

# Evaluating the Effectiveness of the Performance Management System in Qatar Public Service

By

Jawaher Mohammed A M Braikan

Thesis submitted in partial fulfillment of the requirements for  
the Doctor of Philosophy (PhD)

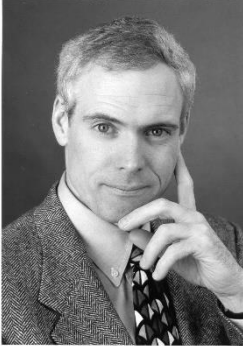
University for the Creative Arts

Business College

December 2024

## **Dedication**

This study is dedicated to my husband, who has always called me "Jory," which means his 'rose'. His unwavering love, encouragement, and belief in my potential have been a source of strength and inspiration throughout my academic journey. Like a flower, he has nurtured and guided me, allowing me to bloom and flourish in pursuit of my dreams. This work is a testament to his enduring support and the profound impact he has had on my life. Thank you, Fahad, for being my guiding light and my source of endless inspiration.



**"Great vision without great people is irrelevant".**

Jim Collins, 2009

## Table of Contents

<b>1</b>	<b><i>Chapter One: Background to the Study</i></b>	<b>1</b>
1.1	Introduction	1
1.2	The Researcher's Personal and Professional Journey	1
1.3	Background to the Research Context	3
1.3.1	Global Lessons on PMS Misalignment and Cultural Factors	4
1.3.2	The Need to Investigate PMS Effectiveness in Qatar	5
1.4	Research Aim and Objectives	5
1.5	Significance of the Study	6
1.6	Structure of the Report	7
<b>2</b>	<b><i>Chapter Two: Literature Review</i></b>	<b>9</b>
2.1	Introduction	9
2.2	Background to Qatar	9
2.2.1	History	9
2.2.2	Qatar After Independence	11
2.2.3	Modern Qatar	12
2.2.4	Governance In Qatar	12
2.2.5	Ministries In Qatar	14
2.2.6	The Importance of Culture to Qatar	15
2.3	Background to the Qatar National Vision 2030 and the Role of Public Service	16
2.3.1	Overview of the Qatar National Vision 2030	17
2.3.2	The Nexus Between QNV2030 and Performance Management	17
2.3.3	Performance Management Systems (PMS) and the Need for PMS in Qatar	19
2.3.4	The Challenges of Copying Western PMS Frameworks Without Contextual Adaptation	19
2.4	Performance Management in Practice	21
2.4.1	History of Performance Management	21
2.4.2	Definition of Performance Management	21
2.4.3	Core Components of Performance Management	24
2.4.4	The Performance Management Process	27

<b>2.5</b>	<b>Adoption of Employee Performance Management in Non-Western Contexts and Transitional Economies .....</b>	<b>31</b>
2.5.1	Global Case Studies of PM Adoption .....	31
2.5.2	Contextual Factors and Cross-Cultural Theories in Performance Management .....	32
2.5.3	Contextual Factors of Performance Management: Theoretical Perspectives .....	35
2.5.4	New Public Management (NPM): Implications for Performance Management in Qatar .....	43
<b>2.6</b>	<b>Approaches to Tailoring Performance Management Practices to the Local Culture..</b>	<b>47</b>
2.6.1	Cultural Dimensions and Their Application in Qatar's Performance Management Systems .....	48
2.6.2	Global Lessons on Tailoring Performance Management To The Local Context And Their Relevance To Qatar .....	50
<b>2.7</b>	<b>Approach to Design PMS in the Context of Qatar .....</b>	<b>52</b>
2.7.1	Synergising Objectives .....	52
2.7.2	Delivering Performance Feedback.....	55
2.7.3	Performance-Based Rewards .....	59
2.7.4	Dealing with Poor Performance .....	63
2.7.5	Employee Involvement in Performance Management .....	67
<b>2.8</b>	<b>Targeted Outcomes of Effective Performance Management .....</b>	<b>72</b>
2.8.1	Enhancing Employee Motivation .....	72
2.8.2	Enhancing Organisational Commitment .....	79
2.8.3	Enhancing Organisational Performance through Performance Management Practices .....	83
2.8.4	Enhancing Institution and Capacity Factors: .....	85
<b>2.9</b>	<b>Local Contextual Factors Affecting Performance Management in Qatar: Wasta.....</b>	<b>95</b>
2.9.1	Introduction to Wasta .....	95
2.9.2	Nepotism (Intercessory Wasta) .....	97
2.9.3	Interpersonal Relationships (Intermediary Wasta) .....	97
2.9.4	Impact of Wasta on Performance Management Systems .....	98
<b>2.10</b>	<b>Intervention Practices to Improve Performance Management Effectiveness.....</b>	<b>102</b>
2.10.1	Organisational Communication.....	102
2.10.2	Providing Training for Enhancing Performance Management Systems in Qatar .....	106
<b>2.11</b>	<b>Chapter summary .....</b>	<b>111</b>

<b>3</b>	<b><i>Chapter Three: Methodology.....</i></b>	<b><i>112</i></b>
<b>3.1</b>	<b>Introduction .....</b>	<b>112</b>
<b>3.2</b>	<b>Research Philosophy.....</b>	<b>112</b>
3.2.2	Pragmatism .....	116
<b>3.3</b>	<b>Research Approach.....</b>	<b>119</b>
3.3.1	Abductive Research .....	119
<b>3.4</b>	<b>Research Design.....</b>	<b>120</b>
3.4.1	Mixed Methods Research Design .....	120
3.4.2	Integration of the Quantitative and Qualitative Data: Mixed Method or Convergent Design ....	121
3.4.3	Rationale for the Mixed Methods Design .....	122
3.4.4	Theoretical and Methodological Justification .....	123
3.4.5	Wide Perspectives from Stakeholders.....	123
<b>3.5</b>	<b>Data Collection and Data Analysis.....</b>	<b>125</b>
3.5.1	Quantitative Data Collection.....	126
3.5.2	Qualitative Data Collection.....	138
3.5.3	Data Analysis Strategy.....	139
3.5.4	Integration and Interpretation of the Results.....	146
3.5.5	Establishing Research Quality .....	146
<b>3.6</b>	<b>Ethical Considerations .....</b>	<b>149</b>
<b>3.7</b>	<b>Limitations of the Research Methods .....</b>	<b>150</b>
<b>3.8</b>	<b>Chapter Summary .....</b>	<b>151</b>
<b>4</b>	<b><i>Chapter Four: Results And Analysis.....</i></b>	<b><i>152</i></b>
<b>4.1</b>	<b>Introduction .....</b>	<b>152</b>
<b>4.2</b>	<b>Quantitative analysis .....</b>	<b>152</b>
4.2.1	Testing validity and reliability .....	152
4.2.2	Testing hypotheses .....	161
<b>4.3</b>	<b>Qualitative Data Analysis.....</b>	<b>178</b>
4.3.1	The Development of PM and Outcome Effectiveness .....	180
4.3.2	How the contextual factors influence the development of PM .....	188

4.3.3	How the Contextual Variables Affect the Outcome Variables.....	197
4.3.4	The Impact of Cultural Factors on PM .....	200
<b>4.4</b>	<b>Integrating Quantitative and Qualitative Findings .....</b>	<b>202</b>
4.4.1	Hypothesis 1: PM is associated with increased perceptions of WMT (H1a), OCMT (H1b), JBST (H1c), and OPM (H1d) .....	202
4.4.2	Hypothesis 2: ACB (H2a), DCHRMA (H2b), LQ (H2c), and HRC (H2d) drive PM development .....	203
4.4.3	Hypothesis 3: Contextual variables indirectly affect WMT, OCMT, JBST, and OPM via PM ..	204
4.4.4	Hypothesis 4: Cultural variables (Wasta and ITPR) moderate the relationship between contextual factors and PM .....	204
4.4.5	Hypothesis 5: Communication (CMCN) and training (TRN) strengthen the relationship between contextual variables and PM .....	204
<b>4.5</b>	<b>Chapter Summary .....</b>	<b>205</b>
<b>5</b>	<b>Chapter Five: Discussions.....</b>	<b>207</b>
<b>5.1</b>	<b>Introduction .....</b>	<b>207</b>
5.1.1	Effectiveness of PM Practices in Qatar's Public Sector .....	208
5.1.2	Understanding Contextual Factors affecting PM.....	215
5.1.3	Bridging Contextual Factors and Desired Outcomes of PM.....	220
5.1.4	Relationships between cultural factors and PM.....	221
5.1.5	Effect of Communication and Training on Contextual Factors .....	222
5.1.6	Summary of the findings and development of the proposed theoretical model .....	224
<b>6</b>	<b>Chapter Six: Conclusion.....</b>	<b>227</b>
<b>6.1</b>	<b>Introduction .....</b>	<b>227</b>
<b>6.2</b>	<b>Summary of the Findings.....</b>	<b>228</b>
6.2.1	Objective 1: Assessing the Effectiveness of the Current Performance Management System .....	228
6.2.2	Objective 2: Identifying the Strengths and Weaknesses of the Current Performance Management System .....	229
6.2.3	Objective 3: Examining the Impact of "Wasta" on the Effectiveness of the PM System.....	230
6.2.4	Objective 4: Identifying the Determinants Affecting the Effectiveness of the Performance Management System .....	231

6.2.5	Objective 5: Proposing Strategies for the Improvement of the Current Performance Management System	232
6.2.6	Proposed Theoretical model	234
<b>6.3</b>	<b>Contributions</b>	<b>235</b>
6.3.1	Theoretical Contribution	235
6.3.2	Empirical contribution	238
<b>6.4</b>	<b>Implications</b>	<b>239</b>
6.4.1	Implications for Policy-Makers	239
6.4.2	Implications for practitioners:	242
6.4.3	Implications for Researchers	244
<b>6.5</b>	<b>Limitations of the Study</b>	<b>245</b>
<b>6.6</b>	<b>Recommendations For Future Research</b>	<b>248</b>
<b>6.7</b>	<b>Conclusion Summary</b>	<b>249</b>
<b>7</b>	<b>References</b>	<b>251</b>
<b>8</b>	<b>Appendix</b>	<b>279</b>
<b>8.1</b>	<b>Appendix A: Interview consent form</b>	<b>279</b>
<b>8.2</b>	<b>Appendix B: Interview questions</b>	<b>280</b>
8.2.1	Semi-structured interview questions for employees	280
8.2.2	Semi-structured interview questions for managers	281
8.2.3	Semi-structured interview questions for senior managers	283
<b>8.3</b>	<b>Appendix C: Survey Question</b>	<b>285</b>
<b>8.4</b>	<b>Appendix D: Respondents designations in report</b>	<b>303</b>
<b>8.5</b>	<b>Appendix E: List of Organisations with Respondents Segmented into Clusters</b>	<b>304</b>



## List of Figures

Figure 2-1: Map of Arabian Gulf.....	10
Figure 2-2: Concept and function of performance management .....	30
Figure 2-3: Qatar national culture dimensions analysis chart.....	33
Figure 2-4: Conceptual framework of the development of performance management .....	110
Figure 3-1: Research Onion .....	118
Figure 3-2: The Abductive Research Cycle.....	119
Figure 4-1: Mean Values of Five PM Practices Across the Three Clusters .....	163
Figure 4-2: Initial Path Analysis .....	168
Figure 4-3: Modified Path Analysis.....	169
Figure 4-4: Effect of Wasta on the DCHRMA - PM Relationship.....	174
Figure 4-5: Effect of ITPR on the LQ-PM Relationship .....	174
Figure 4-6: Effect of Wasta on the LQ-PM Relationship .....	175
Figure 4-7: Effect of CMCN on the DCHRMA -PM Relationship .....	177
Figure 4-8: Effect of CMCN on the LQ-PM Relationship .....	177
Figure 4-9: Effect of TRN on the LQ-PM Relationship .....	178

## List of Tables

Table 2-1: Review of Definitions of Performance Management.....	22
Table 2-2: Summary of Theoretical Perspectives and Contextual Application in Qatar Public Service.....	38
Table 2-3: Summary of Leadership Theories and Contextual Application in Qatar Public Service.....	42
Table 2-4: Approaches to Tailoring PMS to Qatar's National Culture .....	50
Table 2-5: Findings on Synergizing Objectives in High-Power Distance and Collectivist Cultures .....	54
Table 2-6: Summary of Findings on Delivering Performance Feedback in High-Power Distance and Collectivist Cultures.....	58
Table 2-7: Findings on Performance-Based Rewards in High-Power Distance and Collectivist Cultures .....	62
Table 2-8: Key Findings on Addressing Poor Performance in High-Power Distance and Collectivist Cultures.....	66
Table 2-9: Key Findings on employee involvement for improving performance .....	71
Table 2-10: Summary of literature review in findings on enhancing employee motivations through performance management .....	75
Table 2-11: Summary of literature review in findings on enhancing employee motivations through performance management .....	78
Table 2-12: Summary of findings on enhancing organisational commitment through effective PM.....	82
Table 2-13: Factors Influencing Management Accountability .....	87
Table 2-14: Factors Influencing Managerial Autonomy in HRM Practice .....	90
Table 2-15: Definition of Wasta .....	90
Table 2-16: critical analysis of literature on the role communication in performance management.....	104
Table 2-17: The role of training for the effectiveness of performance management .....	108
Table 3-1: Comparison of Research .....	115
Table 3-2: Justification for the Use of Mixed Methods Design.....	124
Table 3-3: Research Process for the Mixed Methods Design.....	125
Table 3-4: Measures of variables and .....	130

Table 3-5:Demographic profile of survey respondents .....	136
Table 3-6: Final template of qualitative data analysis .....	145
Table 3-7: Cut-off points for determining model fit.....	149
Table 4-1: Factor Loading for the PM Practices.....	153
Table 4-2: Results of CFA for the Performance Management Practices.....	154
Table 4-3: Factor Loading of the Contextual Factors.....	155
Table 4-4: Results of CFA of the Contextual Factors.....	156
Table 4-5: Factor Loading of the Cultural Factors .....	157
Table 4-6: Results of CFA of the Cultural Factors .....	157
Table 4-7: Factor Loading of the Intervention Practices .....	158
Table 4-8: Results of CFA of the Intervention Factors.....	158
Table 4-9: Factor Loading of the Outcome Effectiveness Variables.....	159
Table 4-10: Results of CFA of the Outcome Effectiveness Factors .....	160
Table 4-11: Correlation of Constructs and the Squared Root of AVE .....	160
Table 4-12: Mean Value of Outcomes across Three Clusters .....	164
Table 4-13: Multinomial Regression of Contextual Variables .....	166
Table 4-14: Indirect Effects of Contextual Factors.....	168
Table 4-15: Direct and Indirect Effects of the Modified Model.....	170
Table 4-16: Summary of Findings from Moderated Regression Analysis for Wasta (The Dependent Variable is PM).....	172
Table 4-17: Summary of Findings from Moderated Regression Analysis for ITPR (The Dependent Variable is PM).....	173
Table 4-18: Results of Moderated Regression Analysis for CMCN .....	176
Table 4-19: Results of Moderated Regression Analysis for TRN (The Dependent Variable is PM) .....	176
Table 4-20: Final Thematic Analysis of Qualitative Data .....	178

## **Acknowledgements**

I am deeply grateful to my lead supervisor, Dr. Piyya Muhammad Rafi-ul-Shan and my co-supervisor, Dr. Frank Fitzpatrick and Dr. Cindy Millman for their unwavering guidance, support, and encouragement throughout my doctoral journey. Their expertise, invaluable insights, and mentorship have been instrumental in shaping the trajectory of my research and academic growth.

I extend my heartfelt appreciation to my previous supervisors, Professor Bhabani Shankar Nayak, Professor David Faulkner, Dr. Adetola Adekunle, for their contributions and guidance during the earlier stages of my doctoral studies. Their wisdom and mentorship have left an indelible mark on my academic journey.

Special thanks are extended to the staff of the University for the Creative Arts, particularly Dr. Jessica Killy, for her invaluable assistance and support throughout my academic endeavors. Her dedication and professionalism have been deeply appreciated.

I am immensely grateful to my family members, especially my dear husband and my children, for their patience and understanding during this challenging period.

This journey would not have been possible without the support and encouragement of my supervisors, mentors, colleagues and family. I am truly humbled and grateful for their unwavering support and belief in my abilities.

## Abbreviations and Acronyms

ACB	Accountability 1
AMOS	Analysis of Moment Structures
ANOVA	Analysis of Variance
APP	Addressing Poor Performance
AVE	Average Variance Extracted
CFA	Confirmative Factor Analysis
CFI	Comparative Fit Index
CMCN	Communication
DCHRMA	Decentralised HR Management Authority
EU	European Union
EIV	Employee Involvement
FBK	Feedback
GBA	Goal Based Appraisal
GFI	Goodness of Fit Index
HRC	HR Competence
HRM	Human Resource Management
ITPR	Interpersonal Relationship
JBST	Job Satisfaction
KPI	Key Performance Indicator
LQ	Leadership Qualities
MADLSA	Ministry of Administrative Development, Labour and Social Affairs
MBO	Management by Objectives
NPM	New Public Management
OECD	Organisation for Economic Cooperation and Development
OCMT	Organisational Commitment
OR	Odds Ratios
PA	Performance Appraisal
PAR	Public Administration Reform
PM	Performance Management
PCI	Provincial Competitiveness Index
RFP	Reward for Performance
RMSEA	Root Mean Square Error of Approximation
SMART	Specific, Measurable, Appropriate, Realistic and Time-Bound
SPSS	Statistical Package for Social Science
TRN	Training
U.S	United States
UNDP	United Nations Development Programme
USD	United States Dollar
VIF	Variance Inflation Factor
WMT	Work motivation
WST	Wasta 1

## **Abstract:**

Performance management (PM) systems have become essential in boosting productivity and aligning individual efforts with organisational goals across various sectors, including the public sector. In Qatar, the government's dedication to employee development is highlighted by the introduction of the Civil Human Resources Law No.15 of 2016, which mandates the adoption of performance management practices. This legislation aligns with the Qatar National Vision 2030 (QNV2030), emphasising the role of human capital development and institutional excellence in achieving sustainable socioeconomic progress.

Despite this legislative push, there is a noticeable gap in the empirical research evaluating the effectiveness of the PM system in Qatar's public sector. Inspired by New Public Management (NPM) principles, this study examines the applicability and success of the PM system within Qatar's public sector, considering contextual and cultural challenges. Using a mixed-methods approach involving interviews and surveys across various public sector organisations, this research has identified the factors influencing the perceived effectiveness of the PM system by both employees and managers.

The study presents several key insights. First, it confirms that well-designed and executed PM systems can be effective in the public sector of transitioning countries, so long as implementation challenges are managed properly. The research highlights five critical components for successful PM implementation: goal-based appraisal systems, robust feedback mechanisms, fair reward-for-performance structures, proactive strategies for managing poor performance, and fostering a culture of employee participation and engagement in the PM process.

Additionally, the research underscores the significant impact of contextual factors on the development and effectiveness of PM systems in Qatar's public sector. Key determinants include management accountability, QNV2030 objectives linked to goal setting, and management leadership qualities. However, issues such as *wasta*, interpersonal relationships, and high-power distance can hinder PM effectiveness, stressing the need for proactive communication, training, and transparency initiatives.

Moreover, the study also revealed the mediating role of PM in enhancing the effects of organisational reforms on the desired outcomes. By aligning the goals, increasing accountability, and encouraging merit-based advancement, PM systems are crucial for

organisational effectiveness and employee development. However, "wasta" or favouritism presents significant obstacles to the fairness and objectivity of performance evaluations, necessitating targeted measures to mitigate its negative impacts.

Based on these findings, this study offers strategic recommendations for policymakers and practitioners to improve the effectiveness of PM systems in Qatar's public sector. These recommendations emphasise fostering a culture of transparency, accountability, and continuous learning within public sector organisations. Additionally, the study has suggested areas for future research, advocating for ongoing empirical investigations into PM practices in developing country contexts to support evidence-based policy-making and organisational decision-making.

# 1 Chapter One: Background to the Study

## 1.1 Introduction

Chapter 1 sets the foundation for this study by outlining the critical aspects that frame the research. It begins with an introduction to the researcher's personal and professional journey, providing context and an insight into the motivations behind the study. This section illustrates how the researcher's experiences have shaped their understanding of performance management in the Qatari public sector. Following this, the background of the study is presented, highlighting the significance of the Qatar National Vision 2030 (QNV2030) and its emphasis on effective human resource management. The chapter then details the specific research aims and objectives, focusing on evaluating the effectiveness of the performance management system in Qatar's public sector. Finally, the significance of the study is discussed, emphasising its theoretical, empirical, and practical implications. The chapter concludes with an overview of the report's structure, outlining the contents and focus of each subsequent chapter.

## 1.2 The Researcher's Personal and Professional Journey

As a native Qatari born and bred amidst the rich tapestry of our nation's culture, my journey in Human Resources has spanned over two decades within the public sector. This immersive experience has been deeply intertwined with the values and ethics that define Qatar. My extensive career in HR has not only equipped me with a nuanced understanding of our society's intricacies but also positioned me as an expert when it comes to aligning HR practices with our cultural ethos.

I was born and raised in Doha, Qatar, within a family that deeply values education and public service. My upbringing instilled in me a strong sense of duty towards contributing to the nation's growth and development. This sense of responsibility led me to pursue a career in public administration and human resources where I could directly impact the development and implementation of policies that align with the broader goals of the Qatar National Vision 2030 (QNV2030).



My educational journey began at Qatar University, where I earned a bachelor's degree in business administration with a focus on Human Resources. My academic background provided me with a strong foundation in HRM principles but it was my professional experiences that truly shaped my understanding of performance management in the public sector. Upon graduation, I joined the Ministry of Administrative Development, Labour, and Social Affairs (MADLSA) where I worked on various initiatives aimed at improving HR practices within the government. During my tenure at MADLSA, I was involved in the implementation of the Civil Human Resources Law No. 15 of 2016, a pivotal piece of legislation that mandated the establishment of performance management systems across public sector organisations. This experience exposed me to the practical challenges and opportunities of implementing PMS in a culturally diverse and rapidly developing country like Qatar.

One of the significant challenges I encountered was the cultural resistance to change, particularly in performance appraisal processes. In Qatar, where personal relationships and social hierarchies play a crucial role, introducing objective and transparent performance management practices required a nuanced approach. My bilingual proficiency in Arabic and English facilitated communication and helped bridge cultural gaps, enabling me to advocate for best practices in a manner that resonated with the local values and norms.

Over the years, I have witnessed the evolution of HR dynamics in Qatar, from adapting to rapid development to fostering inclusivity in a diverse workforce. My work has been grounded in the principles of trust, respect, and integrity, reflecting a profound commitment to upholding ethical standards tailored to Qatar's unique cultural landscape. My approach to HR leadership integrates these values, ensuring that professional expertise is aligned with cultural ethos. My work at MADLSA highlighted the need for a deeper understanding of how cultural and contextual factors influence the effectiveness of performance management systems. This realisation led me to pursue further studies, culminating in my current research on evaluating the effectiveness of performance management in the Qatar public service. My doctoral research is driven by the desire to contribute to the QNV2030 by developing HRM practices that are both culturally sensitive and effective in enhancing public sector performance.

Through my research, I aim to explore the impact of various contextual factors, such as management accountability, HR autonomy, leadership quality, organisational HR expertise, as well as cultural variables like nepotism and interpersonal relationships, on the effectiveness of PMS in Qatar. By examining these factors, I hope to provide actionable insights that can inform

policy and practice, supporting the development of a more efficient and motivated public sector workforce.

In addition to my professional work, I am actively involved in the academic and HR communities in Qatar. I serve as a guest lecturer at Qatar University, where I share my practical experiences with students, and I am a member of several professional HR associations. These engagements allow me to stay abreast of the latest developments in HRM and ensure that my research remains relevant and impactful.

My journey has been one of continuous learning and adaptation, driven by a commitment to improving HRM practices in Qatar. I am passionate about contributing to the national vision by fostering a public sector that is capable, motivated, and aligned with the goals of sustainable development and prosperity. My research on performance management in the Qatar public service is a testament to this commitment, and I look forward to the insights it will provide for the betterment of HR practices in my country.

### 1.3 Background to the Research Context

The Qatar National Vision 2030 (QNV2030) serves as a strategic framework aimed at guiding Qatar's transformation into a modern, knowledge-based economy, balancing socio-economic growth with environmental sustainability (General Secretariat for Development Planning, 2008). The vision is built upon four interconnected pillars—Economic Development, Human Development, Social Development, and Environmental Development—emphasising the need for an efficient, accountable, and dynamic public sector capable of translating strategic goals into actionable outcomes. Central to this process is the adoption of performance management systems (PMS) as tools for monitoring performance, fostering accountability, and improving institutional efficiency (Aguinis and Burgi-Tian, 2023).

Globally, PMS frameworks have demonstrated success in enhancing organisational performance by aligning individual and institutional objectives with strategic priorities, promoting transparency, and driving continuous improvement (Kaplan and Norton, 2008; Bouckaert and Halligan, 2008). In line with international best practices, Qatar's public sector prioritised PMS reforms through the enactment of the Civil Human Resources Law No.15 of 2016. This legislation mandates structured performance evaluations, merit-based promotions, and mechanisms for linking employee performance to organisational success (Qatar National Development Strategy, 2018). The reform represents a significant step toward aligning Qatar's

public service performance with the broader objectives of QNV2030, fostering a culture of accountability and measurable outcomes (Kochan, 2015).

Despite these advancements, there is limited empirical evidence on the actual implementation and effectiveness of PMS in Qatar's public service. This gap in understanding raises critical concerns about whether the system is functioning as intended, particularly in the context of QNV2030's ambitious targets for national transformation. For instance, issues such as unclear performance metrics, inadequate feedback mechanisms, and organisational rigidity have been cited as barriers to effective PMS implementation globally (Turner *et al.*, 2022; Chen *et al.*, 2023). In Qatar, these challenges may be compounded by cultural and contextual factors unique to the region, such as the prevalence of *wasta* (favouritism) and hierarchical decision-making structures, which remain underexplored (Weir, 2016; Al-Yahya and Ko, 2021).

### 1.3.1 Global Lessons on PMS Misalignment and Cultural Factors

The adoption of PMS frameworks, predominantly modelled on Western public administration theories such as New Public Management (NPM), has yielded mixed results in non-Western contexts. In regions such as East Asia, Africa, and the Middle East, the implementation of PMS has often revealed significant challenges due to cultural, institutional, and socio-political misalignments. For example, in South Korea, hierarchical organisational structures have limited the effectiveness of decentralised PMS frameworks, as managerial autonomy has conflicted with cultural norms of authority and respect (Kim and Lee, 2021). Similarly, China faced resistance when individual performance evaluations were introduced without accounting for the country's collectivist culture, which prioritises group achievements over individual success (Chen *et al.*, 2023).

In the Middle East, the impact of *wasta* has been a recurring challenge regarding PMS effectiveness. In Saudi Arabia and the UAE, for instance, performance appraisals have often failed to reflect merit-based evaluations due to the pervasive influence of personal connections, leading to perceptions of unfairness and distrust (Hutchings and Weir, 2006; Al-Jardali *et al.*, 2021). Researchers emphasise that addressing such challenges requires tailored approaches, including strengthening transparency, automating performance systems, and embedding culturally sensitive accountability mechanisms.

These global experiences provide valuable lessons for Qatar, where the cultural and institutional context may similarly influence PMS implementation. However, the specific factors affecting PMS effectiveness within Qatar's civil service remain largely unexamined.

This lack of empirical evidence underscores the critical need for research to identify and analyse the cultural and contextual challenges unique to Qatar.

### 1.3.2 The Need to Investigate PMS Effectiveness in Qatar

Although the Civil Human Resources Law No.15 of 2016 established a formal structure for performance evaluations, there remains a knowledge gap regarding its effectiveness in achieving QNV2030 goals. This gap is particularly significant given the central role of the civil service in Qatar's socio-economic development. Over 80% of Qatar's indigenous population is employed in the public sector, underscoring the need for a robust PMS to optimise workforce performance and align institutional efforts with national priorities (GSDP, 2022; Al-Kuwārī, 2012).

