



Investigating the challenges of performance management systems implementation in The Ministry of Health and Social Services, Kavango East Region, Namibia.

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Abstract

The research examines the difficulties associated with the implementation of performance management systems within the Ministry of Health and Social Services in the Kavango East Region. Performance management systems often encompass performance evaluation and staff development. The performance management system in Namibia was initiated and executed by public services after receiving Cabinet approval in August 2011. The research sought to evaluate the obstacles encountered in the execution of a performance management system within the Ministry of Health and Social Services at the Regional Directorate of the Kavango East Region via a qualitative methodology. The research concentrated on the personnel of the Ministry of Health and Social Services at the Regional Directorate of Health in the Kavango East Region, encompassing both management and general staff. A total of 18 participants were engaged using interview guidelines to collect data. The primary findings indicated that the implementation of PMS was deemed unsuccessful owing to obstacles including insufficient training on its utilisation within the business, inadequate knowledge and skills, suboptimal design, and insufficient management engagement in implementing PMS. Respondents in this survey reported that insufficient resources and the absence of performance objective implementation are additional hurdles to execution. The research advocates for the implementation of the PMS in the Regional Directorate of Health in the Kavango East Region through the use of several models, mostly determined and decided upon by management.

Keywords: Performance management systems, Performance appraisal, Employee, Employee development, Training, Namibia.

Introduction

Organisations with strict and deliberate performance management system (PMS) frameworks are 51% more inclined to outflank others concerning financial performance and 41% more prone to beat others for extra results, including consumer loyalty, employee retention, and other essential measurements (Ahenkanet al., 2018). Prior studies indicated that PMS has a poor track record of implementation in some parts of the African work environment (Fatile, 2014; Seotletla & Miruka, 2014). Previous research has shown that some government owned agencies understand the significance of performance management (Edeh et al., 2019). However, one of the problems such agencies have is the process of instilling it in the organisational philosophy to enhance effectiveness. Dessler (2020) contended that to attain effective implementation of PMS, managers, and supervisors should consider balancing employee performance with available resources.

In today's corporate world, the performance management challenge has multiple aspects, and implementing focused initiatives to tackle these challenges is not a silver bullet strategy (Dessler, 2020). In many cases, remuneration schemes drive the performance system which has a long-term impact on the behaviour of the employee and corporate culture (Watkins & Leigh, 2012). In other circumstances, senior management focuses more on the scorecard to hold subordinates accountable even when the scorecard is not connected with business priorities rather, with several deliverable projects and tasks.

The primary challenge is a lack of alignment resulting from the development of several organisational procedures in isolation. Diverse groups employ various frameworks to establish the connection among strategy formulation, budgeting, and operational planning. The performance management system is interconnected not only with individual, departmental, and organisational performance but also with financial metrics (Edeh et al., 2019). The second difficulty occurs at many levels of the organisation in the form of bad measure development; in many cases, targets are stated but no related measure is implemented. In other circumstances, no data is gathered or retained as proof to track performance (Armstrong, 2017).

Despite the well-documented significance of PMS implementation in various industries, the public sector in Namibia faces challenges in the implementation of PMS (Kaupa & Atiku, 2020). The Ministry of Health and Social Services (MOHSS) is faced with many challenges, including an inadequate workforce to take care of the growing pandemic challenges (Hamwaanyena, 2014). As a result, an effective PMS is imperative to monitor the performance of the limited human resources in the health sector. In the context of the MOHSS in the Kavango East, the implementation of the PMS for the current financial year was recorded at 61% (Kakororo, 2021). This implies that there could be multiple factors impeding the full implementation of the PMS at MOHSS that remained unveiled from the research point of view. This situation is attributed to research gaps that remain unfilled, especially

concerning the subject and its contributions to the performance of individual staff members in the region of concern. The Kavango East region is one of the areas with a rapidly growing population in Namibia (Namibia Statistics Agency, 2018). This research examines the obstacles encountered in the implementation of PMS inside the MOHSS at the Regional Directorate of the Kavango East Region, based on the preceding submission.

