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Evaluating Effectiveness of Performance Management Systems for Organization Performance: A Case Study of the National Road Fund Agency (NRFA)

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Abstract
Performance management systems (PMS) are vital tools for enhancing organizational effectiveness, driving employee productivity, and achieving strategic goals. In the public sector, the effective implementation of PMS is essential for improving service delivery and ensuring accountability. However, many public institutions in Zambia face challenges in realizing the full benefits of these systems. This study evaluates the effectiveness of the performance management system in enhancing organizational performance at the National Road Fund Agency (NRFA), a key institution responsible for mobilizing and managing road infrastructure funds in Zambia. The main objective of the study is to examine how effectively the PMS at NRFA contributes to improved organizational performance. The specific objectives are to assess the implementation of the PMS at NRFA, examine the extent to which the PMS influences employee performance, evaluate the relationship between the PMS and the achievement of NRFA's strategic objectives, and analyze the key challenges affecting the effectiveness of the PMS while proposing actionable recommendations for improvement. A case study exploratory research design was employed, utilizing a mixed-methods approach to collect both quantitative and qualitative data. Primary data were collected using semi-structured questionnaires with NRFA staff and management. Quantitative data were analyzed using STATA software, with descriptive statistics such as frequencies, percentages, and means used to present findings. Chi-square tests were applied to establish associations between PMS variables and organizational performance metrics. Thematic analysis was used to analyze qualitative data gathered from interviews to provide deeper insight into implementation practices and challenges. The study found that the performance management system at NRFA was generally well-known among employees, with 65% very familiar, and primarily focused on performance appraisals and goal setting, though consistency and integration with other HR practices varied. Key tools included supervisor evaluations and KPIs, while communication of policies was moderately effective. The system influenced employee performance to a moderate or great extent for most respondents, particularly improving quality of work, time management, collaboration, and accountability, with financial incentives and promotions as the most motivating rewards. Alignment with strategic objectives was partial, supporting service delivery efficiency and financial accountability most effectively, though gaps in measurement, communication, and resources were noted. Challenges identified included limited feedback, poor communication, lack of fairness, inadequate training, resource constraints, inconsistent management application, bias, and employee resistance. The study recommends that to strengthen performance management system by providing comprehensive training for employees and managers to improve familiarity and consistent application, enhancing communication of policies and feedback mechanisms, and adopting advanced technology to streamline monitoring and reporting. It is advised to align the system more closely with strategic objectives, ensure fair and transparent evaluation processes, and reduce bias through better rater training and clear criteria. Additionally, integrating performance management with other HR functions, increasing management involvement, addressing resource constraints, and fostering employee engagement are essential for improving effectiveness, motivation, accountability, and overall organizational performance.

Keywords: National Road Fund Agency (NRFA), Performance Management Systems (PMS), Zambia

1. Introduction

1.1 Background

Performance Management Systems (PMS) have increasingly become a central component of strategic management across both public and private sectors globally (Awan, 2020). Rooted in the principles of accountability, transparency, and continuous improvement, PMS are frameworks designed to monitor, evaluate, and enhance individual and organizational outputs in alignment with strategic objectives (Grossi, 2020). They integrate processes such as performance planning, monitoring, evaluation, and feedback to ensure optimal efficiency and effectiveness in service delivery (Vignieri, 2023).

Globally, the adoption of PMS is anchored in the drive towards result-based management (RBM), particularly within public sector organizations (Grossi, 2020). This shift was largely influenced by the New Public Management (NPM) reforms in the 1980s and 1990s, which emphasized performance measurement, outcome orientation, and cost-efficiency (Särkkä, 2020). Developed countries like the United Kingdom, Canada, and Australia have embedded performance management into their public administration systems through legislation and policy frameworks, leading to improved service delivery and accountability (Rhodes, 2020).

Regionally, African countries have progressively recognized the need for robust PMS to address issues of inefficiency, resource wastage, and weak institutional performance (Ajike, 2023) [4]. However, despite various reforms, many public institutions in Africa continue to grapple with challenges such as poor alignment between individual and organizational goals, limited capacity, lack of performance culture, and inadequate monitoring mechanisms (Omweri, 2024). This has impeded the realization of national development goals and compromised public service delivery (Adeniyi, 2024).

In Zambia, the government has taken deliberate steps to strengthen performance management in public institutions through the introduction of various policy frameworks, including the Public Service Management Policy and the Performance-Based Contract System for senior government officials (Phiri, 2020). These policies are in line with Zambia's Vision 2030 and the Eighth National Development Plan (8NDP), both of which emphasize the need for efficient, transparent, and results-oriented public institutions (Nkhoma, 2023). Despite these policy efforts, the effectiveness of PMS remains a concern, with many institutions experiencing implementation gaps, weak enforcement, and resistance to change (Shamizhinga, 2020).

