

# Performance Management Recommended Model for Public Sector in the Sultanate of Oman

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## Abstract

The Sultanate of Oman is considered one of the oil exporting countries and is one of the most important countries of the Gulf countries. Therefore, the Sultanate's economy plays an important role in developing the economy of the Gulf countries and also with various countries of the world. Therefore, the Sultanate of Oman must create a strong internal economic environment that is managed by competitive government institutions. The current study presents how the Sultanate of Oman has paid attention to developing the public institutions' services by reformulating some new laws that help manage the economy of the country as required in the current period. At the same time, the current study presented some international experiences and used them by developing a model that can be used to monitor the performance of the government sector through the following variables:- Use of performance information it supports quality of data collection, Communication of performance information to the person, Scope of performance, Framework, Reliability and value of performance, Manager participation in performance management.

**Keywords:** Performance management, Reliability and Value of Performance, Performance Information and Communication of Performance Information.

## 1. Introduction

The government sector is considered one of the most important public institutions that support any economy in all countries of the world. If this sector receives great attention from governments, the government's performance in managing the state will be highly effective and efficient. Therefore, it has become necessary to use tools that help manage government performance. It effectively contributes to various aspects of life in the country, including the economic aspect, the political aspect, the social aspect, and the scientific and health aspect.

The Sultanate of Oman is considered one of the countries in the Middle East that contributes effectively to the economic and human life in the Middle East, as the country enjoys economic activity that contributes to building trade relations with most neighboring countries. Therefore, the Sultanate is considered one of the countries that help in developing the economies of neighboring countries, and it is one of the countries of the Gulf Cooperation Council. It plays an important role in Gulf economic work.

Therefore, it has become necessary to create effective and high-quality government services that contribute to simplifying the Sultanate's participation in the economy of neighboring countries, as government services are the beating heart of a country in its common relations with neighboring countries, as the Sultanate of Oman has become one of the good models in developing Government services: Through this development in government performance, it will have an external and internal impact, so that the internal trade process will find a stimulating environment through simple government services, and this will be reflected in government services outside the Sultanate.

### **1.1 Problem Statement**

This research paper is considered one of the most important papers that discuss how to monitor the performance of the government sector in the Sultanate of Oman and clarify some of the laws regulating this sector and how the government performance mechanism was developed through changing the pattern of government follow-up of service institutions.

Al Balushi et al (2022) stated that the government sector in Oman is strongly contributed to the economy through the number of 229,386 employees in 2020. Therefore, it has become necessary to have a performance monitoring system that contributes to the effectiveness of this number of employees in the government sector. So, Oman public organization was following the law of civil affairs. It was issued by Roal Decrees No. (2004/120) as modification law for performance system. Article No. 20 on the same law explained the level of each performance by using five levels of justification (excellent, very good, good, medium, and low). At the same time the same article explained that employees must be informed about low performance, and he/she will get clarification about the weakness areas of the performance. So, the following questions will explain the main problems of this paper:-

- 1- Does the performance system have significant relationship with organizational performance?
- 2- Does the performance system have significant relationship with employees performance?
- 3- Does the performance system have significant relationship with employees motivation?
- 4- Does the performance system have significant relationship with customer satisfaction?
- 5- Does the performance system have significant relationship with employees satisfaction?

### **1.2 Research Objectives**

The above-mentioned pertinent questions of these current research seeks to address the following objectives: -

- 1- To explore the relationship of organization performance with performance system.
- 2- To examine the relationship of employee's performance with performance system.
- 3- To analyze the relationship of employee's motivation with performance system.
- 4- To investigate the relationship of customer satisfaction with performance system.
- 5- To analyze the relationship of employee's satisfaction with performance system.

### **1.3 The Significance of Current Study**

The current study is focus on monitoring work performance and how performance is monitored in some countries around the world. Therefore, through this study, what has been dealt with in terms of monitoring public organization performance during the past years and during the year 2023 in the Sultanate of Oman, where the Ministry of Labor played an important role in implementing some tools that help increase competitiveness among employees and among institutions in public organization. Therefore, this study demonstrates the importance of monitoring institutional performance and serves as an important reference for decision-makers, researchers, and those interested in addressing institutional performance.

### **1.4 Gabs of Study**

Through the current study, performance management in the government sector is discussed, as this study has certain features, including that the current study presents the most important measures that have been taken by decision-makers in the Sultanate of Oman in monitoring the performance of the government sector. Also, through the study, the variables are adapted to what is appropriate to Omani institutions alone. Here it becomes clear that not everything that has been implemented in countries of the world is compatible with the nature of government institutions in the Sultanate of Oman. Also, the method of competition between government sector employees and the resulting motivational measures, including moral and non-moral ones, are looked at. Therefore, the current study will apply the following variables to the study model Because it is compatible with the policies of government institutions in the Sultanate of Oman :-

Use of performance information it supports quality of data collection, Communication of performance information to the person, Scope of performance, Framework, Reliability and value of performance, Manager participation in performance management. As these variables have been used with different variables in previous studies, for example:- Josef (2021):- The scope of performance, Reliability and value of performance, Quality of data collection and evaluation process, Support of PM process by IT, Use of performance information, Communication of performance information to the personnel, Framework influence on performance management, Managers participation in the performance management.

