

## Exploring Employees' Perception of the Effectiveness of Public Employees' Performance Management Information System: A Case of the Judiciary of Tanzania

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### ABSTRACT

*An effective performance management system is a significant challenge in the public sector. The Government of Tanzania has been trying different methods to overcome this challenge. It recently introduced the Public Employees Performance Management Information System (PEPMIS). This study explored employees' perception of the effectiveness of this system using the Judiciary of Tanzania as a case. Expectancy theory was used in this study to explore employees' expectations toward the effectiveness of the introduced Performance Management System in Tanzania. For that purpose, a case study design using a quantitative research approach was used. A sample of 142 respondents drawn from 219 staff from the Judiciary of Tanzania was used. Stratified sampling, simple random sampling, and purposive sampling were used to obtain different categories of respondents. The data collection methods were questionnaires. Data was analyzed using tabulation, frequency and percentage, which SPSS drove. It was revealed that employees of the Judiciary of Tanzania perceive PEPMIS to be effective. This perception was influenced by the perception that it was fair and accurate, it allowed for timely provision of feedback, employees considered themselves skilled enough to use the system, the clarity of the assessment procedure, its performance assessment was linked to the goals and targets, performance was linked to rewards, and training was provided. PEPMIS, being perceived as effective, is an opportunity for the government, policymakers, and all stakeholders involved to ensure adequate practice and rectify weaknesses to maintain the public sector's reputation. To conclude, PEPMIS has been shown to meet employees' expectations. Hence, we recommend continuous training for employees on performance management systems. Also, the government and public sector organisations must enact policies that will help enforce the system, including seeing to it that employees are less burdened by the requirement to fill their performance into the system daily.*

**Keywords:** Electronic Performance Management System, Information Systems, Performance Evaluation, PEPMIS

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### I. INTRODUCTION

In this contemporary era, various public organisations have faced the challenge of developing a performance management tool that effectively assesses their employees' performance. The performance management system is a significant factor which cannot be neglected by a public organization which strives to monitor and track employees' progressive actions at the workplace to ensure their performance is aligned with the organization's strategic plan (Awan et al., 2020). Employees' accountability, commitment and efficiency in service delivery can be managed using practical performance management tools (Amalia, 2023). However, due to the effect of manual performance management systems, uncertainty, and technological advancement, most public and private organisations have recommended new performance management systems to address the challenge of previous performance management systems (Mahmood et al., 2021). Employees' opinions and attitudes significantly impact the effectiveness of performance management tools used in public organisations (Elitumaini et al., 2021).

In addition, accuracy and fairness are other indicators recognized by scholars as principles of effective performance management systems (Awan et al., 2020). The Public Employee Performance Management Information System (PEPMIS) is a performance management tool integrated with several government systems and its function and practice based online. An effective performance management system needs to provide detailed information to employees to assess their work performance based on stipulated guidelines, performance indicators, standards, and targets. Furthermore, Employees become aware of details concerning the duration of assessment and reward after the performance evaluation process (Tingo & Mseti, 2022). In Indonesia, Sitorus et al. (2021) observed that the adoption of an information system for managing employee performance provided a positive impact at the University of Prima Indonesia Medan as they succeeded in managing employee performance by using an information system based on the internet whereby Lecturers performance activities such as teaching, tutorial class and assignments given to students

were managed by using University internet portal. However, the practice of the system was shown to be tiring to lecturers.

Majidi et al. (2021) state that health service employees in Iran have negative opinions of the performance system. As in the first phase, the system allows employees to assess themselves through the electronic system. Later, they are sent to their supervisor for assessment, and when employees are not satisfied with their performance score, they can opt to appeal through an electronic system. Even though the whole process is conducted electronically, there is no room for interviews between employees and supervisors. However, the system was perceived as biased due to favoritism and being stressful.

Various solutions for an effective performance management system were recommended in a study conducted in a primary health centre in Iran, which included performance guidelines, indicators, training, clear objectives, and constructive feedback (Majidi et al., 2021). Also, Noor and Rafiq (2021) declared that public sector organizations must ensure the system is well known. Voon and Cheong (2021) remarked that an effective performance management system must be fair and accurate. It was evident that an effective performance management system influences employees to dedicate themselves to assigned duties, and managers can use system reports for promotion, salary increments and training decisions.