The National Road Fund Agency (NRFA), as a key public institution tasked with the mobilization, management, and disbursement of road sector funds, plays a crucial role in supporting infrastructure development and economic growth in Zambia (Mutungwa, 2024). Effective performance management at NRFA is vital to ensuring that financial resources are used efficiently, projects are implemented timely, and strategic objectives are met. However, anecdotal and empirical evidence suggests there may be inefficiencies in NRFA's PMS, potentially affecting project delivery, financial accountability, and stakeholder confidence (Changala, 2024) [12].

The consequences of ineffective performance management systems are significant. They include resource mismanagement, project delays, cost overruns, demotivated personnel, and overall poor institutional performance (Iroha, 2024). Conversely, well-designed and effectively implemented PMS can foster a high-performance culture, facilitate better decision-making, promote accountability, and improve service delivery (Awan, 2020). Given the strategic importance of NRFA in Zambia's infrastructure development agenda, this study seeks to evaluate the effectiveness of its performance management system in enhancing organizational performance. The study aims to provide insights into the strengths and weaknesses of the existing system, identify barriers to effective implementation, and propose actionable recommendations to optimize performance outcomes.

1.2 Statement of the Problem

Despite the adoption of Performance Management Systems (PMS) across many public institutions in Zambia, there remains a persistent gap between performance planning and actual organizational outcomes (Shamizhinga, 2020). The National Road Fund Agency (NRFA), tasked with the critical responsibility of mobilizing and managing road sector funds, continues to face challenges in ensuring performance targets are effectively monitored, evaluated, and met (Mutungwa, 2024). Empirical studies in the Zambian public sector also affirm that while PMS frameworks exist on paper, their practical implementation is often compromised by insufficient technical capacity, limited performance culture, and a lack of real-time data analytics (Nkhoma, 2023). The prevailing problem, therefore, is the evident disconnect between NRFA's performance management system and its intended function of driving improved organizational performance. This study is therefore necessary to fill the existing research and practice gap by providing evidence-based insights on the operational effectiveness of PMS in NRFA. The findings will inform policy reforms, institutional strategies, and contribute to broader national efforts to enhance accountability and service delivery in public financial management.

1.3 Objectives of the Study

To examine the effectiveness of the performance management system in enhancing organizational performance at the National Road Fund Agency (NRFA).

1.4 Specific objectives of the study

1. To assess the implementation of the performance management system at the National Road Fund Agency (NRFA).
2. To examine the extent to which the performance management system influences employee performance at NRFA.
3. To examine the relationship between the performance management system and the achievement of NRFA's strategic objectives.
4. To analyse the key challenges affecting the effectiveness of the performance management system at NRFA and propose actionable recommendations for improvement.

1.5 Research Questions

1. How is the performance management system implemented at the National Road Fund Agency (NRFA)?
2. To what extent does the performance management system influence employee performance and productivity at NRFA?
3. What is the relationship between the performance management system and the achievement of NRFA's strategic objectives?
4. What are the key challenges affecting the effectiveness of the performance management system at NRFA, and what strategies can be proposed to improve it?

1.6 Theoretical Framework

The Balanced Scorecard (BSC), developed by Kaplan and Norton in 1992, is a strategic management framework that provides a comprehensive view of organizational performance by looking beyond traditional financial measures (Shamizhinga, 2020). It introduces four interrelated perspectives Financial, Customer, Internal Business Processes, and Learning and Growth to help organizations align their activities with strategic goals and monitor performance in a holistic manner. The BSC is particularly relevant in public institutions like the NRFA, where performance must be assessed not only in financial terms but also in relation to service delivery, operational efficiency, and institutional learning (Marcu, 2020).

From the financial perspective, the Balanced Scorecard assesses how well an organization is using its resources to achieve financial accountability and efficiency (Rahayu, 2023). For NRFA, which is responsible for managing and disbursing funds for road infrastructure projects, this perspective evaluates whether its performance management system ensures value for money, cost control, and transparency in financial operations. A robust performance management system should support the agency in meeting its budgetary goals and satisfying the financial expectations of stakeholders such as the government and development partners (Benkova, 2020).

The customer perspective focuses on how stakeholders perceive the organization's performance (Camilleri, 2021) [10]. In the case of NRFA, key stakeholders include road users, government ministries, contractors, and donor agencies. A performance management system should help gauge and enhance stakeholder satisfaction by ensuring timely delivery of infrastructure projects and adherence to service standards. The Balanced Scorecard allows NRFA to track whether its performance aligns with stakeholder needs and whether feedback is systematically incorporated into planning and evaluation processes.

The internal business processes perspective addresses how effectively the organization's internal operations are aligned with its strategic objectives (Rahayu, 2023). For NRFA, this involves assessing whether core processes such as project planning, fund disbursement, and monitoring and evaluation are efficient and streamlined. The effectiveness of the performance management system is crucial here, as it should provide the tools and mechanisms to track operational efficiency, reduce delays, minimize resource wastage, and identify areas for improvement within the agency's day-to-day activities.

