THE EFFECTIVENESS OF PERFORMANCE MANAGEMENT SYSTEM:
THE CASE OF ZAMBIAN PUBLIC SERVICE

By

TEMBO Eric

THESIS

Submitted to
KDI School of Public Policy and Management
In Partial Fulfillment of the Requirements
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Contents

Abstract ................................................................................................................................................................... 3

1.0 Introduction ...................................................................................................................................................... 4

Literature Review .................................................................................................................................................... 6

2.1 Introduction ...................................................................................................................................................... 6
2.2 Background ....................................................................................................................................................... 7
2.3 Statement of the Problem ................................................................................................................................ 9
2.4 Definition of key terminology ......................................................................................................................... 11
2.5 Status of Scholarship ....................................................................................................................................... 12
2.6 Theoretical Framework ................................................................................................................................... 13
2.7 Scope and Limitation of the Study .................................................................................................................. 14

Methodology ........................................................................................................................................................ 14

3.1 Introduction .................................................................................................................................................... 14
3.2 Research Questions ........................................................................................................................................ 14
3.3 Research methods .......................................................................................................................................... 15
3.4 Research approach ......................................................................................................................................... 15
3.5 Sampling Selection .......................................................................................................................................... 15
3.6 Research Process ............................................................................................................................................ 16
3.7 Data Analysis ................................................................................................................................................... 16

4.0 Findings ........................................................................................................................................................... 18

4.1 How effective is the performance management system being applied in the Zambian public service in managing individual performance? ............................................................................................................................... 18
4.2 Are issues of performance management in the public sector prioritized by employees and management? 22

5.0 Conclusion ...................................................................................................................................................... 28

51. Introduction .................................................................................................................................................... 28
5.2 How effective is the performance management system being applied in the Zambian public service in managing individual performance? ............................................................................................................................... 29
5.3 Are issues of performance management in the public sector prioritized by employees and management? 30

REFERENCE ........................................................................................................................................................... 31
Abstract
Performance management is a significant human resource management function which has been a management tool for making key policy decision for companies and organizations since the 1970s. Increasing interest is being shown in performance management by both academicians and practitioners. However, despite implementing the Annual Performance Management System for more than two decades, the performance of the public service in Zambia has raised serious concerns from stakeholders including citizens. It is interesting to note that almost all the public service employees get a positive appraisal and this therefore, raises concerns on the effectiveness of the system used to assess performance. This paper sought to assess the effectiveness of the performance management system used by the Zambian public service in managing public service employees’ performance. The paper was guided by two research objectives as follows:

a) To study the impact of effectiveness of performance management system on public service employees performance and service delivery in the public service; and

b) To evaluate adherence to performance management principles by public sector institutions.

As at 31st December, 2016 there were 212,000 public service employees on the Government payroll excluding military personnel. The growing number of public service employees translates into a huge public sector wage bill and therefore, there is urgent need to investigate the usefulness of the performance management system being applied in the public service. The guiding theory in this study was the Goal Setting theory by Edwin Locke which argued that employees get inspired to work for the organization when they are given precise and distinct goals to achieve.

Key words: performance management, effectiveness, appraisal, public service, human resource management and motivation
1.0 Introduction

The performance of the public sector has seemingly been below the expectation of many stakeholders including citizens and this calls for concern from every well-meaning Zambian. The management of public service employees' performance squarely falls on performance management system used and the Government Departments and human resource managers charged with the responsibility of implementing the performance management system (PMS) in Government Institutions. Being the most important aspect of human resource management, performance management system is failing to deliver the expected result in the Zambian public service. The poor performance of the public service employees is seemingly reflected in services such as delayed issuance of land title, identity documents and passports.