Furthermore, it was observed that the performance management system of the Government Linked Company in Malaysia was weak as there was a loophole for managers to neglect key performance indicators (KPI) during assessment, which led to some managers using political consideration as a key performance indicator. This leads to employee complaints and perceives the system to be unfair. In Ghana, the government adopted an online performance management system. The system was designed to reduce paperwork and consistency procedures for employees' performance assessment. However, the findings revealed various challenges such as insufficient training on performance appraisal, inaccurate performance reports and incapacity of leaders (Mahmoud & Othman, 2021).

In Tanzania, since its independence, the government has taken various initiatives to manage employee performance through a confidential performance appraisal management system, a balanced scorecard, and an open performance reviews and appraisal system. All those performance tools were criticized as intended objectives were not achieved (Duwe et al., 2023) due to frequent Employee complaints and research conducted by various scholars on previous performance management tools as it is revealed the presence of unrealistic, time-consuming, too much paper use and favoritisms in providing performance reward to employees. Hence, the government abandoned using OPRAS in public organizations and introduced a new system known as PEPMIS (Bago, 2022).

### 1.1 Statement of the Problem

The problem addressed in this study was the perception of employees on the effectiveness of the performance management system. Employee perception significantly influences their satisfaction with the performance system designed and expectations of the performance assessment procedure. However, when employees do not recognize and appreciate the performance management information system, it can discourage innovation and lead to poor decision-making about employees' development (Ugaddan, 2021). Previously, performance management tools such as OPRAS were ineffective as the system does not support employees' and leaders' accountability. Hence, in 2024, the United Republic of Tanzania President's Office of Public Service Management and Good Governance managed to establish a new performance management system that is electronically based. The new performance management system is expected to overcome all weaknesses of previous Performance management tools in terms of too much paperwork, unrealistic and favoritism, just to mention a few.

Employees' perception of the effectiveness of the Public Employees Performance Management Information System needs to be considered during the implementation of the system. However, when an employee's perception of fairness and accuracy is not considered, there is a possibility of inherent weakness from previous performance management tools, including responsiveness, favoritism and low quality of service provision (Duwe et al., 2023). Furthermore, the people who could be affected by ineffective performance management systems are Tanzanian employees, as the new system is online-based, and no study has been conducted before. This study aimed to explore employees' perceptions of the effectiveness of the public employee performance management information system.

So, suppose employees' perceptions are not considered in the new performance management system. In that case, there is a high possibility of having an unreliable, inaccurate, and ineffective public employee performance management information system like the previous performance management system. In addition, inaccuracy and unreliable performance management systems affect employees' morale toward work as they discourage innovation and passion for work (Botha et al., 2019).

Botha et al. (2019) indicated that employees perceive the implementation of the performance management system to be ineffective due to the failure of managers to comply with the procedure. This implies that there was a loophole in PMS, which led Managers to diverge and ignore the procedure. So, this study addresses the gap by exploring employees' perceptions of the effectiveness of the Public Employees' Performance Management Information

System (PEPMIS). The study focused on exploring employees' perceptions of the effectiveness of PEPMIS in adding knowledge to scholars and considering employees' perspectives.

## 1.2 Research Objectives

The study explores employees' perceptions of the effectiveness of PEPMIS, a performance management system designed for Tanzanian public servants.

## II. LITERATURE REVIEW

### 2.1 Theoretical Literature Review

#### 2.1.1 Expectancy Theory

Victor Vroom proposed the expectancy theory in 1964, and it was widely accepted based on its content towards employee motivation. It was believed that employee's commitment and effort towards work are influenced by the availability of resources and skills prepared by managers. In this study, the theory relates to employees' performance versus performance management tools used to manage employee performance. Hence, this study provided detailed information on employee perceptions of the effectiveness of PEPMIS in assessing their performance. The theory states that the length of expectations and values attached to these expectations drive employee performance; thus, the effectiveness of a performance management system can contribute to an increase in employees' performance and make them eagerly dedicate themselves to work because it increases the perception on the achievability of the employees' expectations (Heslina & Syahrani, 2021). The expectancy theory, developed by Vroom, indicates that employees' beliefs about the outcome of their actions at work have implications for their performance, either positive or negative. Positive expectations of performance can lead to high job performance, while negative expectations can lead to poor performance no matter the efforts made (Watters, 2021).