The learning and growth perspective emphasizes the development of human capital, innovation, and institutional capacity (Rahayu, 2023). In the context of NRFA, this entails evaluating how the performance management system supports staff development, encourages knowledge sharing, and fosters a culture of continuous improvement. A performance management system rooted in this perspective ensures that employees are motivated, equipped with the right skills, and empowered to contribute to strategic outcomes. It also promotes innovation and adaptability, which are essential for responding to evolving infrastructure challenges.

2. Literature Review

2.1 Overview

This chapter reviews literature to understand the current state of knowledge, identify critical gaps and points of disagreement in this field and how this current study can contribute to it.

2.2 Implementation of the performance management system

The design and implementation of a Performance Management System (PMS) are crucial in ensuring an organization can assess and enhance its overall performance. A well-structured PMS ensures that an organization can track its progress toward strategic goals, hold individuals accountable, and maintain alignment with broader organizational objectives (Rajapakshe, 2024). In the context of the National Road Fund Agency (NRFA), a robust PMS is vital to ensure that the agency effectively manages road infrastructure projects, optimizes resource utilization, and meets the expectations of various stakeholders.

The foundation of a successful Performance Management System (PMS) lies in the establishment of clear, well-defined objectives and goals (Agarwal, 2021) [3]. This is the critical first step in the implementation process and serves as the blueprint that guides all subsequent activities. Without a clearly articulated direction, organizations risk developing a PMS that is misaligned with their strategic intentions, rendering it ineffective or counterproductive (Adepoju, 2023).

The primary objective of implementing a PMS is to enhance organizational productivity by creating a structured and consistent approach to monitoring, evaluating, and improving employee performance (Ajike, 2023) [4]. However, this overarching goal must be broken down into specific, actionable sub-objectives that reflect the unique needs and strategic priorities of the organization. These sub-objectives may include aligning individual employee goals with the broader corporate strategy, identifying and addressing skill gaps, facilitating career development, and fostering a culture of continuous improvement and accountability (Suwarno, 2023).

Alignment between individual and organizational goals is particularly critical. When employees understand how their personal objectives contribute to the company's mission and vision, they are more likely to be motivated, engaged, and committed to their work (Ajike, 2023) [4]. This alignment creates a sense of purpose and direction, enabling employees to focus their efforts on tasks that directly impact the organization's success. To achieve this, goals must cascade from the top down starting with strategic organizational objectives, then department-level goals, and finally, individual performance targets (Adepoju, 2023).

To ensure goals are effective and measurable, organizations should adopt the SMART criteria. SMART goals are Specific, Measurable, Achievable, Relevant,

4. Presentation of Findings

4.0 Overview

This section provides a detailed analysis of the outcomes achieved, including any statistical or quantitative analysis conducted to support the findings.

4.1 Presentation of results on background characteristics of the respondents

The respondent pool is evenly split between male and female participants, ensuring a balanced gender perspective on the performance management system. This 50/50 distribution helps mitigate potential gender bias in the survey results. The equal representation provides diverse insights into the implementation and effectiveness of the system.

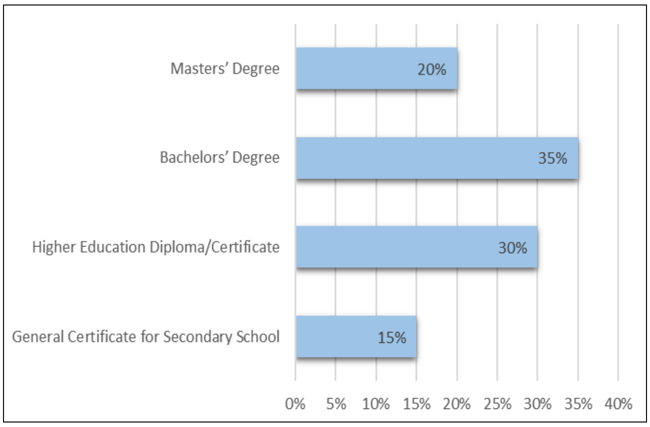


Fig 4.1.1: Gender Distribution of Respondents

The age distribution of the 100 respondents showed a mean of 43.2 years with a standard deviation of 10.1 years, indicating a moderately dispersed sample spanning early adulthood to post-retirement age, which suggests the findings may reflect a diverse range of generational perspectives and life experiences.

Age Profile of Respondents

Variable	N	Mean	Std. Deviation	Minimum	Maximum
Age of Respondent	100	43.2	10.1	25	61

A significant majority (70%) of respondents were married. Single individuals comprised 20% of the sample, while divorced/widowed respondents account for 10%.

