District Council. This is largely attributed to the fact that this method is credited for providing comprehensive and coherent views about various issues that require respondents' opinions.

3.6.2 Data cleaning and processing

During the data analysis process, SPSS may report so missing data. Missing data plagues almost all surveys, and quite a number of designed experiments. No matter how carefully an investigator tries to have all questions fully responded to in a survey, or how well designed an experiment is; examples of how this can occur are when a question is unanswered in a survey, or a flood has removed a crop planted close to a river (Scheffer, 2002). In this study where this happens, the research will look at the type of data that misses and if verified that it has no impact to the validity and reliability of data, case deletion and mean imputation will be applied.

3.6.3 Validity

Validity is defined as the extent to which a concept is accurately measured in a quantitative study. The validity of a research study refers to how well the results among the study participants represent true findings among similar individuals outside the study. The purpose of establishing reliability and validity in research is essentially to ensure that data are sound and replicable, and the results are accurate (Mwasomola, 2020).

3.6.4 Reliability

Reliability refers to how consistently a method measures something. If the same result can be consistently achieved by using the same methods under the same circumstances, the measurement is considered reliable. Reliability is a measure of the stability or consistency of test scores. You can also think of it as the ability for a test or research findings to be repeatable (Mwasomola, 2020).

The extent to which a phenomenon's measurement yields a steady and consistent result is referred to as reliability (Taherdoost, 2016). Reliability also heavily depends on repeatability. Reliability testing is important because it pertains to the consistency of a measuring instrument's components. Because it has to do with the parts of a measuring instrument's consistency, reliability testing is crucial. Testing for reliability is crucial because it relates to the consistency of a measuring instrument's parts. For instance, a scale or test is considered reliable if it yields the same result after repeated measurements under the same circumstances. This study measured scale reliability using Cronbach's alpha. Data generalizability is evaluated objectively using Cronbach's alpha, a reliability coefficient. It was decided what the ideal cutting off value should be. 7.

Table 3.2: Reliability Test Cronbach's Alpha Scores Variable Results

S/N	VARIABLE	NO. OF ITEMS	CRONBARCH'S ALPHA
1	OPRAS	8	.843
2	MBO	8	.938
3	BSC	8	.762
4	THRSIX	8	.887
5	EP	8	.719

NOTES: OPRA – Open Performance Appraisal, MBO – Managing by objectives, BSC – Balance Score Card, THRSIX – 360^0 Appraisal and EP – Employees Performance
Source: Data Analysis 2022

3.7 Ethical Consideration

To meet the requirements of research standard, moral shields will be deliberately considered in this study. Before going for information assortment the researcher will ask for the consent to conduct research at Mtwara District Council from the responsible authorities. Additionally, the researcher will guarantee the observation of

human rights in the process of information assortment. Protection of the member who provides the researcher with helpful and supportive data will be considered by the researcher. Moreover, freedom of time and articulation to the members will as well be given priority. The researcher will guarantee that whatever data that will be examined, will remain a secret between them (interviewee and interviewed) without revealing it to unauthorized individuals. Most importantly, the consent of the members will be obtained before conducting the interviews.

CHAPTER FOUR

FINDINGS, ANALYSIS AND DISCUSSION

4.1 Overview

The findings on effects of performance measurement systems on employees' performance in public organizations: a case of Mtwara district council are presented and discussed in this chapter. The following four specific objectives were pursued: (i) to determine the effects of OPRAS on employees' performance at Mtwara District Council, (ii) to find out the effects of MBO on employees' performance at Mtwara District Council, (iii) to find out the effects of Balanced Score Card on employees' performance at Mtwara District Council and (iv) to assess the effect of 360° on employees' performance at Mtwara District Council.

The sample characteristics are described in Section 4.2, and the study variables descriptive are described in Section 4.3, which is based on indicators. The reliability and correlation among study constructs are shown in Section 4.4. In Section 4.5, the regression findings are presented and lastly 4.6 discussion.

4.2 Sample Description

Four demographic variables were involved, namely gender, age, education level and employees performance (Table 4.1). Female constituted the majority of all respondents. They constitute 2/3 of all participants leaving men trailing behind almost 30%. Respondent's age between 21-30, and 31 – 40 and those aged 60 were the majority of all participants' age groups, both has more than 40% of all participants. These were followed by 41-50 age group who constituted 1/3rd of all

participants. The lowest score age group was 60 and above who clocked just 1% of all participants.

The employee education was observed, where by majority were bachelor graduates who command just above 1/3 of all participants, they are closely followed by diploma holder who scored 32.4. Master's degree holder was third scoring almost 1/5 of all participants. Training last were PhD holders who are just above 1 %

Experience shows that those employees who have been to work between 11- 15 years are the majority who have almost $1/3^{rd}$ of all participants, followed by 6- 10 group who constitute 26 % of all participants. Last age group are 20 and above who are just above 10 %.

