



MAKERERE UNIVERSITY BUSINESS SCHOOL

**EXAMINING THE PERFORMANCE MANAGEMENT PRACTICES IN THE
RURAL ELECTRIFICATION PROJECT OF THE MINISTRY OF
ENERGY AND MINERAL DEVELOPMENT**

BY

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PLAN B

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DECLARATION

I, Namataka Pouline declare that this research dissertation is a result of my independent effort and investigation. To the best of my knowledge, it has never been submitted to any university or other institution of higher learning for any award.

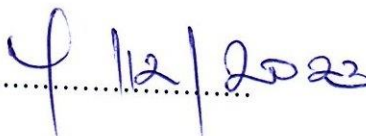
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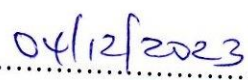
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APPROVAL

This is to certify that this research report has been submitted in partial fulfilment of the requirement for the award of the degree of Master of Business Administration.

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DEDICATION

I dedicate this thesis to my loving family and friends, whose steady support, encouragement, and sacrifices have been the driving force behind my academic pursuits.

Their belief in me and constant encouragement has been my guiding light throughout this journey.

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I am grateful to the almighty God for enabling me to reach this point in my academic endeavors successfully.

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ABSTRACT

The study sought to examine the performance management practices in the rural electrification project Ministry of Energy and Mineral Development. It was guided by three objectives which included: To examine the performance management practices in the rural electrification project, to examine the challenges with the performance management practices in the rural electrification project and to identify the strategies to improve performance management practices in the rural electrification project Ministry of Energy and Mineral Development. The study adopted a cross-sectional research design, The study involved a sample size of 139 staff, Data from the field was processed and analyzed using Statistical Package for Social Scientists (SPSS v26). Given the nature of the research objectives and research questions, descriptive statistics were used specifically mean and standard deviations. The results indicated that performance management practices included conducting performance evaluations regularly, functional effective performance feedback channels, effective measurable individual goals for employees. The project had individual measurable goals for employees, regular performance appraisal for the employees and incentives tagged to performance that promote performance. Findings revealed several areas of concern with the performance management practices which included, Unrealistic expectations, lack of flexibility, poor attention to detail, issues related to communication, judgment, and organizational culture which negatively impacted on the performance outcomes. In line with strategies to improve performance management practices, there was need for the project to strengthen its financial and non-financial rewards system, suggesting a need for improved incentives and recognition for performance. Respondents also agreed on the importance of formulating a suitable system to identify performance management problems at various levels. However, there was some variation in opinions regarding this matter. It was observed that there is room for improvement in establishing specific timelines for performance reviews, indicating a need for clearer guidelines and deadlines. To improve performance management practices in the rural electrification project, the following comprehensive recommendations are suggested. Firstly, strengthen the rewards system by providing both financial and non-financial incentives to increase motivation and incentivize high performance. Secondly, establish a structured system for identifying and addressing performance management problems at various levels, ensuring a proactive approach to resolving issues. Thirdly, define clear timelines and deadlines for performance reviews, enabling regular and timely evaluations that promote accountability and improvement.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

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

1.1 Background to the Study

Performance management practices have for long been regarded as critical areas of management (Bernardin, Kane, Ross, Spina, & Johnson, 2016). Globally, the fundamental benefit of good performance management practices is that they enable project activities to produce better results for the public. They also help to increase the level of optimal use of facilities and resources to achieve the goals in economic ways with efficiency and effectiveness (Tseng et al; 2019). Cunha et al (2018) looks at performance management practices as activities such as knowing what goals are and how they should be measured, performance evaluation, performance feedback, incentive-based performance, planning of career, motivation, training, and development. Encouraging performance management practices takes the perspective of three things; managers provide sufficient rewards that employees value, they do so in a timely fashion, and they do so in a fair manner.

Performance management practices in the public sector are key in ensuring better project outcomes, they provide a basis for projects to assess how well their results are progressing towards predetermined objectives (Wheelen & Hunger,2012), and are used as a tracking tool to monitor lacking and inefficient areas in the project management process (Gerrish,2016).

However, performance management practices still face challenges, face hiccups in achieving intended performance goals as project failure rate of 56 percent in developing economies still stands (Dde Waal & Counet, 2009). Large projects appear to have more difficulty in defining

clear and measurable goal output targets and are more likely not to provide effective feedback on performance metrics and sometimes don't assess for outcomes (Lawler, 2014). All too often the high expectations associated with performance management practices end up being destroyed by the reality of a system that produces more conflicts, problems and resistance than it does positive results hence contributing to constant performance challenges in projects performance (Lawler 2014; Mohrman, Resnick-West, & Lawler, 2019). This is evidenced in the rural electrification project Ministry of Energy and mineral Development where challenges of performance management practices are conspicuous.

The rural electrification project at the Ministry of Energy and mineral Development faces several challenges with their performance management practices. These are reflected in failure to promptly provide feedback, lack of proper assessment, immeasurable performance indicators, poorly set goals, lack of proper performance measurement measures. There is also lack of proper monitoring against set goals and targets, unestablished performance analysis which involves failure to review and evaluate targets of actual outcome against the set objectives (World bank, 2019) under this project there is also no community involvement which has led to low community commitment, poor coordination of project activities for example, differences in strategic orientation and working approaches (Nyende-Byakika, 2018). This has also left many stakeholders including local community members and donor community questioning the credibility of some of institutions involved in implementation of this project.

According to Latham (2001), there is a need to investigate different practices in the achievement of managed performance. This is more crucial in the public sector where empirical evidence on performance management practices is inconclusive (Verbeeten, 2008). It's against this background that the researcher intends to assess the performance

management practices in the rural electrification project of the Ministry of Energy and Mineral Development.

1.2 Statement of the problem

In the effort to ensure effective performance management in the rural electrification project of Ministry of Energy and Mineral Development , performance management practices were put in place that involved policies on setting goals meant to streamline performance planning, performance measurement that involves monitoring against set goals and targets, performance analysis that involves reviewing and evaluating target to actual outcome against the set objectives through periodic staff performance reviews and giving feedback to all stakeholders.

Despite these efforts the rural electrification project continues to face performance challenges. For example, in 2017, Rural Electrification Agency targeted to achieve 40,748 connections within the various service territories but managed to achieve only 31% (Office of the Auditor General, 2017). Rural electricity connection fell from 22 percent to 19 percent, amid an increase in generation (Uganda Bureau of Statics, 2020). By 2021 Rural Electrification Agency had managed to connect 3.7 percent of the targeted connections (3,683 out of the 97,000) annual planned connections (Office of the Auditor General, 2021), occasional project staff appraisals that have been done once since the project started remaining a key challenge, irregular or no feedback to employee and other stakeholders (World Bank, 2019). If this continues, the public, which is the biggest beneficiary of this project, will lose confidence in the service provided by government and as a government entity this greatly contributes to lost confidence in services provided by government at large. It's in this regard that the study seeks to examine the role of performance management practices in the rural electrification project Ministry of Energy and Mineral Development and

suggest strategies that can be adapted to improve the performance management practices in the rural electrification project at Ministry of Energy and Mineral Development.

1.3 Purpose of the study

To examine the performance management practices in the rural electrification project Ministry of Energy and Mineral Development.

1.4 Specific objectives

The study will be guided by the objectives below:

1. To examine the performance management practices in the rural electrification project Ministry of Energy and Mineral Development.
2. To examine the challenges with the performance management practices in the rural electrification project of the Ministry of Energy and Mineral Development.
3. To identify strategies to improve performance management practices in the rural electrification project Ministry of Energy and Mineral Development.

1.5 Research Questions

1. What are the performance management practices in the rural electrification project of the Ministry of Energy and Mineral Development?
2. What are the challenges with the performance management practices in the rural electrification project of the Ministry of Energy and Mineral Development?
3. What strategies can be adapted to overcome the challenges with the performance management practices in the rural electrification project Ministry of Energy and Mineral Development?

1.6 Scope of the study

Area scope

The study was carried out in Kampala at the Ministry of Energy and Mineral Development at amber house Kampala Road. The organization was chosen because it supervises rural

electrification activities and agencies. The ministry with its agencies has over 150 employees and it is mandated to establish, promote, Develop, and strategically manage Mineral Resources for Social and Economic Development of Uganda. The Ministry of energy and Mineral development is organized under three directorates: Directorate of energy resource development, finance and administration, geological survey and mines and directorate of petroleum.

Concept scope

The study was to basically examine performance management practices. The study looked at performance management practices, challenges with the performance management practices and the strategies to improve the performance management practices at the Ministry of Energy and Mineral Development.

Time scope

The actual study in terms of data collection took one month and total completion of the project took one year.

1.7 Significance of the study

The results of this study are expected to be of value to the following.

The findings of the study, if sought, could be of importance to staff at the Ministry of Energy and Mineral Development. This will enlighten on some of the performance management challenge sources or areas that need to be addressed in the process of their work at the Ministry of Energy and Mineral Development. This could be done based on the recommendations that will be given and if these recommendations are implemented, they may lead to improved performance management in this ministry.

The study will help the technocrats in ministries, agencies, and departments as policy makers, need to understand some of the key strategies that can be used to ensure effective performance management practices in public projects.

Findings from this study will help different organizations like the Ministry of Finance planning and economic development in formulating better strategic policies to maintain and streamline the process of performance management practices in public projects.