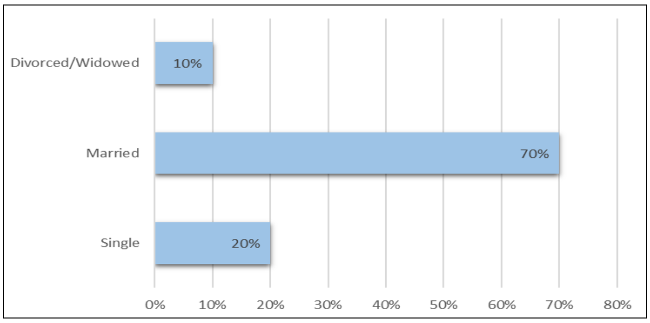


Fig 4.1.2: Marital Status of Respondents

The workforce is highly educated, with 85% of respondents holding a diploma or higher qualification. This includes 35% with bachelor's degrees and 20% with master's degrees, indicating a strong intellectual capacity for understanding and engaging with performance management systems.

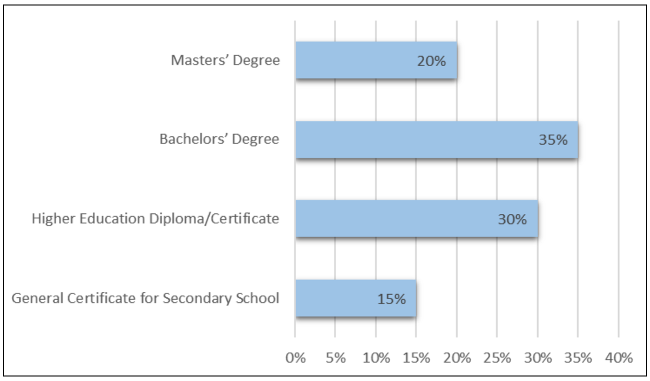


Fig 4.1.3: Educational Qualifications of Respondents

4.2 Implementation of the Performance Management System at NRFA

Most employees (65%) are very familiar with the performance management system, indicating good awareness and exposure. Somewhat familiar responses account for 25%, suggesting a segment that may need more information or training. Only 10% are not familiar, highlighting a small group potentially disengaged from the process.

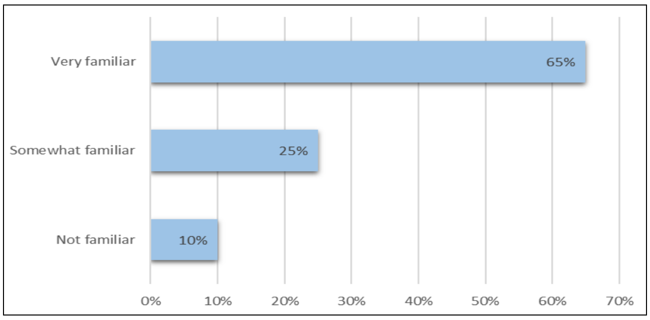


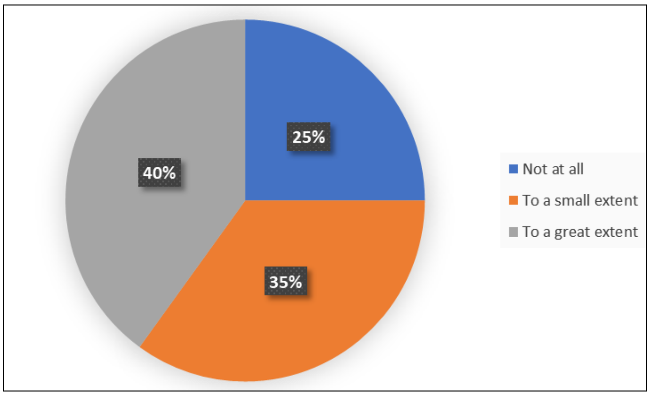
Fig 4.2.1: Employee Familiarity with the Performance Management System

Performance appraisals (85%) and goal setting (80%) are the most implemented components, forming the core of the system. Continuous feedback (70%) is also common, while training (55%) and rewards (50%) are less emphasized. This indicates a traditional appraisal-focused approach rather than a developmental one.

Table 4.2.1: Commonly Applied Components of the Performance Management System

	Responses		Percent of Cases
	N	Percent	
Goal setting	80	30.3%	80%
Performance appraisals	85	21.2%	85%
Continuous feedback	70	27.3%	70%
Training and development	55	18.2%	55%
Reward and recognition	50	3.0%	50%
Total	330	100.0%	330.0%
a. Dichotomy group tabulated at value 1.			

Consistency in application is moderate, with 40% reporting application to a moderate extent and 35% to a great extent. However, 25% feel it is applied only.



Translation of strategic to individual goals is somewhat effective for 45% of respondents, with high effectiveness for 35%. However, 20% find it ineffective, suggesting room for improvement in cascading organizational objectives.