In order to find a solution to the performance management problem in the public service and contribute to the debate on performance management in the public sector, it is prudent to assess the effectiveness of the system that is being used to measure the performance of the public service employees. This topic is important as the public service is the main instrument through which government implements and administers public policies and programmes. The public service employees also consume a huge percentage of the country’s domestic revenue in terms of the public sector wage bill. As at 31st December, 2016, there were over 212,000 employees on the Zambian government payroll. Of the 212,000, 57% were male employees on the payroll while 47% were female. Further, the research is important as it was conducted at a time when the Government was considering reviewing the appraisal system for assessing public service employees’ performance.

Having discussed the significance of this research, I now turn to the aim of the paper. In this paper, I will show that the performance management system currently under implementation in the Zambian public service is not effective as it does not resulted in improved performance
and does not provide a basis for rewards or sanctions. This therefore, is against the objective of any performance management system and that is to assist in human resource management decisions such as pay and training. Armstrong and Baron (2005) indicated that performance management engages everyone in the organization to improve performance which will consequently result in overall improvement of performance of the whole organization.’

The effectiveness of the system of performance management is measured by the degree to which it is able to fulfill the objectives of the system. Strebler (2005) stated that the efficacy of the performance appraisal in dealing with below standard performance rests on the degree to which that performance is unacceptable which in turn depends on the accuracy of performance measurement scales. In other words, the tool used in assessing performance and the way in which it is applied really matter.

I will now proceed to introduce the current state of scholarship in the area of my research. Considerable research has been done in the area of performance management in general, however, not much has been done in evaluating the effectiveness of the performance management systems particularly in the Public Service. This study therefore, aimed at covering the gap that exist in the scholarship. Mughal (2014) who quoted Beer and Ruh stated that at the time of performance management term introduction 1976, the aim was to help the managers with application of perfect and integrated performance appraisal and reward system.

This paper will contribute to the scholarly debate in the area of human resource management and performance management in both Public and Private Organizations. The research shall also be of use to the policy makers charged with the responsibility of reviewing human resource policies in the Public Service. Further, the following research questions will guide the entire research project:
a) How effective is the performance management system being applied in the Zambian public service in managing individual performance; and

b) Are issues of performance management in the public sector highly regarded by employees and management?

This research paper is composed of five (5) Chapters. The first part which is the introduction, provides the overview and foundation of the whole research project. The second part reviews existing literature on the subject while the third sections discusses the methodology used in this study. The fourth section discusses the findings and the final part is the conclusions.

Literature Review

2.1 Introduction
Performance management system is an ongoing process which facilitates continuous monitoring and evaluation of the employees’ performance against the predetermined targets thereby enhancing organization effectiveness (Armstrong, 2009). The research paper aimed at assessing the effectiveness of the performance management system used by the Zambian Public Service in managing public service employees’ performance. This research topic is significant as the role of the public service plays a key role in translating the government vision into quantifiable indicators. The topic is also significant taking into account the declining confidence that citizens have in government institutions due to seemingly poor service delivery.

An effective performance management system aligned to organizational objectives can lead to improved individual, agency and public sector performance as a whole (Australian Public Service Commission, 2013).
This chapter examines the relevant theories and literature on performance management systems particularly in the public sector. The following will constitute the sections of the chapter: background, definition of key terms, and status of scholarship, theoretical framework and scope and limitations of the study.

2.2 Background
The history of Performance Systems is traced back to the unformal reviewing of United States (US) officers performance in the 1920s which was later extended to the United Kingdom (UK) Factories (Armstrong and Baron, 1998). Armstrong and Baron further stated that merit rating was implemented in the 1950s and 1960s in the US and UK and this became the performance appraisal. Throughout the 1960s and 1970s management by setting of objectives (MBO) came into effect. Performance management was first used for the first time in academic and policy documents in 1970.