Statement of the Problem

The public service of Namibia created and implemented a performance management system after receiving Cabinet approval in August 2011. Nevertheless, the Office of The Prime Minister's report (2018) indicated that none of the offices, ministries, and agencies (OMAs) or Regional Councils achieved full implementation. The Ministry of Health and Social Services is no exception. Statistics reveal that the Ministry of Health and Social Services in the Kavango East region has implemented the PMS up to 61% in 2019 (Kakororo, 2021). This shows that the PMS is not fully implemented, and the Ministry of Health and Social Services (MOHSS) is not an exception. This could potentially be the major contributing factor to the low performance of the healthcare system in the Kavango East Region as highlighted by Sanzila (2017). The Regional Health Directorate of Kavango East region is responsible for ensuring a well performing healthcare system. In addition, a study by Amukugo and Nangombe (2017) at the MOHSS, found that poor performance is due to insufficient staff or staff not providing care according to standards and not being responsive to the needs of the community and

patients. This situation could be the result of a poor implementation of PMS in the health care system. If the Regional Health Directorate in the Kavango East had an effective PMS in place, employees in the health sector would ensure that activities and outputs are congruent with organisational goals/objectives. Consequently, due to the evidence of ineffective and insufficient PMS implementation in public institutions and subpar healthcare performance in the Kavango East region (Sanzila et al., 2017), this study aimed to investigate the challenges encountered in PMS implementation at the Regional Directorate of Health in the Kavango East Region – MOHSS. The aim of this research is to evaluate the difficulties encountered in the implementation of PMS inside the MOHSS at the Regional Directorate of the Kavango East Region.

Literature Review

Performance Management System (PMS)

Performance management system (PMS) refers to a formal process used to measure, identify and develop employee performance and align it with management objectives (Dessler, 2020). Noe et al. (2018) contended that PMS comprises all the procedures that managers and supervisors deploy to monitor the activities of employees as well as how such activities contribute to the overall performance of the organisation. Tyokwe and Naicker (2021) assert that PMS covers performance planning, training, monitoring, appraisal and compensation for the work done. Siraj and Hagen (2023) added that PMS ensures that individual achievement and that of the organisation must be synchronised before result can be achieved. Edeh et al.

(2023) stated that employee assessment should be based on the availability of resources to perform the job. This implies that PMS is the central determinants of employee behaviour that is hinged on results which must be evaluated by a superior in the organisation. Adding to the above contention, Edeh et al. (2019) assert that PMS is a continuous exercise that cut across the entire organisation. Dessler (2020) argued that organisation's goal cannot be achieved if there are no performance standards that would guide the work behaviour of everyone in the workplace. Dessler (2020) affirmed that PMS can be achieved when managers provide direction sharing, goal alignment, performance monitoring, feedback, performance coaching, recognition and compensation for work done. Studies have shown that organisation can adopt different PMS processes that fit the nature of their work (Edeh et al., 2023).

It is on this note that Noe et al. (2018) rolled out the following PMS guidelines for managers and administrators to follow. These are defining performance outcome, develop goals for the employees, providing resources to achieve goals, evaluate performance, identify improvements where necessary, and reward employees (Noe et al., 2018).

Challenges faced in the implementation of a performance management system

A study conducted by Khan et al. (2013) identified the following critical issues that organisations face when implementing PMS:

1) **Low priority on implementation by the management:** There is a saying that everything rises and falls on the leadership.

The same can be said about the implementation of the PMS. It was revealed that due to routine work pressures and time constraints, management can be forced to address these short-term organizational issues, which slowed the process of successful PMS implementation (Khan et al., 2013).

2) **Insufficient resources:** Usually, resources, especially financial resources are considered the number one limiting factor in the public sector. The successful implementation of PMS requires significant attention, amount, and effort for successful implementation, but very often, organisations are not ready to allocate the people (capacity) and budget (resources), resulting in delayed or postponement of PMS implementation (Khan et al., 2013). In the same view, Kichigina (2017) highlights when special funds are made available, they must be spent in an unrealistically short period, faster than the program can effectively absorb them.

3) **Negative attitudes towards PMS:** The value of using PMS as a tool to measure employee and organisational performance is heavily dependent on workplace implementation quality (Seotletla & Miruka, 2014). Unfortunately, not all organisations recognize the positive impact of PMS on overall performance improvement. In addition, it is worth understanding that in any implementation of a process intended to change behaviour, such as PMS, it is critical to developing both the confidence and competence of all key role players in carrying out their responsibilities (Seotletla & Miruka, 2014).

