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Abstract

This study assessed the challenges facing sustainability of performance management system in Tanzania Public Sector: A critical analysis of Open Performance Review and Appraisal System in the Commission for Mediation and Arbitration (CMA) - Arusha. The study was guided by three specific objectives which were to; explore the participation of employees in goals setting in the performance management system at the CMA, examine the effectiveness of the implementation of the goals in the performance management system at CMA and identify the influence of employee rewarding on the effectiveness of the performance management system at CMA. The study adopted Models and one Theory namely Theory “S” of Sustainability of Performance Management System. The study employed a mixed method case study design. The study involved 15 respondents who were the whole target population, with purposive sampling techniques. Data were collected through questionnaires and interviews. Questionnaire data were analyzed through descriptive statistics while interview data were analyzed through content analysis. The findings of the study revealed that a considerable number of workers in Tanzania do not understand well how to use the performance management system in place (Open Performance Review Appraisal System). Participatory goal setting was found to be challenging since most of employees are not given sufficient autonomy to identify and discuss what they are supposed to achieve. More on that goal implementation has been also affected by the fact that organizations are allocated with limited resources. The study recommends designing and implementation of capacity building programs to help employees from public sector organizations mastering the use of Open Performance Review Appraisal System. It obvious that, supervisors and managers should insist participatory goal setting to stir-up motivation and commitment of employees. The study concluded by encouraging the government to increase budget allocation in performance management system to increase employee performance.

Keywords: Performance Management System, Open Performance Review and Appraisal System, Sustainability, Employee Performance, Public Sector and Performance.
1. Introduction

Public organizations would constantly struggle to meet the objectives that drove their establishments, guided by their strategic plans. When it comes to their organizational objectives, they will find it difficult to succeed and avoid failing in this regard. Performance is the yardstick by which these organizations are judged in respect to their objectives. Under the influence of reforms inspired by New Public Management (NPM), these organizations are compelled to implement new management techniques in order to achieve favorable outcomes. These techniques are primarily derived from the private sector. (Sulle, 2014). Practically it is believed that, performance of the public organisation cannot be divorced from the working of performance management system. Such a system starts from setting goals, resources allocation, employees’ supervision and conducting the performance appraisal (Mwita et al, 2019). This explains why there has been a significant upsurge in the need for sustainable performance management systems in the public sector.

It is generally accepted that performance management systems, used by both public and private sector organizations, guarantee that staff members are aware of their roles and the expectations placed on them. They will eventually maximize their contribution to the accomplishment of the public organization's overall business by taking on such roles (Dabhade, et al, 2013). According to a different perspective, the primary objective of performance management in companies is to improve the alignment between the strategic goals of the organization and the individuals that work there. It is said that, management of sustainability performance requires an integration of management frameworks and environmental issues, particularly of stakeholders (Rahahleh, 2011).

Based on global contexts, globally speaking, public service organizations have undergone tremendous transformation in the majority of nations since the end of World War II. To increase the efficacy and efficiency of public service delivery, several nations are implementing public service management reforms (Lufunyo, 2013). Sustainability is quickly turning into a global requirement for businesses. The majority of public organizations, if not all of them, aim to comprehend, assess, and control the actual influence of sustainability programs on the performance of their business. However, a global trend towards public sector reform has been observed as part of a broader initiative to improve service delivery in the sector.

Based on Tanzanian contexts, the idea of a sustainable performance management system does not appear to be very well-known in Tanzania. Phase II of the Public Service Reform Programme (PSRP), initiated by the Tanzanian government and overseen by the President's Office-Public Service Management (PO-PSM), has allowed it to infiltrate the nation's political cycles. The first phase of which had the theme “Instituting performance management systems” ran 2000 to 2007. This was directed towards building an integrated system for creating a shared vision, understanding and agreement about the results to be achieved, and the operational framework for continuous performance improvement in standards and quality of public service delivery in Tanzania. The second phase which succeeded the first phase was expected to end in the year 2012. This ran under the motto “Enhanced Performance and Accountability”. This phase was
particularly geared at enhancing further and consolidating the initiatives geared at creating a sustainable performance management culture in the public service institutions (Bana, 2009).