Findings of this study are likely to support the various researchers in generating more knowledge from various perspectives of performance management practice in public projects.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of related literature. This is done according to the objectives of the study which are performance management practices, Challenges with the performance management practices and strategies to overcome the challenges with the performance management practices. And generally, presents what previous scholars have found out concerning the variables of the current study.

2.1 Performance management practices

Performance management practices are systematic ways of communicating to employees on what performance and productivity parameters are expected of them (Marsor, 2011). In different studies conducted by Bead well (2007) and thereafter another study conducted by Jackson (2009), they envisioned performance management as activities such as knowing what goals are and how they should be measured, performance evaluation, performance feedback, incentive-based performance, planning of career, motivation, training, and development. The attributes of defining measurable individual goals for employees, performance appraisal, feedback, incentives tagged to performance, planning as well as motivation and training and development. There are put in place to provide better outcome by having a better knowledge and management of various performances by employees as compared to the set goals. These goals and objectives offer direction, control, encourage and examine personal performance. This improves the choosing of goals that are precise, achievable, as well as goals owned by the employees. For employees to own these goals, then the organizational goals aligned to the employees' individual goals. This reduces conflicts in the organization and increases the speed with which the organizational goal is achieved (Armstrong, 2020).

Performance management involves various practices that ensure organizational success through achievement of firm's goals in an efficient manner and continuous improvement of firm's performance to attain the best outcome. Baron and Armstrong (2007) viewed performance management as a process that involved a decisive approach that helps in improving the firm's productivity and employees by uplifting employee performance through teamwork and personal capabilities. Performance management practices involves training and developing employees, performance evaluation and appraisal mechanism to provide a proper review and feedback system that can increase the skills and capabilities of firm's employee to improve performance and maintain the high level of productivity.

Performance management practices are systematic ways of communicating to employees on what performance and productivity parameters are expected of them (Marsor, 2011). Performance management as activities such as knowing what goals are and how they should be measured, performance evaluation, performance feedback, incentive-based performance, planning of career, motivation, training, and development. The attributes involved an approach to rethink on decisions pertaining to performance enhancement and comparison of individual outcomes to the expected results. Various practices which help in examination of personal performance is involved to achieve the organizational goals aligned employees' goals. Appraisal provides approach which can be used to motivate employees to focus on continuous improvement by development of strengths and overcoming weaknesses at individual level. Effective performance management practices can help organizations to implement harmonisation in conduct of responsibilities and managing the diverse workforce through poaching. Thus, training and development can contribute towards employee improvement and if it is linked with the proper evaluation system it contributes towards achievement of organizational goals. Performance feedback offer a reflection on past

performance and motivate employees to fulfil the expectations and make an individual inclination towards objective attainment. The performance gaps are identified with the help of reliable feedback and alternative course of actions can be carried for self development of employee that aspires achievement of performance (Jackson, 2012).

Performance appraisal is the measurement of individual's performance in an organized manner. Performance appraisal as the process of evaluating progress toward achieving determined goals (Brown & Benson, 2013). Model of the performance appraisal approach is that the desired conclusion effectively facilitates the individual to meet their own performance goals and to the organization meet their own goals through encouraged self-learning (Daoanis, 2012). It is measured in contradiction of job knowledge, quality and quantity of productivity, initiatives, leaderships and supervision, dependability, cooperation, judgment flexibility, behaviours, and health (Caruth & Humphreys, 2018).

Reward management is a strategy used by human resource managers to attract and retain suitable employees. That suitability can be measure how fit the role (Njanja *et al*; 2013). That fitness will measure on three components known as job fit, organizational fit and group fit. Njanja *et al*; (2013) explain that reward management should be consist with compensation, benefits, recognition, and appreciation which state cash bonuses are not only the reward which can motivate an employee there should non-financial rewards as well. According to Gelade (2003), modifications in incentive or pay and promotion strategies might be expected to change employee perceptions on reward and compensation which will bring the conceivable of equity and fairness.

Performance management practices focuses on the organizational performance, employees, departments, and to some extent, the processes that are usually employed to build a service or product, as well as other key areas in an organization that would lead to achieving the required performance targets (Homayounizadpanah & Baqerrkord, 2012). Therefore, performance management practices are an integrated and strategic approach towards enhancing the employee and organizational productivity by bettering the performance of employees through developing the individuals and teams' capabilities (Baron & Armstrong, 2007). Bloom, Dorgan, Dowdy and van Reenen (2007) concluded that it is only by having strong and effective management practices in place that projects have been able to replicate the same standards of performance across different regions, cultures and markets.

Performance appraisal as a performance management practice is the process of identifying, observing, measuring, and developing employee performance in an organization (Carrol & Scheider, 2012). Identification criteria orientate the appraisal process to the determination of what must be examined and the performance related criteria. The observation component means that the supervisors need to frequently observe the identified characteristics (Moulder, 2011). The measurement component indicates that the superior must translate the observations into a judgmental rating. They must be relevant, but also must be comparable across raters in the organization (Derven, 2010).

Performance reviews are focused on contributions to the organizational goals. Outcomes of performance appraisal can lead to improvements in work performance and therefore overall project performance. Malcolm and Jackson (2012) outline four different benefits for the project. These are targeted training approach based on identified needs, future employee promotion decisions, effective bases for reward decisions and improved retention of employees. The importance of performance appraisal for training and promotion are also very important (Mullins, 2009).

Performance appraisal can help to identify inefficient work practices or reveal potential problems, which are restricting the progress of the company (Mullins, 2009). performance appraisal can help the organization to identify the talented employees and future leaders in the company (Derven, 2010). There is a straight connection between the job of an individual and the strategic goals of the organization and this can directly increase the profitability of the company. He gives an example that an advantage can be achieved when a company builds its appraisal systems on measuring customer satisfaction (Derven, 2010).

Performance appraisal gives an opportunity to the manager to formally recognize good performance, and this would lead to more motivation from the workers (Derven, 2010). Modern systems for performance appraisal depersonalize issues. Supervisors focus on behaviors and results, rather than on personalities. Such systems support ongoing communication, feedback, and dialogue about organizational goals. Also, they support communication between an employee and a supervisor. Performance appraisal provides a clear target of job standards and priorities and ensures more trust on the relation manager worker (Derven, 2010). Other management benefits of Performance Appraisal are the identification of high performers and poor performers as well as the identification of strengths and development areas (Jackson & Schuller, 2012).

Macey, Schneider, Barbera and Young (2009) point out that the rewards system should be capable of identifying the employees' strengths and weaknesses for enhanced performance. If the employees fail to meet the set target, a career development plan can be implemented through training and provision of appropriate reward systems to enhance their performance (Mone & London, 2010).

The development of reward management can be seen along the lines suggested by Etzioni (2005) in terms of coercive (work harder or lose your job), remunerative (work harder and receive more money) and normative (work harder to achieve organizational goals). Such

findings are a serious challenge to those who feel that appraisal results and reward outcomes must be strictly isolated from each other. Randell (2014) reports implicitly that when good performance is observed and then rewarded, the chances of it being repeated are increased, while poor performance is discouraged or even punished to decrease the chance of it happening again. Important issues that help to ensure a successful reward process are, rewards can be used effectively to enhance interest and performance; rewards do not undermine performance and interest; verbal rewards lead to greater task interest and performance; tangible rewards enhance motivation when they are offered to people for completing work or for attaining or exceeding specified performance standards.

Mone and London (2010) explain that the rewards given for creativity encourage generalized creativity in other tasks; reward systems should support the new dynamics of team-based organizations and reward the right kind of team behavior and performance; reward systems should recognize both the importance of co-operation and the differences in individual performance; problems can occur when reward systems stress individual results even though people have worked together in teams (Gichuhi, Abaja & Ochieng, 2014).

Effective performance feedback between employees and supervisors is the key to successful organization productivity. Regular feedback helps employees focus their work activities so that the employees, the department, and the organization achieve their goals (Solmon & Podgursky, 2010). It builds accountability, since employees and supervisors participate in developing goals, identifying competencies, discussing career development and employee motivation. However, there are some organizations that fail to provide feedback (Jackson & Schuller, 2012). Although a few managers may intentionally hold back employee feedback, many are overwhelmed with other management tasks that take up their valuable time.

In addition, many organizations lack formal evaluation systems, or the managers do not apply the systems that are in place (Banket, 2011)

Without any type of formal system and with many other demands, good managers often let feedback fall to the wayside. The lack of feedback also leaves good employees unrecognized. Even poor performance may not be given adequate feedback (Solmon and Podgursky, 2010). Many managers often are uncomfortable giving negative feedback to employees. This leads to significant problems where the organization finds itself at a crisis point. Further exacerbating the feedback dilemma is the lack of an organized feedback system in many organizations (Salau, Oludayo & Omoniy, 2014). Becoming frustrated with traditional performance appraisal systems, many companies have abandoned them altogether and feedback has become a hit or miss proposition. In doing so, feedback has become sporadic and unpredictable (Jackson & Schuller, 2012).

But with the change of times, the desire for a more formalized feedback system is becoming essential. Managers have realized that they need to inform their workers when they have done a good job and when they have not. In this instance, silence is not golden (Banket, 2011). Hinkin and Schriesheim (2012) has revealed that there are three types of managers from those who look for good performance, those who look for poor performance, and those who do very little to reinforce either type of behavior or those managers who provide the least feedback will have the least satisfied employees.