The need to investigate PMS effectiveness becomes more urgent when considering potential misalignments between imported PMS frameworks and Qatar's cultural realities. Public administration reforms in Qatar, like those in other non-Western nations, have historically been influenced by Western models that emphasise meritocracy, decentralisation, and individual performance (Pollitt and Bouckaert, 2017; Antoun, 2020). However, these frameworks often overlook local norms such as hierarchical governance structures, collective decision-making, and cultural practices like *wasta*. For instance, while merit-based evaluations may succeed in low power-distance cultures, their implementation in Qatar's high power-distance environment may face resistance or lead to unintended outcomes (Hofstede Insights, 2022).

The existing literature highlights similar challenges in other regions but no systematic study has yet been conducted to examine how these factors affect PMS implementation in Qatar. Issues such as unclear performance goals, subjective appraisals influenced by *wasta*, and insufficient leadership capacity remain speculative and require empirical validation (Weir, 2016; Al-Jedaia and Mehrez, 2020). Without such insights, policymakers lack the evidence needed to refine PMS frameworks, address systemic inefficiencies, and ensure alignment with QNV2030 goals.

## 1.4 Research Aim and Objectives

The aim of this study is to evaluate the effectiveness of the performance management system in the public sector of Qatar, as defined by the Civil Human Resources Law No.15 of 2016, from the perspectives of employees and managers. The specific objectives of the study are as follows:

1. To assess the effectiveness of the current performance management system following the enactment of the Civil HR Law No.1 of 2016, from the perspectives of both employees and managers.
2. To identify the strengths and weaknesses of the current performance management system in the public sector of Qatar.
3. To examine the impact of wasta on the effectiveness of the performance management system.
4. To determine the determinants affecting the effectiveness of the performance management system in the public sector of Qatar.
5. To propose strategies for the improvement of the current performance management system in the public sector of Qatar, considering the identified strengths, weaknesses, and the influence of wasta.

## 1.5 Significance of the Study

This study holds significant importance for Qatar's public sector as it aims to provide comprehensive insights into the effectiveness of the performance management system, considering the perspectives of both employees and managers. The significance of this research can be understood through its potential theoretical, empirical, and practical implications.

**Theoretical Implications:** From a theoretical standpoint, this study will contribute to the existing body of knowledge on performance management systems, particularly within the context of the Middle East and, more specifically, Qatar. By exploring the unique cultural and organisational dynamics, including the impact of wasta (favouritism), the research will provide a nuanced understanding of how traditional performance management theories apply—or fail to apply—in different cultural settings. This study will help bridge gaps in the literature regarding the adaptation of Western performance management models to non-Western contexts, thereby enriching the theoretical framework of performance management in diverse cultural environments.

**Empirical Implications:** Empirically, the study will provide data-driven insights into the current state of performance management in Qatar's public sector. By systematically evaluating the strengths and weaknesses of the existing system, the research will generate valuable

empirical evidence on the effectiveness of the Civil Human Resources Law No.15 of 2016. This evidence will be critical for policymakers, organisational leaders, and researchers interested in the practical outcomes of legislative measures aimed at improving employee performance and development. The study's findings will also serve as a benchmark for future research, facilitating longitudinal studies that track the progress and impact of performance management reforms over time.

**Practical Implications:** Practically, the study's recommendations will serve as actionable steps to enhance the current performance management system, aligning it more closely with the strategic objectives of Qatar National Vision 2030 (QNV2030). By addressing the identified weaknesses, such as the lack of clear performance metrics, inadequate feedback mechanisms, and the influence of *wasta*, the research will help ensure fair and transparent performance evaluation processes. The practical insights gained from this study will support public sector organisations in developing more effective performance management frameworks that promote meritocracy, improve employee motivation, and foster a culture of continuous improvement.

Furthermore, the study's focus on the public sector aligns with Qatar's nationalisation agenda, emphasising the development and retention of local talent. Effective performance management practices are crucial for empowering the indigenous workforce and achieving the QNV2030 goals. By providing targeted recommendations, the research will assist in the strategic alignment of human resource practices with national development objectives, ultimately contributing to the socio-economic progress of Qatar.

## 1.6 Structure of the Report

This report is organised into several chapters to comprehensively address the research aim and objectives.

- Chapter 1 introduces the study by presenting the background, research aim and objectives, the significance of the study, and the report's structure.
- Chapter 2 presents a thorough literature review on performance management systems, performance management in the public sector, and the concept of *wasta*.

- Chapter 3 describes the research methodology, including the research design, data collection techniques, sample selection, and data analysis.
- Chapter 4 presents the findings and analysis of the results.
- Chapter 5 provides a discussion of the findings of the study, addressing each research question.
- Chapter 6 provides the conclusion chapter that summarises the findings of the study, providing recommendations to improve the current performance management system based on the study's findings, discusses the implications of the findings, and highlights the limitations of the study with suggestions for future research.

## 2 Chapter Two: Literature Review

### 2.1 Introduction

In organisational contexts, human resource (HR) practices and policies play a pivotal role in shaping the skills, attitudes, and behaviours of individuals to effectively fulfil their roles, thus contributing to the achievement of organisational objectives. These practices encompass various HR activities, including recruitment, training, promotion, incentives, and benefits (Beardwell, and Claydon, 2007). The amalgamation and management of these activities aimed at optimising performance are encapsulated within the framework of performance management (PM). Performance management constitutes a comprehensive system for supervising, monitoring, and assessing organisational performance. While historically more pronounced in the private sector, performance management has gained prominence in public organisations over the past few decades, aiming to bolster their efficiency, effectiveness, and accountability (Ohemeng, 2009).

This chapter will delve into the current landscape of performance management, its historical evolution, definitions, and operational modalities, and scrutinise the factors influencing the efficacy of performance management, particularly within the Qatari public sector context, with the objective of identifying avenues for enhancing the effectiveness of the existing performance management system (PMS).

### 2.2 Background to Qatar

Qatar is a small sovereign state situated in the Arabian Gulf, on the Qatar Peninsula located on the northeastern coast of the Arabian Peninsula (sometimes referred to as the Persian Gulf). Doha, its capital, serves as the primary hub for both commercial and administrative activities. Qatar is bordered by Saudi Arabia on the south, with the remainder of its territory surrounded by the sea. Qatar's status as a significant producer of oil and gas, coupled with its Arab, Islamic, and tribal heritage and its strategic position on a major trade route, heavily influences its national culture and governance.

#### 2.2.1 History

The region now known as Qatar has been intermittently inhabited for thousands of years, primarily by nomadic tribes. Prior to the discovery of oil, the concept of fixed state boundaries



was virtually non-existent. Coastal settlements existed, but many tribes roamed the inland areas freely with their livestock. In this context, tribal loyalty held greater importance than political or national allegiance. The tribal legacy of the Arabian Gulf ensures that family and clan connections play a crucial role in the political and economic interactions within and between states in the region (Onley and Khalaf, 2006).

*Figure 2-1: Map of the Arabian Gulf*



Source: (Google Map, 2024)

Qatar embraced Islam in the mid-seventh century and significantly contributed to its spread to other regions. In Islamic states, including Qatar, there is no distinction between religious institutions and the state, a principle that deeply integrates Islam into every aspect of governance (Al-Buraey, 2001).

Trade has always been a vital aspect of Qatar's economy, with control over the Arabian Gulf being central, particularly for major trading nations. In the 19th century, conflicts along trade routes led many Gulf states, including Qatar, to seek British protection through treaties (Joyce, 2004). During this period, Britain, as the preeminent global maritime power, also safeguarded its crucial trade route to India. These states became known as the Trucial States, which included Qatar and Kuwait (Abu-Hakima, 1972). Coastal communities engaged in fishing, shipbuilding, and pearl diving eventually settled on the tribes that would govern Qatar. Among these tribes was the Al-Thani family, which continues to rule Qatar today (Hopwood, 1972). In the 1860s,

the Al-Thani family negotiated with the British and regional occupiers, leading to the establishment of fixed state boundaries. In 1868, the British recognised the Al-Thani family as the official representatives of all tribes in Qatar (Country Watch, 2010). By 1916, Qatar had become a British protectorate under the Trucial system (Abu-Hakima 1972, Qatar, 2010). The 1916 Treaty primarily addressed Britain's role in representing Qatar's foreign relations, while the British Political Agent made key administrative decisions on Qatar's external affairs (Hopwood, 1972). Sheikh Al-Thani and his successors governed Qatar as tribal leaders, informally consulting with the Political Agent on major internal issues.

The discovery of oil significantly influenced the region and its governance (Gause, 1994). The Anglo-Persian Oil Company discovered oil in Iran in 1911, and Britain established national boundaries in the Gulf in the 1930s following the discovery of oil in Bahrain and Saudi Arabia. Oil was discovered in small quantities in Qatar, with commercial production beginning in the 1950s. Similar to other Gulf states, Qatar evolved into a rentier state, formalising the traditional gift-giving practices that distributed oil wealth for health, education, and infrastructure. The establishment of fixed national boundaries fostered a stronger sense of nationality, although traditional notions of leadership and familial loyalty persisted.

### 2.2.2 Qatar After Independence

Kuwait proclaimed its independence in 1961. By 1968, Britain announced its inability to sustain its global military commitments, leading to the withdrawal of its treaty obligations east of Suez, including protectorate duties in the Gulf, by 1971. This decision catalysed the independence declarations of Qatar, Bahrain, and the United Arab Emirates in 1971 (Louis, 2006).

The 1970s saw Qatar experience a significant economic boom due to substantial surpluses from oil revenues, which propelled extensive social and infrastructure development. However, around 1980, a decline in oil income resulted in a budget deficit by 1983. By the early 1990s, most regional oil companies had transitioned to state ownership, although high-level decision-making remained under Western expertise. In Qatar, the Emir held ultimate authority and controlled the profits from the oil and gas sectors.

The Gulf Cooperation Council (GCC) was established in 1981 by Gulf states to foster cooperation on trade, economic matters, and defence (GCC, 2009). Since the 1970s, the region has sought to maintain a strong Arab identity through predominantly Gulf-centred organisations, extending this identity to other Arab nations such as Egypt and Syria (GCC,

2009). Despite these efforts, the strategic economic interests of the USA and Europe in the region necessitates their continued strong presence and significant influence (Al-Issa, 2005).

In Qatar, internal pressures mounted for constitutional reform. However, by 1993, the ruling Al-Thani family still occupied ten of the fifteen seats in the Council of Ministers (Gause, 1994).

### 2.2.3 Modern Qatar

Qatar's extensive history, along with its journey before and after independence, is crucial to understanding the formation of its national and cultural identity. The contemporary social and political environment in Qatar impacts both the establishment and operation of ministries and public services, and the management of the country's workforce. Despite substantial progress in establishing public administration systems post-1971, the development of public services was often ad hoc, reflecting the country's broader conditions. Criticism of the sixth Emir's leadership was widespread among leading citizens, ultimately leading to his deposition by his son, the seventh Emir, in a bloodless coup in 1995.

Today, Qatar's economy remains heavily reliant on oil and gas, despite attempts at diversification. These resources still constitute over 50% of the Gross Domestic Product, approximately 85% of export earnings, and 70% of government revenue. The public sector is the predominant employer of Qatari nationals, although a small fraction of foreign workers is also employed in this sector (GSDP, 2008).

### 2.2.4 Governance In Qatar

In 1995, Hamad bin Khalifa Al-Thani ascended to power as the seventh Emir of Qatar, initiating a period of extensive socio-economic and socio-political reforms (Kamrava, 2007). Under his leadership, Qatar embarked on a mission to develop advanced infrastructure and swiftly modernise its social and civil systems, fostering greater public participation (Al-Heeti, 2008; Rathmell and Schulze, 2000). Qatar's deeply entrenched social structures meant that these advancements were largely achieved through top-down reforms rather than public dissent. Although Qatar incorporates limited aspects of Western-style democracy, such as municipal elections, political dialogue is actively encouraged among its citizens.

#### 2.2.4.1 Qatar's Constitutional System

While hereditary monarchies exist in the West, Qatar's legislative system, characterised by its absolutist nature, sets it apart. Over the past two decades, Qatar has introduced reforms that

align its systems more closely with those in the West. Policymaking in Qatar is rapid and can significantly impact the operations of the civil service and human resource practices.

#### *2.2.4.1.1 The Constitution*

In 1999, Emiri Decree No. (11) established a Drafting Committee to develop a new Constitution that would better meet the needs of a rapidly modernising Qatar. The Committee's mandate included reaffirming Qatar's connection to the Gulf region and reflecting its Arab and Islamic heritage. The new Constitution, which took effect on June 9, 2005, now serves as the primary source of executive power. Several articles within the Constitution, notably Articles 19, 30, and 35, have direct implications for human resource management.

#### *2.2.4.1.2 Executive Power*

The Emir, as the hereditary Head of State, holds the highest authority in law and policymaking, supported by the Council of Ministers, of which he is the President. The Emir is responsible for appointing and dismissing senior civil servants in accordance with civil service laws. As an absolute monarch, the Emir exercises his constitutional powers to create, organise, and oversee various consultative bodies, the most significant of which are the Majlis al-Shura (Shura) and the Council of Ministers (CoM), both of which play crucial roles in public policy formulation (MOFA, 2007). Compared to Western political leaders or legislatures, the Emir wields much greater power and control over both governance mechanisms and funding sources.

In June 2013, Hamad bin Khalifa Al-Thani transferred power to his son, Tamim bin Hamad Al-Thani, who became Qatar's eighth Emir. The current Emir continues to implement changes within ministries and public-sector organisations.

The Shura, established under the Constitution, is a 45-member Advisory Council. The public elects thirty members, while the Emir appoints the remaining fifteen. The Council of Ministers, led by the Prime Minister, consists of ministers who head individual Supreme Councils and Ministries. Ministerial appointments are typically based on the Prime Minister's recommendations and are confirmed through Emiri Decrees. The CoM serves as the supreme executive authority, overseeing most civil and external affairs, including the civil service's conduct. The Shura plays a significant role in drafting laws and decrees which, after being discussed and approved, are enacted by the Emir (MOFA, 2023).

Qatar's governance structure fundamentally differs from those in Western advanced economies. Despite Europe having hereditary monarchs, Qatar retains its traditional governance under an absolutist hereditary Head of State who adheres to Shari'a Islamic law. Although Qatar has adopted some elements of democracy, its public administration is primarily based on hierarchical, rational-bureaucratic models (Weber, 1922).

In Western governance, pre-19th century systems began with the creation of bureaux staffed by career officials accountable to the hereditary ruler (Beetham, 1991). Over time, these systems evolved. Weber's (1922) seminal work identified three principal types of bureaucracy: 'traditional', 'charismatic', and 'legitimate authority'. Traditional authority, based on the belief in a ruler's natural right to rule due to historical or descent-based rights, characterises Qatar's governance today.

In Qatari culture, ministers, executives, and managers tend to adhere strictly to the laws and rules governing the public sector, reflecting the traditional obedience to the Emir's directives, with limited scope for personal discretion or judgment.

### 2.2.5 Ministries In Qatar

Public services play a crucial role in Qatar's economy, accounting for approximately 90% of government activities and over 60% of state expenditure (Qatar Planning Commission, 2021). Over the past forty years, Qatar's government has experienced several significant transformations.

#### 2.2.5.1 Evolution of Ministries in Qatar to 2008

Before World War II, Qatar had no formal government institutions. The foundation of its administrative structure began in the 1950s, starting with the establishment of the Ministry of Education. By 1957, Qatar had just over fifty civil servants. To external observers, the public administration was almost non-existent. In 1965, a British visitor noted that "no civil service had been established, nor had a proper municipality been set up" (Joyce, 2003). However, this was not entirely accurate as the creation of ministry structures had already begun. Law No. (5) of 1970, enacted before independence, delineated ministerial powers and the functioning of ministries and other governmental bodies. By the time Qatar gained independence on 3 September 1971, the Emir had established ten ministries, with an additional two ministries added in 1972.

Since gaining independence, Qatar's public services have undergone substantial changes. Between 1971 and 1986, the size of the civil service nearly tripled (Louis, 2006). The influx of oil revenues enabled Qatar and other Gulf states to build extensive bureaucratic infrastructures, providing new and expanded services to citizens and distributing national wealth.

A 1987 United Nations study explored various possibilities for institutional development (UN, 1987). Subsequent evaluations by the UNDP in 1994 identified several critical limitations within the Qatari civil service (UNDP, 1994). The 1990s saw further significant restructuring of state administrative systems. Following the ascension of the last Emir in 1995, a reshuffle of the Council of Ministers took place in 1996 under Emiri Order No. (4) of 1996. This reshuffle introduced major changes impacting all aspects of civil and public life in Qatar, including governance reforms and administrative modernisation to meet the demands of increasing globalisation and the internationalisation of its citizens. In 1997, several ministries began restructuring with support from the newly established Institute of Administrative Development, which was linked to the Ministry of Civil Service Affairs and Housing. By 1998, Qatar had created its first Supreme Council, a quasi-ministry overseeing several departments that functioned as less than full ministries. That same year, the Planning Council was established to coordinate government services.

Emiri Decree No. (11) of 1999 formed a committee to draft a permanent Constitution, setting the framework for Qatar's governance systems, including its ministries. More Supreme Councils were established in 1999. The scope of the proposed reforms was extensive, encompassing a comprehensive overhaul of laws and regulations, policies, objectives, organisational and job structures, work methods and procedures, financial systems, manpower planning and development, and government facilities (Qatar Planning Commission, 2007).

In the years leading up to the new millennium, several enabling laws were enacted to support these developments. The early 2000s saw further changes and additions to Supreme Councils. In 2007, the Ministry of Civil Service and Housing was abolished and replaced by the Ministry of Labour and Social Affairs. By this time, it appeared that Qatar's ruling executive had finally settled on the main structure of ministries and public services.

### 2.2.6 The Importance of Culture to Qatar

Middle East Arabs, especially in the Arabian Gulf region, are showing an increasing level of concern about the effects of global culture on their society. While they welcome the best features of their new economies, they see the ever-greater intrusion of Western culture as

undesirable. In the years before independence, the local Gulf Arab culture present in Qatar was based firmly on tradition and was distinctive and homogenous. Many Gulf Arabs now feel their national cultures are under intense attack, especially from the forces of Westernisation and more narrowly, as enforced Americanisation (Najjar, 2005; Zakaria, 2001).

Today, many Arabs see imported Western systems as extending Western imperialism. Most do not view societal changes as an improvement. While there are more goods to buy and enjoy, many Gulf Arabs see liberalising society as socially undesirable. Instead, societal change can provoke the politics of protest as people, now some of the richest in the world, see their culture as a key part of their heritage (Zakaria, 2001). Gulf Arabs often see Western secular culture as an affront to traditional Arab culture, which has deep roots in Islam in every part of life. The reaction to this has been an increasing emphasis on cultural heritage as a means of legitimising power and the political status quo (Ouis, 2002). Ouis (2002) noted even those significantly exposed to the West see its effects as damaging and Westernisation as something Arabs should strongly resist.

During the debate in Qatar during the period of the seventh Emir, public discussion revealed that Qataris felt they did not want a truly Western-style parliament with unlimited legislative powers. Instead, they preferred Qatar's unique version. It was clear that much of the resistance was because of the strong influence of Islamic thinking.

Qatar's Emir, Sheikh Hamad Al-Thani, took a special interest in developing the "Qatar National Vision" (GSDP, 2008) launched in 2008, which contains many references to culture and its importance. Despite its wealth and growing modernity, Qatar remains a firmly traditional Arabic society. It now acts strongly to preserve its cultural and traditional values as an Arab and Islamic nation that considers the family to be the main pillar of Society (GSDP, 2008). The Qatar National Vision document makes the State's position on national culture clear.

## 2.3 Background to the Qatar National Vision 2030 and the Role of Public Service

Qatar's transformative journey from a traditional society to a modern, globally competitive economy is epitomised by the Qatar National Vision 2030 (QNV2030). This ambitious strategy reflects Qatar's dual commitment to socio-economic progress and the preservation of its rich cultural identity. While much has been achieved since QNV2030's launch in 2008, its success



hinges on the effective functioning of public service institutions, particularly through the alignment of performance management systems (PMS) with the vision's strategic goals.

### 2.3.1 Overview of the Qatar National Vision 2030

The Qatar National Vision 2030 (QNV2030) represents a strategic framework designed to transform Qatar into a modern, knowledge-based economy while preserving its cultural heritage and ensuring sustainable development. Launched in 2008, the QNV2030 is built upon four interconnected pillars: Economic Development, Social Development, Human Development, and Environmental Development (General Secretariat for Development Planning, 2008). These pillars reflect Qatar's commitment to achieving long-term progress, reducing its dependency on hydrocarbon resources, and fostering a diversified economy driven by innovation, education, and environmental sustainability.

The Economic Development pillar emphasises the need for a robust, diversified economy supported by an efficient public service capable of creating enabling conditions for private-sector growth. The Social Development and Human Development pillars focus on building a healthy, well-educated population and the promotion of social inclusion and equality, which are essential for achieving long-term national stability. The Environmental Development pillar seeks to balance economic growth with environmental conservation, ensuring resource sustainability for future generations.

While the QNV2030 establishes an ambitious vision for the nation, its successful implementation heavily relies on the performance and efficiency of public service institutions. Effective governance and accountability are necessary to align public sector initiatives with strategic national priorities and deliver tangible results.

### 2.3.2 The Nexus Between QNV2030 and Performance Management

Performance management systems (PMS) play a central role in translating high-level strategic objectives, such as those outlined in the QNV2030, into measurable outcomes. PMS provides the tools and processes needed to align institutional goals with the national priorities, monitor progress, and ensure accountability at all levels of government. For a country like Qatar, PMS is essential for bridging the gap between policy development and implementation, thereby driving sustainable socio-economic development.



The integration of PMS into public service enables the setting of clear, measurable performance goals, the evaluation of institutional and employee contributions, and the identification of areas requiring improvement (Aguinis, 2013). In this way, PMS enhances organisational efficiency, encourages innovation, and ensures that public resources are utilised effectively. Kaplan and Norton's (2008) Balanced Scorecard framework exemplifies how PMS can align individual and institutional efforts with national objectives, fostering accountability and strategic coherence.

For Qatar to meet its QNV2030 goals, the public service must adopt a results-oriented culture where performance is continuously assessed and strategies are refined to meet evolving challenges. However, achieving this requires a contextually relevant PMS that accounts for Qatar's socio-cultural and institutional dynamics.

#### 2.3.2.1 The Role of the Civil Service in Driving QNV2030

The civil service forms the backbone of any nation's governance framework and is responsible for implementing policies, delivering services, and driving reforms that align with the strategic national priorities. In Qatar, the civil service is integral to achieving the QNV2030 goals by operationalising policies across key sectors such as economic development, education, healthcare, and environmental sustainability.

Qatar's public sector has undergone significant reforms in recent years, including the enactment of the Civil Human Resources Law No. 15 of 2016, which aimed to modernise human resource management and enhance accountability. Despite these efforts, the civil service continues to face challenges when demonstrating measurable contributions toward QNV2030 objectives.

An effective performance management system is essential for ensuring that civil servants operate with clear goals, measurable targets, and a commitment to delivering results. By fostering accountability and continuous improvement, PMS enables public institutions to function as engines of national transformation. However, the weaknesses in existing PMS frameworks—such as subjectivity in appraisals, bureaucratic inefficiencies, and limited feedback mechanisms—undermine the civil service's capacity to drive the QNV2030 goals effectively (Turner *et al.*, 2022).

### 2.3.3 Performance Management Systems (PMS) and the Need for PMS in Qatar

Performance management systems (PMS) are structured frameworks that evaluate employee and organisational performance against predefined objectives. In public service, PMS is a critical mechanism for ensuring accountability, optimising resources, and driving efficiency. By aligning institutional efforts with strategic goals, PMS provides a roadmap for achieving measurable results and fostering a culture of continuous improvement (Bouckaert, 2021).

In Qatar's context, PMS is particularly relevant for operationalising QNV2030 goals. Effective PMS frameworks facilitate the alignment of public service activities with the national priorities, ensuring that every initiative contributes meaningfully to the vision's four pillars. Moreover, PMS identifies skills gaps, enhances leadership competencies, and promotes innovation—all of which are essential for modernising Qatar's public administration (De Waal, 2007).

However, achieving these outcomes requires a performance management system tailored to Qatar's cultural and institutional realities. Without contextually relevant PMS, the civil service risks inefficiency, demotivation, and misalignment with QNV2030's strategic priorities.

### 2.3.4 The Challenges of Copying Western PMS Frameworks Without Contextual Adaptation

The implementation of performance management systems in Qatar's public service has largely been influenced by Western models developed in countries such as the United Kingdom, New Zealand, and the United States. These models, rooted in New Public Management (NPM) principles, emphasise decentralisation, accountability, and results-based performance evaluation (Hood, 1991). While such frameworks have proven successful in Western contexts, their direct adoption in Qatar has exposed significant challenges due to cultural and institutional differences.

One key challenge is the influence of *wasta*, a cultural practice in many Arab societies that involves favouritism and interpersonal relationships. Unlike Western merit-based systems, *wasta* often undermines fairness and objectivity in performance evaluations, promotions, and recruitment processes (Hutchings and Weir, 2006; Weir, 2020). For example, studies in other GCC countries, such as Saudi Arabia and the UAE, have revealed that cultural norms often override formal PMS frameworks, leading to subjective appraisals and limited accountability (Mansour, 2018).

Another challenge lies in the hierarchical nature of public administration in Qatar. Western PMS frameworks emphasise decentralisation and managerial autonomy but in high power-distance societies like Qatar, decision-making remains centralised. Managers often lack the authority to implement performance-based reforms, reducing the system's effectiveness (Hofstede, 1980; Vaz *et al.*, 2023).

Furthermore, PMS models in Western contexts are typically designed for individualistic cultures, where personal achievements are prioritised. In contrast, Qatar's collectivist culture values group harmony and collaboration, requiring PMS frameworks to incorporate team-based performance metrics that reflect societal norms (Trompenaars, 1997).

These challenges highlight the need for culturally sensitive adaptations of PMS frameworks. Successful examples from other regions, such as Singapore's hybrid PMS model, demonstrate the importance of tailoring performance management systems to local contexts while retaining the core principles of accountability and results-based evaluation (Chiang and Birtch, 2020).

Given the limitations of directly borrowing Western PMS frameworks, there is an urgent need to investigate the effectiveness of Qatar's current performance management system. While reforms such as the Civil Human Resources Law No. 15 of 2016 have introduced structured performance evaluations, the empirical evidence of their impact remains limited.

This research is essential for identifying the strengths and weaknesses of Qatar's PMS in driving the goals of QNV2030. By evaluating the alignment between existing performance management practices and national objectives, this study will uncover the systemic challenges—such as *wasta*, subjectivity, and limited feedback mechanisms—that hinder public sector efficiency.

Furthermore, understanding how cultural and institutional factors influence PMS implementation will inform the development of contextually relevant frameworks. By proposing strategies to address these challenges, this research aims to enhance the effectiveness of Qatar's civil service, ensuring that it serves as a driver of sustainable development and national transformation.

In conclusion, while PMS is a critical tool for achieving QNV 2030, its success depends on adapting frameworks to Qatar's unique cultural and institutional environment. This research will bridge the existing gaps, providing actionable insights for improving performance management practices and enabling the civil service to fulfil its pivotal role in achieving Qatar's ambitious vision. The next section will further explain in detail how PMS works.

## 2.4 Performance Management in Practice

### 2.4.1 History of Performance Management

The evolution of performance management (PM) reflects broader societal, economic, and organisational shifts originating in the early 20th century. After World War I (WWI), labour shortages spurred employers to focus on personnel management, primarily targeting workforce productivity and morale (Pulakos, 2019). During the 1920s and 1930s, PM systems were limited to managerial roles, emphasising the identification of potential leaders and aligning them with organisational needs (DeNisi and Murphy, 2017). Early PM practices aimed to address three core objectives: providing structured mechanisms for compensation and promotions, offering performance feedback to foster skill and behavioural improvements, and serving as the basis for coaching and employee development (McGregor, 1957).

By the mid-20th century, PM practices began incorporating principles that extended beyond evaluation to encompass employee wellbeing, career growth, and motivation (Fletcher and Williams, 1996). These developments reflected the shifting societal values, including increased attention to work-life balance and employee satisfaction. Over time, PM transitioned into a critical tool for enhancing both individual and organisational performance, evolving from rigid evaluation systems to dynamic frameworks emphasising continuous improvement and alignment with strategic goals (Kinicki *et al.*, 2013).