Table 4.1: Sample Description

S/N		Frequency	%	Mean	Std. Dev.
1	**Gender**			1.6471	.55664
	Male	39	38.2		
	Female	61	59.8		
2	**Age**			1.7451	.74043
	21 – 30	43	42.2		
	31 – 40	43	42.2		
	41- 50	15	14.7		
	51- 60	43	42.2		
	60 and Above	1	1		
	Education Level			2.7059	.98089
	Certificate	11	10.8		
	Diploma	33	32.4		
	Bachelor	35	34.3		
	Postgraduate	21	20.6		
	PhD	2	2.0		

3	Experience			2.8824	1.19648
	0-5	14	13.7		
	6-10	26	25.5		
	11-15	31	30.4		
	16-20	20	19.6		
	20 and Above	11	10.8		

Source: Field Data 2022

4.3 Descriptive Statistics Results

Four independent variables were analyzed. The descriptive included Minimum, maximum, mean and standard deviations were analyzed. The independent variables analyzed were; Effects of OPRAS, MBO, Effects of Balanced and Effects of 360° and the dependent variable was employee's performance.

4.3.1 Descriptive Statistics Results for the Effect of OPRAS on Employee's Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of OPRAS on employee's performance scale (Table 4.2). The results show that OPRAS makes employees feel appreciated by their employer scored highest (M = 4.8054, S.D. = 1.19685) followed by the feedback in OPRAS is given in a continuous basis (M = 4.2059, SD = 1.19685). The least way through which effect of OPRAS on employee's performance was explained is OPRAS results in high motivation in employees (M = 3.7941, SD = 1.21328) followed by OPRAS makes the working environment conducive for employees (M = 3.7353, SD = 1.27370)

Table 4.2: Descriptive Statistics Results for the OPRAS on Employee's Performance

	Minimum	Maximum	Mean	Std. Deviation
Employees appreciate the OPRAS reward system	1.00	5.00	3.9608	1.29677
OPRAS results in high motivation in employees	1.00	5.00	3.7941	1.21328
OPRAS motivates employees to perform well in their roles	1.00	5.00	4.0392	1.31948
Feedback in OPRAS is given in a continuous basis	1.00	5.00	4.2059	1.19685
OPRAS makes the working environment conducive for employees	1.00	5.00	3.7353	1.27370
OPRAS makes employees feel appreciated by their employer	1.00	5.00	4.8054	1.19685
OPRAS creates a sense of belongingness of employees to their organization	1.00	5.00	3.9706	1.02885
OPRAS makes the employees excel in their careers	1.00	5.00	4.0686	1.27629

N = 102
Source: Data Analysis, 2022

4.3.2 Descriptive Statistics Results for the Effect of MBO on Employees Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of MBO on employees performance scale (Table 4.3). MBO makes the working environment conducive for employees scored highest (M = 4.8313, S.D. = 1.17883) followed by MBO results in high motivation in employees (M = 4.2353, SD = 1.17883). The least way through which the effect of MBO on employees performance was the MBO makes employees feel appreciated by their employer (M = 4.0196, SD = .99484) followed by MBO is a good employees

performance system (M = 4.0490, SD = .97876)

Table 4.3: Descriptive Statistics Results for the Effect of MBO on Employees Performance

	Minimum	Maximum	Mean	Std. Deviation
MBO is a good employees performance system	1.00	5.00	4.0490	.97876
MBO results in high motivation in employees	1.00	5.00	4.2353	1.17883
MBO motivates employees to perform well in their roles	1.00	5.00	4.0490	.97876
Feedback in MBO is given in a continuous basis	1.00	5.00	4.2053	1.17883
MBO makes the working environment conducive for employees	1.00	5.00	4.8313	1.17883
MBO makes employees feel appreciated by their employer	1.00	5.00	4.0196	.99484
MBO creates a sense of belongingness of employees to their organization	1.00	5.00	4.1765	1.21388
MBO makes the employees excel in their careers	1.00	5.00	4.2059	1.19685

N = 102
Source: Data Analysis, 2022

4.3.3 Descriptive Statistics Results for the Effect of Balanced Score Card on Employees Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of Balanced Score Card on employees performance scale (Table 4.4). Feedback in Balanced Score Card is given in a continuous basis scored highest (M = 4.6253, S.D. = 1.17883) followed by Balanced Score Card motivates employees to perform well in their roles (M = 4.1667, SD = 1.21934). The

least way through which the effect of Balanced Score Card on employees performance scale were described the is the Balanced Score Card makes employees feel appreciated by their employer (M = 3.2363, SD = 1.17883) followed by Balanced Score Card results in high motivation in employees (M = 3.9412, SD = 1.07006)

Table 4.4: Descriptive Statistics Results for the Effect of Balanced Score Card on Performance Appraisal

	Minimum	Maximum	Mean	Std. Deviation
Employees appreciate the Balanced Score Card reward system	1.00	5.00	4.1569	1.23276
Balanced Score Card results in high motivation in employees	1.00	5.00	3.9412	1.07006
Balanced Score Card motivates employees to perform well in their roles	1.00	5.00	4.1667	1.21934
Feedback in Balanced Score Card is given in a continuous basis	1.00	5.00	4.6253	1.17883
Balanced Score Card makes the working environment conducive for employees	1.00	5.00	4.0290	.97876
Balanced Score Card makes employees feel appreciated by their employer	1.00	5.00	3.2363	1.17883
Balanced Score Card creates a sense of belongingness of employees to their organization	1.00	5.00	4.1381	1.17883
Balanced Score Card makes the employees excel in their careers	1.00	5.00	4.0495	.97876