Feedback directs the individual to the organization missions and objectives. In the ideal situation the employee receives information about how they are performing and where they could improve. Schraeder, Becton and Portis (2009) suggest that performance feedback can serve as a way of knowing the employee's strengths and weaknesses. Performance feedback can also serve as a crucial element that enhances the performance of individual employees in

the areas of weakness. For the sustenance of the organization performance, it is important for the top management to frequently provide employees feedback on their efforts and strengthen the progress of their jobs through unbiased feedback. In this regard, performance feedback records need to be retained for future references (Macey, Schneider, Barbera and Young, 2009).

Salau, Oludayo and Omoniy (2014) explain that the use of 360-degree feedback can also be adopted in evaluating the performance of individual. The purpose of 360-degree performance appraisal is generally the same as for normal performance appraisal, but it is assumed that the new process offers some advantages: Dalton (2006) argues that it provides people with information about the effect of their action on others in the workplace. From the viewpoint of the ratee 360-degree appraisal thus provides one with a rich, textured, and multifaceted opportunity to see oneself as others do. Stark *et al.* (2008) also believe that a notion of behavioral change might be elicited through a process of enhanced self-awareness. Individuals are forced into a cognitive process of reflection that ultimately results in greater levels of awareness of their own actions and the consequences those actions have on others across various levels in and out of the organization. One example for the usefulness of 360-degree appraisal stems (Raju & Collins, 2008).

Appraisal of employees is vital as it helps in identifying individual contribution towards achievement of organizational goals and the strength as well as the weakness of individual employees. It therefore creates an avenue that makes it possible to focus on improving employees' weaknesses and encouraging the development of employees' strengths. Appraisal is also important as it provides a platform that can be used to reward employees depending on individual contribution towards achievement of the organizational goals. A study presented by Bloom *et al.* (2017) on improving employee performance through appraisal and coaching;

concluded that only through strong and effective management practices being in place is when the organization is able to replicate some code of conduct and harmonize on the diversity of their work force. In relation to the culture, social status, economic position, region, and diversity as evidenced in multinational firms and large corporations. Feedback is the reflection on past performance against the objectives set and results given by the supervisor or manager to the employee. It is the process by which managers as well as the supervisors have the opportunity to reflect on the performance by employees, discuss the gains as well as the shortfalls, and available opportunities that can be exploited in future to enhance performance (Jackson & Schuller, 2012). Performance feedback offers a conversation which motivates employees to have a better knowledge of what they are doing, offers coaching, feedback and gives a clear expectation on development of a career (Brown & Benson 2013). Performance feedback makes sure that the individual is certain on their objective and management process.

2.2 Challenges in performance management practices

Designing suitable performance policy and its implementation ensuring excellent employees' performance through periodical review, incorporation of rewards or recognition are really challenging functions for the managers. Performance linked incentive is one of the controversial areas where enough care needs to be taken with maintaining neutrality in rating (Chen *et al*; 2016). The company should provide excellent communication and support system for facilitating employee's performance. Team management, leadership style of the boss, recognition to the innovative contributor (employee) to the company, timely employee appraisal, payment of rewards and the allied areas of PMS are quite delicate which makes the employee performance appraisal challenging.

Performance management must be approached from an integrated perspective. Synergy has to be created between the performance management system and strategic planning, human resource management processes, organizational culture, structure and all other major organizational systems and processes. Individual, team and organizational strategic objectives must be harmonized. Without integration, no performance management system can succeed on its own, no matter how good the performance management system may be (Saravanja, 2004).

Performance management system should operate flexibly to meet different circumstances of the organization and have to be accepted by all staff as a natural component of good management and work practice, transparent and operate fairly and equitably (Armstrong and Baron, 2002). The system must also be flexible enough to include core competencies which are the common attributes, type, level and quality of skills and behaviours that employees are expected to demonstrate so that the organization can meet its objectives (Commonwealth Secretariat, 1996). Moreover, for a system to be easily implemented and to produce the intended result it must be clear, simple, and requires the necessary skills for effective and efficient implementation of the system.

No Performance Management practice is absolute and an error free one how so ever the best attempts are being taken at strategic, tactical and operational levels. The execution of appraisal policy is an important dimension of performance management practices. Poor judgment by the appraiser, lack of performance feedback, inadequate resources, unrealistic expectations, failure to communicate the performance expectations, harassment, biasness in rating, harassment, lack of attention, unfair treatment to employees are some of the main problematic issues in PMS (Kohli, 2008). Sometime lack of management commitment results poor organizational performance.

Organizational culture has paramount influence on employee and managerial performance. And it creates dominant behaviours which become crucial in the conduct of business. Office politics is the biggest contributor to workplace stress. It causes to decline in the performance of managers and employees (Roffey Park, 2007).

Appraisal by multiple raters can result to erroneous appraisal score creating employee dissatisfaction and lowers the employees' morale depriving them from their well-deserved rewards and career growth opportunities. In this perspective, the effective designing of the policy, method and the selection of various appraisal components onus mostly lies with the relevant project department (Chandra, 2018).

The critical challenges faced by the public sector in the implementation of the performance management practices are, the lack of consultation between policy developers, implementation officers and the employees themselves. Employees are not adequately consulted during the development of the policy framework. In some cases, problems emerge as a consequence of employees not being clear as to what is expected from them and what role they should play in the implementation of this framework. The result of the policy is not performing regard to intended goals and objectives, and this misunderstanding cause disparities in the application performance practices ensuring successful project implementation Denison (2011).

Lack of flexibility to be a consequential stumbling block to the successful implementation of the performance management practices in the public projects Schein (2010). The public sector needs to create an enabling environment first before rolling out the program; this is

pivotal towards the successful attainment of annual performance targets. It, therefore, becomes imperative for the public sector to invest in practices that will facilitate and encourage optimal performance instead of being primarily focused on rule-bound procedures that are inflexible and frustrating adaptation to change. A work environment characterized by rigid policies and procedures has the repercussion of delays in effective implementation and consequently stifles overall performance Yin (2014).

The existence of a silo culture, where internal departments within public sector projects work in isolation from others is a stumbling block to the successful implementation of the performance management practices. Managers from successful multinational enterprises invest both time and resources to ensure that information flows freely between sections, units, and departments (Porter, 2010). Then it ensures that all aspects of the organization are functioning effectively as a unit. Boyle (2008) states that this is another contributing factor to how silo cultures enter the organization. Schein (2010) further concurs that departments, especially in a large organization, tend to work in isolation. As a result, there are no platforms for other departments to appreciate what the interdepartmental roles are towards the attainment of the overall ministry or organizational goal. This view is strengthened by Denison (2011), who argues that in the absence of teamwork silo cultures may crop up.

Poor communication is another challenge faced in the implementation of the performance management practices in the public sector (Sutheewasinnon, Hoque, & Nyamori, 2016). Often employees are not cognizant of the set annual performance targets expected from them. The development process of the objectives is often undertaken exclusively by employees and efforts are not made to articulate the provisions of these targets. As such, employees remain oblivious to the performance targets and their expected roles towards feeding to the target's implementation matrix (Schein (2010).

2.3 Strategies to overcome the challenges in performance management.

Managing employees' performance essentially requires managerial skill and professionalism. Suitable planning, implementing, monitoring, reward and performance feedback are to be taken for its effective management (Gandhi & Mittars, 2015).

It is essential for the management to formulate a suitable system ensuring identification of performance management problems at various levels and taking sound policy measures which is done by the top management initiatives with the involvement of line management. It is followed by implementation of appraisal policy. It is equally important as fixing of standard performance in quantitative or qualitative form, selection of appropriate appraisal method, frequency and periodicity are to be decided and implemented. After filling the performance attainment record in suitable forms and comment given by the concerned authorities for the employees, all the data are referred to the department of human (Kibichii & Chege, 2016).

In view of the organizational strategy, assessment of performance needs is essential for attaining organizational objectives. In doing so, many issues like identification of competencies, gathering information regarding critical issues, new and future performance needs, prioritizing improvement measures, regarding and recognizing organizational value, setting performance expectations and over & above aligning employees' performance with the organizational goals must be addressed (Mehmood, 2017).

There are six stages to manage performance that include performance planning, mid-term review, annual assessment, finalization of performance rating by the reviewing officer, performance counselling and actions. Performance planning is done jointly by the manager and the employees at the beginning of the year and Key Performance Areas are to be

identified. Mid-term review is done and the necessary changes in support system, resources, technology are also assessed. More or less, the achievements of the employees are reviewed by supervisors. At the end of the year, the appraisal forms are given to the employees which are to be filled in by employees. In the form, employees indicate achievements and outline the major performance expectations to be achieved in the following period. Managers discuss with employees and identify specific achievements and identify corrective measures (Samwel, 2018).

Performance review can then be done by the reviewing officer who is a high-level manager who finalizes the review for objectivity and accuracy of performance assessment with and across various work units. Performance counseling is given to the employee with the help of his immediate boss where development inputs and overcoming constraints are given more importance (Sundaram, 2017). Different Facilitating Factors and Inhibiting Factors are explored. Finally, all the filled in forms with the comments of the reporting officer and reviewing authority are sent to the HRM department for suitable action. Performance Review Discussion should be conducted in a friendly and empathetic manner by an employee's senior who has competent, knowledge and psychological expertise. Otherwise, the result discussion can create not only negatively motivates the employee but also can affect professional relationship (Uddin & Rehman, 2015).