### 2.4.2 Definition of Performance Management

PM has become a foundational concept in organisational behaviour and human resource management, encompassing various definitions and approaches. It is broadly recognised as either a framework for managing organisational performance, employee performance, or as a hybrid system addressing both (Williams, 1998). For the purpose of this thesis, the focus is on employee performance management within Qatar's public service, aligning with the Qatar National Vision 2030 (QNV2030).

The scholarly discourse on PM offers multiple perspectives on defining employee performance management, each reflecting distinct priorities and applications. Heathfield (2007) characterises it as "the process of creating a work environment or setting in which people are

enabled to perform to the best of their ability" (p. 8). This perspective underscores the enabling role of the work environment, emphasising its foundational importance in driving performance.

In contrast, Kinicki *et al.* (2013) offer a process-oriented perspective, defining PM as "a set of managerial behaviours aimed at defining, measuring, motivating, and developing the desired performance of employees" (p. 1). This approach integrates key managerial actions that influence employee performance, providing a comprehensive framework for understanding how leadership impacts organisational outcomes.

Aguinis' (2019) definition offers the most holistic perspective, describing PM as "a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organisation" (p. 2). This definition emphasises the cyclical and dynamic nature of PM, integrating individual and team performance with broader organisational objectives.

Table 2-1 below provides a critical review of the selected PM definitions from the literature.

*Table 2-1: Review of the Definitions of Performance Management*

Author(s)	Year	Definition	Key Elements and Analysis
Heathfield	2007	"The process of creating a work environment or setting in which people are enabled to perform to the best of their ability."	Emphasises the foundational role of the work environment; highlights enabling factors but lacks focus on strategic alignment.
Kinicki <i>et al.</i>	2013	"A set of managerial behaviours aimed at defining, measuring, motivating, and developing the desired performance of employees."	Comprehensive process-based approach; integrates managerial behaviours and performance improvement.
Aguinis.	2019	"A continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organisation."	Highlights continuous improvement, strategic alignment, and has a focus on individual and team contributions.

Williams	1998	"A framework for managing organisational and employee performance, and in some instances, a hybrid system for managing both."	Broad perspective; considers both organisational and employee performance.
DeNisi and Smith	2014	"All HR practices aimed at equipping employees with the means, motivation, and opportunities to enhance organisational performance."	Integrates HR practices with PM; emphasises motivation and opportunity as performance enablers.
Armstrong	2018	"A process designed to improve individual performance and thereby enhance organisational effectiveness."	Links individual performance improvements directly to organisational outcomes.

The analysis of various PM definitions reveals a shared emphasis on enhancing employee performance as a means to improve organisational effectiveness. Heathfield's (2007) perspective highlights the role of the work environment but underemphasises the strategic alignment of performance with organisational goals. Kinicki *et al.* (2013) provide a detailed account of the managerial actions required for effective PM, making their approach highly relevant for understanding leadership's role in employee development.

The definition used by Aguinis (2019) is particularly well-suited for this research as it integrates continuous improvement with strategic alignment, aligning closely with the objectives of Qatar's public service under QNV2030. This definition recognises the dynamic and iterative nature of PM, which is essential for fostering innovation, accountability, and strategic focus in public sector organisations.

In the context of Qatar's public service, PM will serve a critical mechanism for aligning employee performance with the ambitious goals of QNV2030. Aguinis's (2019) emphasis on continuous improvement and strategic alignment resonates with the need for adaptive and culturally sensitive PM practices that address challenges such as *wasta* (favouritism) and

hierarchical governance structures. As already mentioned, an effective PM in Qatar requires a tailored approach that integrates global best practices with local cultural considerations, ensuring that public sector employees are empowered to contribute to national development objectives.

Moreover, the definitions reviewed highlight the importance of managerial behaviours, enabling environments, and strategic focus—all of which are pivotal for overcoming challenges and driving success in Qatar’s public service. By adopting a holistic and dynamic PM framework, the Qatar public sector can ensure that its workforce remains engaged, accountable, and aligned with the transformative goals of QNV2030.

### 2.4.3 Core Components of Performance Management

Performance management (PM) encompasses a wide array of HR practices and organisational strategies aimed at optimising employee performance to enhance organisational effectiveness. Despite extensive research, scholars and practitioners have yet to reach a consensus on its definitive core components (Schleicher *et al.*, 2018). Generally, PM involves processes such as goal setting, performance monitoring and appraisal, feedback provision, coaching, development training, employee participation, recognition of high performers, and addressing underperformance (Aguinis, 2019; Kinicki *et al.*, 2013; Giamos *et al.*, 2024). These processes collectively aim to shape desirable employee behaviours, improve individual contributions, and foster a culture of continuous improvement aligned with strategic organisational goals (Armstrong, 2018; DeNisi and Smith, 2014).

#### 2.4.3.1 Comparison with Traditional Performance Appraisal

A fundamental distinction exists between performance management and traditional performance appraisal. While performance appraisal serves primarily as a retrospective evaluation of employee performance, focusing on documentation for administrative decisions such as promotions, raises, or terminations, PM is a forward-looking process geared toward fostering individual and organisational development (Aguinis, 2019; DeNisi and Murphy, 2017).

Performance appraisal typically occurs on an annual or biannual basis, relying on pre-established metrics to evaluate past performance. While this method provides valuable

documentation, it has been criticised for being judgmental and offering limited opportunities for employee growth (Armstrong, 2018). Traditional appraisal often creates an environment where employees may feel scrutinised rather than supported, potentially reducing engagement and stifling motivation (Kinicki *et al.*, 2013).

In contrast, PM is a continuous process that integrates frequent check-ins, real-time feedback, and a developmental focus. It seeks to align individual efforts with broader organisational goals while addressing performance challenges proactively. By emphasising open communication and regular feedback, PM creates an enabling environment where employees feel empowered to improve their skills and performance (Pulakos *et al.*, 2015; Giamos *et al.*, 2024). This continuous process fosters a culture of accountability and learning, which is essential for achieving long-term organisational success.

The practical implications of this distinction are significant. Performance appraisal is often compliance-driven, fulfilling organisational requirements for accountability and record-keeping (Aguinis, 2019). Conversely, PM is a strategic tool that enhances employee engagement and organisational performance by integrating human capital development with business objectives. This proactive and developmental orientation makes PM an indispensable mechanism for driving innovation, productivity, and cultural alignment within organisations (Schleicher *et al.*, 2018).

#### 2.4.3.2 Practical Implications for Qatar Public Service

In the context of the Qatar public service, transitioning from traditional performance appraisal to a robust PM framework is essential for achieving the ambitious goals of Qatar National Vision 2030 (QNV2030). Traditional appraisal systems, which often emphasise compliance over development, may not effectively address the complexities of a culturally diverse and hierarchical workforce. By adopting a comprehensive PM approach, Qatar's public sector can align individual employee goals with national priorities while fostering a culture of continuous learning and accountability (Vaz *et al.*, 2023).

Cultural considerations are pivotal when designing and implementing PM systems in Qatar. For instance, the nation's high-power distance culture (Hofstede, 2001) necessitates PM practices that respect hierarchical norms while encouraging open communication and participatory goal setting. This balance can be achieved through culturally sensitive feedback mechanisms, regular performance reviews, and coaching programs that emphasise employee



development within a framework of respect and authority (Mendonca and Kanungo, 1996; Aguinis, 2023). Integrating PM practices with strategic objectives under QNV2030 can enhance organisational coherence and drive the public service's contributions to national development.

Research has shown that continuous feedback and employee engagement are critical for fostering motivation and productivity (Kinicki *et al.*, 2013). By adopting these practices, Qatar's public service can overcome challenges such as *wasta* (favouritism), resistance to change, and limited performance transparency. Furthermore, introducing structured training and capacity-building initiatives can equip managers and employees with the skills needed to navigate PM systems effectively while respecting Qatar's socio-cultural dynamics (Vaz *et al.*, 2023).

While the transition to PM offers numerous benefits, challenges remain in its implementation, particularly in public sector organisations with rigid hierarchical structures. Although substantial research highlights the advantages of PM, gaps persist in the literature regarding its adaptation to high-context cultures such as Qatar's. For instance, the interplay between PM practices and cultural factors like collectivism and uncertainty avoidance remains underexplored (Chiang and Birtch, 2020). Recent studies call for further empirical research to evaluate how PM systems can be effectively integrated into public sector frameworks that prioritise cultural sensitivity and organisational alignment (Vaz *et al.*, 2023).

Additionally, the emphasis on continuous feedback and coaching as the core components of PM have received limited attention in the Middle Eastern context. While global best practices advocate for these elements, their effectiveness in hierarchical and collectivist cultures requires deeper investigation. Addressing these gaps is essential for designing PM systems that not only enhance individual performance but also contribute to broader organisational and national objectives.

Performance management represents a holistic and dynamic approach to optimising employee and organisational performance. By focusing on continuous improvement, strategic alignment, and cultural sensitivity, PM offers a forward-looking alternative to traditional performance appraisal. In the Qatar public service, adopting a comprehensive PM framework can drive progress toward the QNV2030 by fostering accountability, engagement, and innovation.

However, further research is needed to address the unique challenges of implementing PM in high-context and hierarchical cultures. By bridging these gaps, Qatar's public service can leverage PM to achieve sustainable development and align its workforce with the national priorities.

#### 2.4.4 The Performance Management Process

Performance management (PM) is a comprehensive and systematic approach aimed at optimising employee performance while aligning it with organisational objectives. It involves a series of interconnected components—planning, measurement, setting performance standards, evaluation, reporting, rewarding, and training—that collectively enhance both individual and organisational effectiveness (Aguinis, 2019; Pulakos *et al.*, 2015; Giamos *et al.*, 2024). While these processes are universally recognised, their implementation and impact can vary significantly depending on organisational structure, strategic objectives, and cultural context.

##### 2.4.4.1 Performance Planning

Performance planning establishes the foundation for an effective PM system. It begins with the articulation of organisational objectives, which are then translated into individual and team goals. This process involves identifying key performance indicators (KPIs), delineating critical success factors (CSFs), and creating detailed role-specific plans. Research underscores the importance of aligning individual objectives with broader organisational goals to foster coherence and accountability (DeNisi and Murphy, 2017). However, rigidity in planning can stifle the responsiveness to dynamic business environments, particularly in sectors subject to rapid change (Kim and Holzer, 2016).

Performance planning also requires engaging stakeholders at multiple organisational levels. While this inclusivity fosters ownership and ensures that diverse perspectives are considered, it can lead to delays and conflicts if not carefully managed (Vaz *et al.*, 2023). Effective performance planning necessitates a balance between inclusivity and efficiency, ensuring both adaptability and strategic alignment.

#### 2.4.4.2 Performance Measurement

Measurement is a cornerstone of PM, providing the data needed to assess the progress toward goals and inform decision-making. KPIs and CSFs are central to this, offering quantitative and qualitative benchmarks for evaluating success (Zhara *et al.*, 2022). For instance, KPIs can range from financial metrics, such as revenue growth, to behavioural indicators, such as employee engagement levels.

However, the effectiveness of performance measurement depends on the appropriateness and reliability of the selected metrics. Poorly defined KPIs can lead to misaligned efforts, focusing on outputs that do not contribute meaningfully to organisational objectives (De Waal and Counet, 2009). Moreover, excessive focus on measurement risks creates a "checklist culture," where employees prioritise compliance over substantive contributions (Pulakos *et al.*, 2015; Giamos *et al.*, 2024).

#### 2.4.4.3 Setting Performance Standards

Performance standards establish the benchmarks against which individual and organisational success is measured. They clarify expectations, provide a framework for evaluation, and ensure consistency across roles. Research indicates that well-defined standards can reduce ambiguity and foster fairness in evaluations (Witcher and Chau, 2008).

Nevertheless, overly rigid standards may inhibit creativity and adaptability, particularly in roles requiring innovative thinking. A balance between standardisation and flexibility is essential to account for role-specific nuances and individual capabilities (Shane, 2010). Moreover, involving employees in the development of performance standards can enhance their relevance and acceptance (Podger *et al.*, 2020).

#### 2.4.4.4 Performance Evaluation

Performance evaluation is the process of assessing individual contributions toward organisational objectives. It involves providing constructive feedback, identifying areas for improvement, and recognising achievements. Effective evaluations are characterised by their ability to balance developmental feedback with accountability, fostering both growth and alignment with organisational goals (Pulakos and O'Leary, 2011).

However, the quality of feedback during evaluations significantly influences their effectiveness. While constructive feedback can enhance performance, poorly delivered feedback risks demotivating employees (Podger *et al.*, 2020). Moreover, overly frequent evaluations may lead to fatigue, reducing their perceived value (Brefo-Manuh *et al.*, 2017).

#### 2.4.4.5 Performance Reporting

Reporting provides a transparent overview of organisational and individual performance, enabling data-driven decision-making and accountability. Effective performance reports connect achievements to planned outcomes, facilitating strategic adjustments and resource allocation (Mucciarone and Neilson, 2012; Cantarelli *et al.*, 2023; Ferreira and Dias, 2023).

Challenges include the risk of information overload and the potential misuse of data. Reports must strike a balance between detail and clarity, ensuring accessibility while maintaining strategic relevance. Furthermore, organisations must establish robust data management practices to ensure the accuracy and reliability of reports (Podger *et al.*, 2020).

#### 2.4.4.6 Rewarding Performance

Recognition and rewards are essential motivators within a PM framework. By linking rewards to performance, organisations can enhance employee engagement, satisfaction, and productivity (Aguinis, 2019). Effective reward systems balance intrinsic rewards, such as professional development opportunities, with extrinsic rewards, such as bonuses or promotions (Giamos *et al.*, 2024).

However, inequitable or poorly designed reward systems can lead to dissatisfaction and reduced morale. Employees must perceive rewards as both fair and attainable for them to serve as effective motivators (Podger *et al.*, 2020). Furthermore, over-reliance on financial rewards may diminish intrinsic motivation, underscoring the need for a balanced approach (Ryan and Deci, 2000).

#### 2.4.4.7 Training and Development

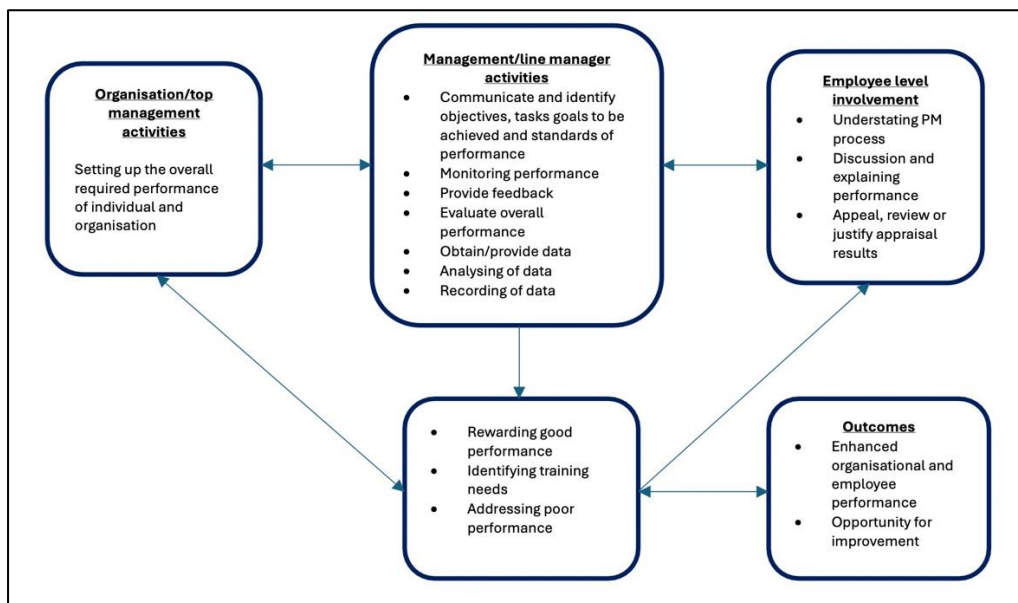
Training and development initiatives equip employees with the skills and knowledge needed to meet performance standards. Continuous learning is essential for adapting to organisational

changes and maintaining workforce competency (Vaz *et al.*, 2023). However, ineffective training programs risk perpetuating skill gaps and diminishing the overall impact of the PM system (Adhikari, 2023).

Integrating training into PM systems fosters a culture of growth and development, enhancing employee engagement and retention. However, changing the organisational culture to prioritise training is a complex and long-term endeavour, requiring sustained commitment from leadership (Pulakos *et al.*, 2015, Giamos *et al.*, 2024).

Figure 2-2 summarises the function and concept of performance management, considering the role of the organisation, manager or line manager, and employees.

Figure 2-2: Concept and function of performance management



Source: (Researcher, 2024)

The current literature provides extensive insights into the components of PM systems. However, gaps remain in understanding how these processes interact within specific organisational contexts, particularly in public sector settings influenced by New Public Management (NPM) principles. For instance, while performance planning and measurement are well-documented, their adaptation to hierarchical and culturally complex environments like Qatar's public service requires further exploration (Ugyel, 2021). Additionally, limited research examines the integration of advanced technologies, such as IT systems into PM systems for enhancing feedback quality and reporting accuracy (Podger *et al.*, 2020). Addressing these gaps

is critical for optimising PM practices in the context of evolving organisational and cultural dynamics.

The PM process comprises interconnected components that collectively drive organisational and individual effectiveness. While these processes are well-established in theory, their practical implementation presents challenges that require careful management. Recognising gaps in the literature, particularly concerning public sector applications and cultural nuances, underscores the need for tailored research and practice. This understanding serves as a foundation for exploring how these PM processes can be adapted to Qatar's unique socio-economic and cultural context in the subsequent section.

## 2.5 Adoption of Employee Performance Management in Non-Western Contexts and Transitional Economies

Over the past two decades, the global adoption of performance management (PM) systems has accelerated across public sectors, driven by the need to enhance service quality, efficiency, and accountability (Schleicher *et al.*, 2018; Vaz *et al.*, 2023). Initially popularised among OECD nations, the application of PM systems has since expanded into non-Western and transitional economies, where governments aim to improve public sector effectiveness and align their practices with global standards. However, such endeavours are often complicated by cultural, institutional, and socio-economic differences, necessitating context-sensitive approaches.

### 2.5.1 Global Case Studies of PM Adoption

Countries such as Malaysia and South Korea provide illustrative examples of successful PM implementation. In Malaysia, the government overhauled its performance appraisal system in 1992, introducing elements such as performance planning, monitoring, feedback mechanisms, and performance-based rewards to improve public sector efficiency (Shafie, 1996). Similarly, South Korea responded to the 1997 Asian financial crisis by instituting a comprehensive PM framework, integrating strategic goal alignment, 360-degree evaluations, and pay-for-performance incentives to drive competitiveness and organisational accountability (Kong *et al.*, 2013).

China has also emerged as a notable example of PM adoption, with reforms aimed at addressing corruption, increasing transparency, and linking employee performance with organisational outcomes (Burns and Zhiren, 2010). Likewise, Ghana and Uganda have introduced performance-based appraisal systems to improve accountability and service delivery, although these initiatives often encounter resistance due to entrenched cultural norms and bureaucratic inefficiencies (Nambi and Werner, 2013; Ohemeng *et al.*, 2015).

Despite their differences, these cases underscore the transformative potential of PM in public administration. However, they also highlight persistent challenges, such as the alignment of PM systems with cultural norms, the integration of contextual factors, and the management of stakeholder expectations.

## 2.5.2 Contextual Factors and Cross-Cultural Theories in Performance Management

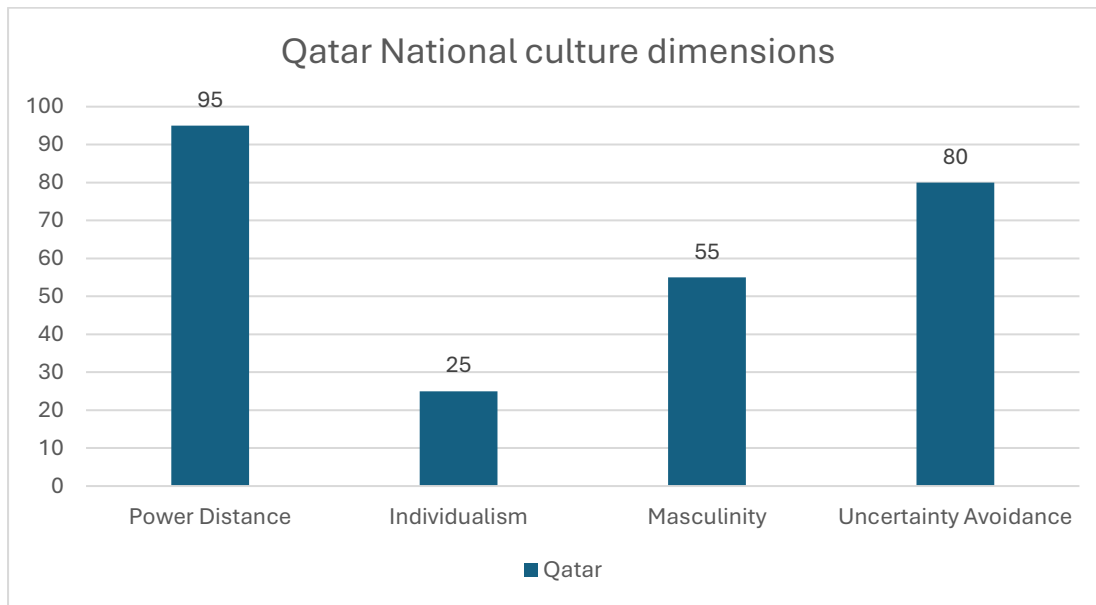
A critical determinant of PM success in non-Western contexts lies in understanding and integrating national cultural dimensions. Theories such as Hofstede's cultural dimensions model and the GLOBE (Global Leadership and Organisational Behaviour Effectiveness) study offer valuable frameworks for analysing how cultural values and norms influence organisational behaviour and management practices (Milliman *et al.*, 1998; House *et al.*, 2002; Hofstede, 2005).

### 2.5.2.1 Hofstede's Cultural Dimensions

Hofstede's framework provides a foundational lens through which cultural variations can be understood, encompassing dimensions such as power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. femininity, and long-term vs. short-term orientation. These dimensions profoundly shape employee behaviour, leadership styles, and organisational practices.

Figure 2-3 below shows the assessment of the various dimension ratings of the Qatar Culture.

Figure 2-3: Qatar's national culture dimensions analysis chart



Source: (Hofstede, 2005)

#### 2.5.2.1.1 Power Distance (PD):

In high power distance cultures such as Qatar, hierarchical relationships are deeply ingrained, and authority is centralised. This has implications for PM, particularly in the fostering of participatory goal-setting and the provision of upward feedback (Hofstede, 2005; Aguinis, 2023). While centralised decision-making aligns with hierarchical norms, it can stifle innovation and employee autonomy.

#### 2.5.2.1.2 Uncertainty Avoidance (UAI):

High UAI cultures prefer structured processes and clear performance criteria to mitigate ambiguity. While this ensures consistency and accountability, excessive rigidity may hinder adaptability in dynamic environments (Zahra *et al.*, 2022).

#### 2.5.2.1.3 Individualism vs. Collectivism (IDV):

Collectivist cultures, like Qatar's, prioritise group harmony and shared goals over individual achievements. This necessitates PM frameworks that balance collective and individual performance metrics, fostering both collaboration and accountability (Ugyel, 2021; Vaz *et al.*, 2023).



#### 2.5.2.1.4 Masculinity vs. Femininity (MAS):

The interplay of competitive (masculine) and cooperative (feminine) cultural values in Qatar influences PM practices, particularly in conflict management, reward systems, and work-life balance (Kabasakal *et al.*, 2012).

#### 2.5.2.1.5 Long-term vs. Short-term Orientation (LTO):

Qatar's dual focus on tradition and modernisation underscores the need for PM systems that balance immediate objectives with sustainable, long-term goals (Aldulaimi and Sailan, 2011).

Hofstede's model is particularly useful in providing a high-level understanding of how cultural dimensions influence PM practices. However, the complexity of cultural dynamics in transitional economies like Qatar necessitates a deeper exploration of additional frameworks to address context-specific challenges.

#### 2.5.2.2 GLOBE Study

Building on Hofstede's work, the GLOBE study provides additional insights into leadership and organisational practices across a range of cultures. It identifies dimensions such as performance orientation, assertiveness, and in-group collectivism, which are particularly relevant to PM. For example, performance-oriented cultures emphasise clear goal-setting and measurable outcomes, while high collectivism fosters team-based approaches to performance appraisal (House *et al.*, 2002). The GLOBE study also highlights tensions between cultural expectations and Western-centric management paradigms, necessitating nuanced adaptations.

The preceding discussion highlights the interplay between cultural dimensions, as conceptualised by Hofstede and further expanded by the GLOBE study, in shaping performance management (PM) practices. These frameworks emphasise the need for contextually relevant approaches to PM, particularly in non-Western settings like Qatar. While Hofstede provides macro-level insights into cultural dynamics, the GLOBE study complements this by offering a nuanced understanding of leadership behaviours within cultural contexts. Both frameworks reveal gaps in the operationalising of their findings in transitional economies, where modern practices like PM intersect with deeply rooted cultural norms such as *wasta*. These gaps underscore the necessity of integrating broader management theories to address the complexities of implementing PM in the Qatar public service. The following section delves

into additional management theories relevant to PM, bridging the discussion to the principles of New Public Management (NPM) and its application in Qatar.

### 2.5.3 Contextual Factors of Performance Management: Theoretical Perspectives

Understanding the theoretical underpinnings of performance management (PM) is crucial for developing strategies that align with organisational goals and cultural contexts. Theories such as Expectancy Theory, Goal-Setting Theory, Social Exchange Theory, and various leadership theories provide foundational insights for designing and implementing effective PM systems. This section critically examines these theories, analysing their relevance to PM practices and identifying gaps in the literature, with a specific focus on their application in Qatar's public sector.

#### 2.5.3.1 Motivational theories

Understanding motivation is pivotal for designing effective performance management (PM) systems that align with organisational goals while addressing individual and cultural nuances. Motivation theories like Expectancy Theory, Goal-Setting Theory, and Social Exchange Theory (SET) offer critical insights into the psychological and social mechanisms that drive employee behaviour. Below, each theory has been critically analysed through a deeper exploration of the recent literature and its relevance to PM, particularly within the context of Qatar's public sector.

##### 2.5.3.1.1 *Expectancy Theory*

Expectancy Theory, developed by Vroom (1964), posits that motivation is determined by three key components: expectancy, instrumentality, and valence. Expectancy refers to the belief that effort will lead to performance. Instrumentality reflects the belief that performance will result in specific outcomes, while valence is the value placed on those outcomes by the individual. This theory emphasises the logical relationships between effort, performance, and rewards, making it an essential framework for PM practices aimed at enhancing employee motivation.

Expectancy Theory provides a structured lens through which to evaluate how employees perceive and respond to organisational incentives. Recent studies, such as those by Kumari *et al.* (2021), confirm that clearly defined pathways between effort and rewards significantly improve employee engagement and productivity. However, this theory has limitations when it comes to accounting for non-rational factors such as social dynamics and cultural norms, which

are critical in high-power distance cultures like Qatar (Aguinis, 2023). For instance, in the Qatar public service where hierarchical structures dominate, employees may prioritise relationships with superiors over formal performance metrics. The influence of **wasta** (personal connections) can complicate the expectancy-instrumentality-valence relationships by introducing perceived inequities in reward distribution. This highlights a key limitation of Expectancy Theory: its assumption of fairness and objectivity in organisational processes.

To effectively apply Expectancy Theory in Qatar's public service, PM systems must clearly articulate the performance metrics and ensure that the rewards are culturally appropriate and meaningful. Additionally, informal practices like *wasta* need to be addressed to mitigate perceptions of bias. Transparent communication about how employee efforts contribute to organisational success and personal benefits is also necessary. Despite its widespread application in Western contexts, there is limited research on how Expectancy Theory adapts to collectivist and high-power distance cultures. This creates a gap in the literature, particularly regarding how societal norms like loyalty to authority and family obligations shape employee perceptions of expectancy and instrumentality.

#### *2.5.3.1.2 Goal-Setting Theory*

Goal-Setting Theory, introduced by Locke and Latham (1990), emphasises that specific, challenging, and attainable goals enhance performance by providing clarity, direction, and motivation. The theory identifies several key elements: specificity, difficulty, feedback, and commitment. Specific goals provide clarity, while challenging yet attainable goals motivate employees to put in more effort. Feedback mechanisms are integral for tracking progress and adjusting efforts, and commitment ensures that employees are dedicated to achieving their goals.