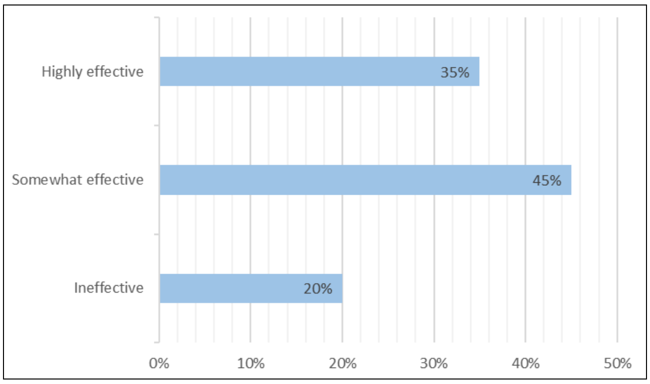


Fig 4.4.3: Effectiveness of Translating Strategic Objectives into Individual Goals

Organizational progress is tracked moderately well (45%) or very well (35%) by most respondents. However, 20% feel tracking is poor, indicating inconsistent monitoring of progress against targets.

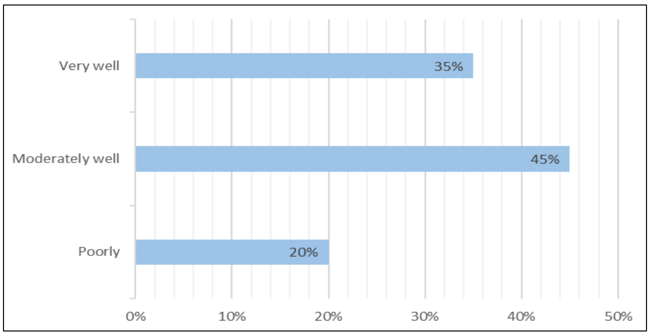


Fig 4.4.4: Effectiveness of Tracking Organizational Progress

Regular performance reports (80%) and progress meetings (75%) are the most supportive reporting mechanisms. Departmental dashboards (60%) and annual reviews (55%) are also used, but less consistently across the organization.

Table 4.4.2: Reporting Mechanisms Supporting Strategic Objectives

	Responses		Percent of Cases
	N	Percent	
Regular performance reports	80	28.7%	80%
Departmental dashboards	60	21.5%	60%
Annual performance reviews	55	19.7%	55%
Progress meetings	75	26.9%	75%
Total	270	100.0%	270.0%
a. Dichotomy group tabulated at value 1.			

The system provides significant contribution to efficiency for 40% of respondents, with some contribution for 45%. However, 15% report no contribution, indicating variable impact on organizational efficiency.

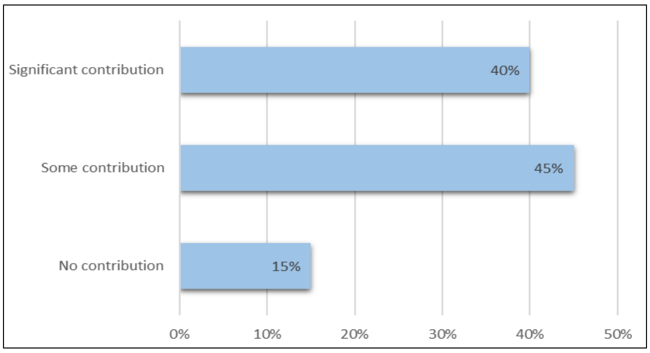


Fig 4.4.5: Contribution of the System to Organizational Efficiency

The chi-square results indicate a statistically significant association between the extent to which the performance management system improves individual work performance and its contribution to organizational efficiency, $\chi^2(6, N=100) = 96.667$, $p = .003$. This suggests that employees who perceive the PMS as improving their personal work performance are also more likely to view the system as contributing significantly to overall organizational efficiency. The finding highlights a strong link between individual-level performance benefits and broader organizational outcomes at NRFA.

Table 4.4.4: Association between Improvement in Work Performance and Contribution of the Performance Management System to Organizational Efficiency

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	96.667[a]	6	.003
Likelihood Ratio	112.288	6	.013
Linear-by-Linear Association	1.820	1	.003
N of Valid Cases	100		

Accountability is strong for 45% of respondents, with some accountability for 40%. However, 15% report no accountability, indicating inconsistent enforcement of responsibility for target achievement.