Assessment of organizational readiness plays a significant role in ensuring organizational effectiveness (Shah, Irani, & Sharif, 2017). Effective implementation of PMS is essential to improve organizational efficiency. The involvement of stakeholders in the planning of corporate strategy is one of the approaches expected to stimulate adoption and ownership and better performance towards goal attainment (Bryson, 2018). Stakeholders' commitment to PM issues is one of the elements of a successful implementation of PMSs. An effective

management style is essential in the successful implementation of PM, especially the visible attitude of being willing to share information (du Plessis & van Niekerk, 2017). Continuously conveying ownership to the divisions about what the organization wants to achieve can ultimately contribute to success factors of the implementation of a PMS (Mone, 2018).

There is need for leadership Support to ensure effective performance management practices. Regarding leadership and performance management support several studies support that effective change in an organization's culture comes from able, strong and committed leaders. Performance management practices need to be driven by the strategy and senior management of an organization without which the system will be ineffective. In this way senior management must do more than simply articulate the need for effective performance appraisal, they must be role models of effective performance management behaviour which is the critical element in their providing leadership with respect to the performance management system (Carter et al, 2001).

Armstrong, (2001) explain that implementation of the performance management practices has to be supported and driven by top leadership and management. Leadership has to be committed to implementing the performance management system. Leaders should be encouraged to develop the capacity to create a shared vision, inspire staff and build a performance management system that drives the entire organization towards a common purpose.

The change management aspect of performance management practices should be managed strategically. The organization's top leadership must drive the change process. Resistance to change should be managed proactively. A communication processes should be put in place

which will explain the benefits of the performance management system communicate progress with the implementation and reduce uncertainties, fears and anxieties. Mechanisms must be put in place to ensure the objectivity of performance ratings and judgments, and to reduce favouritism and bias. Performance management should be a continuous process and not an activity conducted once or twice a year. Performance feedback should be timely and continuous. A rewards system, comprising both monetary and nonmonetary rewards, should be developed to reward high performers. Mechanisms must be put in place to deal with nonperformers (Armstrong, 2001).

All those involved in the performance management processes must possess appropriate knowledge, attitudes and skills to utilize the system. The following are major skills required: Development of performance indicators, key results areas, core management competencies and performance agreements, Measurement of performance indicators, Communication of results and feedback, Monitoring and evaluation of the performance management practices (Armstrong, 2010). Proactive training and development interventions should be implemented to ensure that the users of the performance management system are continuously developed. Special emphasis should be given to soft skills and the behavioural aspects of performance (Saravanja, 2004).

Applying benefit packages serves to avoid turnover, to build loyalty and commitment, to build sustainable competitive advantages (Dessler, 1998). Like any other employees' public servants require recognition of their achievements to maintain their motivation and innovation. Most motivational theorists stress intrinsic motivation (i.e., the job itself) rather than extrinsic motivation (i.e., money and other benefits). Since work groups are part of the larger organizational system, employee's behaviour will be influenced by how the

organization evaluates performance and what behaviours are rewarded (Robbins, 1996). However, establishing rewarding system, which is Credible and sustainable, it must avoid any risk of serious challenge to the performance management methodology, which may be subject to resistance.

A reward system that rewards high performance and discourages low and mediocre performance must be put in place. According to (Armstrong, 2001) a comprehensive and holistic reward system, which includes various rewards such as financial rewards, public acknowledgments, merit awards, promotions, greater work responsibilities, learning and study opportunities, should be developed and communicated to staff. Much greater emphasis must be given to non-monetary rewards. Mechanisms must be put in place to take corrective action against low performers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research design, population of the study, sample selection and size, data collection methods, data collection instruments, validity and reliability of instruments, procedure for data collection, data management and analysis and measurement of variables.

3.1 Research design

The study used a cross-sectional survey design with quantitative approaches. The cross-sectional study helped provide a snapshot of the outcome and the characteristics associated with it (Creswell, 2010), at a specific point in time. This enabled drawing of inferences from existing differences between respondents' viewpoints on the performance management practices, challenges in performance management and strategies to overcome the challenges in performance management in the rural electrification project Ministry of Energy and Mineral Development.

3.2 Population of the study

The total population of the study consisted of two hundred and nine (209) staff members of Ministry of Energy and Mineral Development and the rural electrification project which is under the ministry. They included 15 top managers of the ministry, 76 Ministry of Energy and Mineral Development staff members and 120 project staff members.

3.3 Unit of inquiry and analysis

Project staff members were the unit of inquiry whereas the Ministry of energy and rural development was our unit of analysis.

3.4 Study Sample Size

The sample size of the study was as presented in the table below and it was determined using Krejcie and Morgan (1970)'s table of sample Size Determination.

Table 3.1: Sample size

Population category	Population	Sample Size	Sampling technique
Top managers	15	10	Purposive sampling
Project staff members	120	78	Simple random sampling
Ministry staff members	76	49	Simple random sampling
Total	209	136	

Source: Ministry of Energy and Mineral Development and mineral development, 2022

3.5 Sampling Techniques

Simple random sampling was employed to select Project staff members and ministry staff members in order to avoid bias. In random sampling, all items have the same chance of being selected. Random sampling technique ensures that bias is avoided in selection of respondents (Fellows & Liu, 2021).

3.6 Source of Data

The study used primary data sources from questionnaires and interviews.

Primary data

The study used primary data to get first-hand information using a self-administered questionnaire. In this, respondents were able to give their insights on performance management practices in the rural electrification project Ministry of Energy and Mineral Development.

3.7 Measurement of variables

The study used a five-Likert scale questionnaire with close ended questions. This gives respondents an option to be neutral (rather than having to choose an alternative that doesn't reflect their thinking. A multiple-item questionnaire with a point-scale higher than 5 can make it difficult for respondents to reliably identify themselves, causing frustration, lower response rates, and unreliable results (Joshi et al, 2015). Questionnaires were administered to top managers, project staff members and Ministry staff members. The questionnaire sought to

answer all the objectives of the study. The study had one set of questionnaires that were constructed to capture all the necessary information from respondents. The Likert scale was used since they are very flexible and can be constructed more easily than most other types of attitude scales (Amin et al, 2005).

3.8 Data quality control

3.8.1 Validity

Validity tests were conducted to give assurance that the intended phenomenon or attribute is captured. This is based on the premise that the primary focus of qualitative research is to capture authentically the live experiences of people and to represent them in a convincing text, which demonstrates that the researcher fully understands the case (Lukka & Modell, 2010).

Table 3.2: Results from validity tests

Variable	Content Index	Validity	Number of items
Performance management practices	0.794		10
Performance management practices challenges	0.817		10
Recommend strategies	0.873		10

Source: Primary data (209)

Results in Table 3.2 show that all study variables had CVI above 0.7. This shows that the data collection instruments were in position to collect valid data for the study. This is because any CVI which is 0.7 and above according to Amin (2005), it is considered valid.

3.8.2 Reliability

Reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the ‘goodness of a measure (error free) (Sekaran, 2003). The reliability of the instruments was measured using the Cronbach’s alpha

coefficient taking only variables with an alpha coefficient value of more than 0.70 accepted for social research.

Table 3.3 : Results from reliability tests

Variable	Cronbach's Alpha	Number of items
Performance management practices	0.826	10
Performance management practices challenges	0.705	10
Recommend strategies	0.717	10

Source: Primary data (2019)

Results in Table 3.3 show that the Cronbach's Alpha coefficient for all the variables was above 0.7 and above. This shows that the data collection instruments were in position to collect reliable data.

3.9 Data processing and Analysis

Data from the field was encoded, entered into SPSS version 21, edited, cleaned, and analyzed. Quantitative data analysis involves calculation of descriptive statistics and frequencies for descriptive analysis. Based on the research objectives, which are descriptive in nature, they called for use of Mean and standard deviation to understand if on average the respondents were in agreement with the statements (Strongly agree and agree), disagreement with the statements (Strongly disagree and disagree) and if they were not sure about the statements on the grant management practices, the challenges encountered and the solution to the challenges. The researcher based on the mean of 3.5 and above to choose the statements where the respondents were in agreement with, 2.5 to 3 for not sure and 1 to 1.5 for the statements which the respondents were in disagreement with.

3.10 Ethical Considerations

All the participants were then required to assent or sign a letter of informed consent. Participants were also given the liberty to withdraw their consent at any time if they are not comfortable. All data and personal information was kept confidential as no identifying information was required in the questionnaire. Participants had a choice not to answer any questions that they found not comfortable with. Returns were not given to any respondent for services. Privacy and the wishes of the participants were respected at all times.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter covers the data analysis performed, their presentation and interpretation. It begins with performance management practices, the challenges with the performance management practices, and strategies to improve performance management practices in the rural electrification project Ministry of Energy and Mineral Development.

4.1 Response rate

Although the targeted sample size was 169 respondents, only 152 respondents filled and returned the questionnaires, which gave a response rate of 90%. The response rate was adequate to provide reliable data and findings since it is above three-fourths (75%) as recommended by Baruch, & Holtom (2008).

Demographic characteristics

The demographic characteristics of the respondents, which included the gender, education level, age of the respondents, time spent in the agency and position held in the organization were distributed as indicated in Table 4.1.