Olufemi (2014) states that the concept of performance management is a slightly new phenomenon to the African public sector. Olufemi further state that since the 1960s when many nations in this region acquired freedom, the focus of the new administrations was on reforming the public sector. Performance management was therefore, introduced to back the reform efforts in the Africa continent. The reforms efforts like in the case of Zambia included the Public Sector Reform Programme (PSRP) and Structural Adjustment Programme (SAP) as prescribed by World Bank and International Monetary Fund (IMF) under the auspices of economic stabilization measures. PSRP in Zambia was launched in November, 1993 and its goal was to improve the quality, efficiency and cost effectiveness of the Public Services to the people of Zambia.

Although performance management is new in many African countries as argued by Olufemi, the zeal in such an improvement tool is overwhelming among African institutions (André,
In the case of the Zambian situation, before, the Government of the Republic of Zambia, introduced the annual performance appraisal system, the Public Sector was using Annual Confidential System (ACR) to manage performance. However, the Annual Confidential Reports on individual performance had challenges as it was just a matter of routine and did not enhance or measure performance. Almost every public service employee, the performer and non-performer, got a good confidential report. This was a sad fact which contributed to the loss of confidence in the credibility of the Annual Confidential Reports (ACR). The loss of confidence in the ACR led to the transition to a new performance management system in the public service.

As earlier indicated, the PSRP was launched in November, 1993 and it’s goal was to improve the quality, efficiency and cost effectiveness of the Public Services to the people of Zambia. PSRP had three components and which were stated as follows:

1. Restructuring
3. Decentralization and strengthening of Local Government.

The Objectives of management and human resource performance improvement were as follows:

1. To improve the efficiency and effectiveness of the Public Service in the performance of its functions by establishing management systems of accountability and performance in the Public Service and developing skills which would enable senior managers to effectively manage the Public Service; and
2. To put in place an effective personnel evaluation instrument and management information system to enable the Government to compile and manage data useful in
making vital personnel decisions at the time of confirmation, promotion, discipline, transfer and retirement of Public Servants.

In order to fulfill the above objectives, the Public Service Reform Programme (PSRP) in an effort to restore the credibility of the staff reporting mechanism introduced a new Annual Performance Appraisal System (APAS) to replace the traditional Annual Confidential Reporting System.

2.3 Statement of the Problem
The ineffectiveness of the performance management system in Zambia is caused by lack of a clear government policy to guide performance management in the public service. This has led to lack of adherence and top leadership support on performance management system in Zambia. The government Ministries and departments are not therefore, compelled to adhere to performance management system due to lack of policy direction and top leadership support. This has further led to poor performance of the public service employees which has resulted in poor service delivery and loss of public confidence in public institutions.

Additionally, the current system of performance management in the Zambian public sector has been in use for more than two decades however, there has been no impact assessment on the effectiveness of the system. Evidence of poor service delivery is witnessed through poor service delivery in almost every government institutions. The poor service delivery is more pronounced in government departments offering services such as issuance of land titles, passports, birth certificates among several others.

Partly the problem has been the appointment of people who may not have even the minimum qualifications to key government positions appointed by party in government in various political administrations. Sometimes recruitment policies are ignored and political cadres or ruling party sympathizers are appointed to head key government departments. When under
qualified and less experienced staff are appointed to manage human resource, there is compromise in terms of adhering to the principles of the performance management system. Further, from the time the performance management system was installed, there has never been any deliberate programme to review the system.

The lack of an effective system to evaluate performance has greatly contributed to poor public service employees work culture. Working in an organization characterized by poor organizational culture promotes careless behavior by its staff and has a negative effect on citizen satisfaction particularly for public sector organizations. A poor work culture or lack of it among public service employees often results in workers not paying careful attention to duties and customer service. In such an environment, the customer or clients does not occupy the number one positions in the service delivery like in case of the private sector particularly banks. The loss of government trust may have serious consequences politically for the ruling government as the citizens may protest through the ballot. Within a public sector institution characterized by poor culture, public service employees are unlikely to perform at the expected performance levels, thus they may severely limit the Government ’s attainment of national goals and as well as their own professional growth.