## **2. Literature Review**

Personnel management needs a system that helps it create a work environment and understand the culture in the organization. Therefore, there are several factors that have a direct impact on personnel management, namely the extent to which the educational level and practical experience affect the performance of employees (Yandra and Septa,2023). Human resources are considered as important resources in any institution, so managing these resources according to a clear approach and theory helps them to understand what is required from them and know their responsibility towards the institution and also helps them to follow the institution's policies according to the institution's vision and mission (Yandra and Septa,2023).

Whereas (Yandra and Septa,2023) concluded in their study that education of employees has a direct relationship with the individual's performance, and the researchers also indicated that training plays a direct role in influencing the individual's performance. At the same time, the researchers also pointed out the importance of work experience, which explained by the researchers proved that there is a direct relationship between it and the employee's performance.

The work discipline plays an important role in the employee's participation in the organization performance. Therefore, ( Asep, 2023) found that work discipline helps to improve the employees performance. The researcher indicated that managing human resources in a way that helps them to understand their responsibilities and perform their duties will have a direct relationship with achieving the organization's goals. Therefore, the human resources management system plays an important role in improving the performance of employees in the institution. So, the researcher pointed out the necessity of developing a system which helps contain the psychological, moral, and behavioral aspects of the employee, to improve his / her performance.

According to (Asep, 2023) it was made clear that, work discipline has a direct relationship with improving the employee's performance, and the raising or lowering the level of discipline in the organization has a direct impact on the employee's performance. The researcher explained that, work discipline contributes to improving the employee's performance.

The institution culture has a major role in influencing the overall performance of the institution, which has a direct impact in the performance of the individual ( Yusuf et al., 2023). The researchers pointed out that, the culture of the institution helps to clarify the leadership style that is followed in the institution, which helps to show the impact in institution performance. Therefore, the researchers stated that, the difficulty of changing the cultures of the institution because its influence will remain on the behavior of the leadership and employees. The researchers indicated that institutions play an important role in influencing customers satisfaction, depending on the type of services provided by the institution. Therefore, the researchers mentioned that, for example, educational institutions have a great impact on the customer through the quality of education and the quality of teachers. Therefore, (Yusuf et al., 2023) stated that, the leadership styles in education institutions have a direct impact on the performance of teachers. Accordingly, the researchers indicated that the leadership model and the institution's culture have a direct impact on the teacher's performance in the educational institution. The study of Pakistani administered for general election down by Mohammed et al. (2021) stated that, educated civil will support to have high performance government. So public organizations consider education and training as key factors to implement new tools for controlling performance.

## **2.1 Public Hospital Designed by Management Performance**

The study down by Josef, (2021) tested the efficiency of public hospital management to satisfy individual wants in the health sector. The study used a questionnaire to examine the employed management system of three public

hospitals. At the same time, the study survey was used for levels of management who's controlling the work performance. Also, the study has used direct interview to collect more correct data about performance of services. The study used the following variables.

- 1.Scope of measurement and its ability to reflect clinical and hospital performance
- 2.Reliability of performance information and its value for decision-making
- 3.Relation of performance measures to operational performance and strategy
- 4.Quality of data collection and evaluation process
- 5.Support of PMS processes by IT
- 6.Use of performance information and orientation of PMS (operational, exploratory, incentive-oriented)
- 7.Communication of performance information to the personnel
- 8.Influence of regulatory framework and market dynamics on performance management
- 9.Engagement of clinical managers in performance management

The study found out that performance of organization did not provide needed data more than performance measurement. Also, the study found that the complexity of measurement is not available in some types of services. At the same time, the study cleared that measurement would enhance to find good environment for information of performance. Also, the study found out that poor measurement will not support the general person to have information about real performance. The study explained that misconnect will occur between organization strategy and management of performance. At the same time the study found that contribution to the economic and health service quality will occur in poor measurement case.

The Study discussed the use of information technology can participate to find an improvement environment for performance management system. Also, the study explained that the new application of technology will present value information for performance management system.

## **2.2 Higher Education and Innovative Development**

The study down by Gong (2021) explains the effect of internet and technology in innovation of higher education. So, the study solved some issues in the higher education sector, for example:

- Stable environment is not available for performance management in higher education.
- Lack of knowledge in higher education for performance management.
- Higher education members have limited participation in performance management.

Also the study found out that the performance management of higher education will be affected as follows:

- 1- The future development will increase the value of performance management.
- 2- Performance on innovation is a process without any limitation.