N = 102
Source: Data Analysis, 2022

4.3.4 Descriptive Statistics Results for the Effect of Effects of 360° Appraisal on Employees Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores)

were computed for the effect of effects of 360° appraisal on employees performance Scale (Table 4.5). The 360° is a good employees performance system scored highest (M = 4.7353, S.D. = 1.17883) followed by the 360° makes employees feel appreciated by their employer (M = 4.1578, SD = 1.25790). The least way through which the effect of effects of 360° appraisal on employees performance were described is the 360° makes the working environment conducive for employees (M = 3.9412, SD = 1.07006)   followed by The 360° motivates employees to perform well in their roles (M = 4.0363, SD = 1.17883)

Table 4.5: Descriptive Statistics Results for the Effect of Effects of 360° on Employees Performance

	Minimum	Maximum	Mean	Std. Deviation
The 360° is a good employees performance system	1.00	5.00	4.7353	1.17883
The 360° results in high motivation in employees	1.00	5.00	4.0490	.97876
The 360° motivates employees to perform well in their roles	1.00	5.00	4.0363	1.17883
Feedback in 360° is given in a continuous basis	1.00	5.00	4.0882	1.25944
360° makes the working environment conducive for employees	1.00	5.00	3.9412	1.07006
360° makes employees feel appreciated by their employer	1.00	5.00	4.1578	1.25790
360° creates a sense of belongingness of employees to their organization	1.00	22.00	4.0980	2.08962
360° makes the employees excel in their careers	1.00	5.00	4.0686	1.30695

N = 102

Source: Data Analysis, 2022

4.3.5 Descriptive Statistics Results for the Dependent Variable Employees Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the dependent variable employees performance scale (Table 4.6). There is a link between my current performance and my goals in the organization scored highest (M = 4.7950, S.D. = 1.26264) followed by the Employees are fairly compensated for their performance (M = 4.4195, SD = 1.02426). The least way through which the dependent variable employees performance was described is employees career growth is determined by performance system (M = 3.9216, SD = 1.10522) followed by the promotions are rewards of exceptional performance (M = 3.9804, SD = 1.32740).

Table 4.6: Descriptive Statistics Results for the Dependent Variable Employees Performance

	Minimum	Maximum	Mean	Std. Deviation
Promotions are rewards of exceptional performance	1.00	5.00	3.9804	1.32740
Employees career growth is determined by performance system	1.00	5.00	3.9216	1.10522
There is a link between my current performance and my goals in the organization	1.00	5.00	4.7950	1.26264
Training needs are identified through performance measurement	1.00	5.00	4.2803	1.17883
Salary increment is linked to performance measurement systems	1.00	5.00	4.0490	.97876
There is a low staff turnover at Mtwara District Council	1.00	5.00	4.3340	1.17883
Employees are fairly compensated for their performance	1.00	5.00	4.4195	1.02426
Organization leadership and management act as a source of encouragement to employees performance	1.00	5.00	4.1275	1.23217

N = 102
Source: Data Analysis, 2022

4.4 Variable Descriptive Statistics, Reliability and Correlation Analysis Results

Descriptive statistics (mean) were computed for the Independent variables and dependent variable. Effects of technology independent variables means score were based on the cut-off points suggested in Albdour & Altaraweh (2014), adjusted to 7-point rating levels. Results (Table 4.10) indicated that OPRAS mean score was moderate (M = 3.9975, S.D = .78309). MBO mean score was high (M = 4.6703, SD = .91785), BSC was found also high (M = 4.1336, SD = .78650) and THRSIX means score was found as well to be on higher side (M = 4.1029, SD = .83980)

The dependent variable employees performance at Mtwara district council means score was found to be high (M = 4.0833, SD = .78907).

Using (Cohen, 1988) cut off for correlation, the correlations between pairs of individual dimensions of the independent variables were between .895 and .965 indicating a high and significant correlation. OPRAS was found significantly positively correlated with employees performance at Mtwara district council (r = .929[**], p < .01). MBO was found to be significantly positively correlated with employees performance at Mtwara district council (r = .959[*]p < .05). BSC was found significantly positively correlated employees performance at Mtwara district council (r = .965[**], p < .001). 3600 appraisal was also found to have positive, strong and significant correlation with employee's performance at Mtwara district council (r = .895[***]. p < .001).

(Table 4.11) in the diagonal line shows a good internal consistency for all variables tested for reliability. OPRAS (.843), MBO (.9381), BSC (.762), THRSIX (.884). The dependent variable EP (.719) George and Mallery, (2014).