4) **Organisational strategy:** The organisational culture shapes and influences

the way things are done. If the organisation's objectives and mission strategy are not understandable and clear to its employees, then the inclusion of developed critical success factors and KPIs becomes irrelevant, resulting in the postponement of PMS implementation (Khan et al., 2013).

5) Change process: The establishment of a Performance Management System (PMS), which improves transparency about individual performance inside the organisation, may elicit resistance from organisational members (Seotletla & Miruka, 2014). Many experts see resistance to change as a common human characteristic that must be overcome for the PMS initiative to succeed. As organisations shift from conventional performance evaluations to the implementation of Performance Management Systems (PMS), they face challenges related to this transition (Seotletla & Miruka, 2014). During the execution of the PMS phase, businesses prioritise it above the new organisational transformation process. If the firm disregards the change process, the risk of successful implementation will be markedly increased. Employees view the new approach as intimidating because of the PMS system's improved precision in evaluating individual performance (Khan et al., 2013).

6) Reward system and PMS: Employees demonstrate resistance when there is insufficient alignment between the remuneration system, KPIs, and critical success factors with the PMS, hence obstructing the process (Khan et al., 2013). Subpar performance must be tackled through diverse strategies, ensuring that these occurrences are not just perceived as

disciplinary matters and that sanctions are considered a final resort. Performance exceeding the expectations specified in the performance agreement should be recognised. Employees who lack recognition for their performance are likely to reduce their exceptional productivity. This is a possible failure point in the implementation of the PMS across several organisations.

7) Updating PMS: For many organisations, the most difficult challenge is keeping the PMS operational after the first year or two (Seotletla & Miruka, 2014). The world is constantly changing. As a result, it is critical that the PMS be always kept up to date. To put it another way, to get better results from the PMS, the system should be properly updated in terms of key performance indicators (KPIs), organisational strategy (vision and mission), and critical success factors to reflect the current changing business environment (Khan et al., 2013).

Theoretical Framework

This study employed the goal setting theory to assess challenges in implementing the performance management system in the Kavango East Directorate – MOHSS. The goal-setting theory by Locke and Latham (1984) was developed based on the combined research findings of literally hundreds of experiments. The goal-setting theory is founded on the most fundamental of self-observations, namely, that conscious human action has a purpose. The idea goes on to claim that having various performance goals is the simplest and most straightforward motivational reason for why some people perform better than others (Locke & Latham,

1990). Therefore, it is important to manage and inspire employees to achieve performance goals in every firm. However, specific objectives may not always result in such desirable personal and organizational consequences. The goal-setting theory is relevant and important to this study taking into cognisance that it helps in understanding the possible challenges of implementing a performance management system.

Research Methods

A case study methodology was employed to examine the viewpoints of managers and general staff concerning the challenges faced in the implementation of PMS within the Ministry of Health and Social Services in the Kavango-East Region. The interpretivism research paradigm was considered the best suitable for this study. The main aim of the interpretivism paradigm is to understand individuals' subjective experiences (Creswell, 2017). This study employed a qualitative research technique to investigate, discern, and evaluate the perspectives of managers and general staff on the challenges faced in the implementation of PMS within the Ministry of Health and Social Services in the Kavango East Region. Burns and Grove (2003) underscored that qualitative research predominantly involves words, language, and experiences, as opposed to measurements, statistics, and numerical data.

The population of the study comprised the staff members at different levels. The Regional Directorate of Health, Kavango East Region, consists of 65 staff members. The population was made of 1 Director, 10 Divisional Heads, 4 Supervisors and 50 junior staff. Staff members at different levels are

directly involved in the implementation of PMS. However, other stakeholders (the central government and relevant ministries) were left out of the population because they were unavailable to partake in the study. A purposive sampling method was used to select participants from the population of the managers and general staff of Regional Directorate of Health, in the Kavango East Region with the expectation that they were experienced and more knowledgeable about the implementation of the PMS in the organisation (Creswell & Clark, 2015). The sample size comprised 20 participants, that is, 5 divisional heads and 15 junior staff. The sample size was based on Marshall *et al.* (2013)'s recommendation of 15-30 sample size for single case studies. This study used a semi-structured interview guide designed for management and junior staff. However, the interviews were conducted via the Zoom application.