Table 4.1: Demographic characteristics

Characteristic	Item	Frequency (N=152)	Percent (%)
Gender	Male	84	55.3
	Female	68	44.7
Education level	Diploma level	10	6.60
	Bachelor's Degree	102	67.1
	Master's degree and above	40	26.3
Age of Respondent	25-30 years	9	5.90
	31-35 years	38	25.0
	36-40 years	58	38.2
	41-45 years	32	21.1
	46-above	15	9.90
Time spent in the agency	Less than 2 years	11	7.20
	3-5years	49	32.2
	6-8 years	68	44.7
	9-11years	20	13.2
	12 years and above	4	2.60
Position held in the organization	Top manager in the ministry	12	7.90
	Middle level manager	89	58.6
	Project staff	51	33.6

Source: Primary data, 2023

The demographic characteristics of the respondents in relation to performance management practices in the rural electrification project of the Ministry of Energy and Mineral Development are as follows:

Gender: Among the respondents, 55.3% were male, while 44.7% were female. This implies that there is a substantial number of both men and women represented in the study and this is better for organizational performance.

In terms of education, 6.6% of the respondents held a diploma level qualification, majority of the respondents 67.1% held a bachelor's degree, and 26.3% held a master's degree or higher. This implies that those in top management are full of well-qualified employees, and this improves the performance of the organization.

Age of Respondent: The respondents' age distribution shows that 5.9% were between 25-30 years, 25.0% were between 31-35 years, 38.2% were between 36-40 years, 21.1% were between 41-45 years, and 9.9% were 46 years and above. The age distribution indicates a diverse range of experience levels among the respondents.

Time spent in the agency: Regarding the duration of employment in the agency, 7.2% of the respondents had been there for less than 2 years, 32.2% for 3-5 years, 44.7% for 6-8 years, 13.2% for 9-11 years, and 2.6% for 12 years and above. The majority of respondents had been with the agency for several years, suggesting a significant level of experience within the organization.

Position held in the organization: The distribution of positions held by the respondents shows that 7.9% were top managers in the ministry, 58.6% were middle-level managers, and 33.6% were project staff. This distribution indicates a range of perspectives from different hierarchical levels within the organization.

These demographic characteristics provide insights into the composition of the sample and the perspectives represented. The diverse backgrounds, levels of education, years of experience, and positions held within the organization contribute to a comprehensive understanding of the performance management practices within the rural electrification project.

4.2 Results based on the objectives of the study

The findings below and interpretation is based on the objectives of the study, and they are as follows;

4.2.1 Performance management practices in the rural electrification project Ministry of Energy and Mineral Development

Research objective one was “to examine the performance management practices in the rural electrification project Ministry of Energy and Mineral Development”. The research question

was “What are the performance management practices in the rural electrification project Ministry of Energy and Mineral Development?” To answer this question, the study sought information on the extent of agreement with statements that reflect performance management practices. The results are presented in table 4.2.

Table 4.2: Descriptive analysis on Performance management practices

	N	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis Statistic	Std. Error
We conduct performance evaluation regularly	152	3.75	1.1974	-0.701	0.197	-0.483	0.391
There are functional effective performance feedback channels in this project	152	3.7237	1.06228	-0.602	0.197	-0.224	0.391
There are effective measurable individual goals for employees	152	3.4013	1.08731	-0.354	0.197	-0.855	0.391
This project has individual measurable goals for employees	152	3.5658	0.84313	-0.512	0.197	-0.091	0.391
There is regular performance appraisal for employees	152	4.0329	1.12419	-0.831	0.197	-0.434	0.391
The project has incentives tagged to performance that promote performance	152	4.2105	0.95343	-1.178	0.197	0.703	0.391
We have a clear way of measuring our performance goals in this project	152	3.9474	1.06597	-0.625	0.197	-0.748	0.391
The project has training and development programs for all employees	152	3.3882	1.18517	-0.334	0.197	-1.005	0.391
The project gives appropriate financial rewards as a way of managing performance	152	3.8092	1.34575	-0.687	0.197	-1.008	0.391
We are given financial rewards as a way of managing performance in this project	152	3.25	0.87836	-0.275	0.197	-0.126	0.391
We have periodical project review done by everyone on this project	152	3.3421	0.89224	-0.618	0.197	0.039	0.391
This project ensures planning of career as a way of managing performance	152	3.1316	0.9744	-0.137	0.197	-0.79	0.391

Source: Primary data

So, the findings are focused on those statements based on which the respondents agreed with.

For "We conduct performance evaluation regularly," the mean score is 3.75, indicating a generally positive perception of regular performance evaluations. However, the relatively high standard deviation (1.1974) suggests some variability in opinions among respondents.

The negative skewness (-0.701) implies that most employees have positive views, but there may be room for improvement in increasing the number of highly positive responses. The negative kurtosis (-0.483) suggests an opportunity to enhance the effectiveness of regular performance evaluations for improved performance management and employee engagement.

Moving on to "There are functional effective performance feedback channels in this project," the mean score is 3.7237, indicating that effective feedback channels are generally in place and perceived positively. With a low standard deviation, there is a high level of agreement among respondents. The negative skewness suggests that most employees view these channels positively, but there may be opportunities to make them even more effective. The negative kurtosis implies that further refinement of feedback mechanisms can lead to a more impactful and efficient feedback system, aligning it more closely with performance management goals.

For "There are effective measurable individual goals for employees," the mean score is 3.4013, indicating that measurable individual goals are present, but there may be room for improvement in their effectiveness. The standard deviation suggests some variability in perceptions. The negative skewness suggests that most respondents view these goals somewhat positively, but further alignment and clarity could enhance their effectiveness. The negative kurtosis implies a distribution with thinner tails, indicating opportunities to make individual goal-setting more robust and impactful within the context of performance management.

For "We conduct performance evaluation regularly," the mean score of 3.75 suggests that regular performance evaluations are generally viewed positively within the organization. However, the relatively high standard deviation (1.1974) indicates some variability in respondents' opinions, implying that while there is overall positivity, there may be varying

levels of enthusiasm or concerns among employees. The negative skewness (-0.701) suggests that most employees have positive views, but there may be room for improvement in increasing the number of highly positive responses. The negative kurtosis (-0.483) indicates that the distribution has slightly thinner tails compared to a normal distribution, suggesting that the practice of regular performance evaluations might benefit from enhancements to make it more effective and engaging in the context of performance management.

Moving on to "There are functional effective performance feedback channels in this project," the mean score of 3.7237 indicates that effective feedback channels are generally in place and perceived positively. With a low standard deviation, there is a high level of agreement among respondents, implying that these channels are consistently viewed favorably. The negative skewness (-0.602) suggests that most employees view these channels positively, but there may be opportunities to make them even more effective or address any concerns. The negative kurtosis (-0.224) implies that further refinement of feedback mechanisms can lead to a more impactful and efficient feedback system, aligning it more closely with performance management goals.

For "There are effective measurable individual goals for employees," the mean score is 3.4013, indicating that measurable individual goals are present, but there may be room for improvement in their effectiveness. The standard deviation (1.08731) suggests some variability in perceptions, implying that while goals are in place, there may be differing views on their effectiveness. The negative skewness (-0.354) suggests that most respondents view these goals somewhat positively, but further alignment and clarity could enhance their effectiveness. The negative kurtosis (-0.855) implies a distribution with thinner tails, indicating opportunities to make individual goal-setting more robust and impactful within the context of performance management.

For "This project has individual measurable goals for employees," the mean score of 3.5658 suggests that individual measurable goals are generally in place and perceived positively. With a low standard deviation (0.84313), there is a high level of agreement among respondents, indicating a consistent positive perception of these goals. The negative skewness (-0.512) suggests that most employees have positive views, but there may still be opportunities to enhance the clarity and effectiveness of these goals further. The negative kurtosis (-0.091) indicates a distribution slightly thinner than normal, implying that the goals could be further refined for better performance management outcomes.

4.3 The challenges with the performance management practices in the rural electrification project of the Ministry of Energy and Mineral Development

Research objective two was "to examine the challenges with the performance management practices in the rural electrification project of the Ministry of Energy and Mineral Development". The research question was "What are the challenges with the performance management practices in the rural electrification project Ministry of Energy and Mineral Development?" To answer this question, the study sought information on the extent of agreement with statements that reflect performance management practice challenges. The results are presented in table 4.3.

Table 4.3: The challenges with performance management practices

	N	Mean	Std. Deviation	Skewness		Kurt osis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Stati stic	Std. Error
It is hard to design suitable performance management policy for	152	3.49	1.09	-0.46	0.20	-	0.39
There is poor judgment by the appraiser in project evaluation	152	3.81	0.99	-0.71	0.20	0.19	0.39
The project faces poor performance feedback	152	3.47	1.05	-0.38	0.20	-	0.39
There is lack of effective communication	152	3.54	0.87	-0.37	0.20	-	0.39
There is unrealistic expectations in performance management practices	152	4.28	0.81	-0.94	0.20	0.65	0.39
There is lack of Lack of flexibility	152	4.16	0.80	-0.62	0.20	-	0.39
Lack of attention to project details	152	4.05	0.84	-0.49	0.20	0.50	0.39
There is a challenge of Office politics	152	3.50	0.98	-0.81	0.20	0.06	0.39
There is no proper communication	152	3.50	1.21	-0.42	0.20	-	0.39
There is poor Organizational culture	152	3.32	0.81	-0.35	0.20	0.93	0.39
there is lack of consultation between policy developers, implementation officers and the employees themselves	152	2.95	1.14	-0.32	0.20	-	0.39

Source: Primary data

Based on the descriptive statistics provided for each management practice, we can draw the following conclusions in line with performance:

"It is hard to design suitable performance management policy for": The mean score of 3.49 suggests that there might be difficulties in crafting effective performance management policies within the organization. The standard deviation of 1.09 indicates some variability in opinions, reflecting differing levels of perceived difficulty. The negative skewness (-0.46) implies that while many respondents find it challenging, there may be room for improvement in policy design. The negative kurtosis (-0.46) indicates a distribution with slightly thinner tails, suggesting potential areas for refining performance management policy development to better align with organizational goals and meet the needs of employees. This challenge

underscores the importance of policy review and potential involvement of employees in the policy development process.