Table 4.10: Variable Descriptive Statistics, Reliability and Correlation Analysis Results

		MEAN	Stand. Deviation	OPRA				
OPRA	Pearson Correlation	3.9975	.78309	**.843**				
MBO	Pearson Correlation	4.6703	.91785	.954**	**.938**			
BSC	Pearson Correlation	4.1336	.78650	.956***	.991**	**.762**		
THRSIX	Pearson Correlation	4.1029	.83980	.883**	.923***	.914**	**.884**	
EP	Pearson Correlation	4.0833	.78907	.929**	.959*	.965**	.895***	**.719**

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

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)

NOTES: OPRA – Open Performance Appraisal, MBO – Managing by Objectives, BSC – Balance Score Card, THRSIX – 360^0 Appraisal and EP – Employees Performance
Source: Data Analysis 2022

4.5 Multiple Regression Analysis

The multiple regression analysis was carried out to estimate the effect of performance measurement systems (independent variables) on employees' performance in public organizations (dependent variable). Results are presented in Tables 4.11 - 4.12. Table 4.11 presents a summary of the model in which the item of interest is the R^2 statistics, which is .932 This suggests effects of technology accounts for 93.2% of the variation in employees' performance in public organizations

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965[a]	.932	.929	.21001
a. Predictors: (Constant), THRSIX, OPRA, BSC, MBO				
b. Dependent Variable: EP				

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)

 Source: Data Analysis 2022

Table 4.12 presents the analysis of variance (ANOVA) results. It is also known as model fit results. Of interest in this table are the F-statistics and its associated sig. value. The results show that the F-statistics is $F_{(1,102)} = 332.218$, $p < 0.001$). The results indicate that the model's hypothesis that effect of performance measurement systems on employees' performance in public organizations "model has the power to predict employees performance from performance measures effect" is accepted. They therefore it suggest that the model has power to predict employees' performance is significantly related to effects of performance measurement systems

Table 4.12: Anova Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.607	4	14.652	332.218	.000[b]
	Residual	4.278	97	.044		
	Total	62.885	101			
a. Dependent Variable: EP						
b. Predictors: (Constant), THRSIX, OPRA, BSC, MBO						

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)

Source: Data Analysis, 2022

Table 4.13 presents the results on the coefficients of the regression model. The coefficients results show that effect of performance measurement systems positively predict employees' performance in public organizations. Employees performance at Mtwara district council was positively, statistically and significantly, related to open performance appraisal (b = .072***, p < .001). Employees' performance at Mtwara District council was positively, statistically and significantly, related to managing by wondering around (b = .046**, p < .01). Employees' performance at Mtwara District council was positively, statistically and significantly, related to the effects

of Balanced Score Card (b = .780***, p < .001). Employees' performance at Mtwara District council was positively, statistically and   significantly, related to the effect of 360° appraisal (b = .067*p < .05).

 Multicollinearity statistics Table 4.14 show tolerance figures ranging from .945 to .969 while Variance Inflation factors (VIFs) ranged from 1.032 to 1.058. These figures suggest that multicollinieality not suspected amongst the independent variables. Field (2005) suggests that multicollinieality would be suspected is tolerance figures are below 0.10 or if VIF statistics are 10.0 or higher.

Table 4.13: Regression Model Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.079	.114		.692	.002		
	OPRA	.072	.092	.072	.788	.000	.969	1.032
	MBO	.046	.184	.054	.252	.012	.958	1.044
	BSC	.780	.209	.777	3.734	.000	.945	1.058
	THRSIX	.067	.065	.071	1.036	.000	.968	1.033
a. Dependent Variable: EP								

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)
Note: OPRA – Open Performance Appraisal, MBO – Managing by Objectives, BSC – Balance Score Card, THRSIX – 360^{0} Appraisal and EP – Employees Performance

Source: Data Analysis, 2022

4.6 Outliers, Normality, Linearity and Homoscedasticity Regression Assumptions Testing Results for Ethics

The distribution of residuals is represented by a bell-shaped curve in the histogram (figure 4.1). (Mean is close to 0 and SD close to 1, evidencing of a normal distribution of residuals). In addition, residuals plot along the diagonal line, as seen in Figure 4.2. Present the evidence of no presence of outliers. As a result, there isn't

much departure from the usual. The histogram (Figure 4.1) reveals that no residual values are outside |3|, cutoff, indicating that there are no outliers. Any value outside the cutoff of |3|, according to Tabachnick and Fidell (2007), is an anomaly.