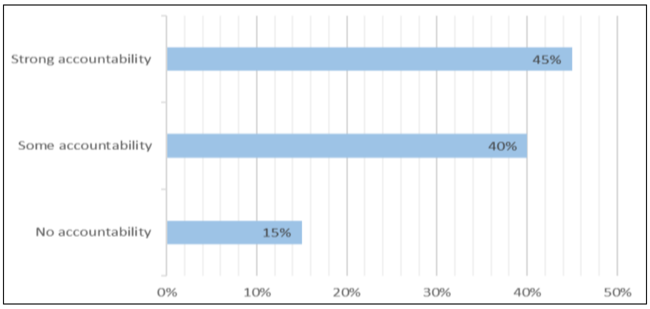


Fig 4.4.6: Accountability for Achieving Strategic Targets

Major gaps include poor alignment (75%) and inadequate measurement (70%). Limited communication (65%) and insufficient resources (60%) are also significant barriers to linking performance management with strategic objectives.

Table 4.4.3: Gaps Between the Performance Management System and Strategic Objectives

	Responses		**Percent of Cases**
	N	**Percent**	
Poor alignment	75	23.3%	75.0%
Inadequate measurement	70	21.7%	70.0%
Limited communication	65	20.2%	65.0%
Insufficient resources	60	18.6%	60.0%
Lack of integration	55	17.1%	55.0%
Total	325	100.0%	325.0%
a. Dichotomy group tabulated at value 1.			

To strengthen the link, respondents recommend better alignment (85%) and improved communication (80%). Enhanced measurement (75%) and more resources (70%) are also frequently suggested strategies.

Table 4.4.4: Recommended Improvements to Strengthen Alignment with Strategic Objectives

	Responses		Percent of Cases
	N	Percent	
Better alignment	85	23.9%	85.0%
Improved communication	80	22.5%	80.0%
Enhanced measurement	75	21.1%	75.0%
More resources	70	19.7%	70.0%
Stronger leadership	65	18.3%	65.0%
Total	375	100.0%	330.0%
a. Dichotomy group tabulated at value 1.			

4.5 Challenges Affecting Performance Management Effectiveness at NRFA and Proposed Recommendations

The top challenges are limited feedback (80%) and poor communication (75%). Lack of fairness (70%), inadequate training (65%), and limited management support (60%) are also significant barriers to effective performance management.

Table 4.5.1: Key Challenges Experienced in the Performance Management System

	Responses		**Percent of Cases**
	N	**Percent**	
Limited feedback	80	22.5%	80.0%
Lack of fairness	70	19.7%	70.0%
Poor communication	75	21.1%	75.0%
Inadequate training	65	18.3%	65.0%
Limited management support	60	16.9%	60.0%
Total	350	100.0%	350.0%
a. Dichotomy group tabulated at value 1.			

Limited training affects system effectiveness to a great extent for 45% of respondents, with moderate effect for 35%. Only 20% report little effect, highlighting training as a critical factor in performance management success.

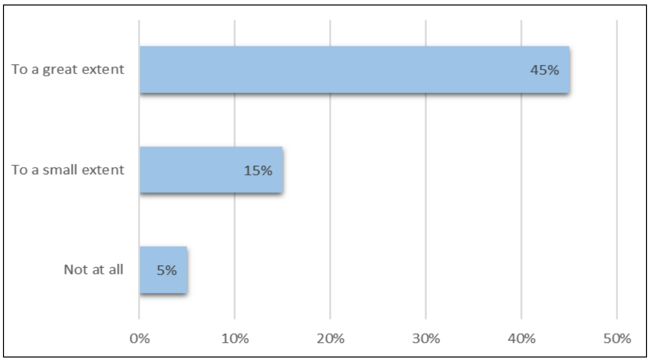


Fig 4.5.1: Extent to Which Limited Training Affects System Effectiveness

Resource constraints hinder effectiveness significantly for 50% of respondents, with moderate hindrance for 35%. Only 15% report no hindrance, indicating resources as a major constraint on performance management.

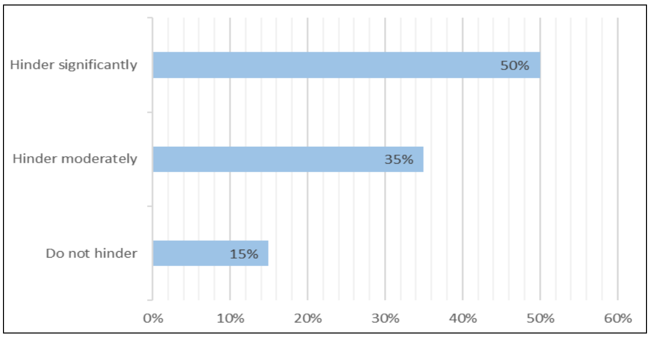


Fig 4.5.2: Impact of Resource Constraints on System Effectiveness

Inconsistent application (80%) and bias in appraisals (75%) are the top management-related challenges. Lack of follow-up (70%) and limited top management involvement (65%) also significantly reduce system effectiveness.