In an effort to address the above challenges, a number of policies have been put in place by the Government in the public sector and these include the launch of the Public Service Codes of Ethics. The Code of Ethics enlist minimum values expected from a Public Service employees. At an Institution level, public sector institutions have developed client’s service charters such as the Ministry of Lands among other public service institutions which provides minimum standards of performance. However, all these measures by the Government have not yielded any positive results.
2.4 Definition of key terminology
Before proceeding further, it is necessary to define clearly the key terminology in this paper. In particular it is imperative to clarify what is meant by performance management systems. However, in order to clearly understand the concept of performance management system, there is need to clarify the meaning of performance management. In defining performance management it is useful to refer to the works of Trevor(2016) who defined performance management as a management activity that commences with translating the general strategic objectives of the organization into clear performance targets or standards for each individual employee. On the other hand, Armstrong (2009) defined performance management as a procedure of establishing shared understanding about what is to be achieved and how it is to be achieved. Armstrong further looked at performance management as an approach to managing and developing people that improve individual, team and organizational performance. Both authors agree that performance management begins by drawing individual employee targets or objectives from the departmental or overall organizational objectives. Having defined performance management, it is useful at this juncture to clarify performance management system. Performance Management System (PMS) is defined as a planned and integrated approach of ensuring continued success to the organization by mentoring and training people in a way that improves departmental and individual performance’ (Armstrong and Baron, 1998).

Performance Management system is therefore an essential aspect of human management in organizations as it guarantees effective management of employee’s performance towards attainment of organization goals. Having discussed the concept of performance management systems, the paper will turn to a discussion on status of the scholarship.
2.5 Status of Scholarship

This section of the paper will consider the contemporary context and debate in the field of performance management systems. Ratnawat and Jha (2013) in their thorough analysis of Performance Management System (PMS) argued that the ineffectiveness of the PMS is attributed to systemic errors, assessment errors or capacity of the appraiser.

Agbola et al (2011) in their analysis of the elements of performance management system argued that in order to evaluate the effectiveness of a performance management system, the evaluation has to be done against the following five (5) factors namely:

a) the nature of performance appraisal system;
b) how the performance appraisal process is implemented;
c) the effectiveness of communication within the system;
d) how the appraisal data is used; and
e) employee perception of fairness of the system.

Sillup et al. (2010) states that appraisals are done once a year and usually include a mid-year discussion, and argued that this is not adequate as raters face challenges with remembering previous months performance. Sillup’s study would have been more interesting if it had considered the effectiveness of the performance management system as opposed to being limited to the frequency of conducting the appraisal process.

Adding his works to the literature on performance management, Finn (2007), cited in Wikina, 2008) also states that appreciating performance management process as well as setting the foundations of performance management are significant milestone in the pillars for effective
performance management system. Further, Feldman (1981) whose study focused on the methods of appraisal argued that performance appraisals are considered to be one of the most challenging tasks in the managers’ job. Feldman, attributed the ineffectiveness of the performance management systems on the manager’s capability to manage the appraisal process.

Joyce and Stivers (2000) argued that performance management system is a dynamic behavioral tool. It should be revised and reorganized whenever the organizations face new challenges or introduces intervention programs. The operational strategy and environments for every organizations are different, performance management system should always be customized for each organization. On the other hand, Allen Peter (1994), through his comprehensive research identified three factors of effectiveness of performance appraisals. The factors identified were:

1. objectivity;
2. biase-free;and
3. custom-designed appraisal systems.

2.6 Theoretical Framework
Lunenburg (2011) indicated that the main theory which guided performance management systems was developed by Edwin Locke (1968) who introduced goal setting theory. Locke in his theory argued that employees get motivated to work for the organization when they are given specific goals to achieve. O’neil (1994) argues that goals assigned inspire an employee to achieve his or her the task and if the goal is challenging to achieve, employees will be motivated to enhance their effort. In this regard, this kind of positive change in performance, will result in attainment of the performance management system aims (Salaman, John and
Billsberry, 2005). The theory is very relevant for this research due to its positive influence on current performance management system.