The diagonal dots in Figure 4.3 are speeded up along the diagonal line, indicating that the data is linear hence no evidence of outliers. The case residual dots are dispersed rectangularly about zero (0) in Figure 4.3, implying homoscedacististy (equality of variance). As a result, there is no reason to suspect heteroscedasticity (unequal variance in the data).
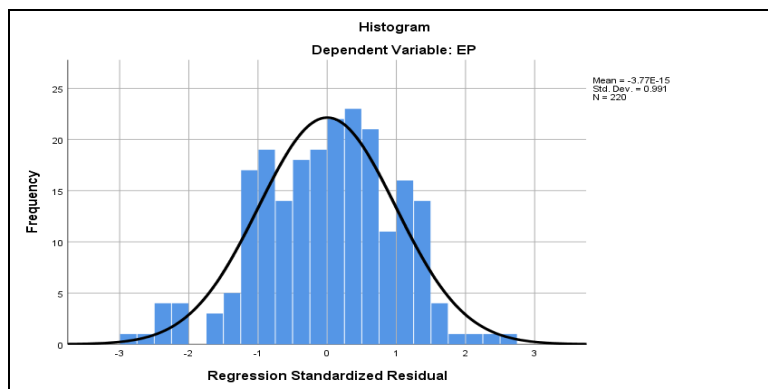
Figure 4.1: Histogram
Source: Data Analysis (2022)
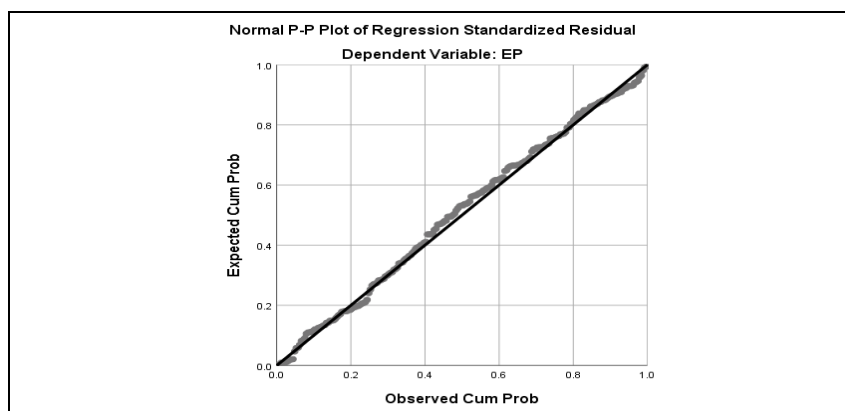
Figure 4.2: Normal P-Plots for the Standardized Residual Variables
Source: Data Analysis (2022)
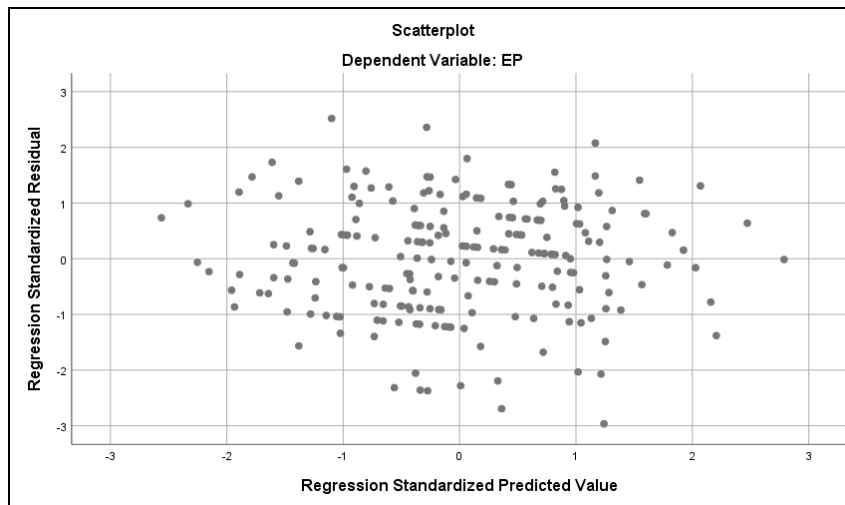
Figure 4.3: Scatter plot for the Standardized residual for Variables

Source: Data Analysis (2022)

4.7 Discussion of the Findings

The goal of the study was to examine the effect of performance measurement systems on employees' performance in public organizations. The hypothesis for analysis was tested using multiple regression analysis. The discussion elaborates the findings information as created by data analysis and compares or contrasts the current findings with what has been discovered in prior relevant studies, all while focusing on the study objectives. Each finding's contribution is displayed. As a result, a comprehensive and in-depth understanding of the influence of managers' soft skills on project success can be gained.

4.7.1 Effects of OPRAS on employees' performance at Mtwara District Council

OPRAS was found to be positively, statically and significantly related to employee's performance at Mtwara District council. The finding is supported by Ameen and Baharom (2019) who found that performance appraisal purposes do have an

optimistic effect on the performance of the employee, and that performance appraisal purposes are a useful instrument that could enable organizations to achieve employee efficiency. This implies that, to improve the performance of the worker, organizations should give consideration to the provisions of the present work's research model. additionally Kariuki (2017) found that Open performance appraisal practices through fair compensation and management support, employees' productivity has been enhanced through job satisfaction. The study further established that the performance appraisal practices have enhanced employee motivation through the performance reward system, fair compensation and the working environment. The results revealed that performance appraisal enhanced the employee career progression through career growth, link between performance and employee goals in the organization and the link between reward and performance. Also Madziyire (2018) comment that Organizations need to accurately measure and evaluate the performance of their employees and reward them accordingly. There should therefore be a direct link between a performance appraisal system and rewards emanating from that system. Many a time, performance management systems do not show any connection with the rewards that the employer gives to its employees thus rendering the performance approval system irrelevant.