Following the launching of PSRP, a law was passed namely the Public Service Act, No. 8 of 2002 to operationalise the programme. This together with the Public Service Management and Employment Policy of 1999 completely institutionalised performance management system in the public service in Tanzania. The PSRP applies to the CMA, being part of the Tanzanian public sector which is closest to the people, ought to implement the PSRP programme even more strictly.

Research Objectives
The main objective of this study was to assess the challenges facing sustainability of performance management system in Tanzania public sector: A critical analysis of OPRAS in the Commission for Mediation and Arbitration - Arusha. Specifically, the study had the following objectives: - to explore the participation of employees in goals setting in the performance management system at the CMA, to examine the effectiveness of the implementation of the goals in the performance management system at CMA and to identify the influence of employee rewarding on the effectiveness of the performance management system at CMA.

Significance of the Study
This section outlines the importance or significance of the study on this area. The findings from this study will give insights as well as contributions to players in the public sector development, as the conclusions from stakeholders’ response will draw up the importance of one factor over the other, in analyzing the challenges faced by public institutions through the experience of CMA on the best way of implementing performance management systems in their institutions. Specifically the study is expected to identify areas of challenges so that players can put more weight on addressing them in order to achieve the best results. Further the research is expected to assist policy makers to see appropriate tools that will facilitate control of performance management in public institutions to cover the gap. Besides, the study also intends to assist the central government in ascertaining weakness in designing strategies which have great impact in terms of performance management issues to be raised in this study.

2. Literature Review

Theoretical Framework
The study adopted the following Models and one Theory as illustrated well below:-

Models of Performance Management System (PMS)
There are various alternative approaches of performance management system. They include Activity Based Costing and Management (ABC/ABM), Balanced Scorecard, Prescriptive Model of Performance Management System, Integrated Model of Overall Performance, and the OPRAS which will be used by the researcher in analysing the sustainability of the performance management at the CMA.

Activity Based Costing and Management (ABC/ABM)
Activity based costing (ABC) was developed in 1950s by Peter Drucker because of the inadequacies of cost accounting systems developed many years ago in accurately reflecting the costs of producing products and
services (Cooper & Kaplan, 1992). The focus of Activity Based Management (ABM) is on the use of ABC information for management control (Kaplan, 1988) and continuous improvement (Campi, 1992). ABM involves a new paradigm which involves moving away from the traditional functional view of organisational structure to one that facilitates a cross functional view of the effectiveness of activities and business processes (Campi, 1992).

**The Balanced Scorecard**
Kaplan and Norton (1992) introduced the concept of the balanced scorecard as a way to overcome problems with traditional performance measurement systems. The balanced scorecard is presented as a comprehensive framework that translates a company’s strategic objectives into a coherent set of performance measures. The scorecard looks at the business from four perspectives: (1) financial – how the company looks to its shareholders, (2) customer - how the company creates value for its customers, (3) internal business processes - which processes the company must excel at to meet its other goals, and (4) innovation and learning - how the company constantly improve itself.

**Prescriptive Model of Performance Management System**
Walters, as cited in Curtis (1999), developed a more prescriptive model of performance management system, which contains several elements. The intention is to enhance everyday management activities throughout the year, design comprehensive personal development plans based on careful analysis of opportunities and needs, encourage learning and development overcome the obstacles to learning and evaluate the results and design and implement schemes for performance-related pay, which motivates and reward employees for achieving corporate goals. The success of performance management model rests with the leadership unequivocally showing their support for the model, as well as the extent of openness, transparency and the level of involvement by key stakeholders.

**Integrated Model of Overall Performance**
Spangenberg (1994) developed an integrated model of overall performance consisting of five phases: (1) Performance planning phase; where leadership ensures that the vision, mission, strategy and organisational goals are set and communicated; (2) Design phase; where leadership ensures that the organisation design supports strategy; (3) Managing performance and improvements; in this phase, the leadership should ensure that continuous organisational development and change efforts and functional goals are managed, reviewed and adapted, sufficient resources are allocated and interfaces between functions are managed; (4) Reviewing performance; in this phase review of performance takes place and (5) Rewarding performance; in this phase, the leadership ensures that employees are rewarded based on their performance and function contribution.