This theory is well-supported by evidence showing that goal clarity and challenges improve employee focus and effort. For instance, Latham (2008) and Bryson *et al.* (2024) have demonstrated that specific goals result in significantly higher performance compared to vague or ambiguous objectives. However, the theory's emphasis on individual goal-setting may conflict with collectivist cultural values, where group objectives and harmony are prioritised. In high-power distance environments like Qatar, involving employees in the goal-setting process can be challenging due to traditional hierarchical norms. Employees may be reluctant to assert their preferences or question their superiors, which limits the collaborative aspects of goal-setting.

Applying Goal-Setting Theory to the Qatar public service requires a balanced approach that incorporates both individual and group goals to reflect the interplay between individualism and collectivism in Qatari culture. Feedback mechanisms must be culturally sensitive, respecting hierarchical norms while providing constructive guidance. The alignment between personal development goals and the strategic objectives of Qatar National Vision 2030 (QNV2030) is crucial. While Goal-Setting Theory has been extensively validated in Western contexts, its application in non-Western settings like Qatar remains underexplored. Future research should investigate how organisations can reconcile the tension between challenging individual goals and the collective priorities of team-oriented cultures.

#### *2.5.3.1.3 Social Exchange Theory*

Social Exchange Theory (SET), developed by Blau (1964), explains workplace relationships as reciprocal exchanges of tangible and intangible resources. In the context of PM, SET emphasises the role of organisational support, recognition, and fair treatment in fostering employee commitment and performance. Positive exchanges between employees and the organisation, such as support and recognition, lead to increased loyalty and productivity.

SET aligns well with contemporary PM practices that prioritise employee engagement and trust. Research by Cropanzano *et al.* (2022) confirms that when employees perceive organisational support and fairness, they reciprocate with higher levels of loyalty, commitment, and performance. However, the theory's assumption of reciprocal behaviour can be undermined by contextual factors such as favouritism and systemic inequities. In Qatar, collectivist values and informal practices like *wasta* may disrupt the perceived fairness of exchanges. Employees may feel demotivated if they perceive that rewards and recognition are distributed based on connections rather than merit. This underscores the importance of integrating formal mechanisms to ensure fairness while navigating informal cultural dynamics.

Incorporating SET into Qatar's public service involves building a supportive organisational culture that emphasises fairness, transparency, and reciprocal respect. PM practices should prioritise developmental feedback, career growth, and the recognition of contributions. Addressing perceptions of favouritism through clear communication and equitable reward systems is also essential. Despite its relevance, there is limited research on how SET interacts with cultural practices like *wasta* in PM contexts. Future studies could explore how perceived fairness and organisational support influence employee behaviour in hierarchical and collectivist cultures like Qatar's.

### 2.5.3.2 Integrating Motivation Theories into Performance Management Practices

The integration of Expectancy Theory, Goal-Setting Theory, and Social Exchange Theory provides a comprehensive framework for designing effective PM systems. Together, these theories emphasise the importance of aligning performance goals with meaningful rewards, involving employees in goal-setting processes, and fostering supportive workplace relationships.

Expectancy Theory highlights the importance of clear and attainable goals and meaningful rewards, ensuring that employees see the direct benefits of their efforts. Goal-Setting Theory focuses on the motivational power of specific and challenging goals coupled with continuous feedback to guide performance. Social Exchange Theory underscores the value of creating a supportive and fair work environment, fostering organisational commitment and reciprocal positive behaviours. Table 2-2 below summarises the findings on motivation theories and how they affect performance management.

*Table 2-2: Summary of the Theoretical Perspectives and their Contextual Application in Qatar's Public Service*

<b>Theory</b>	<b>Key Concepts</b>	<b>Application in Qatar Public Service</b>	<b>Authors/References</b>
Expectancy Theory	Motivation is influenced by expectancy, instrumentality, and valence.	Aligning the performance goals with achievable outcomes and culturally valued rewards.	Vroom (1964); Roberts and Reed (1996); Hofstede (2001); Shafie (1996)
Goal-Setting Theory	Specific, challenging, and attainable goals enhance performance.	Involve employees in goal setting; provide feedback to guide performance.	Locke and Latham (1990); Walker <i>et al.</i> (2010)
Social Exchange Theory	Positive exchanges between employees and the organisation enhance commitment.	Foster a supportive and reciprocal work environment; emphasise fairness and support.	Blau (1964); Eisenberger <i>et al.</i> (1990); Meyer and Allen (1997)

*Source: (Researcher, 2024)*

The exploration of these motivation theories underscores their critical role in shaping effective PM systems. Each theory offers unique insights into the mechanisms that drive employee behaviour, providing a foundation for designing strategies that align with the organisational objectives and cultural contexts. However, the discussion also highlights the gaps when applying these theories to non-Western settings like Qatar, where cultural nuances significantly influence PM practices. This creates an opportunity for further research to explore how these theories can be tailored to meet the specific needs of Qatar's public sector, particularly in the pursuit of QNV2030 objectives. Leadership Theories

Leadership is a critical determinant of the effectiveness of performance management (PM) systems, influencing employee motivation, organisational commitment, and overall productivity. Leadership theories such as Transformational Leadership, Transactional Leadership, and Situational Leadership provide essential frameworks for understanding the roles and behaviours of leaders in driving organisational performance. In this section, these theories are analysed in depth, integrating recent literature and critically assessing their application in PM practices, particularly within the context of Qatar's public service and its pursuit of the Qatar National Vision 2030 (QNV2030).

#### *2.5.3.2.1 Transformational Leadership*

Transformational Leadership, initially conceptualised by Burns (1978) and further developed by Bass (1985), is characterised by leaders who inspire their employees to transcend their self-interests for the sake of the organisation. This leadership style focuses on building a shared vision, fostering innovation, and promoting a culture of trust and commitment. The four core components of transformational leadership—idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration—create an environment that encourages employees to perform at their best.

Recent studies reaffirm the efficacy of transformational leadership in enhancing employee engagement, innovation, and organisational performance. For example, Chourasia and Bahuguna (2023) highlight that transformational leaders positively influence employee motivation by fostering a sense of purpose and aligning individual goals with organisational objectives. In the Qatar public service, transformational leadership is particularly relevant as it can inspire employees to align their personal aspirations with the strategic goals of QNV2030. The emphasis on intellectual stimulation can also foster a culture of innovation, which is critical for addressing the complex challenges posed by Qatar's rapid modernisation.

However, transformational leadership is not without its limitations. Critics argue that it can sometimes be overly idealistic, focusing on visionary goals at the expense of operational realities (Avolio *et al.*, 2022). In hierarchical and high-power distance cultures like Qatar, the top-down nature of transformational leadership may reinforce dependency on leaders rather than empowering employees. This highlights a potential gap in the literature regarding the interplay between transformational leadership and cultural dimensions such as power distance. Future research could explore how transformational leadership can be adapted to promote employee autonomy in hierarchical contexts while retaining its inspirational elements.

#### *2.5.3.2.2 Transactional Leadership*

Transactional Leadership, as described by Burns (1978), focuses on the exchanges between leaders and followers, using contingent rewards and punishments to ensure task completion and compliance with organisational goals. This leadership style emphasises clear structures, roles, and expectations, making it effective for managing routine tasks and maintaining organisational stability.

Transactional leadership aligns well with performance appraisal systems where clear performance standards, regular feedback, and performance-based rewards are key components. Recent research by Korkmaz *et al.* (2022) confirms that transactional leadership is effective in achieving short-term goals and maintaining order within organisations. In the Qatar public service, transactional leadership can play a crucial role in establishing a performance-oriented culture, particularly in environments where employees value clear guidelines and expectations. This is consistent with Expectancy Theory, which underscores the importance of linking rewards to performance.

Despite its strengths, transactional leadership has been criticised for its limited focus on innovation and adaptability. By prioritising compliance and efficiency, it may stifle creativity and hinder long-term organisational growth (Judge and Piccolo, 2020). In the context of Qatar, where the rapid socio-economic transformation requires dynamic and forward-thinking leadership, transactional leadership may need to be complemented by transformational behaviours. This balance is crucial for addressing the dual demands of maintaining operational efficiency and fostering innovation.

#### *2.5.3.2.3 Situational Leadership*

Situational leadership, developed by Hersey and Blanchard (1969), posits that effective leadership depends on the leader's ability to adapt their style to the maturity and readiness of

their followers. The theory identifies four leadership styles—directing, coaching, supporting, and delegating—which are applied based on the competence and commitment levels of employees.

The flexibility of situational leadership makes it particularly suitable for diverse and dynamic work environments, such as the Qatar public service. Recent studies by Thompson and Glasø (2023) demonstrate that adaptive leadership styles improve employee engagement and performance by addressing individual needs and contextual factors. For instance, in a high-power distance culture like Qatar, directing and coaching styles may be more effective for less experienced employees, while supporting and delegating styles may be better suited for seasoned staff who require less supervision.

However, situational leadership faces criticism for its lack of a clear framework for determining the appropriate leadership style in complex and multi-layered organisational contexts (Lee *et al.*, 2020). In Qatar, where cultural values such as collectivism and loyalty to authority play a significant role, situational leadership may require further customisation to effectively address these cultural dynamics. This represents a gap in the literature as most studies on situational leadership focus on individual-level dynamics without adequately addressing the influence of broader cultural and organisational factors.

#### 2.5.3.3 Integrating Leadership Theories into Performance Management

The integration of Transformational, Transactional, and Situational Leadership theories offers a comprehensive framework for enhancing PM practices in the Qatar public service. Each theory contributes unique insights and strategies for addressing the diverse challenges of managing performance in a rapidly evolving socio-economic environment.

Transformational leadership provides the visionary and motivational elements needed to align employee efforts with the strategic objectives of QNV2030. Transactional leadership ensures operational efficiency by establishing clear expectations and reward systems, creating a stable foundation for performance management. Situational leadership adds a layer of adaptability, allowing leaders to tailor their approach to the varying needs and capabilities of their employees.



Table 2-3: Summary of Leadership Theories and their Contextual Application in the Qatar Public Service

Theory	Key Concepts	Application in Qatar Public Service	Authors/References
Transformational Leadership	Inspiring and motivating employees to exceed expectations through vision and trust	Fostering innovation and commitment aligned with the QNV2030	Burns (1978); Bass (1985); Bass and Avolio (1994); Ballart, and Ripoll, 2024.
Transactional Leadership	Using contingent rewards and punishments to achieve specific goals	Establishing a performance-oriented culture with clear standards and regular feedback	Burns (1978); Bass (1985); Vroom (1964)
Situational Leadership	Adapting leadership style based on follower readiness and situational needs	Tailoring the leadership approach to a diverse workforce and varying levels of employee readiness	Hersey and Blanchard (1969); Vecchio (1987)

Source: (Researcher, 2024)

The combined application of these theories can address the unique challenges of the Qatar public service, such as managing a diverse workforce, navigating cultural dynamics, and achieving the ambitious targets of the QNV2030. However, the discussion also highlights significant gaps in the literature, particularly regarding the interplay between leadership styles and cultural dimensions in non-Western contexts. Future research should explore how these leadership theories can be integrated and adapted to align with the cultural and strategic priorities of Qatar's public sector.

In conclusion, leadership plays a pivotal role in the effectiveness of PM systems, influencing employee motivation, engagement, and organisational performance. While Transformational,

Transactional, and Situational Leadership theories offer valuable frameworks, their application in Qatar's public service must account for the unique cultural and organisational context. The discussion underscores the importance of integrating these leadership theories to create a balanced and adaptive approach to PM.

The next section will build on these insights by introducing New Public Management (NPM), a paradigm that redefines public sector management by emphasising efficiency, accountability, and performance. NPM principles will be critically analysed to explore their relevance and application in enhancing PM practices in Qatar's public service.

#### 2.5.4 New Public Management (NPM): Implications for Performance Management in Qatar

New Public Management (NPM) emerged in the late 20th century as a reaction to perceived inefficiencies and rigidities in traditional bureaucratic governance systems. Advocates of NPM propose a fundamental rethinking of public administration by borrowing principles from the private sector, emphasising efficiency, accountability, performance measurement, decentralisation, and customer-oriented service delivery (Hood, 1991; Bouckaert, 2021). Hood (1991) described NPM as a paradigm that prioritises measurable outcomes, managerial discretion, and competition, aiming to improve the performance and responsiveness of public institutions. The underlying rationale was to transform bureaucracies into agile, results-driven organisations capable of meeting the changing needs of citizens.

In the context of Qatar, the adoption of NPM principles is evident in reforms such as the Civil Human Resources Law No. 15 of 2016, which introduced performance management systems (PMS) aimed at enhancing efficiency and accountability in the public sector. These systems sought to align individual performance with the strategic objectives outlined in the Qatar National Vision 2030 (QNV2030). However, while NPM offers significant opportunities for modernising public administration, its implementation in Qatar faces unique cultural and structural challenges. Factors such as hierarchical organisational structures, centralised governance, and deeply embedded cultural practices like *wasta* (favouritism) present obstacles to realising NPM's potential (Weir, 2020; Vaz *et al*, 2023). This section critically examines NPM's core principles, their relevance to Qatar's public sector, and the challenges and opportunities associated with their implementation.

#### 2.5.4.1 Core Principles of NPM and Their Relevance

##### 2.5.4.1.1 *Performance Measurement and Accountability*

A cornerstone of NPM is performance measurement, which focuses on establishing clear metrics to assess and improve organisational performance. Advocates argue that robust performance metrics foster accountability, transparency, and a results-oriented culture in public administration (Bouckaert, 2021). In Qatar, performance measurement is deeply aligned with QNV2030, which emphasises evidence-based governance and the use of key performance indicators (KPIs) to evaluate the efficiency of public sector institutions (Ministry of Administrative Development, 2023).

However, cultural practices such as *wasta* undermine the fairness and credibility of performance evaluation processes in Qatar. Arafah and Mandai (2024) highlight that while performance metrics are designed to promote meritocracy, perceptions of favouritism and inequity often erode trust in appraisal systems. This not only diminishes employee motivation but also weakens the overall effectiveness of PMS. The reliance on quantitative indicators, while useful, may overlook qualitative aspects of performance such as collaboration and innovation, which are critical for achieving long-term strategic goals.

The literature points to gaps in the addressing of the socio-cultural dimensions of performance measurement in high-power distance societies like Qatar. While technological solutions, such as automated performance tracking systems, can reduce subjectivity, they must be complemented by strategies to build trust and ensure transparency in the evaluation processes (Bouckaert, 2021). This suggests a need for further research on integrating culturally adaptive practices into performance measurement frameworks in Qatar.

##### 2.5.4.1.2 *Decentralisation*

Decentralisation, another key tenet of NPM, involves delegating decision-making authority to lower levels of administration to enhance flexibility, responsiveness, and innovation. Proponents argue that decentralisation empowers managers and enables more localised problem-solving (OECD, 2023). However, Qatar's centralised governance structure and high-power distance culture present significant challenges to the effective implementation of decentralisation (Hofstede, 2005). Decision-making in Qatar often resides with senior officials, limiting the autonomy of middle and lower management.

Studies such as Bouckaert (2021) argue that decentralisation in hierarchical societies must be implemented incrementally with clear safeguards to preserve accountability. In Qatar, decentralisation efforts must also address potential resistance from senior officials who may perceive these reforms as a threat to their authority. Moreover, capacity-building initiatives are essential to equip managers with the skills and confidence needed to take on decentralised responsibilities. These findings point to a gap in the literature regarding strategies for balancing decentralisation with hierarchical governance structures, particularly in the Gulf region.

#### *2.5.4.1.3 Market Orientation*

Market orientation in NPM redefines public sector organisations as service providers and citizens as customers, emphasising competition, innovation, and customer satisfaction (Hood, 1991). Qatar's e-government initiatives reflect this principle by streamlining administrative processes and improving service delivery through digital platforms (Ministry of Transport and Communications, 2023). These initiatives have enhanced efficiency and accessibility, aligning with QNV2030's focus on technological innovation and citizen-centric governance.

However, the adoption of market-oriented reforms faces resistance from employees who are accustomed to traditional service delivery models. Vaz *et al.*, (2023) notes that cultural factors, such as limited digital literacy among certain segments of the population, further complicate the transition to market-driven practices. While the literature acknowledges the potential of digital platforms to transform public service delivery, there is limited research on how to overcome cultural resistance and bridge digital literacy gaps in high-power distance societies like Qatar. This represents an area of future inquiry.

#### *2.5.4.1.4 Results-Driven Management*

NPM's emphasis on results-driven management prioritises tangible outcomes over bureaucratic processes. Qatar's performance-based promotion systems, introduced under the Civil Human Resources Law, exemplify this approach by linking career advancement to measurable performance criteria. However, the cultural biases introduced by *wasta* often undermine the objectivity of these systems, reducing their effectiveness in promoting meritocracy (Weir, 2023).

Scholars such as Vaz *et al.*, (2023) argue that while results-driven management has the potential to enhance efficiency, its successful implementation in Qatar requires mechanisms to mitigate cultural biases and ensure fairness. Additionally, there is a need to balance short-term performance targets with long-term developmental goals, as emphasised in the QNV2030. This dual focus on immediate outcomes and sustainable growth is often underexplored in the literature, highlighting another gap that warrants further investigation.

#### 2.5.4.2 Challenges of NPM in Qatar

The implementation of NPM in Qatar is hindered by several cultural and structural challenges. The deeply entrenched practice of *wasta* conflicts with NPM's emphasis on merit-based systems, creating perceptions of inequity and undermining employee trust in reforms (Weir, 2023). Moreover, Qatar's hierarchical governance model limits managerial autonomy, stifling innovation and reducing organisational responsiveness. Bureaucratic inefficiencies, such as rigid approval hierarchies, further impede the agility needed for effective governance (Arafah and Mandai, 2024).

Stakeholder resistance also poses a significant barrier to NPM adoption. Public servants often view performance-oriented reforms as a threat to their traditional roles and responsibilities (Poon *et al.*, 2009). Vaz *et al.*, (2023) emphasise the importance of engaging stakeholders through capacity-building initiatives and inclusive reform processes to mitigate resistance. These findings underscore the need for more research on strategies to build stakeholder buy-in for NPM reforms in culturally complex environments like Qatar.

#### 2.5.4.3 Opportunities for NPM in Qatar

Despite these challenges, NPM offers significant opportunities for modernising Qatar's public sector. Its alignment with QNV2030 provides a strategic framework for enhancing public sector efficiency and accountability. For instance, PMS reforms can directly support the human development pillar of QNV2030 by fostering a skilled and accountable workforce (Oxford Business Group, 2023). Additionally, Qatar's e-government platforms demonstrate the potential of digital innovations to streamline processes and enhance transparency.

Hybrid models that integrate NPM's principles with culturally sensitive management practices offer another promising pathway. These models can balance global best practices with local

traditions, ensuring that any reforms are both effective and culturally acceptable (Poon *et al.*, 2009; Weir, 2020). By adopting such approaches, Qatar can leverage the strengths of NPM while addressing its contextual challenges.

New Public Management provides a compelling framework for enhancing public sector performance by emphasising efficiency, accountability, and customer-oriented service delivery. However, its successful implementation in Qatar requires a nuanced approach that addresses cultural and structural challenges, including *wasta* and centralised governance. By adopting culturally adaptive PMS, fostering gradual decentralisation, and leveraging digital innovations, Qatar can align its public administration practices with the strategic objectives of QNV2030. The integration of NPM principles, when tailored to Qatar's unique context, holds the potential to drive innovation, accountability, and long-term developmental success, bridging the gap between global best practices and local realities.

## 2.6 Approaches to Tailoring Performance Management Practices to the Local Culture

Building on the cross-cultural theories, motivational frameworks, and leadership paradigms discussed earlier, tailoring performance management systems (PMS) to Qatar's unique cultural landscape is pivotal for organisational success. Qatar's national culture, characterised by high-power distance, high uncertainty avoidance, and a balance between individualism and collectivism, creates both opportunities and challenges for implementing effective PMS. This section critically analyses how these cultural dimensions, when contextualised through the studies by Hofstede and the GLOBE, can inform PMS strategies in Qatar's public sector. The analysis also identifies gaps in the literature while linking the discussion to broader objectives like the Qatar National Vision 2030 (QNV2030).

## 2.6.1 Cultural Dimensions and Their Application in Qatar's Performance Management Systems

### 2.6.1.1 Uncertainty Avoidance

Qatar's high uncertainty avoidance (UAI) reflects a societal preference for structured processes and clear guidelines to mitigate ambiguity. According to Vaz *et al.* (2023), standardised evaluation criteria reduce uncertainty, fostering confidence and predictability in performance outcomes. However, scholars like Razack and Upadhyay (2017) argue that overly rigid structures can stifle creativity and adaptability, which are essential in a dynamic global environment. The literature gap lies in balancing standardisation with flexibility—an area that Qatar's PMS needs to address by embedding adaptive mechanisms into otherwise structured systems.

For example, integrating continuous training and feedback mechanisms alongside clear policies ensures that employees are both confident and agile. This aligns with GLOBE's emphasis on performance orientation in high UAI societies, which stresses clarity without undermining innovation (House *et al.*, 2002).

### 2.6.1.2 Power Distance

Qatar's high-power distance (PD) culture necessitates a hierarchical approach to PMS, emphasising senior leadership's role in appraisals. Khatri (2009) argues that involving senior leaders in performance reviews ensures legitimacy, which is crucial in high-PD contexts. However, Groeschl (2003) critiques this approach, highlighting the risk of excluding subordinate voices, which can limit comprehensive performance evaluations. The challenge, therefore, is to create systems that respect hierarchy while encouraging upward feedback.

Recent studies, such as the work by Peretz *et al.* (2012) and Aguinis and Burgi-Tian, (2023), propose dual-feedback systems where employees provide anonymous input, thus balancing hierarchical respect with inclusivity. Applying this in Qatar could involve culturally sensitive mechanisms like moderated group discussions, ensuring that feedback from lower levels does not appear confrontational but still informs decision-making.

### 2.6.1.3 Masculinity and Femininity

Qatar exhibits a nuanced blend of masculine (achievement-oriented) and feminine (collaborative) traits. Effective PMS in this context should reward individual performance while fostering team-oriented goals. Ali and Krishnan (2020) highlight that systems prioritising

collaboration alongside individual recognition foster workplace harmony in such mixed cultural environments.

However, gaps persist in operationalising this balance. Aguinis and Burgi-Tian (2023) advocate for hybrid appraisal systems that incorporate both individual and team metrics but the empirical evidence on their effectiveness in GCC countries remains limited. In Qatar, PMS could incorporate metrics for both individual excellence (e.g., key performance indicators) and group achievements (e.g., project-based rewards), ensuring alignment with national cultural values.

#### 2.6.1.4 Individualism and Collectivism

Qatar balances individualism and collectivism, requiring PMS that reward both personal accountability and collective contributions. While individual achievements should be celebrated, group accomplishments must also be emphasised to foster collaboration. Hofstede (2001) suggests that collectivist societies thrive on shared goals but neglecting individual contributions risks demotivating high performers.

Incorporating both individual and group metrics can mitigate this tension. For instance, dual appraisal systems that allocate weightage to individual KPIs and team-based outcomes have been shown to be effective in similar cultural contexts (Razack and Upadhyay, 2017). A critical gap here is the limited exploration of how these dual systems impact employee satisfaction in high collectivist settings, which is a promising avenue for future research.

#### 2.6.1.5 Long-Term and Short-Term Orientation

Qatar's cultural orientation, which balances respect for tradition (long-term) with adaptability (short-term), necessitates PMS that aligns immediate organisational goals with sustainable development. Vallance (1999) notes that emphasising long-term strategies fosters resilience, while short-term adaptability ensures responsiveness to changing priorities. Qatar's public sector must balance these perspectives by integrating short-term performance targets with long-term professional development plans.

For instance, aligning individual performance metrics with the QNV2030 objectives ensures that employees contribute to both immediate outputs and sustainable national goals. However, the challenge remains in operationalising these dual orientations, particularly in high-power distance cultures where immediate results are often prioritised over long-term strategies.



## 2.6.2 Global Lessons on Tailoring Performance Management To The Local Context And Their Relevance To Qatar

Global examples provide valuable insights into tailoring PMS to local cultures. In China, performance systems have evolved from skill-based metrics to comprehensive models integrating team behaviour and organisational alignment, reflecting its collectivist values (Aguinis *et al.*, 2019). Similarly, South Korea's Yunbongje system, which merges meritocracy with traditional values like seniority and group harmony, demonstrates how culturally sensitive reforms enhance organisational performance (Peretz and Fried, 2012).

Qatar can draw on the lessons from these examples by developing hybrid PMS models that respect traditional hierarchies while incorporating modern performance metrics. However, Qatar's unique socio-economic landscape necessitates localised adaptations rather than the direct replication of foreign practices.

Table 2-4: Approaches to Tailoring PMS to Qatar's National Culture

Cultural Dimension	Definition	Impact on PMS	Application in Qatar
<b>Uncertainty Avoidance (UAI)</b>	Degree to which a society tolerates ambiguity.	High UAI societies implement structured processes.	Structured appraisals and ongoing training to balance clarity and adaptability (Vaz <i>et al.</i> , 2023).
<b>Power Distance (PD)</b>	Extent to which hierarchical relationships are accepted.	High PD cultures emphasise centralised decision-making.	Senior leaders' involvement combined with anonymous feedback mechanisms to balance hierarchy (Peretz and Fried, 2012).

<b>Masculinity and Femininity (MAS)</b>	Cultural values related to achievement and cooperation.	Masculine cultures prioritise competitiveness; feminine cultures emphasise teamwork.	Hybrid metrics rewarding both individual and group contributions (Ali and Krishnan, 2020).
<b>Individualism vs. Collectivism (IDV)</b>	Cultural orientations toward autonomy vs. cohesion.	Individualistic societies reward autonomy; collectivist societies prioritise harmony.	Dual appraisal systems balancing individual KPIs and team-based outcomes (Razack and Upadhyay, 2017).
<b>Long-Term vs. Short-Term Orientation (LTO)</b>	Attitudes toward persistence and adaptability.	Long-term orientation fosters sustainability; short-term prioritises immediacy.	Align short-term targets with the QNV2030 objectives to ensure balanced development (Vallance, 1999).

While tailoring PMS to cultural dimensions is widely researched, significant gaps remain in exploring the intersection of high-power distance with feedback systems, the effectiveness of hybrid appraisal models in collectivist contexts, and the long-term impact of integrated short- and long-term performance metrics. Future studies should also investigate the role of digital transformation in enhancing PMS adaptability, particularly in high-UAI societies like Qatar.

Tailoring PMS to Qatar’s cultural dimensions requires a nuanced understanding of societal values and organisational dynamics. By integrating insights from Hofstede’s and GLOBE’s frameworks, as well as motivational and leadership theories, Qatar can develop PMS that aligns with national cultural traits while addressing organisational goals. Lessons from global practices underscore the importance of hybrid models but localised adaptations are essential for success. Future research should focus on bridging the existing gaps to ensure that PMS remains both culturally sensitive and strategically effective, driving the realisation of the QNV2030.

## 2.7 Approach to Design PMS in the Context of Qatar

### 2.7.1 Synergising Objectives

Synergising objectives, or aligning individual performance goals with broader organisational and national goals, is a cornerstone of effective performance management systems (PMS). Within Qatar's public sector, the alignment of employee goals with the Qatar National Vision 2030 (QNV 2030) is particularly significant, given the nation's ambitious developmental agenda and its high-power distance cultural dynamics (Hofstede, 2001; Lisier *et al.*, 2024). The process of synergising objectives requires a structured approach supported by theoretical frameworks like Goal-Setting Theory, Contingency Leadership Theory, and the principles of New Public Management (NPM).

#### 2.7.1.1 Theoretical Underpinnings of Synergising Objectives

Goal-Setting Theory (Locke and Latham, 2019) provides a foundation for establishing clear, challenging yet achievable goals, which are essential for aligning individual objectives with organisational outcomes. The SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) framework has proven effective in ensuring goal clarity and accountability, particularly in hierarchical structures like those in Qatar's public service (Gabelica and Popov, 2020). Recent studies, such as the one by Arafah and Mandai (2024), emphasise that goal-setting must account for organisational flexibility to prevent rigidity from hindering innovation.