Table 4.5.2: Management-Related Factors Reducing System Effectiveness

	Responses		**Percent of Cases**
	N	**Percent**	
Inconsistent application	80	26.7%	80.0%
Bias in appraisals	75	25.0%	75.0%
Lack of follow-up	70	23.3%	70.0%
Limited involvement of top management	65	21.7%	65.0%
Total	330	100.0%	330.0%
a. Dichotomy group tabulated at value 1.			

Employee resistance has some effect (45%) or strong effect (40%) on implementation. Only 15% report no effect, indicating resistance as a significant barrier to performance management effectiveness.

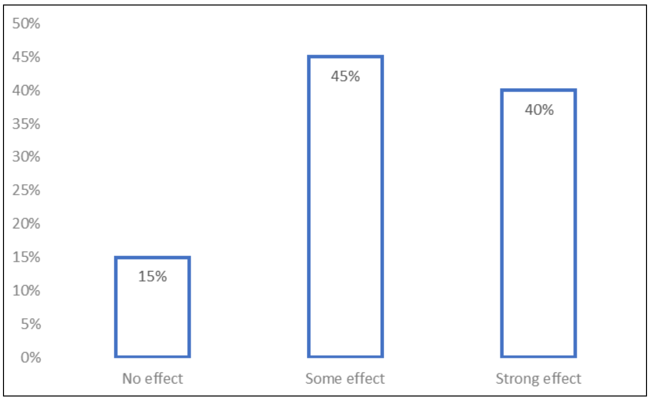


Fig 4.5.3: Effect of Employee Resistance on Implementation

Performance gaps are partially addressed for 50% of respondents, with full addressing for 30%. However, 20% report gaps are not addressed, indicating inconsistent follow-through on performance issues.

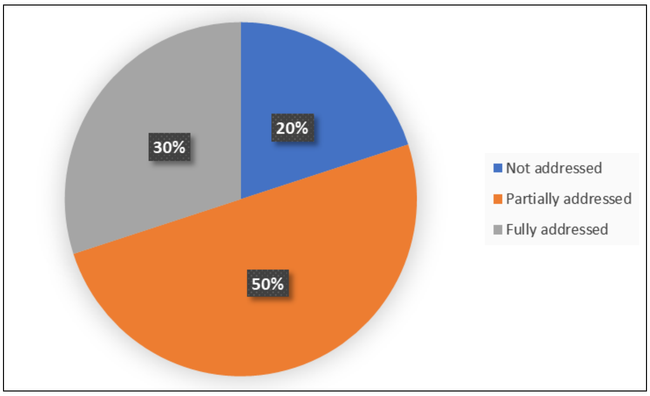


Fig 4.5.3: How Performance Gaps Are Addressed in the System

Communication plays a major role in challenges for 50% of respondents, with moderate role for 35%. Only 15% report no role, highlighting communication as a critical factor in performance management difficulties.

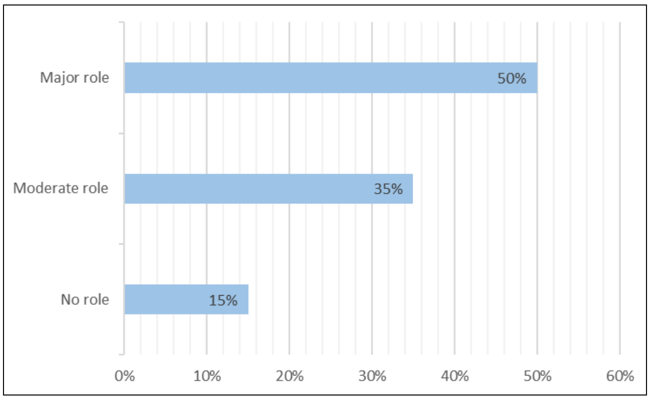


Fig 4.5.4: Role of Communication in Performance Management Challenges

The grievance mechanism is somewhat effective for 45% of respondents, with high effectiveness for 30%. However, 25% find it ineffective, indicating need for improvement in addressing performance evaluation concerns.

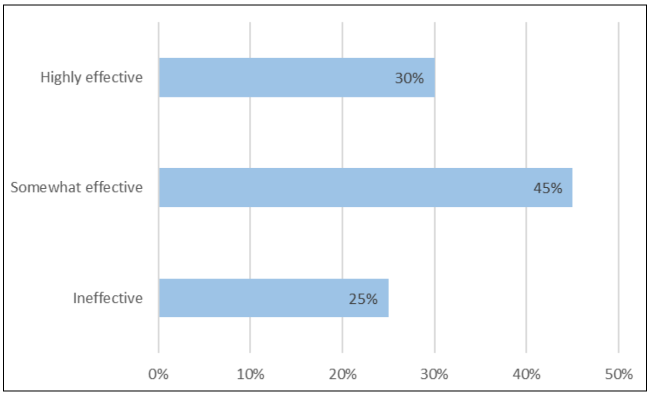


Fig 4.5.5: Effectiveness of the Grievance Redress Mechanism

Key recommendations include better training (85%) and improved communication (80%). Enhanced technology (75%) and fairer processes (70%) are also frequently suggested for improving system effectiveness.