**Theory ‘S’ of Sustainability of Performance Management System**
A theory is a plausible or scientifically acceptable general principle or body of principles offered to explain phenomena (Webster’s New Collegiate Dictionary, 1976). Theories can describe, predict, and/or prescribe a phenomenon. Theory (‘S’) of sustainability states that; humans at multiple levels, including individuals, organisations, and societies, are more likely to survive and thrive “sustainably” when they systematically include
and integrate key aspects of the natural environment and socioeconomic long-term quality of life as primary factors in their perceptions, decisions, actions and reflections. The theory emphasizes on importance of using all human experiences and improving the quality of life of the people; making connections between these goals with urgency, consistency, and vitality. Moreover, the theory stresses on survival, resilience, efficiency, preservation, innovation, evolution, learning, collaboration, tenacity, durability, adaptability, restoration, and ethics. Also, the theory adds that explicit recognition and integration of time, space, matter, energy, and life in its multiple dimensions – physical and non-physical are important in retaining people at work.

**Empirical Literature Reviews**

Botha (2007) researched on an assessment of the performance appraisal system applied for the junior management level at the cold chain. The study aimed to identify which performance appraisal system was by then used in the cold chain, how the system compared with fundamental requirements of a successful appraisal system and what requirements could be adopted to make the way in which team leaders are appraised more effective. The study identified that, a trait scale method of performance appraisals does not reflects measurement against clearly defined job criteria and is difficult to legally defend. The essential elements for successful appraisal system such as reliability, relevance, sensitivity, uncontaminated information, acceptability, practicality and legality will be present in a 360-degree approach and the implementation of such a system was recommended.

Gresty (2010) researched on performance management; assessing the gap between theory and practice in an SME. The study sought to assess issues which might prevent performance management theory being applied effectively in practice. Many issues found in prior performance management research were present in the study organisation, with behavioral factors, management capabilities and past experience of performance management as potential barriers to a successful performance management system. The research concluded that for a performance management system to be effective, companies must be clear about their goals, develop a coherent performance management strategy and show commitment at each stage of the progress.

Ravhura (2006) researched on performance management in the department of education with reference to the Limpopo province. The research findings indicated that the department of education in Limpopo had indeed undertaken measures to implement the performance management system as determined by chapter 1, Part VII of the public service regulation, 2001. However, the research findings showed that such efforts were not sufficient for the purpose of the government’s ability to deliver on its promise of improved service delivery to all citizens of South Africa. The study recommended that the training of the personnel on the performance management system be given more prominence in the department of education in the Limpopo province because it is believed that an effective and efficient Performance management System may lead to the improvement of performance.

Whittington-Jones (2005) conducted a research on the development and implementation of performance management system in a non-governmental organisation (NGO), the Public Service
Accountability Monitor (PSAM). After analysing the relevant information, it became apparent that the PMS has no direct bearing on the ability of the PSAM to achieve its stated commitment to Funders. However, these short term focused expectations of the performance management system are overweighed by the positive contributions that have been made by its introduction specifically in the area of training and development. This important aspect of capacity building and staff empowerment speaks to the long sustainability of the organization.

Dowling (2007) researched on a critical analysis of performance management within the manufacturing division at continental tire South Africa. The opinions of various respondents were compared with the guidelines provided in the literature survey in order to identify shortcomings of performance management and the achievement of Individual and departmental objectives within the manufacturing division at continental South Africa. The study recommended that (i) It was imperative that management and staff mutually agree on performance objectives of the individuals (ii) Senior management must measure management and staff on how well their performance manage their direct reports and develop people where performance short-comings exist (iii) It was imperative that management and staff undergo performance management training (iv) It was advisable that senior management consider a mechanism that rewards performers.

In Tanzania few empirical studies have been done in Government Agencies concerning performance management. These studies are like, the effectiveness of implementation of performance management system (Pascal, 2009), effectiveness of performance measurement systems (Mwanilwa, 2007) also, effectiveness of performance management (Kabete, 2006). The impact of Performance management on effectiveness of public sector service provision in Tanzania: The case of Uvinza District Council, Mwanamvua Bakari Hoza (2020).

Conceptual Framework

Sustainability of performance management is aiming to promote continuous improvement of performance within the organisation. Strong performance management system can be available in an organisation if there is a formulation of sustainability performance policy of the organisation. This policy establishes the framework for identifying, monitoring and improving the aspects of organisation’s performance. The conceptual framework of this study illustrate clearly both the Independent Variables (Participation of Employees in Goals Setting, Effectiveness of the Implementation of the Goals and Influence of Employee Rewarding) as well as Dependent Variables (Sustainability of Performance Management System in Tanzania Public Sector). This is illustrated by Figure 2.1 below;
Figure 1: Conceptual Framework.