Data Analysis

The interview sessions were initially recorded by the researcher. (Saunders et al., 2016). The data was then rigorously analysed to identify the themes and sub-themes. Results were presented in textual form according to the themes. In addition, ATLAS.ti software was utilized as a tool of analysis. The interview transcripts were uploaded to the program where an analysis was conducted to draw out significant language, themes and patterns which were identified throughout the respondents' interview transcripts.

Results

The study targeted 20 participants and a 90% (18 responses) response rate was reached. The

participants of the study comprised of management and general employees (junior staff). Table 1 below shows the participants of the study and their assigned codes.

Table 1: Participants of the study

Participant	Participant Representation	
	Management staff	General employees
Participant 1	MS1	
Participant 2	MS2	
Participant 3	MS3	
Participant 4	MS4	
Participant 5		GE1
Participant 6		GE2
Participant 7		GE3
Participant 8		GE4
Participant 9		GE5
Participant 10		GE6
Participant 11		GE7
Participant 12		GE8
Participant 13		GE9
Participant 14		GE10
Participant 15		GE11
Participant 16		GE12
Participant 17		GE13
Participant 18		GE14
Total	4	14

KEY:MS= Management Staff; GE=General employee

Table 2 below shows the themes and sub-themes of the study, and these will be discussed in detail in this section.

Table 2: Themes and sub-themes

Themes	Sub-themes
Theme 1: PMS implementation challenges	• Internal challenges • External challenges • Solution to challenges. • Improving efficiency of PMS

Theme 1: PMS implementation challenges

This theme answers the main objective of the study, namely, to assess the challenges faced in the implementation of PMS in the MOHSS at the Regional Directorate of Kavango East Region. However, four sub-themes were identified: internal challenges, external challenges, solutions to challenges, and improving the efficiency of PMS.

Internal challenges: Most of the participants (all management staff and all junior staff) identified the main internal challenges that affected the implementation of PMS as: lack of understanding and knowledge of PMS; lack of training; shortage of resources; and lack of a well-planned communication strategy. The participants were of the view that a lack of understanding and knowledge of PMS, together with a lack of training, were the ones causing hindrances to the implementation of PMS. The view was shared by GE1, GE2, GE3, GE4, GE7, GE8, and GE9, who cited a lack of understanding and knowledge of PMS as a major challenge

to the implementation. MS1 supported this view and added that:

“Because of a lack of understanding and knowledge about the system, people are not fully trained on PMs to know what it entails and the benefits of it. Another issue is that there are no punitive measures in place to punish people who do not adhere to the PMS system. It seems as if people are ignorant as well. It is a good system if people put in the effort to understand it and use it correctly.”

MS1 highlighted the need for measures to be put in place to reprimand workers not adhering to the PMS. Hence, lack of regulation on this matter has led to implementation challenges. However, MS1 points out the lack of training which might been the reason for lack of understanding and knowledge. This view is shared by MS4. MS4 had this to say:

“Lack of training; the majority of staff are not trained. Second, meeting deadlines for quarterly review and submission of reports. Lower-cadre staff do not see the importance of PMs; it’s seen as a waste of time to them. To make them understand and write reports, which proves to be difficult, the supervisor has to push them to write the reports.”

The other participants (GE11, GE12, GE13, and GE4) were of the view that training was a challenge in the implementation of PMS because it was done ineffectively. However, participants GE13 and GE14 added that ineffective staff development programmes were another hindrance to the implementation of PMS. GE14 highlighted that "Lack of effective trainings and failure by management to provide effective staff

development programmes poses implementation challenges."

The other participants (MS2, MS3 and GE7, highlighted shortage of resources to be another challenge in the implementation of PMS. MS2 was of the view that “Shortage of human resources and other resources such as transport and financial resources hinder the implementation of PMS. If you need to be in the community and there is no means for transport, you end up missing some of the activities.” The view was also shared by MS3 who said that:

“Lack of understanding of the performance management system from the staff members. Lack of resources such as equipment, computers, printers, and printing papers. Furthermore, the lack of an adequate budget and the budget's late release have an impact on the activities to be carried out.”

External challenges: The implementation of the PMS was affected by minor external challenges, as highlighted by the results. MS1 and MS2 highlighted two external challenges faced, pertaining to communication and structural challenges. MS1 highlighted that “the lack of a well-planned communication strategy at all levels has affected how the PMS is implemented.” MS2 added that:

“It would be good that some of the activities be decentralised to the directorate from the national level. Even the budget is still centralized, as are other things, such as cars, in that car licence renewals are still done at the national level in Windhoek, and cars are parked without licenses.”