2.7 Scope and Limitation of the Study
The scope of the research will therefore, be limited to the effectiveness of performance management system on employee performance and how this relate to public service delivery. However, the study will exclude the old system of appraising public service employees, Annual Confidential Reporting System whose application ended in 1991. The research will also choose to ignore, the other available system of appraising employees such as the 360 Degree, and Balance Score Card which were adequately covered by Mark and Ann (1996) and Robert and Norton (1996), respectively. Further, Government parastatals will not be part of the sample as they have a different system of performance management system.

In conclusion, arising from the literature review a research gap in the area of the effectiveness of the performance management systems particularly the open appraisal system has been unveiled.

Methodology

3.1 Introduction
This Chapter outlines the research strategy, research method, research approach, the method of data collection, the selection of the sample, the research process, the type of data analysis and research limitation.

3.2 Research Questions
The research was guided by the three questions which were stated as follows:
f) How effective is the performance management system being applied in the Zambian public service in managing individual performance; and

g) Are issues of performance management in the public sector prioritized by employees and management?

3.3 Research methods
In order to fulfil the objectives of the research a qualitative study was undertaken. Qualitative research is more ideal for small samples particularly when the outcomes are not measurable and quantifiable Collis & Hussey, 2003).

Secondly, a qualitative research gives the researcher leeway to investigate phenomena, such as experiences or thought processes that may be challenging to derive from or learn through conventional research methods (Strauss & Corbin, 1998). In this study, I explored participants’ perceptions about the Annual Performance Appraisal System (APAS) and their experiences.

3.4 Research approach
The research approach that was followed with respect to this research was inductive one. The inductive approach begins with specific observation and ends with generalized theories or conclusions. However, Denzel Lincoln (2005) argues that the weakness with this approach is that it produces generalized theories and conclusions based on the small number of observations thereby resulting in the viability of the research being questioned.

3.5 Sampling Selection
The purposive sampling was used to develop the sample of the research under discussion. According to this method, which belongs to the category of non-probability sampling techniques, sample members are selected on the basis of their knowledge, experience and
expertise regarding a research subject (Freedman et al., 2007). In the current study, the sample members who were selected had special relationship with the phenomenon under investigation such as having sufficient knowledge on performance management system used in government.

3.6 Research Process
The research instrument was administered between 21 August and 1st September, 2017. This study took place in the country’s capital, Lusaka located in the central part of the country from 21st to 31st August, and 2017. Lusaka is administratively divided into four districts and has a population of over 2,100,000. The research was carried in the following Government Ministries:

i. Cabinet Office; Office of the President;
ii. Public Service Commission: Office of the President;
iii. Public Service Management Division, Office of the President;
iv. Ministry of Local Government and Housing;
v. Ministry of Agriculture; and
vi. Ministry of Home Affairs.

3.7 Data Analysis
The data collected were transcribed and categorized into research questions and emergent themes. Specific interview questions were matched to answer the two questions. A coding method was used to organize interview data into a limited number of themes and issues around questions.
In terms of the age range of the respondent, fifty-one percent of the respondents were male while forty-nine percent were female. The age range of the respondents is provided in the figure 2 below.

![Age range of the respondents](image)

In terms of qualification of the respondents, the table below provides the mix of qualifications of the sampled public service employees.

![Qualification of respondents](image)

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade 12</td>
<td>12%</td>
</tr>
<tr>
<td>Diploma</td>
<td>29%</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>43%</td>
</tr>
<tr>
<td>Post Graduate Degree</td>
<td>16%</td>
</tr>
</tbody>
</table>
In terms of length of service, thirty-eight percent (38%) of the respondents, indicated that they have served in the public service for more than 10 years while thirty (30%) percent indicated that they had served between 5 to 10 years. In addition, twenty-six percent indicated that they served between 1 to 4 years while six percent had one year experience in the public service.