Furthermore, the study selected distinct factors for teaching, for example:

- Flipping classroom
- Appropriate participation
- Traditional classroom

### **2.3 Msunduzi Municipality in South Africa Plan for Performance Management and The Integrated Development**

This study down by Halima et al. (2021) and the study stated that, public sector has different policy to control the performance management. They mentioned that the private sector key principles have implemented by some public sectors around global. Also, they stated that, new public management in South Africa government had two main objectives, to limited the role of service delivery and to enhance the public institutions by improvement plan.

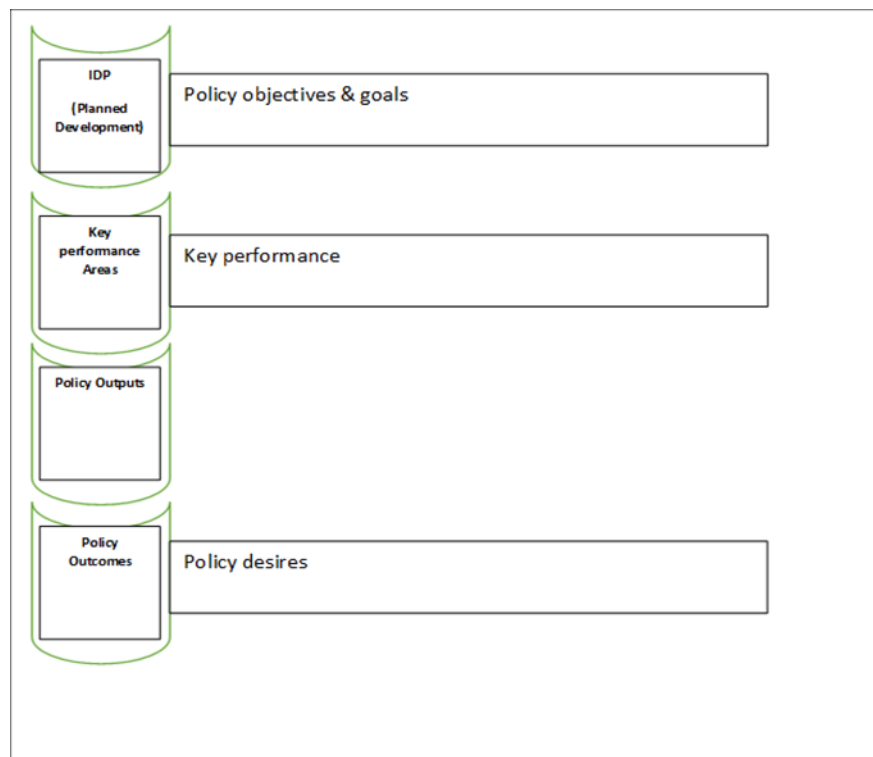
Furthermore, the new performance management related to the new approach used by organizations to achieve the improvement in development in performance. So, the study stated that, South African's government organizations developed the performance management by using performance management system to satisfy communities needs. Therefore, public organization services development will enhance the satisfaction of people in particular country. The study found that, Municipalities are one important organizations of government institutions so it applied performance management to improve the work system and this will enhance the services delivery for the public. In addition, top management of any organization is the hart of development and performance increasing. That for, the study stated that, contribution of top management for high performance will ensure their participation in goals achieving of government.

The efficiency of public organization is very important goal for many of governments and that has direct relation with economic performances of same governments. So, the study discussed that, government institutions performance must controlled in the way to be more flexible for service delivery. Also they mentioned that, managing of performance is an approach to improve the government institutions. Furthermore, the study explained that, performance management succession had been effected by the policy of implantation. So, they found out that, some of factors such as:

- The implementation of policy
- Culture of organization

- Limitation of resources and capacities
- Availabilities of professional in public organization

On the other hand, the governments tools used to control the performance management is important factor to increase the performance of services. The study stated that, tool used for performance management is the important factor will clarify the organization vision and prepare useful strategy which included goals and action plan for organization tasks. In addition, public organization efficiency related to the performance management system and tool used. Therefore, they mentioned that high performance has relationship with effective leadership and it is the most important factor to build efficiency and effective organization objectives. So, managers are the hart of performance management in any organization. So, the study illustrated that, objectives of performance must prepare by managers. Therefore, managers are the leader of performance management through identifying the policy for employees. The study stated that, managers lead the performance management through explain the policy and build right bridge between employee's action plan and organization strategy. One more point, the study noticed that, managers also draw the key performance areas and key performance indicators.



**Figure 1:** Halima et al. (2021)

The Study found out that, integrated development plan needs to contacted with strategic objectives that will achieve the policy outcomes. So, employees are main player in implementing the action plan which included in the strategic of any public organization and their managers are the commanders who's direct them to achieve the goals in short time with best controlling for action plan. The study stated that, employees understanding for



performance management is the most factor will support to implemented in proper way. To ensure performance in any organization need to have proper mechanisms of performance management. Furthermore, the study found out, a significant relationship between policy which design the measurement of performance and performance management. One the other hand, vision of government must convert in the performance management through the strategy of organization and that will enhance the implementation of performance management in accepted approach. That for the study found out that national government visions need to consider as main point in strategic plan of organization. The key performance indicators is one needed tools to control the performance management in organization. The study found out that, addressing proper qualitative method in organization has significant relationship with performance indicators. Therefore, they study related the poor relationship between performance out and outcomes to lack of proper address for key performance indicators. One more point, public organization must use good mechanisms to address the indicators to be smart that will support to use for multi-purpose. So, the study found out lacking for smart indicators has significant relationship with poor result of performance management.