In high-power distance cultures like Qatar, clear hierarchies dominate organisational structures (Hofstede, 2001), necessitating well-defined objectives and roles to avoid confusion and role overlap. Research by Wang *et al.* (2021) shows that structured role definitions improve compliance and performance. However, strict adherence to hierarchies can stifle employee creativity and goal ownership. This aligns with Contingency Leadership Theory (Fiedler, 1967), which advocates for adapting leadership styles to organisational contexts. For example, while hierarchical systems require clear lines of authority, incorporating flexibility in goal setting—through participatory approaches—can empower employees and improve goal ownership (Radnor *et al.*, 2022).

Furthermore, the New Public Management (NPM) framework highlights the importance of integrating results-based performance measures into PMS. NPM advocates for efficiency, accountability, and outcome-driven public service delivery (Poon *et al.*, 2009). The studies by Radnor *et al.* (2022) and Kumari *et al.* (2021) demonstrate that aligning individual goals with

organisational and national targets leads to enhanced organisational effectiveness. In Qatar's case, embedding NPM principles into goal-setting frameworks ensures that public sector initiatives align with the QNV 2030 objectives while maintaining cultural sensitivity.

#### 2.7.1.2 Empirical Insights on Synergising Objectives

Empirical evidence affirms that aligning individual objectives with broader organisational goals fosters motivation, ownership, and organisational commitment. For example, Onavwie *et al.* (2023) demonstrated that goal alignment increases employee engagement and reduces ambiguity regarding performance expectations. Similarly, Gabelica and Popov (2020) argue that clarity in role definitions enhances accountability and reduces role conflict, particularly in hierarchical environments. However, research also highlights cultural challenges. Studies by Chiang and Birtch (2020) suggest that in collectivist cultures, individual performance goals must also consider team contributions to ensure group cohesion.

In Qatar's public sector, the challenge lies in reconciling individual accountability with collective organisational goals. While the QNV 2030 emphasises measurable outcomes, cultural norms prioritising harmony can complicate the enforcement of individual performance standards. Empirical studies, such as Lisier *et al.* (2024) and Neher *et al.* (2024), advocate for hybrid approaches that integrate individual and team-based performance metrics to accommodate collectivist values.

#### 2.7.1.3 Challenges in Implementing Synergised Objectives in Qatar

Implementing synergised objectives in Qatar faces multiple challenges, including cultural barriers, organisational rigidity, and leadership limitations. In high-power distance environments, goal-setting tends to be top-down, which limits employee participation and innovation (Greenberg, 1987). Research by Wang *et al.* (2021) and Radnor *et al.* (2022) highlights the need for democratic goal-setting processes that encourage employee involvement while respecting hierarchical norms. This approach fosters the ownership of objectives and enhances organisational commitment.

Additionally, organisational rigidity poses a significant challenge. The study by Taylor (2021) indicates that public sector organisations often lack the flexibility to adapt goals to dynamic environments. In Qatar, achieving alignment with the QNV 2030 requires a balance between structured frameworks like SMART and adaptive leadership approaches that allow for mid-course corrections (Arafah and Mandai, 2024).

Leadership quality (LQ) further influences the implementation of synergised objectives. Research by Kumari *et al.* (2021) demonstrates that leaders with visionary and participatory leadership styles are more effective at fostering goal alignment and accountability. In Qatar, leaders play a central role in communicating national priorities and linking them to individual performance goals. However, gaps in leadership competency can undermine these efforts, necessitating targeted leadership training programs (Gorman *et al.*, 2017).

#### 2.7.1.4 Strategies for Effective Implementation

To address these challenges, organisations must adopt culturally adaptive strategies that integrate global best practices with local norms. First, implementing hybrid goal-setting frameworks—combining individual and team-based metrics—can balance accountability with group harmony (Lisier *et al.*, 2024). Second, fostering participatory leadership approaches enables employees to contribute to goal-setting processes, enhancing ownership and motivation (Radnor *et al.*, 2022).

Additionally, effective communication plays a crucial role in overcoming cultural resistance. As suggested by Greenberg (1987) and Neher *et al.* (2024), continuous communication about the rationale and benefits of goal alignment ensures stakeholder buy-in and minimises resistance. Leadership development programs tailored to Qatar’s cultural context can further equip managers to bridge the gap between top-down directives and employee expectations. Table 2-5 below provides a summary of the findings on how synergising objectives can be used to improve performance in Qatar's high-power distance and collectivist culture.

*Table 2-5: Findings on Synergising Objectives in High-Power Distance and Collectivist Cultures*

Author(s)	Year	Key Findings
<b>Locke and Latham</b>	2019	Goal-setting using SMART criteria enhances the alignment of individual objectives with organisational goals.
<b>Lisier <i>et al.</i></b>	2024	Role clarity and well-defined job descriptions improve individual accountability in high-power distance cultures.
<b>Wang <i>et al.</i></b>	2021	Rigid hierarchies can hinder goal-setting flexibility; adopting contingency leadership can help balance structure and adaptability.

<b>Poon <i>et al.</i></b>	2009	Integration of NPM principles enhances results-oriented performance while maintaining cultural relevance.
<b>Radnor <i>et al.</i></b>	2022	Synergising objectives with performance appraisals improves organisational outcomes and fosters accountability.
<b>Arafah and Mandai</b>	2024	Adaptive leadership frameworks can mitigate resistance to goal alignment in hierarchical public organisations.
<b>Hofstede</b>	2001	High-power distance cultures require clear hierarchical reporting structures to ensure compliance and clarity.
<b>Greenberg</b>	1987	Democratic approaches to setting goals (e.g., two-way dialogue) foster ownership and increase employee engagement.
<b>Emerson</b>	2002	Active employee involvement in aligning objectives strengthens the commitment to organisational performance goals.
<b>Gabelica and Popov</b>	2020	Combining hierarchical clarity with adaptive mechanisms reduces resistance to performance-oriented objectives.

In conclusion, synergising objectives in Qatar’s public sector requires a dual approach that integrates structured frameworks like SMART with culturally adaptive leadership and participatory practices. By addressing cultural and organisational challenges, such strategies ensure alignment with the QNV 2030 goals while fostering a culture of accountability, ownership, and continuous improvement.

### 2.7.2 Delivering Performance Feedback

Delivering performance feedback is a cornerstone of Performance Management Systems (PMS), directly influencing employee development, engagement, and organisational outcomes. In Qatar's public service context, characterised by collectivist and high-power distance cultural values, feedback delivery requires careful alignment with cultural and motivational theories (Hofstede, 2001; Yahiaoui *et al.*, 2021).

### 2.7.2.1 Theoretical Foundations of Performance Feedback

Feedback practices are underpinned by several motivational and leadership theories that emphasise its role in enhancing performance and employee development. Herzberg's Two-Factor Theory (Herzberg, 1959) remains particularly relevant as it highlights intrinsic motivators, such as recognition, growth opportunities, and job enrichment, as crucial for driving employee engagement. In Qatar's collectivist setting, feedback that focuses on growth and recognition aligns with employee preferences while preserving social harmony (Yahiaoui *et al.*, 2021; Jiang and Ren, 2022).

Transformational Leadership Theory (Bass and Riggio, 2006) further provides a robust framework for delivering feedback. Leaders who adopt transformational styles inspire employees through developmental future-oriented feedback that emphasises individual potential. Recent studies have shown that transformational leadership is particularly effective in hierarchical high-power distance cultures, where employees seek both direction and developmental support from authority figures (Lisier *et al.*, 2024; Ballart and Ripoll, 2024).

Additionally, Ashford and Cummings' Feedback-Seeking Behaviour Framework (1983) highlights the importance of continuous timely feedback to foster ongoing improvement. In alignment with New Public Management (NPM) principles, real-time feedback, facilitated by digital tools, ensures accountability and responsiveness in public organisations (Radnor *et al.*, 2022; Vaz *et al.*, 2023). Technology-enhanced feedback platforms provide opportunities for supervisors to deliver ongoing insights while complementing formal evaluations.

### 2.7.2.2 Feedback Delivery in Qatar's Cultural Context

Feedback delivery in Qatar's high-power distance and collectivist environment requires sensitivity to cultural dynamics. Supervisor-led feedback that respects hierarchy and authority remains the preferred method as it reinforces trust and legitimacy within organisations (Gabelica and Popov, 2020). Direct, overly critical feedback can disrupt relationships and lead to "face loss" in collectivist cultures, which is why indirect and non-confrontational approaches—such as feedback delivered in informal settings—are more effective (Yahiaoui *et al.*, 2021; Jiang and Ren, 2022).

Recent research has emphasised the need for a balanced feedback approach that integrates cultural values while meeting organisational performance goals. Informal feedback sessions, combined with formal appraisals, allow supervisors to address performance gaps without damaging social harmony. Moreover, developmental feedback that focuses on growth

opportunities aligns with Herzberg's intrinsic motivators, fostering motivation and engagement (Kumari *et al.*, 2021; Lisier *et al.*, 2024).

#### 2.7.2.3 The Role of Technology in Feedback Delivery

The integration of digital tools in performance feedback aligns with global trends toward data-driven PMS (Radnor *et al.*, 2022). Real-time feedback mechanisms, facilitated through digital platforms, enable continuous dialogue between supervisors and employees, bridging gaps in hierarchical feedback processes. Such systems not only promote transparency but also address the issues of delayed evaluations commonly associated with traditional feedback methods (Vaz *et al.*, 2023).

Technology-driven feedback tools have been shown to improve feedback accuracy, increase responsiveness, and ensure that feedback is timely and actionable (Ashford and Cummings, 1983; Chiang and Birtch, 2020). However, their effectiveness in Qatar depends on the ability to balance technological innovation with cultural sensitivity. Supervisors must remain central to feedback delivery, using technology as a supplementary rather than primary tool to maintain trust and legitimacy within high-power distance environments.

#### 2.7.2.4 Challenges and Strategies for Feedback Effectiveness

Delivering performance feedback in Qatar faces challenges such as resistance to critical evaluations, hierarchical barriers, and cultural norms that prioritise indirect communication. Recent studies (Gabelica and Popov, 2020; Kumari *et al.*, 2021) suggest that strategies such as leadership training, culturally sensitive feedback frameworks, and informal communication channels can overcome these barriers.

Leaders must be trained to deliver constructive developmental feedback while respecting cultural norms. By adopting transformational leadership principles and leveraging technology for real-time insights, organisations can balance feedback effectiveness with cultural expectations. Table 2-6 below provides a summary of the findings on how delivering performance feedback in high-power distance and collectivist cultures *should be approached* so as to improve performance in Qatar's high-power distance and collectivist culture.



Table 2-6: Summary of the Findings on Delivering Performance Feedback in High-Power Distance and Collectivist Cultures

Author(s)	Year	Key Findings
<b>Yahiaoui <i>et al.</i></b>	2021	Indirect non-confrontational feedback methods align with collectivist values and preserve harmony.
<b>Jiang and Ren</b>	2022	Supervisor-led feedback reinforces trust and legitimacy in high-power distance cultures.
<b>Gabelica and Popov</b>	2020	Balanced feedback approaches integrate cultural norms while addressing performance gaps.
<b>Lisier <i>et al.</i></b>	2024	Developmental feedback through transformational leadership inspires growth and motivation.
<b>Radnor <i>et al.</i></b>	2022	Real-time digital tools improve feedback accuracy and complement formal appraisal systems.
<b>Vaz <i>et al.</i></b>	2023	Technology-enhanced feedback systems ensure timely, actionable, and continuous insights.
<b>Ashford and Cummings</b>	1983	Continuous feedback mechanisms foster performance improvement and accountability.
<b>Kumari <i>et al.</i></b>	2021	Culturally sensitive training programs enhance the effectiveness of constructive feedback delivery.

Delivering performance feedback in Qatar's public service requires a culturally sensitive, multi-faceted approach. By leveraging **motivational theories**, such as Herzberg's and Ashford's frameworks, and integrating transformational leadership principles, organisations can ensure that the feedback promotes both employee development and organisational performance. Additionally, technology-enhanced tools complement traditional supervisor-led feedback, fostering ongoing improvement while respecting cultural expectations.

### 2.7.3 Performance-Based Rewards

Performance-based reward systems (PBRs) are integral to performance management frameworks, offering mechanisms to align individual and organisational goals through recognition, incentives, and acknowledgment. These systems are especially critical in motivating employees and fostering engagement which, in turn, improve overall organisational performance. However, implementing such systems in culturally nuanced environments like Qatar requires a thorough understanding of the interplay between motivational theories, organisational structures, and cultural dynamics.

#### 2.7.3.1 Theoretical Foundations of Performance-Based Rewards

The design of PBRs is grounded in foundational motivational theories, which continue to evolve with cultural and organisational insights. Expectancy theory (Vroom, 1964) emphasises the relationship between effort, performance, and outcomes, suggesting that employees are motivated when clear linkages exist between their actions and rewards. Recent studies, such as those by Gabelica and Popov (2020) and Vaz *et al.* (2023), underscore that this clarity is particularly vital in high uncertainty avoidance cultures like Qatar, where ambiguity can hinder motivation. The literature also notes that the application of expectancy theory in public service settings is less explored, presenting a challenge that this study aims to address.

Equity theory (Adams, 1965) highlights the importance of fairness in reward distribution, which resonates deeply in collectivist cultures where perceptions of fairness often extend to group outcomes. Studies by Buckner (2023) and Kumari *et al.* (2021) suggest that in environments like Qatar, rewards must consider both individual and collective contributions to avoid disrupting social harmony. The challenge lies in designing systems that balance these considerations without undermining either individual or group motivation. While this gap is evident in the existing literature, this study will explore how these dynamics play out in Qatar's public service sector.

Reinforcement theory (Skinner, 1953) focuses on shaping behaviour through positive reinforcement. Recent empirical evidence, such as Lisier *et al.*, (2024) and Chiang and Birtch (2020), shows that non-financial rewards—such as professional development opportunities and

public acknowledgment—are particularly effective at sustaining long-term engagement. However, the literature inadequately addresses how reinforcement can be adapted to respect the hierarchical norms in high-power distance cultures like Qatar, which is a critical gap this research intends to address.

### 2.7.3.2 Empirical Evidence on Performance-Based Rewards

Empirical studies affirm the positive impact of PBRs on motivation, engagement, and organisational outcomes. For example, Onavwie *et al.*, (2023) found that transparent reward systems reduce perceptions of favouritism, particularly in hierarchical organisations. Similarly, Vaz *et al.* (2023) demonstrated that combining financial and non-financial rewards enhances employee satisfaction and performance. However, most of these studies have been conducted in Western or East Asian contexts, leaving a gap in understanding how such systems operate in Gulf Cooperation Council (GCC) countries like Qatar.

The application of PBRs in Qatar’s public service is especially underexplored. The literature often relies on generic frameworks that do not account for the unique cultural dimensions of Qatar, such as high-power distance and collectivism. This study seeks to fill this gap by examining how the culturally sensitive adaptation of PBRs can address challenges specific to Qatar, such as balancing individual and collective incentives and aligning rewards with the Qatar National Vision 2030.

### 2.7.3.3 Challenges in Implementing Performance-Based Rewards in Qatar

The implementation of PBRs in Qatar faces significant challenges rooted in both cultural and organisational factors. Cultural barriers, such as collectivism and high uncertainty avoidance, complicate the design of reward systems. Research by Chiang and Birtch (2020) and Neher *et al.*, (2024) highlights that individual-focused rewards can disrupt group cohesion in collectivist cultures. In Qatar, the emphasis on social harmony necessitates systems that reward both team and individual contributions without creating perceptions of inequity.

Additionally, Qatar’s high-power distance culture presents challenges in ensuring perceived fairness and equity in reward allocation. Studies by Vaz *et al.* (2023) and Gabelica and Popov, (2020) note that hierarchical norms often lead to perceptions of favouritism, which can undermine trust and engagement. Addressing these perceptions requires transparent reward

criteria and mechanisms for regular feedback, areas that existing frameworks have not sufficiently addressed.

Organisational constraints further compound these challenges. The public sector often faces budgetary limitations and conflicting priorities, which hinder the implementation of robust PBR systems. Research by Taylor (2021) and Lisier *et al.*, (2024) identifies these constraints as significant barriers, particularly in public service contexts. This study will explore how these challenges can be mitigated through culturally adapted strategies that align with both organisational and cultural imperatives.

#### 2.7.3.4 Strategies for Effective Implementation in Qatar

The effective implementation of PBRs in Qatar requires systems that integrate cultural sensitivities with organisational goals. Recent literature emphasises the importance of balancing individual and collective rewards to foster both personal accountability and team cohesion. Studies by Chiang and Birtch (2020) and Lisier *et al.*, (2024) suggest that team-based incentives, coupled with individual recognition, can enhance group harmony while motivating individual performance. This study will examine how such dual-focus systems can be tailored to Qatar's unique cultural and organisational context.

Transparency and fairness are critical to the acceptance and effectiveness of PBRs. Recent findings by Onavwie *et al.*, (2023) and Vaz *et al.* (2023) highlight that clear reward criteria and regular audits are essential to mitigate perceptions of favouritism. However, the literature lacks detailed analyses of how such mechanisms can be adapted to respect the hierarchical norms in high-power distance cultures. This research will address this gap by exploring how transparency can be maintained without undermining authority structures.

The integration of financial and non-financial rewards is another key strategy. While financial rewards address immediate motivational needs, non-financial rewards such as career development opportunities and flexible work arrangements provide long-term engagement. The studies by Lisier *et al.* (2024) and Chiang and Birtch (2020) support this approach but their applicability to Qatar's public sector remains underexplored. This study will investigate how such mixed rewards can be effectively implemented in Qatar to align with both cultural values and organisational objectives.

Table 2-7 below gives a summary of the findings regarding how Performance-Based Rewards can be used to improve performance in Qatar.

*Table 2-7: Findings on Performance-Based Rewards in High-Power Distance and Collectivist Cultures*

<b>Author(s)</b>	<b>Year</b>	<b>Key Findings</b>
Gabelica and Popov	2020	Transparent reward systems mitigate favouritism in hierarchical organisations.
Vaz <i>et al.</i>	2023	Combining financial and non-financial rewards enhances engagement and motivation.
Chiang and Birtch	2020	Balancing individual and collective rewards fosters group harmony in collectivist cultures.
Lisier <i>et al.</i> ,	2024	Non-financial rewards sustain long-term engagement and innovation.
Neher <i>et al.</i> ,	2024	Group-level equity is essential for the acceptance of rewards in collectivist settings.
Chiang and Birtch	2020	Reinforcement mechanisms must align with the hierarchical norms in high-power distance cultures.
Taylor	2021	Budgetary constraints and public service motivation hinder PBR implementation.

#### 2.7.3.5 Gaps in the literature for PBRs implementation in the Qatar Civil Service

While the literature provides valuable insights into the design and implementation of PBRs, significant gaps remain in understanding their application in culturally unique settings like Qatar. One key gap is the lack of empirical studies that explore how PBRs can be culturally

adapted to balance individual and collective rewards in high-power distance and collectivist cultures. This study aims to address this gap through fieldwork that examines how such adaptations can enhance both employee engagement and organisational effectiveness.

Another gap lies in the limited exploration of how hierarchical norms influence the perceptions of fairness and transparency in reward systems. While recent studies emphasise the importance of transparency, they do not adequately address how it can be achieved without disrupting hierarchical relationships. This research will explore how culturally sensitive transparency mechanisms can be designed to enhance trust and engagement in Qatar's public service.

Finally, the literature often overlooks the specific challenges of implementing PBRs in the public sector, where budgetary constraints and intrinsic motivational factors play a significant role. By focusing on Qatar's public service, this study will provide insights into how these challenges can be mitigated through culturally adapted strategies that align with both organisational and national priorities.

#### 2.7.4 Dealing with Poor Performance

Effective Performance Management (PM) systems must address not only high performers but also the challenges of poor performance. Poor performance, defined as an employee's failure to meet expectations in terms of quality, timeliness, or decision-making, can undermine team cohesion, erode trust, and disrupt organisational goals (Lisier *et al.*, 2024). This issue is particularly critical in the Qatar civil service, where achieving the ambitious Qatar National Vision 2030 (QNV 2030) requires an efficient and motivated workforce. Despite its importance, addressing poor performance in high-power distance and collectivist cultures like is present in Qatar comes with unique challenges that the existing literature often fails to fully address.

##### 2.7.4.1 Theoretical Perspectives on Poor Performance Management

The theoretical foundation for managing poor performance draws from multiple frameworks, including organisational behaviour, cultural management theories, and motivation theories. Luecke and Hall (2006) emphasise the role of performance management in maintaining high organisational standards and aligning employees with strategic goals. However, recent studies

such as those by Vaz *et al.* (2023) and Onavwie *et al.*, (2023) argue that the practical application of these theories often overlooks cultural dynamics, particularly in hierarchical societies.

Cultural theories, such as those by Hofstede (2001), underscore the complexity of addressing performance issues in high-power distance cultures. Criticism in such contexts may be perceived as a challenge to authority, necessitating non-confrontational feedback approaches (Lisier, *et al.*, 2024). Similarly, in collectivist cultures, addressing individual performance issues without disrupting group harmony is a significant challenge (Neher *et al.*, 2024). These cultural dynamics are rarely integrated into performance management frameworks, creating a critical gap that this study seeks to address.

#### 2.7.4.2 Challenges in Managing Poor Performance in Qatar

The Qatar civil service operates within a high-power distance and collectivist cultural framework, creating several barriers to effectively managing poor performance. High-power distance norms often discourage open criticism, leading managers to avoid addressing performance issues directly (Kumari *et al.*, 2021). This avoidance can perpetuate inefficiencies, reduce morale, and erode trust among team members (Buckner, 2023). Additionally, collectivist cultural values prioritise group harmony over individual accountability, complicating the implementation of individualised improvement plans (Onavwie *et al.*, (2023) and).

Organisational dynamics within the public sector further exacerbate these challenges. Bureaucratic inefficiencies, outdated personnel practices, and conflicting goals often hinder timely and effective intervention (Lisier, *et al.*, 2024). Budgetary constraints also limit the resources available for retraining programs and other remedial measures, as highlighted by Taylor (2021). Despite these challenges, the literature provides limited guidance on how to adapt performance management strategies to such complex cultural and organisational contexts.

#### 2.7.4.3 Strategies for Addressing Poor Performance

To effectively address poor performance in Qatar's civil service, strategies must be tailored to the cultural and organisational context. Constructive feedback is a cornerstone of performance improvement but its delivery must align with cultural norms. Recent studies by Gabelica and

Popov, (2020) and Wahid and Prince (2020) emphasise the importance of non-confrontational communication methods in high-power distance cultures. Feedback should be specific, behaviour-focused, and delivered in informal settings to minimise the risk of face loss and encourage receptiveness.

Formal warnings and Performance Improvement Plans (PIPs) provide structured frameworks for addressing persistent performance issues. These tools outline clear expectations, resources for improvement, and timelines for achieving the desired outcomes (Lisier, *et al.*, 2024). However, their success depends on transparency and fairness, particularly in hierarchical societies. This study will explore how these frameworks can be adapted to respect authority while ensuring accountability.

Retraining programs and role reassignments are essential for addressing skill gaps and aligning employee capabilities with organisational needs. Vaz *et al.* (2023) highlighted the effectiveness of tailored retraining programs in improving performance, especially when aligned with long-term organisational goals. The literature inadequately addresses how these programs can be designed to avoid the perception of punishment in collectivist cultures, a gap this research aims to fill.

In extreme cases, termination may be necessary. However, in Qatar's context, where social harmony is highly valued, termination processes must be handled with care to avoid negative repercussions (Neher *et al.*, 2024). Transparent policies and empathetic communication are crucial for maintaining organisational cohesion and trust during such interventions.

#### 2.7.4.4 Practical Applications in Qatar's Public Service

Addressing poor performance in Qatar requires a multi-faceted approach that combines cultural sensitivity with organisational rigor. Constructive feedback mechanisms must be embedded into regular performance reviews and one-on-one meetings, ensuring they are both specific and respectful (Onavwie *et al.*, 2023). Feedback should focus on behaviours rather than personal attributes to encourage improvement without damaging relationships.

Performance Improvement Plans should be transparent, fair, and aligned with the organisational goals. Clear criteria for success and structured support systems can enhance their effectiveness. Role reassignments and retraining programs should be designed to support



employees in overcoming performance challenges while maintaining their dignity and organisational cohesion (Wahid and Prince, 2020).

Incorporating senior leaders into the performance management process can enhance legitimacy and acceptance, particularly in high-power distance cultures. Leaders can serve as role models, demonstrating commitment to organisational standards and providing support for managers addressing performance issues (Lisier, *et al.*, 2024).

Table 2-8 below gives a summary of the findings regarding how addressing poor performance can be used to improve performance.

*Table 2-8: Key Findings on Addressing Poor Performance in High-Power Distance and Collectivist Cultures*

<b>Author(s)</b>	<b>Year</b>	<b>Key Findings</b>
Gabelica and Popov	2020	Non-confrontational feedback fosters receptiveness in high-power distance cultures.
Vaz <i>et al.</i>	2023	Tailored retraining programs improve performance and align with organisational goals.
Kumari <i>et al.</i>	2021	Structured PIPs enhance accountability while respecting cultural norms.
Lisier, <i>et al.</i> ,	2022	Transparent feedback mechanisms reduce favouritism and build trust.
Neher <i>et al.</i> ,	2024	Termination processes must consider social harmony in collectivist settings.
Taylor	2021	Budgetary constraints hinder the implementation of robust performance interventions.
Luecke and Hall	2006	High standards require clear communication and consistent performance expectations.

#### 2.7.4.5 Gaps in the Literature for addressing poor performance in Qatar Civil service

While the existing literature provides valuable insights into managing poor performance, significant gaps remain. Most studies focus on Western or East Asian contexts, with limited exploration of high-power distance and collectivist cultures like Qatar. The interplay between cultural norms and performance management practices is particularly underexplored. Another gap lies in the lack of practical frameworks for integrating cultural sensitivity into performance management strategies. While recent studies highlight the importance of adapting feedback and intervention methods to cultural contexts, they rarely provide actionable guidance. This research will develop culturally sensitive frameworks tailored to Qatar's unique organisational and cultural landscape. Finally, the literature often overlooks the role of organisational constraints, such as budgetary limitations and bureaucratic inefficiencies, in shaping performance management practices. By investigating these factors within Qatar's public sector, this study will contribute to a more nuanced understanding of the challenges and opportunities in addressing poor performance.

### 2.7.5 Employee Involvement in Performance Management

#### 2.7.5.1 The Role of Employee Involvement in Performance Management

Employee involvement in performance management is widely recognised as a cornerstone of organisational success. In the Qatar public service, employee involvement becomes particularly critical in aligning individual efforts with the goals of the Qatar National Vision 2030 (QNV2030). Employee involvement spans various domains, including goal setting, performance standard development, appraisal discussions, and feedback sessions (Roberts, 2003; Singh and Singh, 2021). This process not only empowers employees by enhancing their cognitive engagement but also fosters mutual trust, respect, and collaboration between employees and management (Fletcher and Williams, 1996; Gorman *et al.*, 2017; Awan *et al.*, 2020). However, while the literature acknowledges the benefits of employee involvement, significant gaps exist in understanding how these practices can be effectively integrated into high-power distance and collectivist cultures like Qatar's.

### 2.7.5.2 Importance of Employee Involvement

Employee involvement contributes to organisational success in several ways. First, engaging employees in goal-setting processes enhances their cognitive understanding of the organisational objectives and their role in achieving them (Roberts, 2003; Zhang *et al.*, 2020). Studies highlight that when employees are actively involved in setting their goals, they demonstrate greater commitment and focus, which translates into improved productivity and job satisfaction (Awan *et al.*, 2020).

Second, employee involvement fosters open communication and collaborative problem-solving. Regular discussions between managers and employees allow for the exchange of ideas, enhancing creativity and innovation (Nyhan, 2000; Kumari *et al.*, 2021). This dynamic is particularly important in public service organisations like Qatar's, where achieving the ambitious objectives of the QNV2030 requires innovative approaches to problem-solving and service delivery.

Third, involving employees in performance management builds mutual trust and respect between said employees and management. Studies indicate that managers who actively seek and incorporate employee input into decision-making processes create a culture of respect and inclusivity (Fletcher and Williams, 1996; Al Khalifa and Aspinwall, 2020). This, in turn, enhances employee loyalty and reduces turnover.