![Bar chart showing length of service in the public service of respondents]

4.0 Findings

This sections will provide an analysis of the findings of the research through categorization of the results of the study into research questions.

4.1 How effective is the performance management system being applied in the Zambian public service in managing individual performance?

In analyzing the employee’s perception of the effectiveness of the performance management system being applied in the Zambian Public Service the above research question was linked to the following interview questions:

i. How would you rate the Performance Appraisal System used in the Public Service/Government institutions?
ii. In your opinion, how would you evaluate the performance tool used to assess performance such as Annual Performance Management and Performance against Target Forms?  

iii. On a scale of 1 to 5 (1 being strongly agree & 5 as strongly disagree) rate how performance review improves job performance.  

iv. On a scale of 1 to 5 (1 being strongly agree & 5 as strongly disagree) rate how you feel inspired to improve your performance after performance appraisal, and  

v. Are you involved in the process of setting objectives and targets of your future performance?  

The finding from the research particularly on the efficiency of the performance management system being applied in the public sector, the data revealed that 43% of the public service employees sampled perceived that the Annual Performance Appraisal System was ineffective while 33% viewed the performance management system in the public sector as efficient. The details of the employees’ varying perception is indicated in the table below. In addition 42% of the sampled employees were of the view that performance review if regularly conducted had the potential of improving performance while 19% of the employees sampled indicated that performance review could inspire improved performance as shown in figure 4.
employees' rating of the process of performance appraisal in Government

- easy: 7%
- complicated: 15%
- efficient: 35%
- inefficient: 43%

Figure 4: employees' level of agreement or disagree on the impact of performance review on employee performance

- Strongly Agree: 42%
- Agree: 27%
- Neither Agree or Disagree: 6%
- Disagree: 6%
- Strongly Disagree: 13%
The Zambian Government uses the Annual Performance Appraisal (APAS) Form as a tool to assess employees’ performance. In addition, the Public Sector uses Performance Against Target (PAT) Form to review employees’ performance quarterly and bi-annually. 41% of the sampled employees indicated that the tools were relevant and appropriate for assessing individual performance while 33% indicated that the tools were easy and simplified.

The Individual targets or performance standards should be aligned to the Institution’s objectives if performance has to be of value to an organization. On whether the performance management system supports the overall goals of the public sector organization as outline in the Institution’s strategic plan, 62% of the sampled employees revealed that the performance management system in public institutions supports the overall mission of the institution as shown in figure.
4.2 Are issues of performance management in the public sector prioritized by employees and management?

The above research question was associated with the following interview questions:

i. Have you ever been benefited from Civil Service Induction for newly recruited Civil Servants?

ii. Have you ever been oriented on performance management system by your Ministry/Institution or Public Management Division (PSMD)?

iii. Are you involved in the process of setting objectives and targets of your future performance?

iv. Have you ever been appraised during your tenure in the Public Service?

v. How often are performance management appraisals carried out in your department?
vi. In your opinion, what does your organization strive to achieve through Performance Appraisal?

vii. From a scale of 1 to 5 rate the statement that promotion decisions are purely based on appraisal results?

viii. From a scale of 1 to 5 rate the statement which states that I have specific and accurate feedback from my supervisor on my performance during the appraisal; and

ix. From a scale of 1 to 5 rate the statement which states that I clearly understand the purpose of performance appraisal.

Eighty percent (80%) of the respondents indicated that they had been appraised during their tenure in the public service while twenty percent (20%) indicated not having been appraised since their first appointment. This means that the 20% percent of the respondents are still serving on probation awaiting to be appraised or there is no value attached to the performance management system in their ministry or department.
When asked about whether they had received training or orientation in performance management system, fifty-six percent (56%) indicated that they had not received training in Annual Performance Appraisal System (APAS) which is the performance system being used in the public service while the other half indicated that they had received training in APAS. Knowledge of the performance management system being used in the public service was key for respondent to determine whether they feel the performance management system is effective or not. In addition, a public service institution’s deliberate policy to orient new officers on performance management system is one of the factors of establishing management’s commitment to performance management issues.