**INDEPENDENT VARIABLE**

- Participation of Employees in Goals Setting
  - Goals Setting with employee Capacity
  - Correct Filling of OPRAS forms
  - Goals Setting with Agreements

- Effectiveness of the Implementation of the Goals
  - Coaching and Mentorship
  - Regular Monitoring
  - Provision of Sufficient resources

- Influence of Employee Rewarding
  - Provision of Employee Rewards
  - Provision of Non-Financial Rewards
  - Provision of Financial Rewards

**DEPENDENT VARIABLE**

- Sustainability of Performance Management System in Tanzania Public Sector
  - Improved Employee Performance
  - Increase of Job Satisfaction
  - Increase of Productivity

**Source:** Researcher’s own idea, (2023)

3. Methodology

This study was conducted in Tanzania public sector, focusing on CMA. The CMA is an independent department of the government of the United Republic of Tanzania established under the provisions of section 12 of the Labour Institutions Act, No.7 of 2004. Its functions are as per section 14 of the LIA to mediate any labour dispute referred to it in terms of any labour law and to determine any labour dispute referred it by arbitration. In performing these functions, the CMA is as provided for under the provisions of section 13 of such an Act equally not required to be subjected to the direction or control of any person or authority. The CMA is as well independent of any political party, trade union, employers’ associations, and federation of trade unions or employers’ association. Despite such an independence, the CMA is according to the provisions of section 13 (3) of LIA a public department and that, all written laws and government policies relating to the public service apply to it. This includes policies relating to performance management systems. Therefore, the CMA implements the latter by the OPRAS tool. This is one of the reason why the researcher has chosen it as an area of study. The other reason is that the researcher works for the CMA at its Arusha regional office where the study will be conducted. The researcher used case study design because the study will concentrate in one area only, also will be easier for the researcher to make close observations over features of the individuals within CMA and allow an in-depth detailed understanding of a
Specific phenomenon within a bounded system. Mitchell (2000) states that the "case study refers to an observer's data that is, the documentation of some particular phenomenon or set of events which has been assembled with the explicit end in view of drawing theoretical conclusions from it. More on that, this study applied mixed method research approach. According to Creswell (2014) mixed method research approach uses both qualitative and quantitative methods to collect and analyze data in a single research study. Mixed method design has several advantages. The target population of the study the at CMA Arusha Regional Office has fifteen (15) staff members. Population is a group of individuals, objects or items from which samples are taken for measurement (Kombo & Tomp, 2006). Population refers to individuals with respects to their specializations that have information required to answer questions under study. The population of this study will be all fifteen staff members of CMA – Arusha Regional Office. The researcher used total population sampling which is a type of purposive sampling where a whole population of interest is studied, the purpose of using purposive sampling is that, it depends on the judgment of the researcher to select the respondents needed to the study. This technique was used to obtain respondents from different departments in the CMA - Arusha regional office. The researcher used the Interview, Questionnaires, and Documentary review to collect data from both primary and secondary sources of data during the study. The researcher used interview method to gather information from the officer in charge of CMA – Arusha regional office and to the heads of department and all other employees within CMA. The purpose of using interview to these respondents is that the research expects to get first hand experiences from direct answers to questions asked given face to face while observing nonverbal expressions in line with their explanations. This study used questionnaire to collect data from 15 staff members from CMA. The questionnaires were composed of closed-ended items that are coded by using 5-point Likert Scale for rating responses. Specifically, Likert Scale for rating level of agreements was used to code closed ended items with structured responses. The scale included the following closed ended choices: 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree. On the side of documentary review. They refer to the data that are available in published literatures. In order to obtain a broad view of the study, relevant books and articles on performance management system, as well as official documents containing primary data on specific action relating to performance management reviewed to set the framework for the empirical analysis of the performance management system in the CMA - Arusha region. Table 3.2 summarizes methods of data collection and respondents.