Additionally, employee involvement improves transparency and fairness in the appraisal processes. The clear and consistent communication of performance expectations minimises misunderstandings and ensures that the employees feel fairly evaluated (Roberts, 2003; Singh and Singh, 2021). However, the existing literature often fails to provide practical frameworks for implementing these benefits in culturally complex environments like Qatar.

### 2.7.5.3 Challenges of Employee Involvement in Qatar's Cultural Context

Despite its importance, implementing employee involvement in Qatar's high-power distance culture presents several challenges. Cultural norms emphasising respect for hierarchy may discourage employees from voicing their opinions or participating actively in decision-making processes (Hofstede, 2001; Qi and Wang, 2021). Managers in such environments may also resist participative approaches, perceiving them as a challenge to their authority.

Collectivist cultural values, which prioritise group harmony over individual autonomy, can conflict with performance management practices that emphasise individual contributions (Onavwie *et al.*, 2023). This creates a tension between fostering employee involvement and maintaining cultural coherence, a gap that the existing literature does not sufficiently address.

Organisational barriers further complicate the integration of employee involvement practices. Bureaucratic inefficiencies, resistance to change, and a lack of managerial training often hinder the adoption of participative performance management strategies in public service organisations (Lisier, *et al.*, 2024; Kumari *et al.*, 2021). These barriers are particularly pronounced in Qatar, where public sector organisations operate within rigid hierarchical structures.

#### 2.7.5.4 Strategies for Effective Implementation in Qatar

Addressing these challenges requires strategies that are both culturally sensitive and organisationally feasible. Training programs for managers and employees can equip them with the skills and knowledge needed to foster a participative work environment. Such training should emphasise communication skills, conflict resolution, and collaborative decision-making (Shafie, 1996; Zhang *et al.*, 2020).

Clear communication channels are also essential. Regular performance discussions, team meetings, and feedback sessions can help establish a culture of openness and transparency (Nyhan, 2000; Kumari *et al.*, 2021). Ensuring that employees understand the criteria for performance evaluations and the processes for setting goals can reduce perceptions of bias and promote a sense of fairness.

Regulatory frameworks that institutionalise employee participation in performance management can further support its implementation. For instance, mandating structured feedback mechanisms, periodic performance reviews, and participative goal-setting sessions through policy can ensure consistency and legitimacy in practice (Kong *et al.*, 2013; Awan *et al.*, 2020).

In addition, adopting culturally sensitive approaches to participation is critical in Qatar's high-power distance and collectivist culture. For example, involving employees initially in less sensitive areas, such as brainstorming sessions, can pave the way for more meaningful

participation in decision-making processes over time. Gradual implementation allows for cultural adaptation and minimises resistance from both employees and managers (Hofstede, 2001; Qi and Wang, 2021).

Leadership styles that encourage employee involvement are also crucial. Transformational leadership, which emphasises inspiration, collaboration, and employee empowerment, has been shown to foster participative practices effectively (Grissom, 2011; Zhang *et al.*, 2020). Promoting such leadership approaches can help bridge the gap between cultural norms and participative performance management practices.

#### 2.7.5.5 Practical Applications in Qatar's Public Service

To enhance employee involvement in Qatar's public service, a comprehensive approach is required. Training programs should focus on equipping managers and employees with the skills to navigate cultural sensitivities while fostering participation. Leadership development initiatives can promote leadership styles that align with participative practices and cultural values (Grissom, 2011; Qi and Wang, 2021).

Additionally, the establishment of clear communication channels and transparent performance management processes can help overcome cultural and organisational barriers. Policies mandating employee involvement in performance reviews, goal-setting sessions, and feedback discussions can institutionalise these practices and ensure their sustainability (Kong *et al.*, 2013; Kumari *et al.*, 2021).

By addressing these challenges and gaps, Qatar's public service can harness the benefits of employee involvement to drive innovation, foster accountability, and achieve the ambitious goals of the QNV2030. Integrating participative practices into performance management will not only enhance employee engagement but also strengthen organisational cohesion and effectiveness.

Table 2-9 below gives a summary of the findings regarding how employee involvement can be used to improve performance.

Table 2-9: Key findings on employee involvement for improving performance

Author(s)	Year	Key Findings
Roberts	2003	Employee involvement enhances motivation, the understanding of goals, and alignment with the objectives.
Fletcher and Williams	1996	Fosters trust, mutual respect, and a collaborative work environment.
Nyhan	2000	Promotes open communication, innovation, and team cohesion.
Kong <i>et al.</i>	2013	Regulatory frameworks can institutionalise participative practices effectively.
Qi and Wang	2021	High-power distance cultures face challenges in fostering participative management practices.
Awan <i>et al.</i>	2020	Employee input significantly enhances organisational commitment and satisfaction.
Lisier, <i>et al.</i> ,	2024	Cultural adaptations are necessary for the successful implementation of participative strategies.
Zhang <i>et al.</i>	2020	Transformational leadership facilitates participative practices effectively.

#### 2.7.5.6 Gaps in the Literature

While the benefits and challenges of employee involvement are well-documented, there are notable gaps in the literature. One critical gap is the lack of empirical studies exploring the implementation of participative performance management practices in high-power distance and collectivist cultures, such as Qatar's. Existing research often provides generalised recommendations that may not fully address the nuances of these cultural contexts (Qi and Wang, 2021; Onavwie *et al.*, 2023).

Another gap lies in the insufficient attention given to the integration of regulatory frameworks and cultural adaptations. While regulatory support is often highlighted as a facilitator of employee involvement, there is limited research on how such frameworks can be tailored to align with cultural values in countries like Qatar (Lisier *et al.*, 2024; Al Khalifa and Aspinwall, 2023). This study aims to address these gaps by examining the practical application of employee involvement strategies in Qatar's public service.

Finally, there is a need for more research on the role of leadership in fostering employee participation in hierarchical and collectivist settings. While transformational leadership has been identified as a potential enabler, its practical implementation in Qatar's public sector remains underexplored (Grissom, 2011; Zhang *et al.*, 2020). This study will investigate how leadership practices can be adapted to promote participation without undermining cultural norms.

## 2.8 Targeted Outcomes of Effective Performance Management

Performance Management (PM) systems serve as integral frameworks in achieving both individual and organisational goals. They align employee efforts with the strategic objectives while fostering continuous improvement and motivation. Murphy and Cleveland (1995) established the foundation for assessing the success of PM systems, emphasising their alignment with organisational goals and their ability to deliver meaningful outcomes. However, evolving organisational needs and cultural dynamics necessitate an updated discussion, particularly within the Qatar public service. This section explores the targeted outcomes of PM, focusing on employee motivation as a key determinant of organisational performance.

### 2.8.1 Enhancing Employee Motivation

Employee motivation is a critical outcome of effective PM systems, directly influencing productivity, innovation, and organisational commitment. Motivated employees are more likely to exceed their performance expectations, contributing to the broader organisational vision (Vroom, 1964; Kumari *et al.*, 2021). Theories such as Goal-Setting Theory (Locke and Latham, 1990) and Expectancy Theory (Vroom, 1964) provide robust frameworks for understanding the interplay between PM practices and employee motivation.

Goal-Setting Theory posits that specific, challenging, and attainable goals are instrumental in driving motivation. However, achieving the optimal balance between challenge and attainability remains complex, especially in diverse cultural contexts like Qatar's high-power distance environment. Expectancy Theory further emphasises the importance of aligning employee efforts with rewards perceived as valuable. Yet, recent studies highlight gaps in customising reward systems to align with the cultural norms, which is critical for maintaining their effectiveness (Posthuma *et al*, 2018).

#### 2.8.1.1 Cultural Considerations in Employee Motivation

Qatar's high-power distance culture influences employee receptiveness to participatory processes in PM. While participatory goal-setting is a proven method to enhance motivation (Walker *et al.*, 2010), hierarchical norms may discourage employee input, particularly if it is perceived as challenging authority (Hofstede, 2001; El Mahdy, 2022). Addressing this requires fostering inclusive yet culturally respectful environments. Managers should prioritise communication strategies that respect hierarchical structures while gradually encouraging employee input in decision-making processes (Qi and Wang, 2021).

Reward systems in Qatar should also reflect cultural values such as collectivism. While individual incentives are often emphasised in traditional PM systems, group-based rewards that recognise team achievements are more effective in fostering a sense of collective responsibility and satisfaction (Shafie, 1996; Aguinis and Burgi-Tian, 2023). Non-monetary rewards, such as professional development opportunities and public recognition, further align with Qatar's societal emphasis on job stability and social status (Kumari *et al.*, 2021).

#### 2.8.1.2 Enhancing Employee Motivation Through PM in Qatar Public Service

Effective PM strategies tailored to Qatar's context must consider cultural and organisational nuances to maximise their impact. Key approaches include:

##### 2.8.1.2.1 Goal Clarity and Alignment:

Clear and aligned goals ensure that employees understand the broader organisational mission and their role in achieving it. This fosters a sense of purpose, motivating employees to perform at their best (Locke and Latham, 1990; Roberts and Reed, 1996). In Qatar, articulating goals



that resonate with the national priorities, such as the Qatar National Vision 2030, enhances relevance and engagement.

#### *2.8.1.2.2 Participatory Goal-Setting Processes:*

Involving employees in goal-setting processes enhances ownership and commitment. While participation may be constrained in high-power distance cultures, gradual implementation and culturally sensitive facilitation can address these barriers effectively (Walker *et al.*, 2010; Qi and Wang, 2021).

#### *2.8.1.2.3 Culturally Sensitive Rewards:*

Reward systems should reflect Qatar's collectivist culture, emphasising team accomplishments and providing meaningful non-monetary incentives. For instance, career advancement opportunities and public recognition are particularly valued in Qatar and can serve as powerful motivators (Shafie, 1996; Aguinis and Burgi-Tian, 2023).

#### *2.8.1.2.4 Continuous Feedback and Communication:*

Ongoing feedback fosters trust and engagement, which are key drivers of sustained motivation. Regular performance reviews and open communication channels ensure that employees receive constructive input to guide their progress (Posthuma *et al.*, 2018).

#### *2.8.1.2.5 Investment in Training and Development:*

Providing employees with growth opportunities enhances their skills and confidence, leading to increased motivation and alignment with the organisational goals. Training programs tailored to the employees' career aspirations and Qatar's national objectives can significantly impact employee satisfaction and retention (Awan *et al.*, 2020; El Mahdy, 2022).

### *2.8.1.3 Gaps in the Literature*

The current body of literature presents notable gaps in the contextual application of PM practices. While the effectiveness of goal-setting and reward theories is widely acknowledged, their applicability in high-power distance and collectivist cultures, such as Qatar's, remains underexplored. There is a lack of empirical evidence detailing the adaptation of PM practices to such cultural contexts, particularly concerning participatory goal-setting and culturally aligned reward systems (Kumari *et al.*, 2021; El Mahdy, 2022).

Additionally, existing studies often overlook the integration of Qatar’s national priorities, such as the Qatar National Vision 2030, into PM frameworks. Aligning PM practices with national strategies is essential for achieving holistic organisational success but remains an under-researched area (Posthuma *et al*, 2018). This study addresses these gaps by exploring PM practices that align with Qatar’s cultural and strategic context, offering insights into their practical application and outcomes. Table 2-10 below shows a summary of the findings on how to enhance employee motivation through performance management .

*Table 2-10: Summary of literature review of the findings on enhancing employee motivations through performance management*

<b>Author(s)</b>	<b>Year</b>	<b>Key Findings</b>	<b>Critical Analysis</b>
Locke and Latham	1990	Specific, challenging goals enhance motivation and performance.	Overly ambitious goals may demotivate if perceived as unrealistic.
Vroom	1964	Expectancy theory underscores the link between effort, performance, and valued rewards.	Reward customisation to cultural contexts is necessary for effectiveness.
Roberts and Reed	1996	Clear alignment of goals with rewards amplifies employee motivation.	Emphasises transparent communication to prevent misunderstandings.
Walker <i>et al</i> .	2010	Participatory goal-setting fosters ownership and commitment among employees.	Participation in high-power distance cultures requires gradual and respectful implementation.
Hofstede	2001	Cultural dimensions impact the effectiveness of PM practices.	Adaptation of PM practices to cultural norms is crucial.
Posthuma <i>et al</i>	2018	Continuous feedback aligns individual efforts with organisational objectives.	Feedback processes must be consistent and culturally sensitive.

Kumari <i>et al.</i>	2021	Employee recognition enhances motivation and engagement.	Recognition systems should reflect social and cultural values.
El Mahdy	2022	Culturally adapted PM practices improve organisational effectiveness in Qatar.	Empirical studies on Qatar-specific applications are limited and require further exploration.

By integrating these approaches, the Qatar public service can create a robust PM framework that not only enhances employee motivation but also aligns with the country's unique cultural and strategic needs. This ensures sustainable organisational performance and progress toward achieving the Qatar National Vision 2030.

#### 2.8.1.4 Practical Applications in the Qatar Public Service

From the review of the literature, practical recommendations for implementing performance management (PM) in Qatar's public service are derived. These recommendations emphasise cultural adaptability, alignment with the Qatar National Vision 2030 (QNV2030), and recent empirical insights.

##### 2.8.1.4.1 Implementation of Goal-Setting Theory

To implement Goal-Setting Theory effectively, managers should ensure that goals are **Specific, Measurable, Achievable, Relevant, and Time-bound (SMART)**, providing employees with clear benchmarks for success (Locke and Latham, 1990). Recent studies, such as those by Qi and Wang (2021), highlight that involving employees in the goal-setting process enhances their ownership and motivation, even in hierarchical cultures. However, in Qatar's high-power distance culture, managers need to balance employee participation with respect for authority. Creating structured and inclusive forums for participatory goal-setting—while ensuring managerial oversight—is a viable solution (Hofstede, 2001).

Goal-setting should align with QNV2030 by integrating national priorities such as economic diversification and sustainable development. Alignment ensures that employees understand their contributions to the broader organisational and national goals, enhancing their sense of purpose and commitment (Qatar National Vision 2030, 2008; Garavan *et al.*, 2018).

#### 2.8.1.4.2 *Application of Expectancy Theory*

Expectancy Theory underscores the need for a clear link between effort, performance, and rewards (Vroom, 1964). Recent studies by Belardinelli *et al.* (2023) and Kumari *et al.* (2021) confirm that when rewards are perceived as attainable and culturally relevant, they significantly boost employee motivation. In Qatar's collectivist society, the design of rewards must emphasise group achievements over individual accomplishments. For example, team-based incentives and public recognition of collective successes are likely to resonate well with cultural norms (Walker *et al.*, 2010; El Mahdy, 2022).

Managers must ensure rewards are both tangible (e.g., bonuses) and intangible (e.g., career development opportunities), as non-monetary rewards such as training programs and job security are increasingly valued in culturally stable environments (Aguinis, 2019; Posthuma *et al.*, 2018). Effective communication of the effort-reward-performance relationship is critical to this framework's success in Qatar.

#### 2.8.1.4.3 *Culturally Adapted PM Practices*

The cultural context of Qatar necessitates the adaptation of PM practices to align with societal norms and values. Recent research by Al-Horr *et al.* (2023) emphasises that in collectivist societies, reward systems recognising team efforts are more effective than those focusing solely on individual achievements. Managers should incorporate non-monetary incentives such as professional recognition, training opportunities, and career progression pathways that align with the societal emphasis on social stability and respect for hierarchy.

Additionally, cultural adaptation requires a heightened sensitivity to hierarchical structures. While gradual participatory practices are necessary, managers should avoid overly egalitarian approaches that may challenge the authority of superiors (Garavan *et al.*, 2018). Training programs for managers to understand cultural nuances and employee expectations can significantly enhance the implementation of culturally appropriate PM systems (Qi and Wang, 2021).

#### 2.8.1.4.4 *Continuous Feedback and Development*

Recent literature underscores the importance of regular, constructive feedback in improving employee performance and motivation. Studies by Belardinelli *et al.* (2023) and Garavan *et al.*

(2018) highlight that continuous feedback not only clarifies performance expectations but also fosters trust and engagement. In Qatar, feedback mechanisms must be sensitive to cultural norms, favouring indirect and non-confrontational communication styles to maintain social harmony (Hofstede, 2001; Al-Horr *et al.*, 2023).

Professional development opportunities should be aligned with individual and organisational goals as they demonstrate organisational commitment to employee growth. Tailored training programs that address specific skill gaps while supporting the strategic goals of QNV2030 are particularly effective in fostering long-term employee engagement (Posthuma *et al.*, 2018; Garavan *et al.*, 2018).

From the critical analysis of the relevant literature, the various approaches and considerations used in enhancing employee motivation through PM identified are presented in Table 2-11 below.

*Table 2-11: Summary of the literature review's findings on enhancing employee motivations through performance management*

<b>Practice</b>	<b>Recommendation</b>	<b>Critical Insights</b>
Goal-Setting Theory	Apply SMART criteria and involve employees in goal-setting.	Tailored participatory approaches can overcome hierarchical barriers (Locke and Latham, 1990).
Expectancy Theory	Link effort, performance, and rewards while ensuring cultural relevance.	Rewards must resonate with collective values and be effectively communicated (Vroom, 1964; Belardinelli <i>et al.</i> , 2023).
Culturally Adapted Practices	Use team-based rewards and emphasise non-monetary incentives.	Recognise the importance of stability and social harmony (El Mahdy, 2022).
Continuous Feedback	Provide regular, constructive feedback and professional development opportunities.	Feedback should respect cultural norms and emphasise employee growth (Posthuma <i>et al.</i> , 2018).

Organisational Commitment	Foster loyalty through supportive PM practices aligned with QNV2030.	Mutual investment enhances loyalty and commitment (Meyer <i>et al.</i> , 1993; Parzefall and Salin, 2019).
---------------------------	--	--

By implementing these tailored strategies, Qatar’s public service can fully leverage PM systems to enhance employee motivation and organisational commitment. These practices, informed by recent empirical evidence and aligned with Qatar’s cultural and strategic context, are integral to achieving the ambitious goals of QNV2030. This study addresses the existing gaps in the literature by exploring the application of culturally sensitive PM practices in Qatar’s unique organisational environment.

### 2.8.2 Enhancing Organisational Commitment

Organisational commitment is a critical objective of performance management (PM) systems, reflecting an employee's belief in and alignment with the values, goals, and objectives of the organisation, coupled with a willingness to exert effort and maintain membership (Mowday *et al.*, 1979; Porter *et al.*, 1974). According to Porter *et al.* (1974), organisational commitment encompasses three core elements: a strong belief in the organisational goals and values, a willingness to exert effort on behalf of the organisation, and a desire to maintain membership. Employees who exhibit high levels of organisational commitment actively engage in advancing the organisation's goals, which is crucial for achieving both individual and organisational success (Mowday *et al.*, 1979).

Recent studies have reinforced the critical role of PM in fostering organisational commitment. For instance, UG (2021) argues that robust PM systems, characterised by well-defined goals, constructive feedback, and aligned reward systems, significantly enhance the employees' emotional attachment to their organisations. Similarly, Alrafi *et al.* (2023) emphasise that the provision of transparent and equitable reward systems fosters trust, thereby strengthening organisational commitment. These studies align with earlier works, such as the study by Meyer and Allen (1997), which highlight the role of financial and non-financial rewards in enhancing employee loyalty and commitment.

### 2.8.2.1 The Role of Social Exchange Theory

The relationship between PM and organisational commitment is underpinned by social exchange theory, which posits that employees reciprocate favourable work environments and benefits with higher levels of organisational commitment (Steers, 1977; Meyer *et al.*, 1993). Contemporary research, such as that by Le *et al.* (2023), supports this notion by demonstrating that employees who perceive there to be organisational support—manifested through fair PM practices—tend to reciprocate with increased loyalty and discretionary effort. Similarly, Opolot *et al.* (2024) highlight that constructive feedback and meaningful recognition are key drivers of organisational commitment as they create a sense of reciprocity and mutual investment between employees and the organisation.

### 2.8.2.2 Enhancing Organisational Commitment through PM in Qatar

In the context of Qatar's public sector, fostering organisational commitment is integral to achieving the strategic objectives of the Qatar National Vision 2030 (QNV2030). By cultivating a workforce that is deeply aligned with the national values and aspirations, the Qatar public service can drive innovation, productivity, and service excellence. Effective PM practices, such as participatory goal-setting and regular feedback, signal the organisation's commitment to employee development and wellbeing (Eisenberg *et al.*, 1990; Rhoades *et al.*, 2001). These practices align both individual and organisational goals, fostering a sense of mutual investment and enhancing commitment.

### 2.8.2.3 Culturally Sensitive Approaches to PM

Qatar's high-power distance and collectivist cultural context necessitates tailored PM practices to effectively foster organisational commitment. Recent studies, such as the one by Javad (2023), indicate that participatory goal-setting processes must respect hierarchical norms while encouraging employee input. Furthermore, non-monetary rewards, such as career development opportunities and public recognition, are particularly effective in Qatar's collectivist culture, where social status and job security are highly valued (Aguinis, 2019; Hofstede, 2001). Managers must balance individual and group-based rewards to align with cultural expectations and foster a sense of collective responsibility.

#### 2.8.2.4 The Impact of Organisational Commitment on QNV2030 Goals

High levels of organisational commitment directly contribute to achieving the ambitious targets set by QNV2030. Committed employees demonstrate increased productivity, innovation, and service excellence, all of which are critical for driving economic diversification, sustainable development, and human capital advancement (Qatar National Vision 2030, 2008). Recent research by Sajeewani and Balasooriya (2023) highlights that employees with strong organisational commitment are more likely to go beyond their job descriptions, suggesting process improvements and collaborating effectively to achieve organisational objectives. This proactive behaviour not only drives innovation but also enhances the quality of public services, thereby improving citizen satisfaction and trust in government institutions.

Organisational commitment reduces turnover rates, ensuring a stable and experienced workforce. This is particularly important for Qatar, where retaining skilled employees is essential for ensuring continuity and achieving long-term developmental goals (Meyer and Allen, 1997; Alrafi *et al.*, 2023). Lower turnover also reduces the costs associated with recruiting and training new employees, enabling organisations to allocate resources more effectively toward strategic initiatives.

While the existing literature underscores the importance of PM in fostering organisational commitment, certain gaps remain unaddressed. For instance, most studies have focused on the direct relationship between PM practices and organisational commitment, with a limited exploration of how cultural nuances influence this relationship. The high-power distance culture prevalent in Qatar presents unique challenges to implementing participatory PM practices. Recent studies, such as those by Javad (2023), suggest that managers require specialised training to effectively navigate these cultural complexities. Further empirical research is needed to develop culturally adaptive PM frameworks that balance hierarchical norms with the need for employee involvement.

Additionally, while the role of rewards in fostering organisational commitment is well-documented, there is a limited understanding of how non-monetary rewards can be optimised in high collectivist cultures like Qatar. Future research should explore innovative non-monetary reward systems that align with local cultural values and enhance the employees' emotional attachment to their organisations.



Table 2-12 summarises the key findings from the reviewed literature on enhancing organisational commitment through PM.

*Table 2-12: Summary of the findings on enhancing organisational commitment through effective PM*

<b>Author(s)</b>	<b>Year</b>	<b>Key Findings</b>	<b>Critical Analysis</b>
Mowday <i>et al.</i>	1979	High organisational commitment is linked to active engagement and voluntary participation.	Alignment between personal and organisational goals is critical for sustained commitment.
Meyer and Allen	1997	Effective PM enhances organisational commitment through rewards and feedback.	The balance between financial and non-financial rewards must align with cultural expectations.
Le <i>et al.</i> ,	2023	Perceived organisational support fosters greater organisational commitment.	Consistent communication is essential to sustain employees' perception of support.
Opolot <i>et al.</i> ,	2024	Committed employees contribute to innovation and service excellence.	Requires fostering a culture of proactivity through targeted PM practices.
Javad	2023	Participatory goal-setting improves commitment in high power distance cultures.	Cultural sensitivity is crucial; hierarchical norms must be respected while promoting inclusion.
Simbula <i>et al.</i>	2023	Constructive feedback fosters trust and strengthens commitment.	Feedback must be tailored, specific, and development-focused to be effective.
Alrafi <i>et al.</i>	2023	Non-monetary rewards align well with collectivist cultures.	Group-based rewards should be emphasised to foster collective responsibility.

Organisational commitment is a cornerstone of effective performance management, particularly within the Qatar public service. By integrating culturally sensitive PM practices, fostering participatory goal-setting, and leveraging both monetary and non-monetary rewards, organisations can cultivate a committed workforce. Such efforts are not only instrumental in achieving QNV2030 objectives but also in fostering a culture of innovation, service excellence, and sustainable development. Addressing the identified gaps in literature will further refine these strategies, enabling the Qatar public service to realise its full potential.

### 2.8.3 Enhancing Organisational Performance through Performance Management Practices

Performance management (PM) systems are pivotal in aligning individual contributions with broader organisational goals, thereby enhancing overall performance. In the context of the Qatar public service, effective PM systems can serve as a key enabler for achieving the strategic objectives outlined in Qatar National Vision 2030 (QNV2030). By fostering a culture of accountability, motivation, and continuous improvement, PM practices contribute significantly to organisational effectiveness (Aguinis, 2019; Sardi *et al.*, 2020).

#### 2.8.3.1 Goal Setting and Alignment

Goal setting is a foundational component of effective PM systems, aiding employees in clarifying their roles and aligning their efforts with organisational objectives. Recent studies, such as those by Locke and Latham (2019), reaffirm the importance of setting specific, measurable, attainable, relevant, and time-bound (SMART) goals to enhance employee focus and productivity. In the Qatar public service, participatory goal-setting practices that respect cultural hierarchies can foster greater alignment and ownership among employees, as suggested by Javad (2023).

#### 2.8.3.2 Feedback and Organisational Learning

Timely and specific feedback remains an essential mechanism within PM systems, enabling employees to adjust their behaviours and align more closely with organisational objectives. According to recent research by Simbula *et al.* (2023), feedback that is constructive, actionable, and delivered in a culturally sensitive manner enhances both individual and team performance. This aligns with organisational learning theory, which posits that open and honest

communication fosters continuous improvement (Kolb, 2015). In high-power distance cultures like Qatar, managers must ensure that feedback respects hierarchical norms while promoting a culture of trust and accountability.

#### 2.8.3.3 Reward-for-Performance Mechanisms

Reinforcement theory underpins the effectiveness of reward-for-performance systems, which motivate employees by reinforcing desirable behaviours and discouraging undesirable ones (Skinner, 1953). Recent studies by Alrafi *et al.* (2023) highlight the efficacy of combining financial and non-financial rewards to cater to diverse employee needs. In Qatar, where collectivist values are prominent, group-based rewards and public recognition are particularly effective for enhancing motivation and performance.

#### 2.8.3.4 Addressing Poor Performance

Addressing poor performance is critical for maintaining equity and fostering a high-performance culture (Luecke and Hall, 2006). Recent literature, such as by Sajeewani and Balasooriya (2023), emphasises the need for structured performance improvement plans that are transparent and culturally sensitive. These plans should outline clear expectations, provide support for improvement, and include consequences for continued underperformance. Such approaches ensure that poor performance does not undermine organisational effectiveness.

#### 2.8.3.5 Intermediary Mechanisms: Motivation, Commitment, and Job Satisfaction

The intermediary mechanisms of employee motivation, organisational commitment, and job satisfaction play a significant role in linking PM practices to organisational performance. According to Le *et al.* (2023), motivated employees are more likely to engage in proactive behaviours, while committed employees demonstrate higher levels of loyalty and discretionary effort. Moreover, job satisfaction, as highlighted by Sardi *et al.* (2020), correlates positively with both individual and organisational performance.

#### 2.8.3.6 Implications for Qatar National Vision 2030

The strategic objectives of QNV2030, including economic diversification, sustainable development, and human capital advancement, necessitate a high-performing public service. Effective PM practices in Qatar can optimise individual contributions, foster innovation, and

build a culture of accountability and excellence. Recent research by Al Fadhli (2020) underscores the importance of culturally adaptive PM systems in achieving these goals, particularly in the context of Qatar's unique cultural and organisational landscape.

Integrating robust PM practices within the Qatar public service is not merely an operational necessity but a strategic imperative. By aligning individual goals with organisational objectives, providing constructive feedback, implementing effective reward systems, and addressing performance gaps, the Qatar public service can significantly enhance its organisational effectiveness and contribute to the realisation of QNV2030.