This theory is also applicable in this study, where employees' perceptions, which are similar to what this theory called expected outcome, have a more significant influence on determining the effectiveness of PEPMIS. When employees' perceptions expect the new PMS system to be more effective, they will strive to ensure they implement PEPMIS without an excuse. Performance management systems originate from expectancy theory, as without an effective performance management system, it is difficult to manage and assess an employee's performance to determine whether it is good or poor based on the agreed-upon goal expectation and expected performance results (Muriuki & Wanyoike, 2021). Employees tend to behave in such a way that their work effort will lead to achieving the desired outcome. Not only that but also employees can change their behavior to limit their efforts in situations where they thought their intended expectation would not be achieved (Nduati & Wanyoike, 2022). Managers must be aware of employee expectations and immediately address the challenges.

Expectancy theory has a positive impact on this study as it provides details on how judges of Tanzanian employees can be motivated by their expectations and the effectiveness of PEPMIS. Judiciary of Tanzania supervisors were required to identify the expectations of each employee and take the necessary precautions to meet their needs (Watters, 2021). The strength of this theory in this study is that it will assist in detecting behaviour change and attitudes of employees towards a new system of managing performance. Expectancy theory determines employee perception, as it describes factors for changing behaviour in employee performance (Heslina & Syahrani, 2021). This study uses expectancy theory to explore employees' attitudes towards the effectiveness of the public employee's performance management information system. The results were used to determine whether the tools met employees' expectations for accurate and reliable performance tools to manage performance.

### 2.2 Empirical Literature Review

Alhamad et al. (2022) discovered that employee performance can be monitored through electronic forms on the internet. The system allows employees and supervisors to set performance goals and expected results. The use of electronic systems in performance management enables organizations to control employee behaviour and performance through the use of online systems. Due to the use of an online performance management system, the organization manages to increase speed and save time, reduce the use of paperwork, and finally, make managing employees' performance records an easy task for the Human Resources department. However, Alhamad et al. (2022) failed to provide detailed information on the effectiveness of an online performance management system and employee perceptions of its effectiveness. Amjad et al. (2021) revealed that performance standards developed in performance management systems should facilitate attaining desired employee performance. Employees need to be encouraged to share their opinions about their jobs so that their ideas can be considered during the following year's performance plan in setting goals. Managers need to provide feedback to employees about employee performance and areas for improvement.

Mdhlalose (2023) failed to recognize employees' perceptions of using information systems in performance management systems. Duwe et al. (2023) revealed that, although the whole process was observed in implementing

previous performance management tools like OPRAS and the Annual Confidentiality Performance Review System, which was manually implemented, its effectiveness was still criticized for being unfair, unresponsive and complicated. Furthermore, De Reuver et al. (2021) observed that employee career plans and development are influenced by the organization performance management tool used; hence, unrealistic setting of action plans can hinder employee performance, especially when there is the highest workload to be performed by individual employees.

Alhamad et al. (2022) indicated that, due to technological advancement, performance management systems can be designed and implemented in electronic systems whereby managers or supervisors can set their goals and submit them for approval to their superiors through an online system like the one that was introduced in Tanzanian public sector organizations and is known as PEPMIS. That system increases speed and accuracy as it saves time for both parties. Also, managers can set goals, key performance indicators, and targets on behalf of their subordinate employees, which are then published in their respective employees' electronic performance management accounts. Although the system increases speed and reduces paperwork, it still does not allow employees to express their concerns and opinions while setting goals.

Also, Alhamad et al. (2022) observed that using electronic performance management overcomes the weakness of manual performance management systems as it does not leave room for paperwork and favoritism. However, there is no concrete evidence of its effectiveness. Laing (2021) discovered that employees' perceptions in most public sector organizations in Ghana were not engaged in decisions related to their work performance assessment. This means failure to recognize and incorporate the employee's perception of the system's effectiveness. A performance management plan can lead to various complaints and, hence, failure to achieve the intended objectives, regardless of whether the tool used was good or not, if employee perceptions of its effectiveness are not considered.

### III. METHODOLOGY

#### 3.1 Study Area

Chawla and Sondhi (2020) observed that selecting a study area is essential for a research study; this study was conducted at the Judiciary of Tanzania in Dar es Salaam. The researchers decided to choose this area because it was more accessible and also relevant to the topic of the study, as PEPMIS was adopted by the Judiciary of Tanzania early in January 2024. Hence, it was easy to get responses from this organization.

#### 3.2 Research Design

Research design is a comprehensive plan of methods and procedures to investigate the research problem under study (Podder & Haritha, 2019). It provides room for researchers to choose an appropriate method and measure and analyze the data that will be collected (Nurhayati, 2020). This study adopted a case study research design. The design allowed the researchers to use a quantitative research approach, whereby the researchers examined the perception of employees on PEPMIS.