"There is poor judgment by the appraiser in project evaluation": With a mean score of 3.81, this variable suggests that there might be concerns about the judgment of appraisers in project evaluation. The standard deviation of 0.99 indicates some variation in perceptions among respondents. The negative skewness (-0.71) implies that many employees view the judgment as problematic, and the positive kurtosis (0.19) suggests a distribution slightly closer to normal but with some notable concerns. This indicates a need to address the effectiveness of appraisers' judgment in project evaluations to enhance the fairness and accuracy of performance assessments. It is crucial to invest in appraiser training and establish clear evaluation criteria to mitigate this challenge.

"The project faces poor performance feedback": The mean score of 3.47 indicates that there may be issues with the quality of performance feedback within the project. The standard deviation of 1.05 suggests some variability in how employees perceive this challenge. The negative skewness (-0.38) implies that a significant portion of respondents views performance feedback negatively, and the negative kurtosis (-0.54) indicates room for improving the distribution of feedback quality. This highlights the importance of enhancing feedback mechanisms to ensure they provide meaningful insights and constructive guidance for performance improvement. Effective feedback processes and training for feedback providers are crucial in addressing this challenge.

"There is a lack of effective communication": Revealing a mean score of 3.54, this variable suggests that effective communication may be lacking within the organization. With a standard deviation of 0.87, there is moderate variability in perceptions. The negative skewness (-0.37) indicates that many employees view communication as problematic,

although not severely so, and the negative kurtosis (-0.29) suggests a distribution closer to normality. This underscores the need to address communication challenges to foster better understanding, alignment, and collaboration among employees and teams within the context of performance management. Clear communication channels, training in effective communication, and regular feedback loops can help mitigate this challenge.

"There are unrealistic expectations in performance management practices": The mean score of 4.28 signifies that unrealistic expectations may exist within the organization's performance management practices. The standard deviation of 0.81 indicates relatively low variability in responses. The negative skewness (-0.94) suggests that a substantial portion of respondents views expectations as unrealistic, and the positive kurtosis (0.65) indicates notable concerns within the distribution. This highlights the necessity of aligning performance expectations with achievable goals and objectives to ensure fair and motivating performance management practices. Managing and setting realistic performance expectations, along with regular performance reviews to adjust these expectations, becomes critical in addressing this challenge.

"There is a lack of flexibility": Demonstrating a mean score of 4.16, this variable suggests that flexibility may be lacking in the organization's performance management approach. The standard deviation of 0.80 implies relatively low variability in perceptions. The negative skewness (-0.62) implies that many employees perceive a lack of flexibility, and the negative kurtosis (-0.31) suggests room for improvement. This emphasizes the importance of introducing flexibility into performance management practices to accommodate diverse employee needs and promote adaptability in achieving performance goals. Organizations should consider flexible goal setting, periodic performance reviews, and a willingness to adjust plans as necessary to address this challenge.

"Lack of attention to project details": With a mean score of 4.05, this variable suggests that there may be a lack of attention to project details within the organization's performance management practices. The standard deviation of 0.84 implies moderate variability in perceptions. The negative skewness (-0.49) suggests that a significant portion of respondents views this issue negatively, and the negative kurtosis (-0.50) indicates room for improving the distribution of attention to project details. This challenge highlights the importance of emphasizing the importance of attention to detail in project planning, execution, and evaluation within the context of performance management, ultimately contributing to more accurate assessments and better outcomes.

"There is a challenge of office politics": With a mean score of 3.50, this variable indicates that office politics might pose a challenge within the organization's performance management practices. The standard deviation of 0.98 suggests some variability in perceptions. The negative skewness (-0.81) implies that many employees perceive office politics as a significant challenge, and the positive kurtosis (0.06) suggests that while there are concerns, the distribution is relatively close to normal. Addressing this challenge requires creating a transparent and fair performance management environment that minimizes the impact of office politics on evaluations and career development.

"There is no proper communication": The mean score of 3.50 suggests that there might be issues with proper communication within the organization. With a standard deviation of 1.21, there is notable variability in perceptions. The negative skewness (-0.42) indicates that many employees perceive communication as lacking, and the negative kurtosis (-0.93) suggests a distribution with thinner tails, highlighting the severity of the challenge. This emphasizes the urgent need to establish effective communication practices, encourage open and transparent

communication, and provide training in communication skills to improve performance management outcomes and employee engagement.

"There is poor organizational culture": The mean score of 3.32 suggests that the organizational culture may be a challenge within the context of performance management practices. The standard deviation of 0.81 implies moderate variability in perceptions. The negative skewness (-0.35) implies that many employees view the organizational culture negatively, and the positive kurtosis (0.26) suggests that while there are concerns, the distribution is relatively close to normal. Addressing this challenge requires a cultural shift towards a more supportive and performance-oriented organizational culture that aligns with the goals and values of effective performance management.

"There is a lack of consultation between policy developers, implementation officers, and the employees themselves": With a mean score of 2.95, this variable indicates that there may be insufficient consultation between policy developers, implementation officers, and employees within the organization's performance management processes. The standard deviation of 1.14 suggests notable variability in perceptions. The negative skewness (-0.32) implies that many employees view the lack of consultation as a challenge, and the negative kurtosis (-1.01) indicates a distribution with thinner tails, underscoring the severity of the issue. Addressing this challenge requires a more inclusive and collaborative approach to policy development and implementation, ensuring that employees' voices are heard, and their perspectives considered for more effective performance management practices.

4.4 Identify strategies to improve performance management practices in the rural electrification project Ministry of Energy and Mineral Development

Research objective one was “to identify strategies to improve performance management practices in the rural electrification project Ministry of Energy and Mineral Development”.

The research question was “What are the recommend strategies to improve performance management practices in the rural electrification project Ministry of Energy and Mineral Development?” To answer this question, the study sought information on the extent of agreement with statements that reflect strategies to improve performance management practices. The results are presented in table 4.4.

Table 4.4 : Identify strategies to improve performance management practices.

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
The project should have standard performance measures in quantitative or qualitative forms	151	3.14	0.75	-0.81	0.20	0.85	0.39
The project must have specific timelines for performance reviewed	152	3.60	0.86	-0.69	0.20	0.55	0.39
The project must have an effective way of identifying competencies, gathering information regarding critical issues	152	3.05	0.97	-0.46	0.20	-0.55	0.39
The project must track and prioritizing performance improvement measures,	152	3.58	1.10	-0.52	0.20	-0.51	0.39
The project must do performance counseling to the employee by immediate supervisor	152	3.57	1.00	-0.59	0.20	-0.23	0.39
Selection of appropriate appraisal methods in this project IS USEFULL	152	3.18	1.20	-0.38	0.20	-0.75	0.39
Involve all stakeholders in the planning of performance of the project	152	3.34	1.08	-0.48	0.20	-0.68	0.39
Formulate a suitable system ensuring identification of performance management problems at various levels	152	4.01	1.06	-0.77	0.20	-0.27	0.39
The project must strengthen financial and non-financial rewards	152	4.23	0.83	-0.80	0.20	-0.16	0.39
There is need for managerial skill	152	3.38	0.60	-0.38	0.20	-0.67	0.39
The project must ensure that all stakeholders have knowledge, attitudes and skills to manage performance	152	3.26	0.63	-0.26	0.20	-0.63	0.39

Source: Primary data

"The project should have standard performance measures in quantitative or qualitative forms": The mean score of 3.14 indicates that there may be a need for standardized performance measures within the project. The relatively low standard deviation (0.75)

suggests agreement among respondents. The negative skewness (-0.81) implies that many employees see the importance of standard measures, but improvements are needed. The positive kurtosis (0.85) suggests that while concerns exist, there is room to develop and implement standardized performance metrics. To address this, the project can implement clear and measurable performance indicators, ensuring alignment with organizational goals for more effective performance management.

"The project must have specific timelines for performance reviewed": With a mean score of 3.60, this variable suggests a need for specific timelines in performance reviews within the project. The standard deviation of 0.86 implies moderate variability in perceptions. The negative skewness (-0.69) indicates that many employees recognize the importance of timelines for reviews, but there is room for improvement. The positive kurtosis (0.55) suggests that while there are concerns, there is potential to establish clear timelines for performance assessments. Implementing fixed review schedules and communication of deadlines can improve the efficiency and effectiveness of performance evaluations.

"The project must have an effective way of identifying competencies, gathering information regarding critical issues": The mean score of 3.05 suggests that there is a need to improve the identification of competencies and gathering critical information within the project. The standard deviation of 0.97 indicates variability in perceptions. The negative skewness (-0.46) implies that many employees acknowledge the need for effectiveness in this aspect. However, the negative kurtosis (-0.55) indicates room for refining competency identification and information-gathering processes. Strategies to address this include conducting competency assessments, leveraging technology for data collection, and providing training to ensure efficient competence and information management in performance management practices.