#### **2.4 Performance Evaluation of Automotive Product Development Team Members Based on A PLM System: A Case Study of M Automotive Product Company.**

This study down by Debao et al. (2021). The paper idea to implement product lifecycle management theory to arrange performance management. The study has used an active server provider to improve the approach. As it stated in current paper the performance management (PM) in any institution must have standards to enhance the flexibility of PM implementation for employees. So, they noticed that product lifecycle management has direct effect to find out accurate assessment for PM. In addition, product lifecycle management system is the tool used to understand the product life from product development to production of it. The study stated that, its important approach for implement performance management to document data or information about product management process. They mentioned that, it will support to set change management. Therefore, process of any performance management must contacted with evaluation process that will enhance to build high number of data about performance. The study stated that, product lifecycle management and team members of product development project are main factors to assurance quality of product lifecycle. Furthermore, the study found out the following factors has significant relationship with performance management:

1. Employee performance analysis
2. Evaluation of performance
3. Employees self-awareness affected by performance evaluation

#### **2.5 Knowledge Management Effect in Performance Management**

One main important concept in performance management is improve employee's knowledge in different cases. Anh and Lazslo (2021) stated that, business management key for success is the controlling of knowledge



management. They mentioned that, knowledge management must lead in proper way to effect the performance management. Furthermore, employee's cooperation is the sense of successful knowledge management. They noticed that, traditional department has direct effect in organization low performance. They stated that, participation of employees in structure of organization has significant relationship with high performance of organization.

One more point, performance management main variable is data collection and data transferring. This idea needs to have cooperation between departments of organization. The study mentioned that teamwork inside department has significant relationship with knowledge transferring. The study recommended that, using cross-functional team cooperation in organization it has significant relationship with performance management.

## **2.6 Management Performance of Facilities Management of Industry**

Facilities is important part in industry to increase the customer satisfaction. That for, some industries lead facilities using theory of management of performance. Jeoung et al. (2021) stated that, developing the business activities and people life is the main goal of facilities management. Facility management is the approach to build strong environment for customer life. Furthermore, industry will create high satisfaction for customers. So, the study stated that, facility management contributes to increase the value of business activities and this will improve the lifecycle. In addition, the facility management core activities is to increase the transaction between organizations. The study noticed that, facility management is an important factor to improve economy of a country through the strong relationship created between institutions. Furthermore, the long life of business has direct relationship with the flexibility of contact between organizations. The study mentioned that, facilities management main purpose is to improve the contribution of industries to improve the economy.

Therefore, performance management is one important theory to increase the value of facilities management. The study stated that, performance management approach will create measurement for facilities management in describing the level of measurement and satisfying the needs of customers. On the other hand, industry needs to assess the performance of facilities to understand the level of value of their facilities management. The study explained that, managers of industry need to understand facilities performance contribution in satisfying of customer and participating in the economy that will be through performance management. One of the most findings in the study to use key performance indicators for implementing the theory of performance management in case of facilities management.

## **2.7 Banks Performance Management Effect in Risk Management**

The study done by Ayman et al. (2021) and they noticed that business main sources in any economic is a bank. So, banks as financial institution is an important factor to improve the economic. Therefore, banks activities have direct relationship with economic. They stated that, the stability of business activities in economic has significant relationship with banks performance. So, banks performance needs to be out of high risk and that will contribute

to build value for economic improvement. The study explained that banks sector need to control the risk with high practical of management. Furthermore, banks performance management has significant relationship with risk management. The study noticed that risk assessment is the main important factors that will improve banks sector. They mentioned that bank performance management and risk management have significant relationship with financial stability of banks. The study selected the following factors: -

- 1- Financial Performance
- 2- Risk Control
- 3- Credit Risk
- 4- Liquidity Risk

The main finding of the study there is a significant relationship between bank risk management and performance management of bank.

#### Performance Management impact in Customer Satisfaction

The key performance of any business to reach to customer satisfaction. The related idea will has impact in business leading and the relationship between organizations to others organization. Ahmad et al. (2021) stated that, main focus point in project performance management is to have factors which support the customers satisfaction. They have selected some variables to achieve the objectives of their study in the impact of project performance on customer satisfaction for example:

- 1- Project scope management performance
- 2- Project schedule management performance
- 3- Project cost management performance
- 4- Project quality management performance
- 5- Project communication management performance
- 6- Project stakeholders management performance

The study found out that, project schedule, cost, human resources and risk management has significant relationship with customer satisfaction. They noticed that, supporting the organization vision and mission must be the main of project management.