Based on the above analysis, the following hypotheses are proposed:

**Hypothesis 1:** Performance management leads to increased perceptions of employee motivation (H1a), organisational commitment (H1b), job satisfaction (H1c), and organisational performance (H1d).

## 2.8.4 Enhancing Institution and Capacity Factors:

### 2.8.4.1 Management Accountability

Management accountability encompasses the frameworks and mechanisms by which public managers are held responsible for organisational outcomes. This accountability is typically reinforced through performance goals, systematic evaluations, and direct linkages between outcomes and managerial rewards or sanctions (Marshall and Wood, 2000; Schwarz *et al.*, 2020). A comprehensive system of accountability ensures that public managers are answerable to higher authorities and stakeholders, enhancing the alignment of managerial activities with organisational and national objectives such as Qatar's Vision 2030. In the context of New Public Management (NPM), management accountability serves as a pivotal lever for operationalising performance-driven reforms (Hood, 1991; Franco-Santos and Otley, 2018).

In the Qatar public service, management accountability mechanisms are underpinned by hierarchical decision-making and culturally influenced power dynamics. Mechanisms such as goal-setting, performance monitoring, and feedback loops are integral to holding executives accountable (Ketelaar *et al.*, 2007; Agyemang, 2024). However, the implementation of such systems faces challenges rooted in bureaucratic inertia and limited institutional capacities (Burns and Zhiren, 2010). For example, political interference and corruption remain significant barriers in many developing nations, as highlighted by Matthew *et al.* (2020). In Qatar's case, weak institutional frameworks and collective leadership mechanisms characteristic of Arab

cultures exacerbate the challenge of holding individual executives accountable while fostering radical reforms (Liu and Dong, 2021).

Recent advances, including the introduction of organisational performance evaluation systems in parts of the Gulf Cooperation Council (GCC), indicate incremental progress in establishing management accountability in the public sector (Ketelaar *et al.*, 2007; Al-Shaiba, 2020). These systems aim to cascade strategic goals into individual managerial performance targets, linking organisational outcomes to managerial rewards or sanctions. However, there is limited research on how these systems reconcile NPM principles with Qatar's socio-cultural specificities, such as high power distance and collectivist values (Hofstede, 1980).

Moreover, technological advancements present opportunities for enhancing accountability mechanisms. Real-time data analytics and performance dashboards have been identified as transformative tools for monitoring organisational outcomes, enabling timely corrective measures (Neely *et al.*, 2000). However, their successful implementation requires investment in training and infrastructure, which generally often remains a challenge in resource-constrained public sectors (Sardi *et al.*, 2020). Ethical considerations are equally crucial, as conflicts of interest, nepotism, and systemic bribery can erode public trust and undermine accountability mechanisms (Bashir and Hassan, 2019). Addressing these issues demands robust codes of conduct and ethical leadership, areas that require greater emphasis in existing PM frameworks.

Cultural dynamics also play a significant role in shaping the efficacy of accountability systems. In high-power distance contexts like Qatar, subordinates may be hesitant to provide candid feedback or challenge authority, which can limit the effectiveness of accountability frameworks. Conversely, culturally tailored systems that respect hierarchical norms while fostering transparency can enhance their acceptance and effectiveness (Hofstede, 1980; Javad 2023). For example, participatory goal-setting approaches, adjusted to accommodate Qatar's collectivist culture, could mitigate some of these challenges by fostering greater ownership and alignment among stakeholders.

In conclusion, management accountability remains a critical yet complex factor in implementing effective performance management systems in Qatar. While accountability mechanisms can drive improvements in public service delivery and organisational performance, their efficacy is influenced by a range of political, organisational, cultural, technological, and ethical factors. This research underscores the need for culturally sensitive,

technologically enabled, and ethically grounded frameworks to advance management accountability in the Qatar public service. Such reforms are essential for aligning public service outcomes with the ambitious goals set forth in the Qatar Vision 2030.

*Table 2-13: Factors Influencing Management Accountability*

<b>Factor/Issue</b>	<b>Definition</b>	<b>Perspectives</b>	<b>Impact on PM</b>	<b>Challenges</b>	<b>Opportunities</b>
<b>Political Accountability</b>	Mechanisms ensuring answerability to elected officials and stakeholders	Political	Drives efficient resource allocation and policy outcomes	Political interference, corruption	Strengthened institutional frameworks
<b>Organisational Alignment</b>	Linking individual and organisational performance goals	Organisational	Enhances employee motivation and managerial efficacy	Manipulation of performance metrics	Development of rigorous yet adaptable PM systems
<b>Cultural Dynamics</b>	Influence of cultural norms and societal values	Cultural	Shapes managerial and employee acceptance of PM practices	Resistance to feedback, hierarchical inertia	Tailored accountability systems that respect local contexts
<b>Technological Integration</b>	Use of digital tools for data collection, monitoring, and reporting	Technological	Facilitates data-driven decision-making and accountability	High costs of implementation and training	Investments in digital infrastructure and workforce training
<b>Ethical Leadership</b>	Upholding integrity and transparency in public service	Ethical	Builds public trust and institutional credibility	Conflicts of interest, systemic nepotism	Establishment of ethical guidelines and leadership development

*Source: Researcher (2024)*

#### 2.8.4.2 Managerial Autonomy in HRM Practice

Managerial autonomy in HRM practice is a critical contextual factor influencing the effectiveness of performance management (PM) systems, particularly in the Qatar public service. Public organisations in transitional economies like Qatar often operate within centralised management frameworks, limiting administrative autonomy compared to those in developed economies. This constraint is further compounded by hierarchical structures and deeply entrenched central planning traditions, which inhibit the agility and flexibility necessary for innovative HR practices (Biygautane *et al.*, 2016; Javad, 2023). The New Public Management (NPM) paradigm offers an alternative, advocating decentralisation, flexibility, and results-oriented governance to empower managers and foster autonomy in decision-making (Hood, 1991; Brinkman *et al.*, 2023).

In Qatar, the current management model mirrors the practices in many GCC countries, where central authorities prescribe detailed plans for subordinate organisations. Such rigid frameworks restrict public sector managers from initiating innovative HRM policies without higher-level approval (Osman, 2014). This reliance on explicit legal permissions hinders adaptive management practices, creating inefficiencies that reduce the public sector's responsiveness to evolving demands (Birkinshaw *et al.*, 2008).

Decentralisation of HR management authority can address these challenges by granting managers the flexibility to develop and implement context-specific policies. Research on reform initiatives in countries such as China highlights the success of greater autonomy in enabling local governments to innovate performance appraisal systems and link employee performance to financial rewards, enhancing accountability and service delivery (Liu *et al.*, 2006; Burns and Zhiren, 2010). Similarly, case studies in the education and healthcare sectors show that institutions with autonomy tailor HR policies to meet specific local needs, resulting in improved staff motivation and service outcomes (Ugarte *et al.*, 2020).

Greater autonomy is also linked to organisational alignment, a key principle of NPM. Decentralised systems allow for customised performance metrics and appraisal frameworks, making them more relevant to departmental goals. For instance, autonomous hospitals in Southeast Asia successfully implemented flexible staffing models, significantly improving employee satisfaction and patient care outcomes (Dulău *et al.*, 2022). Such examples

underscore the role of autonomy in fostering a culture of results orientation within public sector organisations.

Managerial autonomy further enhances organisational agility, allowing public managers to respond promptly to internal and external changes. This flexibility is particularly crucial in Qatar, where adapting HR practices to the ambitious goals of the Qatar National Vision 2030 (QNV2030) is essential. Autonomous HR departments could introduce innovative training programs or adapt recruitment strategies to meet the unique demands of various public service sectors, aligning with QNV2030's focus on human capital development and public sector efficiency (Al-Shaiba *et al.*, 2020).

However, decentralisation carries potential risks, including inconsistencies in policy implementation and the potential for misuse of autonomy. These risks are magnified in environments where managerial competence is limited. Training and capacity-building programs become critical to equipping managers with the skills needed to leverage autonomy effectively. Contemporary public administration theories, such as capacity theory, emphasise the importance of building managerial capability to ensure successful decentralisation efforts (Javad, 2023).

Cultural dynamics also shape the success of decentralisation reforms. In Qatar, where collectivist norms and high power distance prevail, reforms granting greater autonomy may encounter resistance from managers and employees alike. Incremental approaches that align with cultural norms, such as participatory decision-making and inclusive goal-setting processes, can help ease the transition toward decentralised practices (Hofstede, 2022). The NPM emphasis on cultural adaptability underscores the need for context-sensitive strategies to ensure the effectiveness of decentralised HRM systems.

The integration of technology further amplifies the benefits of autonomy by enabling managers to make data-driven decisions. Tools like performance dashboards and real-time analytics improve HR operations by providing actionable insights. Nevertheless, resource constraints and the digital divide remain barriers to the effective adoption of such technologies in resource-constrained public sectors (Neely *et al.*, 2000). Addressing these barriers through investments in digital infrastructure and training is essential.

In conclusion, enhancing managerial autonomy in HRM practice is both a strategic and operational necessity for the Qatar public service as it strives to meet the ambitious objectives of QNV2030. By decentralising decision-making authority, public organisations can foster



innovation, enhance agility, and improve overall performance. However, these reforms must be supported by robust oversight mechanisms, capacity-building initiatives, and culturally attuned change management strategies. Through a comprehensive approach, Qatar can transform its public sector into a model of adaptability and excellence, contributing to its long-term development and prosperity.

*Table 2-14: Factors Influencing Managerial Autonomy in HRM Practices*

<b>Factor/Issue</b>	<b>Definition</b>	<b>Perspectives</b>	<b>Impact on PM</b>	<b>Challenges</b>	<b>Opportunities</b>
<b>Legal Framework</b>	Degree of legal restrictions on HR autonomy	Institutional	Limits flexibility in policy adaptation	Centralised approvals	Reforming laws to enable greater decentralisation
<b>Managerial Capacity</b>	Skills and expertise of managers to utilise autonomy	Managerial	Drives effective implementation of decentralised HRM	Lack of training and resources	Capacity-building initiatives, partnerships with academic institutions
<b>Cultural Context</b>	Influence of hierarchical and collectivist norms	Cultural	Shapes acceptance and effectiveness of reforms	Resistance to change in high power distance cultures	Incremental, culturally sensitive reforms
<b>Technological Integration</b>	Use of data-driven tools to support decision-making	Technological	Facilitates agile and efficient HR practices	Resource constraints for adoption	Investments in technology, government-wide digital strategies
<b>Oversight Mechanisms</b>	Systems to monitor and evaluate decentralised practices	Organisational	Ensures accountability and consistency	Risk of inconsistencies without proper oversight	Development of robust evaluation frameworks

*Source: Researcher (2024)*

#### 2.8.4.3 Leadership Qualities

Leadership qualities are integral to the effectiveness of performance management (PM) systems, particularly in the context of Qatar's public service, which aims to achieve the ambitious targets set out in the Qatar National Vision 2030 (QNV2030). Leadership within this framework not only involves setting goals and motivating employees but also navigating complex cultural and administrative environments (Suutari and Riusala, 2001). Theories such as Hofstede's cultural dimensions and the GLOBE study highlight the influence of cultural norms, power distance, and collectivism on leadership effectiveness (Hofstede, 2022; House *et al.*, 2010). This alignment is particularly crucial in Qatar, where high power distance and collectivist values demand culturally adaptive leadership approaches.

Proactive leadership, characterised by vision, urgency, resilience, and the ability to drive innovation, has been widely acknowledged as a transformative force in public sector performance (Suutari and Riusala, 2001; Franken *et al.*, 2020, Kearney *et al.*, 2000; Soeardi *et al.*, 2023). This type of leadership goes beyond conventional managerial roles, emphasising strategic foresight and adaptability to initiate and sustain meaningful reforms. Recent studies have expanded on the role of proactive leadership in enhancing PM, particularly in transitioning economies where traditional bureaucratic systems often hinder innovation (Suutari and Riusala, 2001; Carassus *et al.*, 2014; Mafrachi *et al.*, 2020).

In Qatar's public sector, proactive leadership is essential for overcoming challenges such as rigid bureaucratic hierarchies and outdated personnel management practices. Public managers often face systemic inefficiencies that deter innovation. However, proactive leaders can mitigate these challenges by fostering employee engagement, developing abstract appraisal criteria that align with organisational goals, and encouraging participatory decision-making (Javad, 2023). Leadership theories, including transformational leadership and motivational theories like Herzberg's two-factor theory, further underline the importance of fostering intrinsic motivation among employees to align their goals with organisational objectives (Herzberg, 1959; Bass and Riggio, 2006; Ballart and Ripoll, 2024).

Proactive leaders play a crucial role in supporting innovation by building coalitions with key stakeholders, mobilising resources, and resolving bureaucratic and legal obstacles. These leaders also focus on fostering a culture of accountability and inclusivity within their organisations, ensuring that employees feel empowered to contribute to PM reforms (Jerab and Mabrouk, 2023). Moreover, proactive leadership is closely tied to the principles of New Public

Management (NPM), which advocates decentralisation, performance orientation, and results-driven governance (Liu, *et al.*, 2006; Brinkman *et al.*, 2023). By aligning leadership strategies with NPM principles, Qatar's public service can enhance its capacity to implement effective PM systems that meet both organisational and national objectives.

Cultural theories, such as Hofstede's power distance index and the GLOBE study's emphasis on societal collectivism, highlight the contextual nuances of leadership in Qatar. Leaders operating in high power distance cultures, such as Qatar, must balance hierarchical expectations with the need for employee inclusivity in decision-making processes. Adopting culturally sensitive leadership styles, such as participative and adaptive leadership, can help mitigate resistance to change and foster employee buy-in (House *et al.*, 2010; Hofstede, 2022). Leaders in Qatar's public service can draw on these insights to navigate cultural constraints while promoting innovation and collaboration.

Proactive leadership also involves a commitment to developing future leaders through mentoring and talent development initiatives. Building a robust pipeline of competent leaders ensures organisational continuity and resilience, particularly in the face of dynamic socio-economic challenges. Succession planning and leadership development programs are essential for embedding proactive leadership qualities within the organisation, contributing to sustained improvements in PM systems (Javad, 2023).

Technological advancements further enhance the role of proactive leadership in PM. Digital tools, such as performance dashboards and real-time analytics, enable leaders to make data-driven decisions, fostering transparency and accountability. However, the successful integration of such technologies requires leaders to be digitally literate and to champion their adoption across the organisation (Neely *et al.*, 2000). By leveraging technology, leaders can streamline PM processes, provide actionable feedback, and monitor progress toward strategic objectives.

In conclusion, the qualities of proactive leadership—vision, innovation, resilience, and adaptability—are indispensable for advancing PM systems in Qatar's public service. By aligning leadership practices with NPM principles and cultural sensitivities, Qatar can overcome systemic challenges and foster a high-performance culture. The integration of leadership development programs, technological innovation, and culturally adaptive strategies will ensure that the public service is well-positioned to achieve the goals outlined in QNV2030.

#### 2.8.4.4 Competence in HR

The competence of HR professionals remains a cornerstone of the effectiveness and sustainability of employee performance management (PM) systems. The ability of HR practitioners to align HR practices with organisational objectives directly impacts the development and success of PM systems (Selmer and Chiu 2004; Guo-Brennan, 2023; Chourasia and Bahuguna, 2023). Competence in HR encompasses mastery of practices such as job analysis, appraisal design, employee development, and reward management, which collectively ensure the alignment of individual performance with organisational goals (Ulrich *et al.*, 2012).

HR competence is particularly critical in Qatar's public service, where the realisation of Qatar National Vision 2030 (QNV2030) depends on integrating modern, culturally adaptive, and strategically aligned PM systems. Drawing on the principles of New Public Management (NPM), HR professionals must adopt practices that emphasise efficiency, accountability, and customer orientation (Hood, 1995; Selmer and Chiu 2004). Moreover, Qatar's cultural landscape, shaped by high power distance and collectivist norms (Hofstede, 2022), requires HR professionals to design PM systems that respect hierarchical structures while fostering collaboration and inclusivity.

Incorporating cultural theories, such as Hofstede's dimensions and the GLOBE study, highlights the importance of tailoring HR practices to Qatar's socio-cultural context. For example, the emphasis on hierarchical respect within Qatari workplaces necessitates appraisal systems that are not only fair but also culturally sensitive (House *et al.*, 2010). Recent studies have underscored the need for HR competencies that navigate these cultural complexities, ensuring that PM systems are perceived as both legitimate and equitable (DeNisi *et al.*, 2023).

The ability of HR professionals to align PM systems with organisational objectives is also tied to their understanding of motivational and leadership theories. The application of Herzberg's two-factor theory (Herzberg, 1959) and transformational leadership principles (Bass, 2006) can guide the design of PM practices that simultaneously address intrinsic and extrinsic motivators. This approach enhances employee engagement, satisfaction, and commitment, all of which are essential for achieving strategic objectives.

Change management competence is equally vital for HR professionals in Qatar's public service. Transitioning from traditional, bureaucratic personnel management to dynamic, output-oriented PM systems requires skills in stakeholder engagement, resistance management, and

communication (Kotter, 1989). HR practitioners must not only manage these transitions but also champion innovation, reinforcing the value of new practices to employees and leadership alike. Rao (2004) emphasises that effective change management ensures the smoother adoption of PM systems, reducing resistance and fostering long-term sustainability.

Despite these critical competencies, challenges persist in Qatar and similar transitional economies. Many HR departments continue to function as administrative units rather than strategic enablers, a limitation compounded by outdated curricula and limited exposure to contemporary HRM practices (Tong *et al.*, 1999; Taylor, 2021). For instance, a lack of training in digital HR tools and data-driven decision-making hampers the ability of HR units to modernise PM systems effectively (Neely *et al.*, 2000).

Encouragingly, Qatar has made strides in addressing these gaps through professional development initiatives, international collaborations, and the adoption of digital HR technologies. Public organisations are increasingly investing in capacity-building programs, such as study tours and international partnerships, to equip HR professionals with cutting-edge skills and knowledge (Al-Shaiba *et al.*, 2020). These initiatives are aligned with the principles of NPM, fostering a results-oriented and innovation-driven HR culture.

In conclusion, the competence of HR professionals is a critical determinant of the success of PM systems in Qatar's public service. By leveraging international best practices, integrating cultural insights, and adopting motivational and leadership frameworks, HR units can enhance their strategic capacity. This, in turn, will lead to more effective and culturally resonant PM systems, contributing significantly to the realisation of QNV2030.

Based on all of these insights on contextual factors, this research hypothesises the following:

**Hypothesis 2:** Management accountability (H2a), Autonomy in HR Practice (H2b), leadership qualities (H2c), and competence in HR (H2d) are associated with the development of employee PM practices.

Expanding on this hypothesis, the research further posits that these contextual factors indirectly affect various outcomes—such as employee motivation, organisational commitment, job satisfaction, and organisational performance—through the mediator of employee PM. Recent studies, including those by Enaifoghe (2025), reaffirm the notion that management innovations

can significantly influence organisational performance via performance management systems, particularly in public sector contexts. Building on these findings, the research also proposes:

**Hypothesis 3:** Management accountability (H3a), HR autonomy (H3b), proactive leadership (H3c), and HR competence (H3d) indirectly affect employee motivation, organisational commitment, job satisfaction, and organisational performance through the mediation role of employee PM.

By focusing on these hypotheses, this research aims to contribute to the understanding of how HR competence and other contextual factors can enhance the effectiveness of PM systems in the Qatar public service, thereby supporting the achievement of the QNV2030 goals.

## 2.9 Local Contextual Factors Affecting Performance Management in Qatar: Wasta

### 2.9.1 Introduction to Wasta

Wasta, a deeply embedded socio-cultural phenomenon in Arab societies, significantly impacts performance management in Qatar's public service. Derived from Arabic, the term encompasses the practice of leveraging interpersonal connections—often family or tribal ties—to gain preferential treatment or access to resources, bypassing formal channels and merit-based systems. While wasta historically served as a means of resolving disputes and fostering social cohesion, its contemporary manifestations often conflict with principles of meritocracy and transparency, which are central to New Public Management (NPM). The persistence of wasta reflects the tension between deeply ingrained cultural norms and the evolving demands of a modern public administration system.

Although wasta has been studied in various contexts, recent literature (Al-thbah, 2021; AlHussaina *et al.*, 2023) highlights its complex implications for performance management, governance, and organisational justice in Qatar. However, gaps remain in understanding how wasta from cross-cultural management perspectives and how these dynamics influence employee and institutional performance.

### 2.9.1.1 Definitions and Dimensions of Wasta

Wasta is defined and interpreted differently across studies, yet there is consensus on its role in granting privileges through personal connections.

Table 2-15: Definition of Wasta

Author	Definition
Hutchings and Weir (2006a)	A social network leveraging interpersonal connections based on kinship to access opportunities.
Whiteoak <i>et al.</i> (2006)	Receiving preferential treatment unavailable to others competing for the same resources.
Loewe <i>et al.</i> (2007); Loewe and Albrecht (2023)	Bypassing formal procedures to benefit from privileged treatment.
Abu Zummarova. (2024)	A socio-cultural practice where obligations of reciprocity prioritise relationships over merit.

The concept of wasta encompasses intercessory (nepotism) and intermediary mechanisms, both of which play distinct roles in influencing workplace dynamics. As illustrated in Table 1, more recent studies (Abu Zummarova, 2024) extend these definitions by emphasising the socio-cultural obligations that underpin wasta and its institutional consequences.

Wasta's embeddedness in Qatar's high-context culture aligns with Hofstede's dimensions of collectivism and high power distance, which prioritise loyalty to family and hierarchical relationships over individual merit (Hofstede, 1980). Furthermore, the GLOBE study (House *et al.*, 2002) reinforces this perspective, identifying Qatar's strong relationship orientation as a facilitator of practices like wasta. While these frameworks provide valuable insights, they do not fully account for the organisational and psychological consequences of wasta, creating a gap in the literature that this study seeks to address.

### 2.9.2 Nepotism (Intercessory Wasta)

Nepotism, or intercessory wasta, involves leveraging family and tribal networks to secure employment opportunities, promotions, or other benefits. In Qatar, the practice reflects the collectivist norm of prioritising familial obligations, which often supersede formal institutional processes. While such practices may foster social cohesion, they undermine the meritocratic principles central to NPM, leading to inefficiencies and perceptions of unfairness in performance management systems.

Recent studies (Al-Shaiba *et al.*, 2020; Al-thbah, 2021, Loewe and Albrecht, 2023) have documented the adverse effects of nepotism on employee morale and organisational performance. Employees often perceive nepotism as a violation of organisational justice, resulting in decreased motivation, job satisfaction, and trust in leadership. For example, Al-thbah (2021) found that young professionals in Qatar's public sector frequently experience disillusionment when less qualified individuals advance through nepotistic practices, leading to higher turnover rates and diminished institutional capacity. While these findings are significant, they primarily focus on employee perceptions, leaving a gap in understanding how nepotism affects long-term organisational outcomes, such as innovation and resilience.

### 2.9.3 Interpersonal Relationships (Intermediary Wasta)

Intermediary wasta, akin to the Chinese concept of “guanxi,” emphasises leveraging interpersonal relationships within and outside the workplace to gain advantages. This form of wasta is often cultivated through social interactions, such as gift-giving and shared meals, and reflects the blurred boundaries between professional and personal spheres in Qatar's high-context culture (Weir and Ali, 2022).

While interpersonal relationships can enhance workplace cohesion, their overemphasis often compromises fairness and objectivity in performance appraisals, rewards, and promotions. Studies (Belardinelli *et al.*, 2023) have shown that supervisors in relationship-oriented cultures often divide employees based on the strength of personal ties, creating perceptions of favouritism and injustice. These dynamics erode trust in management and reduce employee commitment and engagement, posing significant challenges to implementing effective performance management systems.



Despite extensive research on intermediary *wasta*, gaps remain in understanding its intersection with leadership theories. For instance, transformational leadership, which emphasises fairness and integrity, offers a potential counterbalance to the negative effects of interpersonal favouritism. However, empirical studies exploring this dynamic in the Qatari context are limited, presenting an opportunity for further research.

## 2.9.4 Impact of *Wasta* on Performance Management Systems

### 2.9.4.1 Undermining Meritocracy and Organisational Fairness

*Wasta*'s pervasive influence in Qatar's public sector performance management systems erodes the fundamental principles of fairness and meritocracy, which are central to New Public Management (NPM) reforms. Promotions and rewards are often granted based on personal relationships rather than merit, leading to inefficiencies and inflated staffing levels (Al-thbah, 2021, Loewe and Albrecht, 2023). This misalignment between performance management systems and meritocratic values significantly undermines employee morale and organisational efficiency. Hofstede's cultural dimension of high power distance further explains why *wasta* persists in hierarchical cultures like Qatar, where individuals accept and expect unequal power distributions (Hofstede, 1980). Employees often feel disempowered when they perceive promotions and rewards as contingent upon personal connections rather than performance.

From the perspective of the GLOBE study (House *et al.*, 2002), Qatar's high scores in in-group collectivism underscore the prioritisation of loyalty to family and tribal affiliations over objective performance measures. These cultural factors exacerbate the systemic challenges posed by *wasta*, creating a workforce that is demotivated by perceived inequities. However, existing literature largely focuses on these immediate consequences, neglecting the long-term effects of *wasta* on organisational culture and institutional resilience.

### 2.9.4.2 Psychological and Organisational Consequences

*Wasta* also has profound psychological implications for employees, leading to decreased job satisfaction, reduced organisational commitment, and increased turnover intentions. The lack of perceived fairness in performance management systems fosters distrust in leadership and diminishes motivation. According to equity theory (Adams, 1965), employees compare their efforts and rewards to those of their peers. When inequities arise due to *wasta*, employees may reduce their effort or disengage entirely. Furthermore, transformational leadership theories

highlight the importance of fairness and integrity in fostering trust and inspiring high performance (Bass, 1985, Loewe and Albrecht, 2023). Leaders who rely on *wasta* undermine these principles, creating a culture of favouritism and inefficiency.

While studies like those of Al-thbah (2021) have explored the short-term effects of *wasta* on employee morale, there is limited research on its structural impact on organisational systems. How *wasta* interacts with other cultural factors—such as uncertainty avoidance and collectivism—and its implications for long-term organisational performance are areas requiring further exploration. Additionally, the role of digital transformation and automation in mitigating *wasta* remains under-researched. Technologies like IT driven recruitment systems could offer solutions but have yet to be critically analysed in the Qatari context.

#### 2.9.4.3 Qatar Government's Regulations and Efforts to Mitigate Wasta

##### 2.9.4.3.1 *Anti-Corruption Measures*

The Qatari government has been gradually taking significant steps to address the detrimental effects of *wasta* on governance and public trust. Initiatives like the establishment of the Administrative Control and Transparency Authority and the Rule of Law and Anti-Corruption Center (ROLACC) demonstrate a commitment to promoting accountability and integrity (Alsarhan and Valax, 2021). These measures align with the principles of NPM, emphasising transparency and efficiency in public administration.

Despite these efforts, the absence of specific legislation targeting *wasta* limits their effectiveness. Existing anti-corruption frameworks focus on broader issues of bribery and the misuse of public funds, overlooking the nuanced and culturally embedded nature of *wasta*. Al-thbah (2021) argues that these initiatives often lack enforcement mechanisms, reducing their impact. Moreover, public awareness campaigns have primarily highlighted ethical behaviour without addressing the structural and institutional factors that perpetuate it.

##### 2.9.4.3.2 *Cultural and Structural Challenges*

Mitigating *wasta* is further complicated by its deep cultural roots. In Qatar's collectivist society, refusing a request for *wasta* is often perceived as a breach of social norms, creating tensions between formal organisational policies and informal social obligations (Al-Shaiba *et al.*, 2020).

The GLOBE study (House *et al.*, 2002) highlights that high **in-group collectivism** reinforces loyalty to family and tribal networks, which can conflict with merit-based principles.

Recent research (Yahiaoui, 2021) emphasises the need for a nuanced approach that respects these cultural dimensions while promoting transparency and equity. However, implementing such strategies is challenging in the absence of structural reforms that balance cultural values with organisational objectives.

The tension between cultural norms and institutional policies is a recurring theme in the literature. However, studies often overlook the potential of **hybrid models** that combine traditional practices with modern performance management systems.

#### 2.9.4.4 Strategies to Mitigate Wasta

##### 2.9.4.4.1 Strengthening Legal Frameworks

Introducing specific legislation that criminalises nepotism and favouritism is a critical step in mitigating wasta. Such laws should include strict penalties for violations and robust enforcement mechanisms to ensure compliance. Recent studies (AlHussaina *et al.*, 2023) emphasise the importance of clear legal guidelines in promoting accountability and deterring corrupt practices.