Table 1: Methods of Data Collection and Respondents

<table>
<thead>
<tr>
<th>S/N</th>
<th>Methods of data collection</th>
<th>Source of data</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Interview</td>
<td>Officer in Charge, heads of department and Administrator</td>
<td>7</td>
</tr>
<tr>
<td>2.</td>
<td>Questionnaire</td>
<td>Staff Members</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>Documentary reviews</td>
<td>Books, pamphlets, OPRAS on record etc</td>
<td>15 files</td>
</tr>
</tbody>
</table>

Source: Researchers own idea, (2023)
More on that, data reliability was also observed. According to Leedy and Ormord (2001) explain that the reliability of a measurement instrument is the extent to which it yields consistent results when the characteristics being measured have not changed. There are two aspects of reliability which are external reliability and internal reliability. External reliability refers to a degree of consistency of measures overtime. When testing external reliability of measure test-retest reliability is normally examined that is, the test is administered to the same group of subjects on two different occasions. Internal reliability on the other hand is the most crucial one in connection with the multiple item scale like the one used in this study. To ensure validity of the data collection instrument for this study, a pilot study of ten (10) employees of CMA - Arusha region was conducted by the researcher. The results, comments and observations from those ten (10) respondents used to modify the researcher’s interview guides. Furthermore, the data of the study was analyzed by both Content analysis method for qualitative data and descriptive and inferential statistics for quantitative data. The responses from interviews were interpreted clearly by content analysis method. The quantitative data was analysed using descriptive and inferential statistics such as Numbers, Frequencies, Means, Standard Deviations, Percentages. The output was given according to the research question and presented effectively in terms of tables and figures. Finally, the researcher is well known to all staff in the CMA - Arusha region, ethical considerations will therefore be high. Qualitative research will be designed to give a deep understanding of the subject matter, and the quality of responses will be relied on open and honest answers. As such, it is crucial that participants was of a high level of trust in the integrity of the researcher. The researcher gave a commitment to all participants relating to anonymity and confidentiality. Confidentiality will be ensured to all participants in that all data will be used purely for this research and after the study completed, all data will be shredded. To avoid bias and also avoid a conflict of interests, the researcher made sure that all respondents are not line reports or line manager to the researcher. Bias of the interviewer was avoided through the use of questionnaires.

4. Findings and discussions

The study included all 15 respondents who took an active part in both the interviews and the questionnaires administered to them. Therefore the response rate was of 100% this is related with the ideas of (Oscarsson & Arkhede, 2020) who added that, high response rate in social studies reduces the chance of having bias data. This indicates that, questions used to collect information from both quantitative and qualitative data were well understood hence can be applicable for further action. The participation of employees in goals setting in the performance management system at the CMA

Through the both interviews and questionnaire conducted it was revealed that employees are supposed to set goals jointly with their supervisors in the beginning of each government financial year. Basically, Goal setting is usually done as per the requirement but not always on time and the goal setting process in many cases is not participatory. It was also revealed that filling OPRAS forms is one of the challenging aspects of performance management among the workers as many mistakes are normally observed. For example one of the interviewees commented that;
“…………most of workers at our work area just use the same goals year after year although the directives and organizational priorities change from time to time…………….”

It is obvious that the above response shows that some of the employees use OPRAS just because it is the requirement but not as a tool to guide them in fulfilling their day-to-day tasks and ultimately achieving organizational goals. Therefore, the response from respondents shows that goal setting is generally not properly done. Lastly, the study also found that set goals are not challenging enough to motivate employees to use all of their efforts to achieve them. Table 2: illustrate more about the findings.

Table 2. The participation of employees in goals setting in the performance management system at the CMA.

<table>
<thead>
<tr>
<th>S/n</th>
<th>Statement</th>
<th>Agreement level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>01</td>
<td>Individual goals are always set within employees’ capacity to achieve</td>
<td>18.9%</td>
</tr>
<tr>
<td>02</td>
<td>Goals are always set with discussion between appraiser and appraises</td>
<td>13.6%</td>
</tr>
<tr>
<td>03</td>
<td>The employees of CMA always fill OPRAS forms correctly</td>
<td>12.9%</td>
</tr>
<tr>
<td>04</td>
<td>Goals are always SMART (Specific, Measurable, Attainable, Realistic, and Time Bound)</td>
<td>4.2%</td>
</tr>
<tr>
<td>05</td>
<td>Set goals are always challenging enough to motivate employees to use all of their efforts to achieve</td>
<td>18.2%</td>
</tr>
</tbody>
</table>

Source: Field Data (2023)