### **2.8 Performance Management Impact in Marketing**

Marketing strategy is the hart of any business. It will increase the performance of the business. So, there is significant relationship between marketing and performance management. Klara et al. (2021) stated that, key performance indicators (KPI) impact on the financial situation to create significant relationship with customer satisfaction and loyalty and brand awareness. Performance management as it stated in the previous literatures, the main important factor to improve the performance is the assessment. Therefore, Klara et al. (2021) stated that, key performance indicator will support marketing as following:

- 1- Level of performance will be clear
- 2- Factors, which influences performance, determined.
- 3- New tasks selection for business to improve performance

They found out that, key performance indicators will support planning, control, information support, creating transparency and support for decision making in management.

## **2.9 Performance Management is the Way to Quality Measurement**

To increase the performance of business is the main goal and this idea need to implemented appropriate way to collect needed information about performance. Luca et al. (2021) stated that, customer and employees satisfaction on the hand of organization through the services provided by it. Furthermore, employee's satisfaction has significant relationship with customer satisfaction. The study found out that, employee's motivation is important factor to increase customer satisfaction. On the other hand, understanding the performance is an approach to fulfil the missing part of functions. So, Luca et al. (2021) mentioned that, assessing the performance is the way to quality of work. They found out that, performance management would create system to understand day-to-day performance for quality measurement.

## **2.10 Scope of Performance Impact on Performance Management**

There is relationship between business structure and performance management. According to Ingrid and Wenner (2021) organization structure and new business has relationship with participation of these companies in economic and level of standards for performance management. Their study was explained that the significant relationship between management accounting principles and the performance of Brazilian companies through operational and economic requirement. They found out that market performance and performance management have significant relationship and this relation impact on future plan. Therefore, leading scope of business by high standards will support to lead the performance management to achieve business objectives for long term.

## **2.11 Work Structure Draw Performance Management**

As it stated in the begging of current study the work assessment is the approach of performance management. Therefore, Quang (2021) stated that management accounting system has significant relationship with market

orientation and performance management. The main idea of any activity management to find out an approach for data arrangement. Quang (2021) mentioned that competitors and customer analysis are the approach for data collecting to improve performance of market orientation management strategy. They study also found out that market orientation has positive relationship with management accounting system.

### **2.12 Manager Participation in Performance Management**

Managing of employee's innovation and learning orientation is related to the leader strategies. Fahad et al. (2021) stated that organization performance and institutions leadership has significant relationship with employee's innovation and learning approach. The study found out that innovation management has direct effect in the relationship between organization leadership and organization performance.

Managers in the organization lead the performance and employees to achieve organization goals. Therefore, managers participate in performance management through controlling the performance in systematic strategy. Fahad et al. (2021) stated that, leadership mechanisms of innovation management and learning orientation achieved significant relationship.

### **2.13 Reliability and Value of Performance**

Organization performance has relationship with the experience of employees and their skills. Furthermore, performance must be reliable and has value to support improvement of organization. Jessie et al. (2021) stated that enhancement program of organization related to apply assessment for management skills, work values and job performance. They explained that managers assess employees' skills, performance and values of it. They have found out that, through assessment system easily created clear picture about performance level. Also they explained that assessment for management skills, work values and job performance will enhance development plan. So, work reliability has significant relationship with assessment system. At the same time, value of performance can be understood from assessment system.

### **2.14 Quality Data Collecting and Information Technology Impact on performance Management**

Public organization objective to deliver the services in short time and without any defect. So, many of public organization implementing different strategy to increase customer satisfaction. Arthur and Rufaro (2021) stated that, public organization used its resources to participate in the social and economic value. Furthermore, they mentioned that, public organization has direct impact on country economic performance. So, using technology in work system to enhance the quality environment between organization and its customer. They explained that, using electronic data exchange tools implemented by organization to increase advantage of a competitive and support the work efficient.

## **3.0 Methodology and Research Design**

This part of current research will explain the research data, definition of the research methods, so the current research will select qualitative data from the public and private organization. According to Josef (2021) the hospital performance classified the aspects to find out the performance management as follow:-