#### 3.3 Target Population

The population in this study refers to the complete group of people from the Judiciary of Tanzania, which is included in this research to find answers to research questions and objectives (Podder & Haritha, 2019). Two hundred nineteen populations were included in this study, and only respondents were from the Judiciary of Tanzania in the Dar es Salaam Region.

#### 3.4 Sample Size and Sampling Procedure

The sample size was taken from the target population using the Yamane formula, whereby 95% was used as the confidence level, and 5% was assumed for sampling error (level of precision). Simple random sampling, stratified random sampling and purposive sampling were used as sampling techniques to obtain 142 respondents from seven High Courts in Dar es Salaam, which include; - High Court Dar es Salaam Zone, High Court Labour Division, High Court Land Division, High Court Mediation Centre, High Court Commercial Division, IJC Temeke, IJC Kinondoni Centre. The high courts had 219 employees in total. Stratified sampling was used to ensure that each department was included. In contrast, simple random sampling was used to get individual respondents, except for officials considered more in charge of the system, such as HR. A purposive sampling was used.

#### 3.5 Data collection instruments and procedures

The questionnaire method was used to collect data for this study to ensure respondents had enough time to answer all questions. The questionnaire includes; - demographic details and employees' perceptions of the effectiveness of PEPMIS. The questionnaires were self-administered.

### 3.6 Reliability and Validity

Ganesha and Aithal (2022) revealed that validity and reliability are the terms used by various scholars to evaluate research information to determine its quality. Validity is more focused on the accuracy of the information collected. At the same time, reliability is more focused on the consistency of the method, measure, and technique used by the researcher in conducting research. The researchers ensured construct validity by operationalizing the effectiveness of a performance management system (in this case, PEPMIS) using indicators that earlier scholars applied. To ensure reliability, the questionnaires were tested using a pilot study.

### 3.7 Data Processing and Analysis

Nurhayati (2020) indicated that data analysis involves evaluating data collected by researchers during fieldwork using tabulation, figures, coding, and editing to ensure the research report is valid and can be used for reference purposes during decision-making. This study collected quantitative data using a questionnaire method and then analyzed descriptively using percentages and frequency. This was aided by the Statistical Package for the Social Sciences (SPSS) (Chawla & Sondhi, 2020).

## IV. FINDINGS & DISCUSSIONS

### 4.1 Findings

This study aimed to explore employees' perceptions of the effectiveness of PEPMIS. It looks at their perception of the system's fairness and accuracy, assessing employees' skill and knowledge of using PEPMIS, the clarity of the PEPMIS performance assessment procedure, performance feedback accessibility, whether performance assessment is based on set goals and targets, whether performance is linked with rewards, and whether the users were provided with training.

#### 4.1.1 Employee Perceptions of fairness and accuracy of PEPMIS

In this study, employees' perceptions of the system's fairness and accuracy were explored to observe whether employees' expectations and satisfaction were fulfilled due to the introduction of a public employee performance management information system.

**Table 1**

*Employees' Perception of Fairness and Accuracy*

Perception	Frequency	Per cent
Fair and accurate	102	71.8
Unfair and inaccurate	14	9.9
Fair	20	14.1
Accurate	6	4.2
Total	142	100.0

In Table 1, the study findings reveal that 102 (71.8%) respondents perceive PEPMIS as fair and accurate, 20 (14.1%) perceive it as fair, 14 (9.9%) perceive it as unfair and inaccurate, and 6 (4.2%) perceive it as accurate. These findings suggest that most respondents perceive PEPMIS to be fair and accurate.

#### 4.1.2 Employees skill and knowledge of using PEPMIS

The skills and knowledge possessed by respondents can impact how employees perceive the system as fair and accurate. Hence, analyzing employees' knowledge and skills aims to observe their perspectives.

**Table 2**

*Skills and knowledge of using PEPMIS*

I have skill and knowledge of using PEPMIS	Frequency	Per cent
Strongly Agree	22	15.5
Agree	93	65.5
Neutral	20	14.1
Disagree	6	4.2
Strongly Disagree	1	.7
Total	142	100.0

In Table 2 it was revealed that 93 (65.5%) of respondents agreed of having skill and knowledge of using PEPMIS, 22 (15.5%) strongly agreed, 20 (14.1%) of respondents were neutral, 6 (4.2%) respondents disagreed, and 1

(0.7%) respondent strongly disagree. The majority of respondents showed knowledge of PEPMIS. Following the high number of 93 (65.5%) respondents of JoT agree with the statement of having skills and knowledge of using PEPMIS, it suggests their awareness and capacity of using PEPMIS. On the other hand, 6 (4.2%) respondents to JoT disagree with the statement that they have the skills and knowledge to use PEPMIS, suggesting they need to be given training on the applicability of PEPMIS.