Most studies by various scholars show that participatory goal is one of important factors towards goal achievement. It is important that goal setting becomes a consultative and participatory process to let employees become part and parcel of the set goals to trigger their commitment and performance as well. Through advice-giving processes various issues relating to willingness and abilities to achieve goals may be discussed and addressed and also setting goals that are SMART since this study shows that setting ‘smart goals’ is a challenge among employees in the public sector.
The effectiveness of the implementation of the goals in the performance management system at CMA

According to the findings of the current study, it was revealed that, in implementation of the set goals employees are not sufficiently facilitated to achieve the set goals through supply of the needed resources. Also it was observed that, although employees have capacities to achieve the set goals, resources including money and materials are essential in achieving their goals. Large number of the respondents who filled the questionnaires suggested that resources are not sufficiently provided and very few respondents recommended that the resources are sufficient.

Furthermore, the current study wanted to see if employees are offered coaching and mentorship during goal implementation stage and hence the result was found that the highest percentage recommended that they are not provided during goal implementation. Table 3: illustrates more about the goal implementation at CMA.

Table 3: The effectiveness of the implementation of the goals in the performance management system at CMA

<table>
<thead>
<tr>
<th>SN</th>
<th>Statements</th>
<th>Agreement level</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Employees are always provided with sufficient resources to achieve their individual goals at CMA</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>02</td>
<td>Systematic and regular monitoring during goal implementation is always done by supervisors of respective employees at CMA</td>
<td>9.1%</td>
</tr>
<tr>
<td>03</td>
<td>Coaching and mentorship are given to employees during goal implementation at CMA</td>
<td>10.9%</td>
</tr>
<tr>
<td>04</td>
<td>Goals are always implemented as per expectations at CMA</td>
<td>9.8%</td>
</tr>
</tbody>
</table>

Source: Field Data (2023)

This study revealed that coaching and mentoring is not sufficiently done to help employees increase the chance of achieving their set goals i.e. effective goal implementation. More on that it is surely that mentoring and coaching are widely used and are more effective to develop employees’ capabilities, skills and work efficiency through inducing advanced knowledge and inspiration (Albaqami, 2016)

For example this information is evidenced from the interviews conducted as one of the respondents recommended the following:-

“..................let me speak the truth, lack of effective coaching and mentoring activities may be one of the reasons why goals are not well achieved by the employees in the public sector organizations particularly here at CMA as most of employees are filling the OPRAS forms just as business as usual. This is because monitoring
activities pertaining to performance management system are less considered …………………….”

The influence of employee rewarding on the effectiveness of the performance management system at CMA

Generally when conducting this current study at CMA, the findings of this specific objective discovered that a serious problem in rewarding employees based on the performance appraisal in this organization. It was revealed that rewarding is not well incorporated into the performance management process which affects employee motivation towards achieving their both organization and individual goals. The highest percentage of the respondents disagreed that best performers are always rewarded at CMA.

It was discovered that although rewarding practices were found not to be sufficiently done but non-monetary rewards was found to be offered more than the monetary rewards.

For example it was evidenced to respondents responding to whether rewards are always offered openly or privately, here the responses were encouraging as one of the respondents through interviews agreed that the rewards are always offered publicly at CMA as he said:-

“……………..on the side of whether rewards are always offered openly or privately, I usually see our supervisors conduct and administer them with interaction with their subordinates openly and and publicly in our organization…………………..”

Table 4: The influence of employee rewarding on the effectiveness of the performance management system at CMA.

<table>
<thead>
<tr>
<th>SN</th>
<th>Statements</th>
<th>Agreement level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>01</td>
<td>Employee best performers are always rewarded</td>
<td>12.8%</td>
</tr>
<tr>
<td>02</td>
<td>Employee Rewards are always offered openly/publicly</td>
<td>5.6%</td>
</tr>
<tr>
<td>03</td>
<td>Employee best performers receive non-financial rewards (e.g. recognition and appreciation)</td>
<td>8.4%</td>
</tr>
<tr>
<td>04</td>
<td>Employee best performers receive financial rewards</td>
<td>8.4%</td>
</tr>
</tbody>
</table>

Source: Field Data (2023)

The first objective of the study was to explore the participation of employees in goals setting in the performance management system at the CMA. Basing on the findings of the study most of respondents
recommended that the employees are normally not fully participated in goals setting in the public sector organizations particularly at CMA. This situation automatically leads to the big challenge in the administering performance management system especially OPRAS.