However Ilomo and Anyingisye (2020) found that secondary school teachers perceived that the management and supervision process of OPRAS was not effective. The study also revealed that the heads of secondary schools didn't coach, mentor and counsel their teachers about OPRAS. Teachers didn't sign annual performance agreements and account for their performance; the teachers didn't receive copies (feedback) of their performance development of mid-year and annual reviews and

didn't comment on their performance appraisal report. Also Minyota (2018) found that majority of teachers in Nyamagana District have negative attitude on the influence of Open Performance Review and Appraisal System on improvement of teacher's job performance. Some teachers were not sure with the uses of OPRAS on how it can influence of teacher's job performance. Implication of results; the findings show new insights and knowledge in revising and implementing policy makers. It also highlights problems which encounter OPRAS implementation and the way forward to address the problems.

Employee will always look forward to finishing a job with enthusiasm if they are given appropriate recognition or reward for doing a good job. Teacher will be more creative and willing to extend a mile of their time and will always work at their best. No evaluation system will achieve its objectives unless there are some consequences to the evaluation. Fletcher (2001) recommending that for performance appraisal to be productive and beneficial, there requires to be something in it for supervisor and supervisee.

4.7.2 Effects of MBO on employees' performance at Mtwara District Council.
MBO was found to be positively, statically and significantly related to employee's performance at Mtwara District council. The finding is supported by Aminu (2019) found that overwhelming majority of the employees that responded agreed or even strongly agreed that MBO has a positive impact on employee productivity. The company was privatized about a decade ago where the majority ownership was taken by Vodafone. Soon after acquisition, Vodafone began to implement management tools that saw the firm's operational efficiency further increasing. One of such

management tools implemented is the MBO, and which has worked for the firm. The relationship between the managers and employee in objective setting was seen to be crucial in the productivity of both the employees and the organization. Okolocha, (2020) also found that employee's participation has contributed positively in settings organizational productivity but not statistically significant of commercial banks in Nigeria at 5% level of significance. Also, employee's compensation has positive effect on organizational productivity. Additionally Enemuo, Odo, and Onyejiaku (2021) found that Deposit Money Banks in Nigeria recognized that MBO elements are relevant and could be beneficial to banking management. The study recommended that the management of DMBs in Nigeria should apply MBO for improved performance of their operations. Further, continuous training opportunities should be given to all managers in banking organization by the management, through seminars and workshops to expose them to modern trends and skills in MBO application to banking activities and management. Also Salama (2021) found that hotel managers are in favor of the application of MBO as it contributes towards the achievement of their personal goals as well as the goals of the hotel. The employees also showed willingness towards implementing MBO thanks to its advantages that assist in enhancing sustainable organisational objectives.

4.7.3 Effects of Balanced Score Card on employees' performance at Mtwara District Council

BSC was found to be positively, statically and significantly related to employees performance at Mtwara District council. The study finding is supported by Khalid and Waseem (2020) who found that employee satisfaction experience improved after

the implementation of a balanced scorecard in the Performance Management System. Moreover, the mediating role of the Performance Management System in the relationship between the Balance Score Card and Employee Satisfaction was also partially proved. However, Iranzadeh, Nojehdeh and Emami (2017) found that the effect of growth and learning of the employees of post company, as well as internal business processes, customer and financial aspects on the performance of the post company. Moreover, Friedman test probing the differences among groups shows that internal business processes and customer variables have the most significant impact upon the performance of the post company, while growth and learning and financial aspects have the least significant effect on the performance of the post company. additionally Oyewo and Erin (2022) found that the three organizational factors affecting BSC usage intensity are affiliation to a foreign entity, availability of specialist skills and business strategy (strategic pattern). The strongest predictor is, however, the availability of specialist skills. The strongest determinants of the BSC adoption speed are the need for financial stability and the importance of customer feedbacks. The impact of BSC usage on organizational effectiveness is positive, statistically significant but weak. The inability of BSC usage to contribute appreciably to organizational effectiveness is attributable to the lack of integration among the performance measures in the BSC framework and the shallow usage rate of BSC.

4.7.4 Effect of 360° on employees' performance at Mtwara District Council.

360^{0} appraisal was found to be positively, statically and significantly related to employee's performance at Mtwara District council. The finding is supported by

Kikuli (2019) who found that workers in the study region had positive attitudes towards the 360-degree performance management framework and criticism framework. It was shown that the performance appraisal framework set up gave the appraiser incredible impact over the last outcomes. Likewise, 360-degree performance appraisal was unimportant convention than distinguishing performance crevices in representatives. The study inferred that the 360-degree performance had the commitment to the association's achievement and representatives' preparation and improvement. However, Masanja and Rweyemamu (2020) argue that there are significant factors affecting organizational performance for selected companies located in Arusha. In this case, the management of private companies should be promote and encourage 360 degree activities and process in the organization. However Zondo (2018) found differently by asserting that the 360-degree performance appraisal has no influence on labour productivity improvement. However, past capital investment plays a significant role in labour productivity increase. Results also showed a relationship between spoilage rate and labour productivity improvement.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENATIONS

5.0 Overview

This chapter presents the summary of this research, the major conclusions and recommendations to stakeholders and researchers.

5.1 Summary

The study was carried to examine the effect of performance management ton employee performance at Mtwara district council. Guided by four specific objectives, the variables were analyzed using descriptive statistics, correlation and multiple regression analysis. The study found that all variables (OPRAS, Managing by wondering around Balanced score card and 360^0 degree were positively, statistically and significantly related to employees performance (dependent variable). Balance score card was found to be much stronger and effective, followed by OPRAS, 3600 appraisal and lastly managing by wondering around.