Solution to challenges: The study sought to find the solutions to the identified challenges in the implementation of PMS and several solutions were given by the participants. MS3 indicated the solution of lack of resources is to use the available resources efficiently. MS3 had this to say, “There is need for effective use of available resources as seeking for more financial aid may take more time. Also, we encourage other employees to liaise with other that are well versed with the system”. Also, on the issue of resources, MS2 provided a solution for the human resource challenge. MS2 added that:

“Some of the positions have been filled. Monitoring of car usage and ensuring that all equipment is in place, although we are slowly getting there. Budget virement (transferring funds from one vote that has a savings account to another vote that has been depleted) and cutting unnecessary expenditures. This will assist in boosting staff morale.”

The issue on training was addressed by MS4 who said, “The director is currently arranging the training for all staff members. There is also a need for divisional heads to motivate, encourage, and emphasize the importance of PMS to their subordinates.” MS1 was doubtful about applying new techniques to solve these challenges. MS1 had this to say:

I have nothing to say and have not seen anything done. We just keep encouraging people to fulfil their performance agreements. We are reporting quarterly; therefore, we keep encouraging them to do their PAs and their reviews. The plan for training is still there, and probably in the next financial year it will materialise.

Improving the efficiency of PMS: The participants had different opinions on how to improve the efficiency of PMS at the institution. However, most of the participants (MS1, MS3, MS4, GE1, GE3, GE4, GE6, GE7, GE8, GE9, GE10, GE11, and GE12) were inclined to the view of using training and development to improve efficiency when implementing PMS. According to GE4, “adequate training individuals on how the PMS works is required, followed by engaging the central government and other key stakeholders to assist in the implementation of the PMS.” The view was supported by MS1 who added that:

“People must have knowledge of what the PMS is all about; therefore, training is recommended. Once everyone understands the PMS fully and how it connects to their individual duties and the overall performance of the region, it will improve.”

MS4 added that training should not be selective but inclusive. MS4 had this to say:

“Training should be provided not only to supervisors but also to lower cadres so that they understand PMs. With understanding, they will improve, but without training, they may not. Second, the ministry or directorate should devise awards for the best performers, even if they are not monetary. They can be certificates to encourage the staff to improve. In the absence of recognition, that is why the staff are not motivated to do it because whether you do it or not, there is no recognition or consequence. To come up with punitive measures or rules that strictly mention that if one does not do their performance agreements or reviews, they will receive a warning or be charged.”

The view is also supported by GE11, GE5, GE6, and MS1, who indicate that the implementation of PMS could be improved if there were a link between performance and pay. MS1 indicates the need for punitive measures, and one way suggested was linking employee performance to salaries. However, GE7 had a different view on how to improve efficiency in the implementation of PMS. GE7 suggests that “employees must be given a chance to voice their concerns and express where they lack support”.

Discussion of Findings

Regarding performance management systems challenges, Marenga (2020) states that there are numerous challenges to PMS implementation, and whilst there are continuous generalisations about what these challenges are, some aspects may be organisational and regionally specific, hence the importance of this study. The findings showed that all the participants identified the main internal challenges that affected the implementation of PMS as: lack of understanding and knowledge of PMS; lack of training; shortage of resources; and lack of a well-planned communication strategy. The findings are in line with Watkins and Leigh (2012), who put forward that a PMS's flaws originate from either a poorly designed PMS or a lack of PMS training inside the organisation, both of which hinder its effectiveness. The results are supported by the study by Ramataboe (2006) on challenges in PMS implementation in Lesotho at the Ministry of Social Development. The study indicated that management's lack of PMS training and expertise was one of the largest obstacles to PMS adoption, followed by the

inability to convey performance objectives throughout the organisation and the consequences of missing performance targets.

The absence of specialised skills in training management and staff to utilise and monitor PMS and the lack of a defined strategic work plan using PMS were other issues (Ramataboe, 2006). The findings are supported by Kaupa and Atiku (2020), who found that the challenges facing the Namibian public sector in PMS implementation were a lack of consultation, high conformity to old processes, a lack of flexibility, poor communication, the existence of silo cultures, and poor training of implementation officers.