"The project must track and prioritize performance improvement measures": The mean score of 3.58 suggests that tracking and prioritizing performance improvement measures is essential within the project. The standard deviation of 1.10 implies variability in perceptions. The negative skewness (-0.52) indicates recognition of the importance of tracking and prioritizing improvements. The negative kurtosis (-0.51) suggests an opportunity to refine the process for better prioritization. To enhance this aspect, the project can implement performance tracking tools, establish clear criteria for prioritization, and involve relevant stakeholders in decision-making processes.

"The project must do performance counseling to the employee by immediate supervisor": With a mean score of 3.57, it's clear that performance counseling by immediate supervisors is seen as crucial within the project. The standard deviation of 1.00 suggests some variability in perceptions. The negative skewness (-0.59) indicates that many employees recognize the importance of such counseling. The negative kurtosis (-0.23) suggests room for refining counseling processes. Strategies to address this include providing training to supervisors on effective counseling techniques, creating a supportive environment for open discussions, and establishing regular counseling sessions for employees to address performance issues.

"Selection of appropriate appraisal methods in this project IS USEFUL": The mean score of 3.18 implies the importance of selecting appropriate appraisal methods within the project. However, the relatively high standard deviation (1.20) indicates some variability in perceptions. The negative skewness (-0.38) suggests that employees recognize the significance of this but there may be room for improvement. The negative kurtosis (-0.75) indicates potential enhancements in method selection. To address this, the project should focus on aligning appraisal methods with specific job roles and responsibilities, training

appraisers in effective assessment techniques, and involving employees in the appraisal method selection process for more accurate and meaningful evaluations.

"Involve all stakeholders in the planning of performance of the project": With a mean score of 3.34, involving all stakeholders in performance planning is seen as important within the project. The standard deviation of 1.08 suggests variability in perceptions. The negative skewness (-0.48) indicates that many employees acknowledge the significance of stakeholder involvement. The negative kurtosis (-0.68) suggests potential improvements in this area. To enhance performance planning, the project can establish cross-functional teams, conduct collaborative planning sessions, and ensure that input from all relevant stakeholders is considered in the planning process.

"Formulate a suitable system ensuring identification of performance management problems at various levels": The mean score of 4.01 suggests the need to establish a suitable system for identifying performance management problems at different organizational levels. The standard deviation of 1.06 indicates variability in perceptions. The negative skewness (-0.77) indicates recognition of the importance of such a system. The negative kurtosis (-0.27) suggests opportunities for system refinement. To address this, the project can implement feedback mechanisms, regular problem-solving sessions, and data-driven performance diagnostics to identify and address issues at various levels effectively.

"The project must strengthen financial and non-financial rewards": With a mean score of 4.23, it's clear that strengthening financial and non-financial rewards is recognized as essential within the project. The standard deviation of 0.83 suggests moderate variability in perceptions. The negative skewness (-0.80) implies that many employees see the need for stronger rewards. The negative kurtosis (-0.16) suggests room for improving the distribution of rewards. Strategies to address this challenge include revising reward structures, aligning

rewards with performance outcomes, and conducting regular assessments of reward effectiveness to motivate and retain employees.

"There is a need for managerial skill": The mean score of 3.38 indicates a recognition of the need for managerial skill within the project. The standard deviation of 0.60 suggests relatively low variability in perceptions. The negative skewness (-0.38) implies that many employees acknowledge this need. The negative kurtosis (-0.67) suggests room for enhancing managerial skills. To address this, the project can invest in leadership development programs, offer training in management techniques, and mentorship for managers to improve their effectiveness in driving performance management practices.

"The project must ensure that all stakeholders have knowledge, attitudes, and skills to manage performance": With a mean score of 3.26, it's evident that ensuring all stakeholders have the necessary knowledge, attitudes, and skills to manage performance is crucial within the project. The standard deviation of 0.63 suggests moderate variability in perceptions. The negative skewness (-0.26) indicates recognition of this importance. The negative kurtosis (-0.63) suggests room for improving knowledge and skills across stakeholders. Strategies to address this challenge include offering training programs, providing resources, and fostering a performance-oriented culture that emphasizes continuous improvement in performance management practices.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion, conclusions and recommendations based on objectives of the study.

5.1 Discussion

This section presents a discussion of the findings on performance management practices, challenges in implementation of grants management practices and solutions to the challenges at in the rural electrification project of the Ministry of Energy and Mineral Development.

5.1.1 The performance management practices

The results revealed that the respondents generally agreed on important aspects of performance management in the rural electrification project. They expressed a need for the project to enhance its rewards system, both in terms of financial and non-financial incentives, to better recognize and motivate performance. There was also a consensus on the significance of establishing a suitable system for identifying performance management issues at different levels. However, there were some differing opinions on this matter. The findings highlighted the importance of setting specific timelines for performance reviews, indicating a requirement for clearer guidelines and deadlines. Moreover, respondents emphasized the need to track and prioritize performance improvement measures, although there were varying perspectives on their importance. While the importance of performance counseling by immediate supervisors was recognized, there were some differing views. In summary, these findings provide valuable insights for the project to focus on areas such as rewards enhancement, system formulation, timeline establishment, and performance tracking to improve performance management practices and effectively support project objectives.

These findings are in line with Brown & Benson (2013) who indicated that performance appraisal is the measurement of individual's performance in an organized manner. Performance appraisal as the process of evaluating progress toward achieving determined goals. Model of the performance appraisal approach is that the desired conclusion effectively facilitates the individual to meet their own performance goals and to the organization meet their own goals through encouraged self-learning (Daoanis, 2012). It is measured in contradiction of job knowledge, quality and quantity of productivity, initiatives, leaderships and supervision, dependability, cooperation, judgment flexibility, behaviours and health (Caruth & Humphreys, 2018). Reward management is a one of strategy used by human resource managers to attract and retain suitable employees. That suitability can be measure how fit the role (Njanja *et al*; 2013). That fitness will measure on three components known as job fit, organizational fit and group fit. Njanja *et al*; (2013) explain that reward management should be consist with compensation, benefits, recognition, and appreciation which state cash bonuses are not only the reward which can motivate an employee there should non-financial rewards as well. According to Gelade (2003), modifications in incentive or pay and promotion strategies might be expected to change employee perceptions on reward and compensation which will bring the conceivable of equity and fairness.

5.1.2 The performance management practices challenges in the rural electrification project of the Ministry of Energy and Mineral Development

The findings indicate that within the performance management practices of the rural electrification project, there are several areas of concern. Respondents perceive unrealistic expectations, a lack of flexibility, insufficient attention to project details, poor judgment in project evaluation, inadequate communication, challenges related to office politics, and improper communication. To improve performance, it is recommended to set realistic

expectations, foster flexibility, emphasize attention to project details, enhance the evaluation process, improve communication practices, and address office politics. By addressing these issues, the project can create a more positive and effective performance management environment, leading to improved overall performance outcomes.

The findings are line with Chandra (2018) who indicated that appraisal by multiple raters can result in erroneous appraisal score creating employee dissatisfaction and lowers the employees' morale depriving them from their well-deserved rewards and career growth opportunities. In this perspective, the effective designing of the policy, method and the selection of various appraisal components onus mostly lies with the relevant project department. The critical challenges faced by the public sector in the implementation of the performance management practices are the lack of consultation between policy developers, implementation officers and the employees themselves. Mone and London (2010) explains that the rewards given for creativity encourage generalized creativity in other tasks; reward systems should support the new dynamics of team-based organizations and reward the right kind of team behavior and performance; reward systems should recognize both the importance of co-operation and the differences in individual performance; problems can occur when reward systems stress individual results even though people have worked together in teams (Gichuhi et al., 2014).

Employees are not adequately consulted during the development of the policy framework. In some cases, problems emerge as a consequence of employees not being clear as to what is expected from them and what role they should play in the implementation of this framework.

The result

of the policy is not performing regard to intended goals and objectives, and this misunderstanding cause disparities in the application performance practices ensuring successful project implementation Denison (2011).

5.1.3 Recommend strategies to improve performance management practices in the rural electrification project Ministry of Energy and Mineral Development

The findings reveal that the respondents generally agree on the need for the rural electrification project to strengthen its financial and non-financial rewards system, indicating a desire for improved incentives and recognition for performance. They also express agreement on the importance of formulating a suitable system to identify performance management problems at various levels. However, there is some significant variation in opinions regarding this matter. Additionally, the findings highlight the need for clearer guidelines and deadlines for performance reviews and the importance of tracking and prioritizing performance improvement measures. While there is some variation in opinions, it is perceived as important to provide performance counseling to employees by immediate supervisors for effective performance management.

These findings are in line with Shah, Irani, & Sharif (2017) who found out that organizational readiness plays a significant role in ensuring organizational effectiveness. Effective implementation of PMS is essential to improve organizational efficiency. The involvement of stakeholders in the planning of corporate strategy is one of the approaches expected to stimulate adoption and ownership and better performance towards goal attainment (Bryson, 2018). Stakeholders' commitment to PM issues is one of the elements of a successful implementation of PMSs. An effective management style is essential in the successful implementation of PM, especially the visible attitude of being willing to share information (du Plessis & van Niekerk, 2017). Continuously conveying ownership to the divisions about

what the organization wants to achieve can ultimately contribute to success factors of the implementation of a PMS (Mone, 2018).