5.3 Conclusions

5.3.1 Effects of OPRAS on Employee Performance

From the study, it can be concluded that the OPRAS as the performance measurement system is was accepted by the employees at Mtwara District Council as it is seen to be second more effects on employees' performance following the majority disapproval of this system. Therefore, this system good in assessing the performance of employees at Mtwara District Council although hardly is practiced

5.3.2 Effects of MBO on Employees' Performance

This study can conclude that MBO to weak effect on employee's performance measurement system. It is the least accepted by employees at Mtwara District Council. It is not appreciated by majority of the employees and seems to produce positive effects only when supervisor is around. it is good for compliance . However nowadays HRM is focusing on commitment. Hence makes it not to be a proper tool for appraisal unless in military administration.

5.3.3 Effects of Balanced Score Card on Employees' Performance

The study can conclude that the Balanced Score Card as employees' performance measurement system is accepted by employees at Mtwara District Council hence it brings the positive effectives to them thus improve employees' performance.

5.3.4 Effect of 360° on Employees' Performance

This study can conclude that the 360° (three sixty degree) as an employees' performance measurement system is accepted by employees at Mtwara District Council as is seen to receive positive responses from the respondents.

5.4 Recommendations

5.4.1 Recommendations for Improvement

This study recommends to management of public and government institutions and agencies to embrace employees' performance measurement systems that are taken and considered to be fair employees' assessment tools in order to make them accepted and thus bring about improvement in employee performance.

5.4.2 Recommendations to the government

The government should reconsider the decision of adopting same employees' performance measurement systems for all government organizations, institutions, departments, corporations and agencies. Some internal factors and nature of business for an organization may suit a particular employee' performance measurement systems for one organization and may not be suitable to the others.

5.4.3 Recommendations for Further Studies

The direct focus of this study was Mtwara District Council and its employees. The results therefore were limited with regard to generalizations, and therefore are not a complete representation of the entire organization and other government institutions. Considering the numerous complex issues that surround the topic of employee performance and performance measurement systems that have not been addressed by this study, additional research should be carried out in order to improve the current study and increase information and understanding on employee motivation.

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APPENDICES

Appendix I: Questionnaire

My is Theresia Stivin Mmbukwini. I am carrying out research entitled *"Effects of Performance Measurement Systems on Employees' Performance in Public Organizations: A Case of Mtwara District Council"* in fulfilment of the award of MHRM degree of The Open University of Tanzania. Hereunder is a questionnaire which I would like you to fill up. While filling up this questionnaire, please **encircle** the rating number **{1, 2, 3, 4, or 5}** that represents your excellent level of agreement with each statement where **1 = Strongly Disagree 2 = Disagree 3 = Neither Disagree nor Agree 4 = Agree 5 = Strongly Agree.**

Please note that, the information you provide will be kept confidential and will only be used for this research and that no attempt will be made to disclose your identity.

Thank you in advance.

Respondent's Individual Profile

a)	Age	(1)18 – 30	(2) 31 – 40	(3) 41 – 50	(4) 51 – 60	(5) 61 and above
b)	Gender	(1)Male	(2)Female			
d)	Education level	1.Certificate	2.Diploma	3.Degree	4.Masters	5.PhD
e)	Working experience	(1)1 – 5 years	(2)6 –10 years	(3)11-15 years	(4)16-20 years	(5)Above 20 years

PART B - VARIABLES QUESTIONNAIRES

While filling up this questionnaire, please **encircle** the rating number **{1, 2, 3, 4, or 5}** that represents your excellent level of agreement with each statement where **1 = Strongly Disagree 2 = Disagree 3 = Neither Disagree nor Agree 4 = Agree 5 = Strongly Agree.**

To determine the effects of OPRAS on employees' performance at Mtwara District Council

Code	Effects of OPRAS on employees' performance	SD	D	N	A	SA
1	Employees appreciate the OPRAS reward system	1	2	3	4	5
2	OPRAS results in high motivation in employees	1	2	3	4	5
3	OPRAS motivates employees to perform well in their roles	1	2	3	4	5
4	Feedback in OPRAS is given in a continuous basis	1	2	3	4	5
5	OPRAS makes the working environment conducive for employees	1	2	3	4	5
6	OPRAS makes employees feel appreciated by their employer	1	2	3	4	5
7	OPRAS creates a sense of belongingness of employees to their organization	1	2	3	4	5
8	OPRAS makes the employees excel in their careers	1	2	3	4	5

To evaluate the effects of MBO on employees' performance at Mtwara District Council

Code	Effects of MBO on employees' performance	SD	D	N	A	SA
1	MBO is a good employees performance system	1	2	3	4	5
2	MBO results in high motivation in employees	1	2	3	4	5
3	MBO motivates employees to perform well in their roles	1	2	3	4	5
4	Feedback in MBO is given in a continuous basis	1	2	3	4	5
5	MBO makes the working environment conducive for employees	1	2	3	4	5
6	MBO makes employees feel appreciated by their employer	1	2	3	4	5
7	MBO creates a sense of belongingness of employees to their organization	1	2	3	4	5
8	MBO makes the employees excel in their careers	1	2	3	4	5

To investigate the effects of Balanced Score Card on employees' performance at Mtwara District Council.