The study also discovered that communication and structural challenges were external challenges to PMS implementation. The findings are in line with the study by Kichigina (2017), who found communication problems affecting the implementation of PMS. The study found that organisational success requires consistent, rather than sporadic, communication from the highest levels of leadership, with the help of the communications team making use of all available channels. Organizations, according to Kichigina (2017), need to have a plan for communicating before, during, and after a PMS implementation. Communicating the system's value to employees, managers, and the firm consistently is essential to generating interest, familiarity, and dedication to its implementation. The findings were also supported by the study by Seotletla and Miruka (2014), who identified structural challenges as one of the PMS implementation challenges. According to the findings of the

study, the absence of flexibility (also part of the structural challenges) is a significant barrier that must be overcome before the PMS can be successfully implemented in the public sector. It is essential for the public sector to first establish a conducive climate before launching the programme; doing so will significantly increase the likelihood that yearly performance goals will be met successfully. Instead of focusing largely on rule-bound processes that are rigid and hinder adaptability to change, the public sector, and the MOHSS in particular, must make investments in practices that will enable and encourage optimal performance. This is an absolute necessity. Khan et al. (2013) contend that a work environment defined by inflexible regulations and procedures has the consequence of delays in effective implementation and, as a result, stifles overall performance. This perspective agrees with the position expressed by Seotletla and Miruka (2014).

The study found that the solutions to the challenges faced by the institution include: effective use of available resources as seeking more financial aid may take more time; arranging training for all staff members; encouraging other employees to liaise with others that are well versed with the system; efficient communication; and efficient use of the current performance evaluation techniques. The individuals who are a part of the PMS must be in possession of the essential knowledge, perspectives, and expertise to make use of the system. According to Armstrong (2017), the desired behaviours and skills required include "the development of performance measures, basic result areas, essential leadership skills and PAs, measuring

performance indicators, communicating outcome and response, monitoring and evaluating the performance of the management system, and developing desired behaviours and skills." The notion is supported by Seotletla and Miruka (2014) who pointed out that, to minimise misconceptions and ensure that the advantages and execution are not misinterpreted, the management must adopt a proactive communication strategy to improve employee knowledge of the performance management system implementation process and include them in it.

The participants had different opinions on how to improve the efficiency of PMS at the institution. However, most of the participants were inclined toward the view of using training and development to improve efficiency when implementing PMS. Arranging training for all staff members is the first step, but the next step is to ensure that the training is effective.

The PMS absolutely requires the implementation of an excellent training program. In addition, to maintain the system's dynamic nature, PMS requires continuous learning and improvement. Approaching training and development with a strategic mindset is recommended. It must relate to the strategy of the organisation, and organisations ought to produce yearly skill plans in accordance with that strategy. According to Lindblom (2017), training is very necessary since all employees are required to operate in an environment that is always evolving and to grow professionally. The goals of training and development include the expansion of knowledge, the

acquisition of new abilities, and the modification of existing attitudes.

Conclusion

Based on the findings, the study concludes that sufficient training for both management and employees is crucial to overcoming the most common barriers to PMS implementation. The researcher thus concludes that a certification in PMS implementation should be a prerequisite for management, especially in public organisations and public companies which both have a responsibility to the public. PMS systems help to reduce waste, corruption and improve on service delivery, hence it is important as a prerequisite for PMS implementation. From the findings of the study, the researcher further concludes that performance management systems tend to be seen as a system which is not fully integrated in the practices of the organisation, like for example, budgeting. This is why responses to PMS tend to be inconsistent, showing that the practice of PMS has not yet been truly institutionalised to the point of widespread uniformity in its interpretation.

Recommendations

The recommendations are based on the insights identified from the study in conjunction with literature:

- 1) To increase the capacity of the workforce, supervisors and subordinates need to get ongoing training and retraining on performance management. This is necessary so that they may acquire the

fundamental competence that is necessary for the program's successful execution. It is important to make sure that everyone has had enough training on how to use the PMS.

- 2) The government of Namibia should seriously consider proposing to the National Assembly an act that would establish specific laws on performance management systems. This legislation would serve as a guide for the system's enforcement, compliance, and consequently, implementation. Because of this action, PMS will no longer be a matter of choice for any ministry or government agency, as is the case at the current time, but rather a mandatory statutory requirement.

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