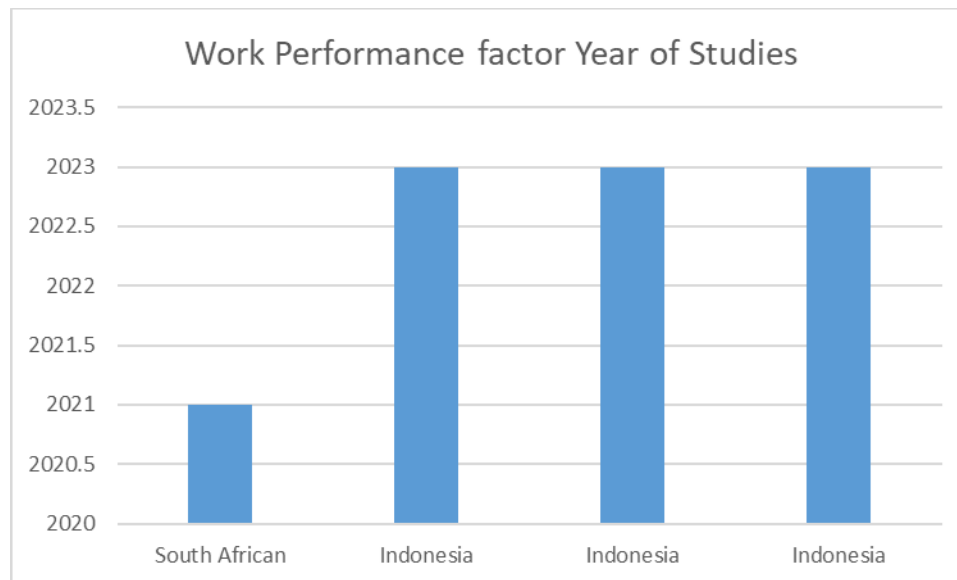
- A- The scope of performance
- B- Reliability and value of performance
- C- Quality of data collection and evaluation process
- D- Support of PM process by IT
- E- Use of performance information
- F- Communication of performance information to the personnel
- G- Framework influence on performance management
- H- Managers participation in the performance management.

The current research selected the above-mentioned factors of performance management to have related relationship with the work of public sectors in Oman. The study will use the following framework to explain the relationship of depended variable with independed variables. So, the current study discussed the following questions and objectives:

Q1- Does the performance system have significant relationship with organizational performance?

O 1- To explore the relationship of organization performance with performance system.

The above mentioned idea was discussed by different researchers and they have stated that performance system has direct relationship with organizational performance for example:- Halima et al. (2021), Mohammed et al. (2021), Josef, (2021), Gong (2021), Debao et al. (2021), Anh and Lazslo (2021), Jeoung et al. (2021), Ayman et al. (2021), Ahmad et al. (2021), Klara et al. (2021), Luca et al. (2021), Ingrid and Wenner (2021), Quang (2021), Fahad et al. (2021), Jessie et al. (2021), Jessie et al. (2021) and Arthur and Rufaro (2021). From the graph it is clear that the variable (Work Performance) has been used in various research studies and in various countries of the world, and this indicates the degree of convergence of the various studies in using this variable to create any study about monitoring the performance of government and private institutions.



**Figure 2:** Work Performance Factor Analysis Diagram, (Halima et al. 2021, Yusuf et al., 2023, Asep, 2023 & Yandra and Septa, 2023).

Q2- Does the performance system have significant relationship with employees performance?

O2 To examine the relationship of employee's performance with performance system.

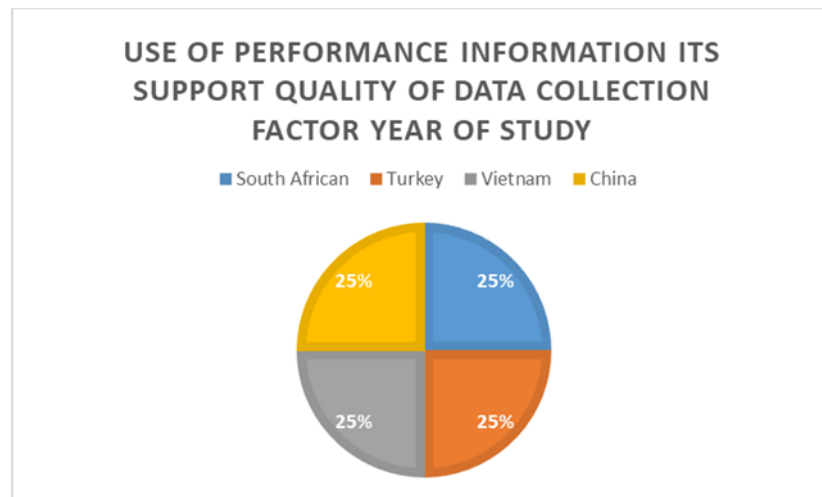
Through discussing the second question and the second goal of the current paper, we find that convergence exists between the performance of employees and the general performance of the institution. This means that the general performance of the institution, if it is developed with a system that helps to promote it effectively, then this helps to organize the performance of employees with the same level of attention. This matter has been discussed by many researchers, for example Josef (2021) and Fahad et al. (2021). So, in Oman the Ministry of Work force has created new system to control public organization performance and this system will effect in the performance of their employees.

To implement the variable (Use pf Performance Information its Support Quality of Data Collection) as important one in different works environments with the presence of different cultures indicates the extent to which this variable is interconnected with the main variable performance management. Therefore, similar studies have been conducted in different countries, but work systems and cultures are differing. So, this indicates the extent of the importance of this factor in analyzing and studying institutional performance.

Use of Performance Information its Support Quality of Data Collection Factor Analysis Diagram

Q3- Does the performance system have significant relationship with employees motivation?

O3- To analyze the relationship of employee's motivation with performance system.