Furthermore, from the findings of this specific objective this study found that OPRAS forms are not correctly filled by employees although participatory goal setting may be helpful in dealing with the problem. Hence force, from this understanding there is a correlation with the ideas of Albaqami (2016) who asserts that effective performance management mostly requires situational leadership; it does not depend on the control and command only rather requires setting a bargain with coaching and mentoring activities may be one of the reasons why goals are not well attained by the employees in the public sector organizations.

During the study, the second objective of the study was to examine the effectiveness of the implementation of the goals in the performance management system at CMA. Generally, on the basis of the findings, it was discovered that the set goals are not implemented effectively due to the lack of monitoring and controlling from the supervisors to their subordinates. Also this situation leads to great challenge in the improvement of performance management system.

It is obvious that the findings of this specific objective are reliable with those of the study of Mwanaamani (2013) which was done in Tanzania in district councils as it discovered challenges of administering OPRAS in district councils in Tanzania. The study discoursed that administration of OPRAS has been affected by budget constraints and therefore limiting employees from attainment of their set goals.

During the study, the third objective of the study was to identify the influence of employee rewarding on the effectiveness of the performance management system at CMA. According to the findings obtained from the respondents of the study, it was revealed that employee rewarding was at least provided by the supervisors. This is a good thing in the effective implementation of the performance management system in public sector organizations including CMA. This was implemented well to the extent that the provision of the particular employee rewards were provided openly and publicly. Therefore, these findings of this specific objectives are related with the findings of those of Sendoro (2013) which found lack of a link between OPRAS and both financial and non-financial rewards. Rewards play a significant role in performance of employees and therefore it should be one of aspects to be taken into consideration in Tanzania public sector organizations.

5. Conclusions
Performance management system is facing numerous challenges that need to be solved for effective improvement of employee performance in public sector organizations. Although OPRAS as a tool for performance management in the public sector has important features to enhance performance in public sector organizations, how it is used needs some improvements to make it more effective. Firstly, most of respondents who were involved in the study show lack of trust in how goals are set, implemented, employees are assessed and even in rewarding employees as there is no enough elaborations and clarifications during the
process of setting goals. Secondly, this study concludes that effective communication is necessary at every stage of the performance management cycle within the public sector organizations including CMA. At the performance planning stage, the line managers need to engage their subordinates in setting clear performance objectives. Thirdly, the performance objectives must be of SMART Analysis meaning specific, measurable, attainable, realistic, and time-bound. Excellent communication is also vital during performance evaluation and in providing feedback to support subordinates in ensuring performance improvement, especially when the areas of weaknesses are identified. The support from management may include the provision of training and development opportunities to boost employees work outcomes as well as clear provision of employee rewards openly and publicly.

6. Recommendations
Basically, the current study recommends the following:-

i. There should be good designing and implementation of capacity building programs to equip public sector organizations employees with knowledge and skills necessary for mastering the use of OPRAS in working areas.

ii. Provision of employee rewards should be integrated into the performance management system to enhance motivation and commitment of employees towards goal achievement as per what was set at the beginning of the year.

iii. Basically, performance management should be participatory in all the stages of the public sector organizations so as to increase employee ownership of the system which may also reduce unnecessary mistakes in filling of OPRAS forms as what is being conducted currently.

iv. It is obvious the employees should also take performance management process seriously because it important for their individual and organizational performance at the organizational setting and hence avoid the usual negligence shown by these employees towards the whole process of administering OPRAS.

v. In order to solve the challenge of budget constraints in managing performance management system, the government of Tanzania should increase budget allocated in public sector organizations including CMA so as to increase employee performance.

vi. There should be proper training on performance management system in line with managers and employees key performance indicators. The training should focus on how performance management system works and how it will be used in the public sector organizations as well as its intended goals and objectives.

vii. This study recommends that extensive communication and marketing of the performance management system to employees and managers so as to solve the challenge of biasness and wrong feedback pertaining to performance management system particularly administering of OPRAS. Normally, effective communication is essential in ensuring that employees and managers
understand their expected levels of work outcomes within the public sector organizations such as CMA.

References

[References are listed here with proper citations and formatting, ensuring that each reference is clearly visible and organized in a logical order.]
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