Code	Effects of Balanced Score Card on employees' performance	SD	D	N	A	SA
1	Employees appreciate the Balanced Score Card reward system	1	2	3	4	5
2	Balanced Score Card results in high motivation in em	1	2	3	4	5
3	Balanced Score Card motivates employees to perform well in their ro	1	2	3	4	5
4	Feedback in Balanced Score Card is given in a continuous basis	1	2	3	4	5
5	Balanced Score Card makes the working environment conducive for employees	1	2	3	4	5
6	Balanced Score Card makes employees feel appreciated by their employer	1	2	3	4	5
7	Balanced Score Card creates a sense of belongingness of employees to their organization	1	2	3	4	5
8	Balanced Score Card makes the employees excel in their careers	1	2	3	4	5

To assess the effect of 360° on employees' performance at Mtwara District Council

Code	The effect of 360° on employees' performance	SD	D	N	A	SA
1	The 360° is a good employees performance system	1	2	3	4	5
2	The 360° results in high motivation in employees	1	2	3	4	5
3	The 360° motivates employees to perform well in their roles	1	2	3	4	5
4	Feedback in 360° is given in a continuous basis	1	2	3	4	5
5	360° makes the working environment conducive for employees	1	2	3	4	5
6	360° makes employees feel appreciated by their employer	1	2	3	4	5
7	360° creates a sense of belongingness of employees to their organization	1	2	3	4	5
8	360° makes the employees excel in their careers	1	2	3	4	5

Dependent Variable – Employees Performance scale

Code	Employees Performance	SD	D	N	A	SA
1	Promotions are rewards of exceptional performance	1	2	3	4	5
2	Employees career growth is determined by performance system	1	2	3	4	5
3	There is a link between my current performance and my goals in the organization	1	2	3	4	5
4	Training needs are identified through performance measurement	1	2	3	4	5
5	Salary increment is linked to performance measurement systems	1	2	3	4	5
6	There is a low staff turnover at Mtwara District Council	1	2	3	4	5
7	Employees are fairly compensated for their performance	1	2	3	4	5
8	Organization leadership and management act as a source of ncouragement to employees performance	1	2	3	4	5

Appendix II: Research Budget

S/N	Details	Cost (TSHS)
1.	Stationery	150,000/=
2.	Transport	100,000/=
3.	Printing	200,000/=
4.	Dissertation production	300,000/=
5	Miscellaneous	250,000/=
6	Manuscript preparation and publications	500,000/=
Total		**1,500,000/=**

Appendix III: Research Timetable

April 2022-June 2022 Proposal writing	June 2022 – July 2022 Data collection	July 2022 – August Data analysis and report writing	August 2022 Submission of Dissertation
■			
	■		
		■	
			■

THE OPEN UNIVERSITY OF TANZANIA

DIRECTORATE OF POSTGRADUATE STUDIES

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Our Ref: PG202087222

17th August, 2022

Municipal Director,
P.O Box 528,
MTWARA

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007.In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Theresia Mbukwini, Reg No: PG202087222**) pursuing **Masters of Human Resource Management**. We here by grant this clearance to conduct research titled *"Effects of Performance Measurement Systems on Employees Performance in Public Organizations: A Case of Mtwara District Council"*. She will collect her data in your Municipal, from 16th August to 18th September 2022.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam.Tel: 022-2-2668820.We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours,
THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth S.Bushesha
DIRECTOR OF POSTGRADUATE STUDIES.

JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA

HALMASHAURI YA WILAYA YA MTWARA
(Barua zote zitumwe kwa Mkurugenzi Mtendaji)

Simu: 023-2333928
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Unapojibu tafadhali taja:

Kumb. Na AB.525/625/01/156

S.L.P 528,
MTWARA

18/08/2022

Watumishi Wote,
Halmashauri ya Wilaya,
S.L.P 528,

MTWARA.

YAH: KIBALI CHA KUFANYA UTAFITI

Tafadhali husika na somo tajwa hapo juu,

2. Kibali kimetolewa kwa Bi Theresia Mbukwini Mwanafunzi wa Shahada ya Uzamili kutoka Chuo Kikuu Huria Tanzania mwenye namba ya usajili PG202087222 kufanya utafiti.

3. Kwa barua hii, mnaombwa kumpa ushirikiano ili aweze kufanikisha utafiti huo. Utafiti wake unahusu *"Effect of performance Measurement Systems on Employees Performance in Public Organizations:* utafanyika Halmashauri ya Wilaya Mtwara kuanzia tarehe 16/8 hadi 18/9/2022.

4. Nashukuru kwa ushirikiano.

Rosemary R. Gamba
Kny. MKURUGENZI MTENDAJI (W)
MTWARA
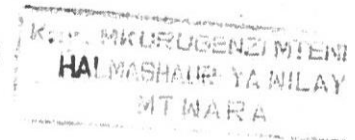
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