There is need for leadership Support to ensure effective performance management practices. Regarding leadership and performance management support several studies support that effective change in an organization's culture comes from able, strong and committed leaders. Performance management practices need to be driven by the strategy and senior management of an organization without which the system will be ineffective. In this way senior management must do more than simply articulate the need for effective performance appraisal, they must be role models of effective performance management behaviour which is the critical element in their providing leadership with respect to the performance management system (Carter et al, 2001).

5.2 Conclusion

In conclusion, the findings demonstrate a general consensus among respondents regarding the significance of enhancing the rewards system and establishing a suitable system for identifying performance management issues in the rural electrification project. It is clear that specific timelines for performance reviews and prioritization of performance improvement measures are important for effective performance management. However, there were differing opinions on certain aspects, such as the level of importance placed on performance counseling by immediate supervisors. Overall, these findings highlight the need for the project to prioritize rewards enhancement, develop effective systems, establish clear timelines, and track performance in order to improve performance management practices and effectively support the project's objectives.

In conclusion, the findings indicate a general consensus among respondents regarding the importance of enhancing the rewards system and establishing a suitable system for

identifying performance management issues in the rural electrification project. It is evident that setting specific timelines for performance reviews and prioritizing performance improvement measures are crucial for effective performance management. However, differing opinions were observed on certain aspects, such as the significance of performance counseling by immediate supervisors. Overall, these findings emphasize the need for the project to prioritize rewards enhancement, formulate effective systems, establish clear timelines, and track performance to improve performance management practices and effectively achieve project objectives.

Based on the findings, it can be concluded that there is a consensus among respondents regarding the need to enhance the financial and non-financial rewards system in the rural electrification project. This suggests a strong desire for improved incentives and recognition to motivate and engage employees. Additionally, the importance of formulating a suitable system for identifying performance management problems and providing performance counseling by immediate supervisors is recognized. However, there may be some variation in opinions on specific aspects such as establishing timelines for performance reviews and tracking performance improvement measures. Overall, these findings emphasize the significance of focusing on reward enhancements, developing effective systems for problem identification and counseling, and addressing any variances in opinion to strengthen performance management practices in the project.

5.3 Recommendations

To improve performance management practices in the rural electrification project, the following comprehensive recommendations are suggested. Firstly, strengthen the rewards system by providing both financial and non-financial incentives to increase motivation and incentivize high performance. Secondly, establish a structured system for identifying and

addressing performance management problems at various levels, ensuring a proactive approach to resolving issues. Thirdly, define clear timelines and deadlines for performance reviews, enabling regular and timely evaluations that promote accountability and improvement. Fourthly, prioritize the tracking and implementation of performance improvement measures, fostering a culture of continuous enhancement. Fifthly, conduct performance counseling sessions between employees and immediate supervisors to offer feedback, guidance, and support for professional growth. Sixthly, invest in training and support programs to develop managerial skills among project leaders and supervisors, enhancing their effectiveness in performance management. Seventhly, encourage active involvement of all stakeholders in the planning and decision-making processes, ensuring a collaborative and inclusive approach to project performance. Eighthly, provide training programs to stakeholders to enhance their knowledge, attitudes, and skills in performance management, enabling them to contribute effectively. Ninthly, evaluate and select appropriate appraisal methods that align with the project's specific goals and objectives, ensuring accurate and meaningful performance assessments. Finally, establish standard performance measures, both quantitative and qualitative, to consistently assess and compare performance across the project. By implementing these comprehensive recommendations, the rural electrification project can enhance its performance management practices, foster a culture of high performance, and effectively achieve its objectives.

5.4 Limitations of the study

The response rate was slow as some respondents were afraid to disclose some information as they took such information to be confidential for their respective institution.

Limited willingness to respond to questionnaires by respondents because they found it time consuming.

5.5 Areas of further research

- i. The study adopted a cross sectional design where data is collected at one point in time and the findings from such studies are always limited to the current period only hence future studies should look at a longitudinal research design where performance management practices in the rural electrification project Ministry of Energy and Mineral Development are monitored for a long period of time.
- ii. The study was restricted to a quantitative approach using a structured questionnaire to elicit information from the respondents meaning that other features that can be observed were not included in the findings and thus future research should incorporate qualitative factors using for example observations and interview guide.
- iii. The study covered only performance management practices in the rural electrification project Ministry of Energy and Mineral Development, therefore further studies on the same variables should be conducted throughout all offices of Ministry of Energy and Mineral Development in the entire country to obtain genuine conclusion about these concepts.

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APPENDIX 1: SURVEY QUESTIONNAIRE FOR RESPONDENTS

Dear Respondent,

I am Pouline Namataka, a student of Master of Business Administration at Makerere University Business school (MUBS).

As part of my master's degree, I am conducting a study on performance management practices on the Rural electrification project Ministry of Energy and Mineral Development.

You have been selected to be one of the respondents in this study.

I therefore kindly request you to fill this questionnaire as honestly as possible. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes only. Your Participation in this study is purely voluntary.

Thank you very much for your time and cooperation.

For any further information and clarification kindly contact me through my email.

Respondents' background information (personal Data)

Please tick (✓) where appropriate

Section One: Characteristics of the Respondents

A1. Gender

- | | |
|-----------|--------------------------|
| 1. Male | ☐ |
| 2. Female | ☐ |

A2. Education level

- | | |
|------------------------------|--------------------------|
| 1. Secondary level and below | ☐ |
| 2. Diploma level | ☐ |
| 3. Bachelor's Degree | ☐ |
| 4. Master's degree and above | ☐ |

A3. Age of Respondent

- | | |
|-------------------|--------------------------|
| 1. Below 24 years | ☐ |
| 2. 25-30 | ☐ |
| 3. 31-35 | ☐ |
| 4. 36-40 | ☐ |
| 5. 41-45 | ☐ |
| 6. 46-above | ☐ |

A5. How long have you been interacting with this agency?

- 1. Less than 2 years
- 2. 3-5years
- 3. 6-8 years
- 4. 9-11years
- 7. 12 years and above

A6. Position held in the organization.

- 1 Top manager in the ministry
- 2 Middle level manager
- 3 Project staff

SECTION A: Performance management practices

Please respond to the following statements by indicating the extent to which you agree or disagree. Base on the following.

1-Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4- Agree (A) and 5-Strongly Agree (SA).

		SD	D	NS	A	SA
	Performance management practices					
P1	We conduct performance evaluation regularly	1	2	3	4	5
P2	There are functional effective performance feedback channels in this project	1	2	3	4	5
P3	There are effective measurable individual goals for employees	1	2	3	4	5
P4	This project has individual measurable goals for employees	1	2	3	4	5
P5	There is regular performance appraisal for employees	1	2	3	4	5
P6	The project has incentives tagged to performance that promote performance	1	2	3	4	5
P7	We have a clear way of measuring our performance goals in this project	1	2	3	4	5
P8	The project has training and development programs for all employees	1	2	3	4	5
P9	The project gives appropriate financial rewards as a way of managing performance	1	2	3	4	5
P10	We are given financial rewards as a way of managing performance in this project	1	2	3	4	5
P11	We have periodical project review done by	1	2	3	4	5

	everyone on this project					
P12	This project ensures planning of career as a way of managing performance	1	2	3	4	5

SECTION B: Performance management challenge

Please respond to the following statements by indicating the extent to which you agree or disagree. Based on the following.

1-Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4- Agree (A) and 5-Strongly Agree (SA).

		Rating				
	Performance management challenges	SD	D	NS	A	SA
C1.	It is hard to design suitable performance management policy	1	2	3	4	5
C2.	There is poor judgment by the appraiser in project evaluation	1	2	3	4	5
C3.	The project faces poor performance feedback	1	2	3	4	5
C4.	There is lack of effective communication	1	2	3	4	5
C5.	There are unrealistic expectations in performance management practices	1	2	3	4	5
C6	There is lack of flexibility	1	2	3	4	5
C7	Lack of attention to project details	1	2	3	4	5
C8.	There is a challenge of Office politics	1	2	3	4	5
C9	There is no proper communication	1	2	3	4	5
C10	There is poor Organizational culture	1	2	3	4	5
C11	There is lack of consultation between policy developers, implementation officers and the employees themselves	1	2	3	4	5

SECTION C: Strategies to improve performance management practices.

Please respond to the following statements by indicating the extent to which you agree or disagree. Base on the following.

1-Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4- Agree (A) and 5-Strongly Agree (SA).

		Rating				
	Strategies	SD	D	NS	A	SA
S1.	The project should have standard performance measures in quantitative or qualitative forms	1	2	3	4	5
S2	The project must have specific timelines for performance reviewed	1	2	3	4	5
S3.	The project must have an effective way of identifying competencies, gathering information regarding critical issues	1	2	3	4	5
S4.	The project must track and prioritize performance improvement measures	1	2	3	4	5

S5.	The project supervisors must do performance counseling to the employees	1	2	3	4	5
S6.	Selection of appropriate appraisal methods in this project is useful	1	2	3	4	5
S7.	Involve all stakeholders in the planning of performance of the project	1	2	3	4	5
S8.	Formulate a suitable system ensuring identification of performance management problems at various levels	1	2	3	4	5
S9	The project must strengthen financial and non-financial rewards	1	2	3	4	5
S10	There is need for managerial skills	1	2	3	4	5
S11	The project must ensure that all stakeholders have knowledge, attitudes and skills to manage performance	1	2	3	4	5

Thank you.