#### 4.1.3 The clarity of the PEPMIS assessment procedure

The procedure followed by a system can affect the way employees perceive a system. Respondents were asked to rate the clarity of the procedure using the Likert scale, as shown in Table 3.

**Table 3**

*The procedures of assessment are unambiguous*

The procedures of assessment are unambiguous	Frequency	Per cent
Strongly Agree	19	13.4
Agree	92	64.8
Neutral	21	14.8
Disagree	8	5.6
Strongly Disagree	2	1.4
<b>Total</b>	<b>142</b>	<b>100.0</b>

In Table 3, the findings reveal that 92(64.8%) respondents agree that the assessment procedure in PEPMIS is very clear, 19(13.4%) respondents strongly agree, 21(14%) respondents were neutral, 8(5.6%) respondents disagree, and 2(1.4%) respondents strongly disagree. These findings suggest that most respondents perceive the system as being practical because the assessment procedure is straightforward.

#### 4.1.4 PEPMIS and timely Performance feedback

Respondents were also requested to respond to a statement on the timeliness of feedback in this new system. They were asked whether performance feedback from their supervisors became timely after they switched to using PEPMIS.

**Table 4**

*Performance Feedback is timely*

Performance feedback is timely	Frequency	Per cent
Strongly Agree	24	16.9
Agree	88	62.0
Neutral	16	11.3
Disagree	12	8.5
Strongly Disagree	2	1.4
<b>Total</b>	<b>142</b>	<b>100.0</b>

In Table 4, the study revealed that 88 (62.0%) respondents agreed that performance feedback is timely, 24 (16.9%) respondents strongly agreed, 16 (11%) respondents were neutral, 12 (8.5%) respondents disagreed, and 2 (1.4%) respondents strongly disagreed. These findings suggest that the majority perceive the system as effective in providing and receiving performance feedback on time.

#### 4.1.5 Whether performance assessment is based on set goals and targets

The system's performance assessment criteria were explored as they may influence employees' perceptions of its effectiveness. The system that requires supervisors and employees to comply with the criteria of goal setting can influence employees' perception of its effectiveness.

**Table 5**

*Performance assessment is based on set goals and targets*

Performance assessment is based on set goals and targets	Frequency	Per cent
Strongly Agree	22	15.5
Agree	88	62.0
Neutral	21	14.8
Disagree	9	6.3
Strongly Disagree	2	1.4
<b>Total</b>	<b>142</b>	<b>100.0</b>

In Table 5, the findings indicate that 88(62.0%) respondents agree that the system comprises performance assessment criteria based on set goals and targets. Twenty-two (15.5%) respondents strongly agreed, 21 (14.8%) respondents were neutral, nine (6.3%) respondents disagreed, and two (1.4%) respondents strongly disagreed. These findings suggest that most respondents see the system's assessment based on set goals and targets.

#### 4.1.6 PEPMIS Links performance with rewards

The study also explored whether PEPMIS performance is linked to rewards. This linkage can influence employees' perceptions of the system's effectiveness.

**Table 6**

*PEPMIS Linkage with Performance Reward*

The PEPMIS is linked with performance rewards.	Frequency	Per cent
Strongly Agree	13	9.2
Agree	88	62.0
Neutral	31	21.8
Disagree	8	5.6
Strong Disagree	2	1.4
Total	142	100.0

In table 6 the findings revealed that, 88(62.0%) respondents agree on system being linked with performance reward, 13(9.2%) respondents strongly agree, 31(21.8%) respondents were neutral, 8(5.6%) respondents disagree and 2(1.4%) respondents strongly disagree. These findings suggest that most employees see the system as lining performance and reward. This contributes to their perception of the effectiveness of the system.

#### 4.1.7 Training on PEPMIS was provided

When a new system is introduced, training can affect users' perceptions of its effectiveness. Respondents were asked to rate their attendance at training provided using the Likert scale, as shown in Table 7.