Table 4.5.3: Recommendations to Improve the Effectiveness of the System

	Responses		Percent of Cases
	N	Percent	
Better training	85	23.9%	85.0%
Improved communication	80	22.5%	80.0%
Enhanced technology	75	21.1%	75.0%
Fairer processes	70	19.7%	70.0%
More resources	65	18.3%	65.0%
Total	375	100.0%	375.0%
a. Dichotomy group tabulated at value 1.			

To enhance fairness, respondents recommend clearer criteria (85%) and reduced bias (80%). Better rater training (75%) and appeal processes (70%) are also suggested, along with more transparency (65%) in evaluations.

Table 4.5.4: Strategies to Enhance Fairness and Transparency in Performance Management

	Responses		Percent of Cases
	N	Percent	
Clearer criteria	85	23.9%	80.0%
Reduced bias	80	22.5%	80.0%
Better rater training	75	21/1%	75.0%
Improved appeal processes	70	19.7%	70.0%
More transparency	65	18.3%	65.0%
Total	330	100.0%	330.0%
a. Dichotomy group tabulated at value 1.			

4.6 Discussion of Study Finding

Objective I: The implementation of the performance management system at the National Road Fund Agency

The implementation of the performance management system at the National Road Fund Agency reflects a structured yet inconsistently applied framework that combines traditional appraisal methods with emerging practices in continuous feedback and goal alignment. Key findings indicate that while most employees are familiar with the system and perceive performance expectations as clear, significant variations exist in its application across departments. Performance appraisals and goal setting are widely implemented, with 85% and 80% adoption rates respectively, indicating a strong foundation in these core components. However, continuous feedback, training, and reward mechanisms are less emphasized, with only 55% to 70% implementation, suggesting a gap in the developmental and motivational aspects of the system. Management involvement is generally high, and communication is moderately effective, yet 25% of employees report inconsistent application, and 20% note poor integration with other HR practices. These findings highlight a system that is well-understood and supported in principle but requires greater standardization and holistic integration to function optimally.

When compared with existing literature, the high familiarity and clarity of performance expectations at NRFA align with studies emphasizing the importance of clear goal setting and communication in effective performance management systems. Agarwal (2021) [3] notes that well-defined objectives are critical for aligning individual efforts with organizational goals, a principle that appears to be partially realized at NRFA. However, the inconsistent application of the system across departments deviates from the literature, which stresses the need for uniformity to ensure fairness and credibility. For instance, Nkhoma (2023) argues that inconsistent application can lead to perceptions of unfairness and reduced employee trust. The disparity at NRFA may stem from variations in departmental resources, managerial training, or commitment to the system, factors often overlooked in idealised models of performance management.

The strong emphasis on performance appraisals and goal setting at NRFA is consistent with traditional performance management approaches documented by Vignieri (2023), who notes that these components form the backbone of many systems, particularly in public sector organizations.

5. Conclusions and Recommendations

5.1 Conclusion

The study shows that the performance management system (PMS) at NRFA is widely understood, with most employees familiar with its processes. The system focuses on appraisals, goal setting, and feedback, but less on training and rewards. Application is inconsistent across departments, and monitoring relies heavily on supervisor evaluations and KPIs, with limited peer input. Reviews are mostly annual, and while management involvement is high, integration with other HR practices is partial. The PMS has improved employee performance, particularly in quality of work and time management, though customer service and career development benefits remain weaker. Alignment with strategic objectives is moderate, supporting service delivery efficiency and financial accountability, but gaps exist in stakeholder satisfaction, communication, measurement, and resources. Key challenges include limited feedback, fairness concerns, inadequate training, and inconsistent application. Employees recommend better training, clearer criteria, enhanced feedback, improved communication, and stronger alignment with organizational goals. Overall, the PMS has contributed positively but needs improvements in fairness, communication, integration, and development support to be more effective.

5.2 Recommendation

The study recommends that NRFA strengthen its performance management system (PMS) by prioritizing employee training to improve awareness and consistent application across departments. Communication of policies and performance expectations should be enhanced to ensure clarity and reduce misunderstandings. The system should shift from being appraisal-driven to a more developmental approach by placing greater emphasis on training, rewards, and career development opportunities. To improve fairness and transparency, clear evaluation criteria, better rater training, and robust appeal processes should be introduced. Integration of the PMS with other HR functions and strategic objectives should be deepened by aligning individual goals with organizational targets, supported by effective measurement tools and adequate resources. Technology adoption should be expanded to support real-time performance tracking and feedback mechanisms. Finally, management should address challenges such as inconsistent application, bias, and employee resistance by ensuring stronger leadership involvement, fairer processes, and continuous employee engagement.

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