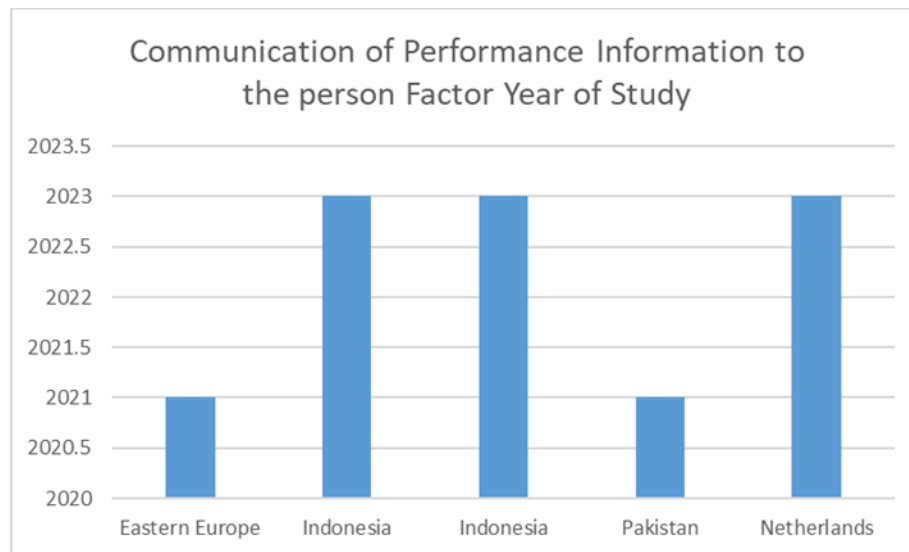


**Figure 3:** Arthur and Rufaro, (2021), Jessie et al., (2021), Quang (2021) & Debao et al., (2021)

Through the third question and objective of the current paper, the relationship between motivating employees and the institutional performance system is shown, which has been discussed through specialized researchers and various theories on the importance of job motivation, and through the quality programs spread in various institutions of the world, most of them linked the institutional performance system with motivation programs. This idea enhanced to create a competitive work environment among employees, which helps to increase institutional loyalty among the organization's members. Luca et al. As the above-mentioned relationship has been discussed from various previous studies, for example (2021) and Debao et al. (2021). So in Oman public sector created motivation system for employees which linked with the performance system of organization.

The use of the variable (Communication of Performance Information to the person) through various studies in several countries indicates the importance of this variable and its connection with the main variable, which is performance management. Therefore, it can be concluded that there is a strong direct correlation between these two variables, which helps the latter to apply the best administrative methods in performance management.





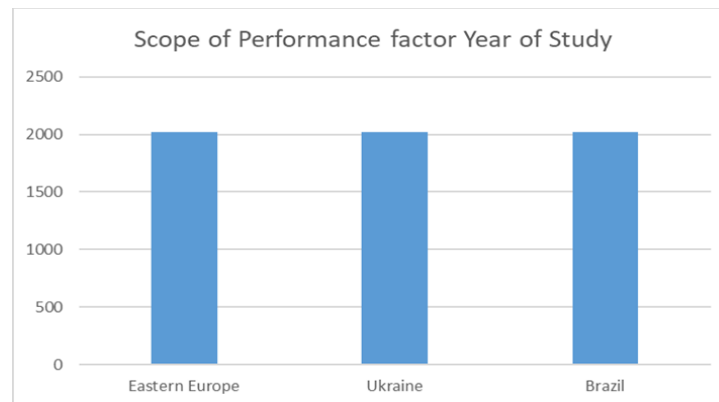
**Figure 4:** Communication of Performance Information to the Person Factor Analysis Diagram by (Yusuf et al., 2023, Asep, 2023 & Yandra and Septa, 2023, Josef, 2021, Mohammed et al. 2021).

Q4- Does the performance system have significant relationship with customer satisfaction?

O4- To investigate the relationship of customer satisfaction with performance system.

Through the fourth question of the current paper and the fourth objective, it is find that the current paper examines the existing relationship between customer satisfaction and institutional performance, as this relationship is directly interconnected, such that institutions aim to increase productivity by providing services to the customers, which in turn is controlled through the individual performance of the employee, where the employee's performance and the mechanism of dealing with customers are monitored, which helps to raise the level of customer satisfaction. Proving the relationship between customer satisfaction and institutional performance has been discussed through previous studies, as previous studies confirmed the existence of a direct relationship, such that the institutional performance system will include service providers in the institutions, and by following up on their individual performance, the level of customer satisfaction will be evaluated, for example, Anh and Lazslo (2021) and Halima et al. (2021).

The process of finding the relationships between variables varies. Which find that, some studies use statistical analysis processes to prove the process of interrelation between variables. Here there must be a quantitative research method that helps to find statistical data that helps feed this interrelation. On the other hand, and through the various studies that were presented in the figure. The graph indicates the extent of the relationship between the variable (Scope of Performance) and the main variable, which is performance management. This was previously mentioned in the abovementioned variables relationship, as the process of adopting this variable in various countries of the world with different work environments and a different cultures helped to confirm the importance of the relationship between these variables.