**Table 7**

*Training on PEPMIS*

Training on PEPMIS was provided.	Frequency	Per cent
Strongly Agree	21	14.8
Agree	76	53.5
Neutral	22	15.5
Disagree	19	13.4
Strongly Disagree	4	2.8
Total	142	100.0

The findings in Table 7 reveal that 76(53.5%) respondents agreed with being provided with training on using the system, 21(14.8%) respondents strongly agreed, 22(15.5%) respondents were neutral, 19(13.4%) respondents disagreed and 4 (2.8%) respondents strongly disagree with the statement. These findings suggest that most employees have attended electronic performance management systems training.

## 4.2 Discussions

The results revealed a notable agreement in the employees' perceptions regarding the PEPMIS. Most employees considered the system as fair and accurate. This perception of partiality plays a crucial role in assessing PEPMIS effectiveness because its absence can lead to a loss of credibility and reduced effectiveness for the entire system.

These observations aligned with Sumardjono et al. (2021), where the authors describe how the extent to which the system is perceived as fair is a significant determinant of employee morale and engagement. It is suggested that if a subordinate feels that the system or structure is fair, they will work harder to carry out their responsibilities and are more likely to be committed to roles. However, the fact that others did not perceive it as fair, albeit a few (9.9%), indicates that PEPMIS require more enhancements. If one looks at how the system works, there is room for employees to provide outdated data, which can jeopardize the system's accuracy. For example, employees can feed information about completing specific tasks into the system, but that task is not entirely conducted.

This finding supports Noor and Rafiq (2021), who states that there is a need to increase the effectiveness of procedural justice to create an accurate performance management system. Data management is crucial to enhance employees' trust in the system. Although PEPMIS requires employees to attach evidence of the completion of the task

assigned, currently, there is no agreed format for evidence that employees should attach as proof of their performance cores. Additionally, there is a perception that PEPMIS has not put in place measures to handle cases in which employees overperform or underperform, which results in biased assessments. Such a perception of bias can be very damaging, affecting the system's effectiveness.

In contrast to what has been stated herein, some literature reports that unforeseen subjectivity and bias can be minimized, for example, by adequately developing robust feedback mechanisms and also by providing training for the evaluators who will be used for evaluation. According to Outila and Fey (2022), continuous feedback between employees and supervisors enhances the accuracy of the performance appraisal instruments. They have suggested that feedback might enable employees to achieve the desired outcome, resulting in the strength of PEPMIS.

In comparing perspectives on PEPMIS among employees, the study notes that the system is generally considered effective among the Judiciary of Tanzania employees. The results are consistent with other literature emphasizing the role of a transparent and bias-free performance assessment regime, training, and effective feedback (Noor & Rafiq, 2021; Outila & Fey, 2022).

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusions

PEPMIS is perceived as an effective tool for performance management activities. Thus, it is an opportunity for the government, policymakers, and all stakeholders to ensure effective practices to maintain the public sector's reputation. The system must be regularly maintained in line with employee notifications about modifications made. For that reason, the public sector organisation should provide more training to employees for a clear understanding of the system, especially on goal setting. Also, the system must be modified to allow employees to express reasons for failure or success in accomplishing tasks.

### 5.2 Recommendations

Public-sector organizations should increase the provision of training to employees. Some employees lack the necessary skills for using electronic devices because they did not attend college. Providing software guidance is not enough without practical training. The necessary knowledge and skill in using electronic devices and software is the best weapon to ensure an effective performance management system. Frequent training on PEPMIS will enable employees to become more familiar with the whole procedure of performance assessment.

Organizations that involve employees in their plans and activities tend to create a sense of ownership among employees. PEPMIS should be redesigned to allow employees to present their opinions on the reasons behind their success or failure in implementing a performance plan. Public-sector organisations should provide training to supervisors and employees on performance management systems. Understanding performance plans in detail will enable employees to know SMART goal-setting, and supervisors will be better positioned to set work performance targets in collaboration with employees.

The challenge of employees being tired due to daily work progress updates on PEPMIS can be solved by giving employees a monthly internet bundle to use their smartphones outside the office to update their work progress on the system. Most public organizations' departure time from the office is 15:30 noon, so employees being required to stay there longer to update work progress in PEPMIS has become challenging. To effectively coordinate the implementation of PEPMIS, government and public-sector organisations must enact policies that will help enforce the system. Having a policy will make employees and supervisors well informed of the content of PEPMIS and wise decisions to be taken at the right time, rather than using threats that influence employee stress.

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