In addition, orientation in Performance Management System is key in making employees appreciate the system and attach the significance that the system deserves. The public sector is always recruiting employees and therefore, orientation in the performance management system is very cardinal. The details of the finding is as shown in the figure below.
Public Employees’ level of understanding of Performance Management System (PMS) was key in determining whether the system was responding to the institutional needs. 51% of employees (Agree + Strongly Agree) indicated that they understood the performance management system while 20% indicated that they were not sure. 20 % (Disagree+ Strongly Disagree) of the respondents indicated that they did not fully understand the PMS as indicated by the figure below.
71 of the respondents supported the view that performance reviews if well conducted can enhance an employee’s performance while 22% did not agree as shown in the figure below.
The results of the performance results are supposed to inform key human resource decisions such as promotions. 42% of the employees supported the view that promotional decisions were based on appraisal results while 48% did not agree.

On whether the Performance Management System supports the mission of the Government Institution, 50% were of the view that the PMS supports the mission of the organization while 27% did not support the view as shown in the figure below.
62% of the employees sampled felt that the performance management system inspires them to enhance performance while 24% were of the view that the PMS did not encourage them to improve performance as indicate below:

![Employees' perception chart]

### 5.0 Conclusion

#### 51. Introduction

The performance of the public sector has seemingly been below the expectation of many stakeholders including citizens and this cause for concern from every well-meaning Zambian. The performance of the public service employees affects public service delivery as public service employees are expected to implement public policy. The purpose of this study was to assess the effectiveness of the performance system being used in the Zambian Public Service. In executing the research assignment, the study was guided by the following research questions:
a) How effective is the performance management system being applied in the Zambian public service in managing individual performance; and

b) Are issues of performance management in the public sector prioritized by employees and management?

5.2 How effective is the performance management system being applied in the Zambian public service in managing individual performance?

The findings under the above research question indicated that the performance management system being used in the Zambian Public Sector was ineffective as it failed to measure employees’ performance and was not reflective of the performance of the public service employees. Further, the study findings revealed that the process of conducting appraisal was ineffective as it was a matter of meeting requirements of promotion and other human resource management decisions. The study revealed that in as much as the process itself is transparent, the process takes long to complete and employees have to fill in bulky Annual Performance Appraisal System (APAS). The System has no punitive measures for non-performers hence almost every public service employee gets a positive rating.

On the contrary, another interesting finding of the study revealed that performance management system used in the public sector had the potential of influencing performance improvement if properly applied. In addition, the study revealed that the tools for assessing performance, such as Annual Performance Appraisal System (APAS) and Performance against Target (PAT) forms were appropriate tools for assessing employees’ performance. The ineffective of the system was therefore due to lack of adherence to the performance management tools.
5.3 Are issues of performance management in the public sector prioritized by employees and management?

The study under the above research question revealed that the performance management system supports the mission of the Government Ministries and Departments. This was evidenced by Government Ministries’ deriving their departmental objectives from the Institution’s strategic plan. In addition, the Individual targets were derived from departmental objectives.

However, the finding revealed that performance appraisal results are not necessary a basis for making human resource decisions such as promotion and training. This translate into lack of confidence in the performance management system as any good performance management system should inform promotional and training decisions. The lack of confidence in the performance management system has also been demonstrated by the government’s implementation of parallel performance management system for top senior public service employees such as permanent secretaries. The permanent secretaries have been placed on performance contract which requires that they meet targets annually set with their supervisors.

The Findings has therefore, revealed that the system used by the Zambian Government in managing public service employees performance called Annual Performance Appraisal system is not effective as it has failed to win the confidence from the public service employees and top leadership.
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