**Figure 5:** Scope of Performance Factor Analysis Diagram, (Josef, 2021, Ingrid and Wenner, 2021 & Gong 2021).

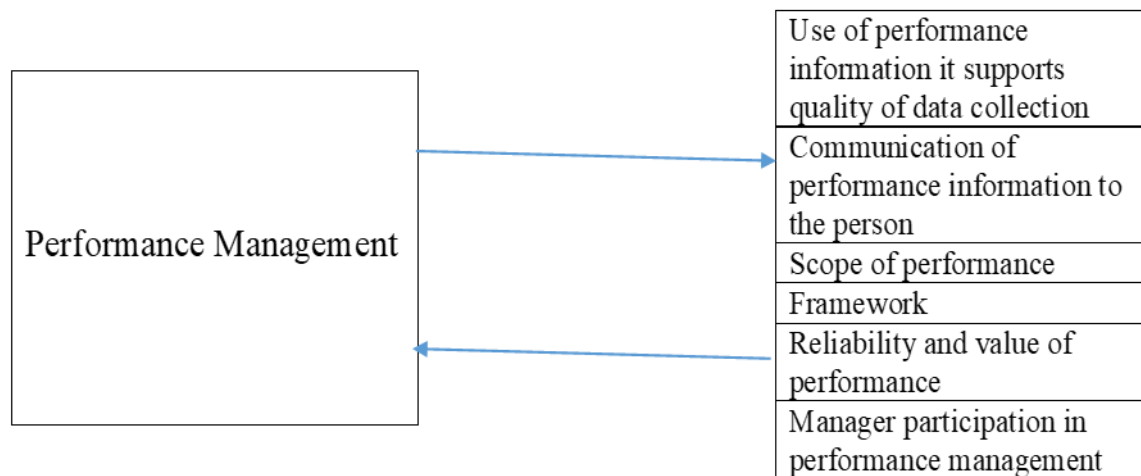
Q5- Does the performance system have significant relationship with employee's satisfaction?

O5- To analyze the relationship of employee's satisfaction with performance system.

Through the current paper, the relationship between employee satisfaction and institutional performance is investigated, as it is known that employee satisfaction is linked to the process of moral and material motivation. Therefore, it is necessary to add a motivation system to the institutional performance program in order to address the psychological as well as the financial aspect of the employees. Therefore, the current paper discussed the importance of the motivation in the institutional performance program. The point of employee satisfaction has been discussed in many studies and has a direct relationship with the institutional performance program, as it has been emphasized that the success of the institutional performance program is closely linked to the employee's performance. Therefore, the level of employee job satisfaction is raised through the institutional performance program, and this idea has been discussed for example by Josef, (2021) and Gong (2021). So in Oman public sector program has included this idea with motivation concept, If the employees have achieved the objective for first year in the second year will motivated by the system through Ministry of Work Force.

### 3.1 Current Research Frame Work

The difference in cultures and work environments has enhanced to create a different administrative style in all countries of the world, as the influence of culture always appears in the management style followed in every institution. Therefore, that find scientific concepts in management remain constant and it is possible to combine them with different work environments through the application or finding a model that helps in the process of rapprochement between these cultures and the management style. It should be noted that, these models can differ in the use of different variables that help in their application in a certain work environment, but are not suitable in another work environment. Therefore, the current study concluded by drawing a model that helps in applying performance management in public organization in the Sultanate of Oman.



**Figure 6:** Author (2025)

The above-mentioned framework finds out that the relationship between the measurement of performance and with quality of data collection, related personal information about the performance, scope of performance, the framework which had selected for performance measurement and the manager participation in performance management.

In Oman as it stated by the Ministry of Work the new performance measurement program was started from 2022 and the main Idea of the new tolls is to achieve Oman vision 2040. They mentioned that, through the new tools the competition will be high among employees, the quality of work will be achieved, and the annual plane of the public organizations will be controlled in efficient approach (shabiba.com, 2021).

According to Ali AL Badi (2021) the new tools of performance management will achieve the quality of work, the information of personnel performance, the environment of competition among employees and the manager participation in performance management. At the same time, Ministry of work published article No. 36/2023 of implementation new performance tools for public organizations in Oman.

#### 4.0 Result Discussion and Recommendations

The current study had found the following recommendations:

- 1- Developing the tools of performance is a chance to increase the work quality and that will affect to increase the customer satisfaction.
- 2- Oman public organization new tool of performance will enhance the work efficiency among the employees.
- 3- The work environment will affect by the measurement tool and Oman public organization work environment able to improve through new tool of performance management.

- 4- There was employee's weakness in any organization and this new tool of performance will support to learn more from others and that will enhance the skills improvement of employees.
- 5- New framework of performance measurement will enhance the employee's performance.
- 6- Managers participation in performance management will be more efficient and this will increase the organization outcome.
- 7- Performance measurement tool will fit the motivation program in fair approach.
- 8- The new framework of work performance will build strong personal information (employee's data).

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