However, Abu Zummarova (2024) cautioned that legal frameworks alone are insufficient in high-context cultures, where informal networks often bypass formal systems.

##### 2.9.4.4.2 Promoting Merit-Based Practices

Merit-based practices are central to reducing the influence of wasta. Implementing IT-based recruitment and appraisal systems can minimise human bias and ensure that decisions are based on objective criteria (Mateen *et al.*, 2022). For example, digital performance management tools can provide transparent metrics for evaluating employee contributions, aligning with the principles of NPM.

These systems, already gaining traction in Qatar's public sector, align with NPM principles and can offer a viable solution to wasta-driven inequities. However, Yahiaoui (2021) highlighted that technology alone cannot resolve deeply ingrained cultural practices without parallel organisational and cultural reforms.

#### *2.9.4.4.3 Fostering Organisational Culture Change*

Encouraging a shift towards a culture of integrity and meritocracy within public sector organisations is essential. Ethical leadership plays a pivotal role in this transformation. Leaders who model transparency and fairness can inspire similar behaviours among employees, gradually eroding the reliance on *wasta* (Yahiaoui, 2021). Integrating NPM principles into leadership development programs can further reinforce these values. Training programs that integrate **transformational leadership principles** can further reinforce these values.

#### *2.9.4.4.4 Public Awareness Campaigns*

Educating citizens and employees about the long-term consequences of *wasta* on national development is crucial for fostering societal support for anti-corruption initiatives. Awareness campaigns should highlight the economic and social costs of *wasta*, emphasising its impact on organisational efficiency and employee morale. These campaigns can leverage social media and other digital platforms to reach a broader audience, aligning with Qatar's digital transformation goals (Alsarhan and Valax, 2020). However, more comprehensive efforts are needed to address the structural and cultural factors that sustain *wasta*.

*Wasta* presents a significant challenge to the implementation of effective performance management systems in Qatar's public sector. Its deep cultural roots and systemic implications require a comprehensive approach that integrates legal, organisational, and cultural strategies. By critically examining the socio-cultural dimensions of *wasta* and aligning mitigation efforts with cross-cultural management theories and NPM principles, this study aims to contribute to a deeper understanding of how *wasta* can be addressed to improve governance and organisational performance.

**Proposed Hypothesis: Hypothesis 4** The impact of cultural variables, such as nepotism (H4) and interpersonal relationships (H4), on employee performance management is moderated by the effectiveness of anti-corruption measures and the adoption of merit-based practices.

## 2.10 Intervention Practices to Improve Performance Management Effectiveness

The ineffectiveness of employee performance management (PM) schemes in the public sector is often attributed to the lack of supportive practices during the implementation process (Roberts, 2003; Biron *et al.*, 2011; Lawler *et al.*, 2012; Justin and Joy, 2022). Miller (2001) highlights that a significant percentage—approximately 70%—of change programs fail because employees are not adequately prepared for the change. Among the recommended practices to enhance PM effectiveness are robust communication strategies and comprehensive training for users (Longenecker and Goff, 1992; Randma-Liiv, 2005; Caruth and Humphreys, 2008; Biron *et al.*, 2011). This research investigates how these intervention practices can improve the effectiveness of employee PM by addressing contextual factors in developing settings.

### 2.10.1 Organisational Communication

Organisational communication is the process by which an organisation educates, explains, and prepares its employees for change (Lewis, 1999). Effective communication is crucial for the success of any change initiative, including the adoption and implementation of performance management (PM) systems. Numerous studies have established a positive correlation between effective communication and the success of change initiatives (Miller *et al.*, 1994; Armenakis and Harris, 2002; Lewis, 1999). This section delves into the role of organisational communication in enhancing the adoption and effectiveness of PM systems in the Qatar civil service, given its unique cultural and organisational context.

#### 2.10.1.1 The Importance of Effective Communication

Effective communication helps employees understand the urgency and rationale behind changes (Greenberg, 1987; Kotter and Schlesinger, 1989; Armenakis and Bedeian, 1999; Kambara *et al.*, 2023). It enables them to perceive the potential benefits of the proposed changes (Armenakis and Harris, 2002) and facilitates employee participation and feedback, aiding senior managers in identifying and addressing barriers to implementation (Gallivan, 2001). Employees who view communication as effective are more likely to support change initiatives (Nelissen and van Selin, 2008).

Although research on the impact of organisational communication on employee PM is limited, the existing literature suggests that effective communication can significantly enhance the development and effectiveness of PM systems. First, it can reinforce acceptance and support from both employees and supervisors. Resistance from employees can derail even the most well-designed PM systems (Greenberg, 1987; Longenecker and Goff, 1992; Kong *et al.*, 2013; Kim, 2016; Kambara *et al.*, 2023). Various factors contribute to resistance to PM innovations, such as a fear of job loss (Hardwick and Winsor, 2002), negative experiences with previous reforms (McAdam and McGeough, 2000), perceived increased work pressure (Hansson *et al.*, 2003), a lack of understanding of the process (Shin *et al.*, 1998), unnecessary bureaucratic burdens (Kim, 2016), and unclear benefits from the change (Shin *et al.*, 1998). A well-crafted communication strategy can alleviate these fears and uncertainties, thereby fostering positive attitudes toward innovation (Nadler, 1997; Kong *et al.*, 2013).

Furthermore, effective communication also helps employees and managers understand the significance and objectives of the innovation, as well as the organisation's expectations. This understanding helps to mitigate rating errors (Murphy *et al.*, 1984) and the negative impacts of organisational culture (Garnett *et al.*, 2008), ultimately increasing the accuracy of performance ratings (Ilgen and Feldman, 1983) and enhancing employee acceptance of any appraisal outcomes (Kong *et al.*, 2013). These factors are critical for ensuring the smooth operation of the PM system, particularly during its early stages when it is most vulnerable to imperfections.

In the context of Qatar, effective communication is particularly vital due to the high-power distance and collectivist cultural characteristics that influence organisational dynamics. Implementing effective communication strategies can mitigate resistance and enhance the effectiveness of PM systems, thus contributing to the achievement of QNV2030 objectives.

One of the primary ways communications can enhance PM is by clearly conveying the goals and expectations associated with the system. This includes detailing the performance metrics, the reasons behind their selection, and how they align with the broader goals of QNV2030. Clear communication ensures that employees understand what is expected of them and how their performance will be evaluated, reducing uncertainty and anxiety (Armenakis and Bedeian, 1999).

Additionally, as mentioned previously, regular and constructive feedback is a cornerstone of effective PM. Feedback should be a two-way street, allowing employees to express their

concerns and suggestions while receiving guidance on their performance. In the Qatari context, feedback mechanisms need to be sensitive to the cultural norms that may influence how feedback is given and received. Managers should be trained to provide feedback in a manner that respects hierarchical structures while encouraging open communication (Gallivan, 2001).

Effective communication also involves educating employees about the PM system and providing training to help them meet performance expectations. Training programs should be designed to address any skills gaps and equip employees with the tools they need to succeed. This not only enhances their ability to perform but also demonstrates the organisation's commitment to their development, fostering greater organisational commitment (Eisenberg *et al.*, 1990).

Table 2- provides a critical analysis of the relevant literature on the role of communication in enhancing PM systems.

*Table 2-16: Critical analysis of the literature on the role of communication in performance management*

<b>Author(s)</b>	<b>Year</b>	<b>Key Findings</b>	<b>Critical Analysis</b>
Lewis	1999	Effective organisational communication prepares employees for change and reduces resistance.	Highlights the foundational role of communication in facilitating change, applicable to PM adoption in Qatar.
Miller <i>et al.</i>	1994	Positive correlation between effective communication and success of change initiatives.	Empirical support for the necessity of communication in implementing successful PM systems.
Armenakis and Harris	2002	Communication helps employees understand the urgency and benefits of the changes.	Emphasises the importance of conveying the rationale behind PM systems to ensure employee buy-in.
Kotter and Schlesinger	1989	Effective communication can mitigate resistance by explaining the need for change.	Relevant for addressing employee fears and uncertainties regarding new PM practices in Qatar.

Gallivan	2001	Facilitates employee participation and feedback, aiding in identifying and addressing implementation barriers.	Suggests the integration of feedback mechanisms to improve PM systems.
Nelissen and van Selm	2008	Employees who view communication as effective are more likely to support change initiatives.	Supports the notion that clear and effective communication is critical for employee acceptance of PM systems.
Longenecker and Goff	1992	Reinforces acceptance and support from employees and supervisors for PM systems.	Highlights the importance of communication in gaining support for PM systems.
Kim	2016	Effective communication reduces resistance by addressing fears and uncertainties.	Underlines the role of communication in addressing resistance to PM systems in hierarchical cultures like Qatar.
Murphy <i>et al.</i>	1984	Understanding PM significance and objectives helps mitigate rating errors.	Suggests that clear communication can improve the accuracy of performance ratings.
Garnett <i>et al.</i>	2008	Effective communication mitigates the negative impacts of organisational culture on PM systems.	Indicates that communication can help align PM practices with organisational culture, enhancing system effectiveness.
Odeh <i>et al.</i>	2023	Sparse research on the empirical effects of communication on employee PM in developing contexts.	Identifies the need for further research on communication's impact on PM in developing countries like Qatar.
Ohemeng <i>et al.</i>	2018	Emphasises the need for empirical evidence on communication's role in PM success in developing contexts.	Calls for more studies to understand the role of communication in PM adoption in contexts like Qatar.

Source: (Researcher, 2024)

The analysis of relevant literature underscores the critical role of effective communication in enhancing PM systems, particularly in the context of Qatar's public service. Clear communication of goals and expectations is paramount. By explicitly detailing performance



metrics and their alignment with QNV2030, employees are provided with a clear roadmap, reducing ambiguity and fostering a sense of purpose (Kotter and Schlesinger, 1989; Armenakis and Bedeian, 1999).

Feedback mechanisms are another essential component. Regular, constructive feedback helps to address performance issues promptly and provides employees with the guidance needed to improve. In Qatar, feedback mechanisms must be culturally sensitive, respecting hierarchical structures while encouraging open dialogue (Gallivan, 2001). Training managers to deliver feedback effectively is crucial to ensure it is received positively and leads to meaningful improvements.

Training and development programs further support the adoption of PM systems. These programs should be comprehensive, addressing skills gaps and equipping employees with the necessary tools to meet performance expectations. By investing in employee development, the Qatar public service not only enhances individual performance but also demonstrates its commitment to employee growth, fostering greater organisational commitment (Eisenberg *et al.*, 1990). The importance of training will be further discussed in the next section.

### 2.10.2 Providing Training for Enhancing Performance Management Systems in Qatar

Training plays a vital role in the implementation of employee performance management (PM) systems, particularly in public sectors facing the dual challenge of cultural complexity and modernisation. In Qatar, where the public service aims to align with the goals of the Qatar National Vision 2030 (QNV2030), training represents an indispensable intervention to overcome cultural barriers, enhance competence, and foster systemic reform. This section critically explores the role of training in improving PM systems through the lens of cross-cultural management theories, motivation, and leadership frameworks, while identifying gaps in existing literature.

#### 2.10.2.1 Importance of Training in Performance Management

Training is broadly defined as an organisation's deliberate effort to facilitate learning that improves job-related behaviours and skills (Wexley, 1984). Contemporary research

underscores the critical role of training in addressing knowledge and skill gaps, which are often cited as significant barriers to the effective implementation of PM systems (Liu and Dong, 2012; Haines III and St-Onge, 2012). Furthermore, training complements other interventions, such as communication, by ensuring that employees fully understand the purpose and process of PM systems (Cheng *et al.*, 2006; Shahina and Sumod, 2015).

In Qatar's collectivist and high power-distance culture (Hofstede, 1980; House *et al.*, 2002), training programs must account for the unique socio-cultural dynamics that influence organisational behaviours. For example, reluctance to challenge authority or provide constructive feedback often hinders open communication and accurate performance appraisals (Gallivan, 2001). Tailored training can equip employees with the skills and confidence to navigate these cultural norms while promoting fairness and accountability.

One of the primary challenges in Qatar's public sector is the lack of modern management practices, particularly among supervisors and employees unfamiliar with contemporary PM principles (Randma-Liiv, 2005; Ohemeng *et al.*, 2015). Training programs addressing this gap can facilitate a better understanding of goal setting, feedback mechanisms, and performance standards. However, existing research often overlooks the long-term effectiveness of such training in overcoming cultural barriers, revealing a critical gap that requires further exploration (AlHussaina *et al.*, 2023).

#### 2.10.2.2 Training Supervisors: Leadership in a Cultural Context

Supervisors serve as the cornerstone of effective PM systems as they are responsible for setting goals, monitoring performance, and conducting appraisals (Taylor and O'Driscoll, 1993; Roberts, 2003). In Qatar, supervisors often operate within a hierarchical framework where authority is rarely questioned. Training programs must therefore focus on developing culturally sensitive leadership styles that balance respect for hierarchy with the principles of ethical and participative leadership (Bass and Avolio, 1994; Alsarhan and Valax, 2021).

Unintentional biases, such as leniency or avoidance of conflict, are common in high power-distance cultures (Hofstede, 1980). Training can mitigate these biases by teaching supervisors how to deliver constructive feedback, resolve conflicts, and provide accurate performance evaluations (Woehr and Huffcutt, 1994; Kinicki *et al.*, 2013). However, limited empirical research exists on how culturally tailored training can sustain these improvements over time, particularly in transitional economies like Qatar.

### 2.10.2.3 Training Employees: Empowerment and Motivation

Employees in Qatar’s collectivist culture may resist PM systems perceived as overly individualistic or alien to local norms (House *et al.*, 2002; Hofstede, 1980). Training programs must therefore emphasise the alignment between individual performance and collective organisational goals, demonstrating how QNV2030 benefits from their contributions (Haines III and St-Onge, 2012). Such alignment fosters intrinsic motivation and organisational commitment, as highlighted in Self-Determination Theory (Ryan and Deci, 2000).

Training also empowers employees to actively participate in the PM process, from goal setting to self-assessment. When employees understand the standards by which they are evaluated and their roles in the system, they are more likely to view the process as fair and transparent (Lawler *et al.*, 2012). This sense of accountability is particularly important in overcoming the perception of nepotism or favouritism, which can undermine trust in PM systems (Alsarhan and Valax, 2021).

Despite the documented importance of training, gaps persist in our understanding of its long-term impact on PM systems, particularly in the context of cultural barriers. Most studies are either theoretical or based on Western settings, offering limited insight into how training programs can address entrenched practices like nepotism or resistance to change in Qatar (Ohemeng *et al.*, 2018).

The table below shows a summary of the relevant literature on the role of training in the effectiveness of performance management.

*Table 2-17: The role of training in the effectiveness of performance management*

Author(s)	Year	Key Findings	Critical Analysis
Randma-Liiv	2005	Training is crucial for successful PM implementation.	Highlights the need for cultural tailoring in training programs to address local challenges.

Cheng <i>et al.</i>	2006	Training complements communication efforts and reduces resistance to change.	Demonstrates the importance of integrating communication and training interventions.
Liu and Dong	2012	Lack of PM knowledge and skills is a major contributor to system failures.	Calls for empirical research on training effectiveness in developing economies like Qatar.
Haines III and St-Onge	2012	Training enhances feedback effectiveness and reduces rating errors.	Validates the role of training in improving evaluation accuracy and fairness.
AlHussaina <i>et al.</i>	2023	Digital platforms can enhance the accessibility of training programs.	Suggests leveraging technology to overcome logistical barriers in training delivery.
Alsarhan and Valax	2021	Ethical leadership training can mitigate nepotism and build trust in PM systems.	Highlights the role of leadership training in addressing cultural challenges in Qatar.

Source: (Researcher, 2024)

The analysis of relevant literature underscores the critical role of training in enhancing the adoption and effectiveness of PM systems, particularly in the context of Qatar's public service.

The empirical evidence from various studies supports the importance of training in enhancing the effectiveness of PM systems. In the context of Qatar, where the government is committed to achieving the goals outlined in QNV2030, training has become even more important. Training programs for both supervisors and employees are essential to ensure that all stakeholders have the necessary knowledge and skills to effectively implement and utilise PM systems. By investing in comprehensive training programs, the government can enhance the adoption and effectiveness of PM systems and achieve the broader goals of QNV2030.

While ample research underscores the necessity of communication and training in implementing employee PM, much of it is theoretical or interview-based and conducted in developed contexts. This research aims to fill this gap by empirically investigating whether

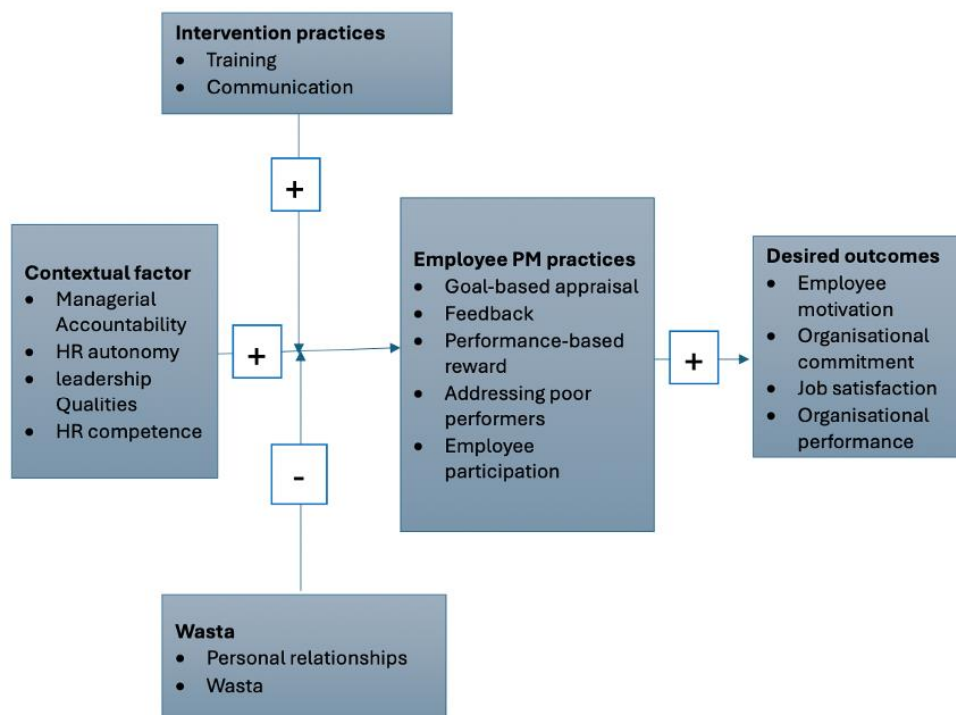
communication and training can enhance the success of employee PM in developing contexts like Qatar.

Based on these arguments, this research hypothesises:

**Hypothesis 5:** The relationships between the contextual factors and employee PM are moderated by communication (H5a) and training (H5b).

Based on the literature review, the research questions and hypotheses, the conceptual framework is as shown in Figure 2-4.

Figure 2-4: Conceptual framework of the development of performance management



Source: (Researcher, 2024)

## 2.11 Chapter summary

This chapter has explored the implementation of employee performance management (PM) in the Qatari public service, a key component of public administration reform (PAR) that is essential for achieving the Qatar National Vision 2030 (QNV2030). It reviewed the unique socio-cultural context and specific challenges and opportunities in Qatar. The background to Qatar and its public service reforms emphasise enhancing efficiency, accountability, and transparency, which are crucial for QNV2030. These reforms focus on adopting modern management practices, technology, and building a competent public workforce. The performance management process in Qatar includes goal-based appraisal, feedback mechanisms, performance-based rewards, addressing poor performance, and promoting employee participation. Effective implementation must consider the unique socio-cultural context, including management accountability, HR autonomy, leadership quality, HR competence, and cultural factors such as nepotism and interpersonal relationships. Additionally, the chapter highlights the vital role of communication and comprehensive training in preparing employees, reducing resistance, and ensuring successful PM implementation. The research posits that management accountability, HR autonomy, leadership quality, and HR competence predict PM advancement, while nepotism and interpersonal relationships moderate the impact of these contextual factors. Communication and training are hypothesised to strengthen the effect of contextual factors on PM development. The chapter concludes with a conceptual framework integrating these hypotheses, setting the stage for the research methodology and design in the next chapter, aiming to empirically investigate the effectiveness of PM in Qatar's public service, thereby supporting the QNV2030 goals.

## 3 Chapter Three: Methodology

### 3.1 Introduction

The previous chapters have identified the gaps and questions in this study. The next step, according to Crotty (1998), is to consider and justify the methodologies employed in this research. This chapter defines the design of the methodology and instruments that will be used to accomplish the desired objectives of the research.

The chapter is divided into seven sections. The first section is the research philosophy, which discusses the purpose and paradigm of the research. The second section is the research approach which discusses the inductive/deductive approach. The third section is the research design, which clarifies and explains the chosen methods used including a description of the instruments, as well as the question design, pilot testing, distribution, and interview arrangement. The fourth section explains the data collection and analysis approach used and the fifth section explains the ethical awareness related to the study. The last section describes the limitations of the chosen research methodology.

### 3.2 Research Philosophy

Every piece of research should be considered as a systematic investigation where data is gathered and analysed to recognise, define, control, or predict a phenomenon (Mackenzie and Knipe, 2006). Although the main objective of a piece of research is to create knowledge, the type of knowledge developed from the study depends upon the theoretical framework and philosophical stance (research paradigm).

The ways that researchers "make assertions about what knowledge is (ontology), how researchers gain knowledge (epistemology), what values underlie it (axiology), how we discourse about it (rhetoric), and the process for investigating it (methodology)" are examples of research philosophy (Creswell, 2003). Research philosophies are significant and helpful in generating new knowledge since they make it clear which research strategy should be used in a study (Easterby-Smith *et al.*, 2012). As a result, it is crucial to recognise the set of assumptions

guiding the researcher before going into the research philosophy that has been chosen. Below are further explanations of research philosophy concepts:

#### 3.2.1.1 Epistemology

Epistemology is the study or theory of the origins, nature, limitations, and methods of knowledge (Guralnik, 1984). It raises concerns about what constitutes a researchable corpus of knowledge (Saunders *et al.*, 2009). Due to the mixed methods approach taken in this study, the information obtained is deeper and more meaningful than it would have been had it only used one method. One may argue that by employing a qualitative strategy, researchers could establish connections with individuals they learn from by interviewing and observing them throughout the study's time span (Creswell, 2008; Saunders *et al.*, 2019). A quantitative technique, on the other hand, calls into question the researcher's connection to the subject under investigation (Creswell, 2003). It argues that the researcher should retain his/her distance and be independent of what is being researched to reduce and control bias as well as be objective when evaluating a situation (Creswell, 2008). Therefore, the advantage of a mixed methods epistemologically is that it avoids using only one method as an approach to gather and analyse data (Creswell and Plano-Clark, 2007).

#### 3.2.1.2 Ontology

Ontology challenges the actuality, existence, and being of nature by presuming that actions must be taken in accordance with how the universe works (Saunders *et al.*, 2009). Positivism contends that there is only one 'actual' reality, the physical type, while constructivism argues that there are numerous built realities that vary depending on whoever the researcher questions (Tashakkori and Teddlie, 2020).

From an ontological perspective, research can also be viewed through the lenses of objectivism and subjectivism. Objectivism posits that social phenomena and their meanings exist independently of social actors, implying that reality is external and objective (Bryman, 2016). In contrast, subjectivism holds that social phenomena are created from the perceptions and consequent actions of social actors, indicating that reality is socially constructed and subjective (Crotty, 1998).

The mixed methods ontology approach (pragmatism) reconciles these perspectives by contending that in order for a study to be valid and meaningful, the researcher needs to speak with and gather information from as many people as possible about the topic under study



(Tashakkori and Teddlie, 2020). Pragmatism accepts that perceptions might change depending on who is questioned and when, acknowledging the multiple constructed realities. However, it also values the objectivity of data collected through methods such as surveys, which can provide a more structured and detached perspective on the research topic.

In light of this, the mixed methods paradigm accommodates both objectivist and subjectivist perspectives by recognising the existence of multiple realities and the importance of understanding these realities through diverse data collection methods. Researchers must acknowledge these numerous realities to completely understand a study while also appreciating the value of a systematic and objective data collection (Saunders *et al.*, 2009). This approach allows for a comprehensive understanding of the research phenomenon by integrating subjective experiences and objective measurements.

### 3.2.1.3 Axiology

This relates to the purpose of values in an investigation. It highlights the values associated with the researcher's judgment skills and raises questions about the function values play in research methodologies (Saunders *et al.*, 2019). While positivists see investigations as being value-free, constructivists see them as being value-bound. On the other hand, the mixed methods axiology (pragmatism) presupposes that researchers use their insider perspective to completely understand the subject being evaluated. It entails making sure that various voices are utilised and heard within a study. Additionally, participants in interviews should be chosen such that a wide range of perspectives, "different ways of making sense of the social world, and multiple standpoints on what is significant," are obtained (Greene, 2008). Despite this, Saunders *et al.* (2019) contend that researchers should consider whether they really need to take many philosophical positions in a study. Several researchers have observed that it is not optimal to employ only one perspective (Creswell and Plano-Clark, 2011; Saunders *et al.*, 2019; Tashakkori and Teddlie, 2020) because some research issues call for a combination of methodologies to be used in order to be answered. Table 3-1 below provides a summarised comparison of the research perspectives of social science.

Table 3-1: Comparison of Research Perspectives

	<b>Interpretative</b>	<b>Positivism</b>	<b>Pragmatism</b>
<b>Ontology</b>	Things are socially constructed leading to subjective reasoning, which may change with multiple realities	Emphasises that the researcher is external, objective, and independent of the study	Researcher is external, multiple, and the view is that respondents are chosen to best answer the research questions
<b>Epistemology</b>	Toward subjective meanings of social phenomena, looking at the details and realities behind it with motivating actions	Things are observed to prove the credibility of facts, focusing on causality and law generalisations, thereby reducing phenomena to the simplest elements	Either subjective or objective meanings can provide facts to a research question; focus on practical application to issues by merging views to help interpret the data
<b>Axiology</b>	The research is value bound such that the researcher is part of what is being studied, is not isolated from the studied and will be subjective	The research is value free, independent of the data and objective in the analysis of said data	Values play a vital role to interpret the results using subjective and objective reasoning
<b>Approach</b>	Qualitative	Quantitative but can still use qualitative	Uses both qualitative and quantitative
<b>Method</b>	Mixed or multiple methods	Mono-method but can use mixed in certain cases	Mixed or multiple methods

Source: (Ihuah and Eaton, 2013)

This research is intended to contribute knowledge on the effectiveness of the performance management practices specifically in the Qatar culture given the existence and influence of *wasta* and how it affects the performance management practice within the Qatar public service. It also intends to investigate how the local Qatar culture affects PM.

According to some authors, researchers should consider the research question when choosing their perspective (Creswell and Plano-Clark, 2011; Saunders *et al.*, 2019). When the study issue is not sufficiently clear regarding the attitude to take from an epistemological standpoint, pragmatism is very helpful. Although it is not a novel idea, it is a research philosophy that is gaining popularity among an increasing number of academics and is evident in many modern works (Creswell, 2003; Tashakkori and Teddlie, 2020). Further details and justification for selecting pragmatism are discussed below.

### 3.2.2 Pragmatism

Pragmatism is the process of emphasising the research question by using all available approaches to understand the problem (Rossman and Wilson, 1985). It takes a value-oriented methodological approach and supports autonomy, equality, and development (Johnson and Onwuegbuzie, 2004).

Critically, pragmatism's value-oriented nature means that it is concerned with the practical implications and benefits of the research outcomes. This approach ensures that the research not only aims to answer specific questions but also considers the broader impact on stakeholders, promoting social justice and ethical considerations. For example, in researching performance management efficiency in Qatar's public service, a pragmatist approach might involve combining quantitative data on employee performance metrics with qualitative insights from staff interviews. This creates a comprehensive understanding that can inform policy changes to improve operational efficiency and employee satisfaction. This inclusive approach respects the autonomy of individual participants by considering their unique perspectives and experiences, thereby supporting equality and fostering development within the public service sector.

Pragmatism supports autonomy by allowing researchers the freedom to choose the most suitable methods for their specific research questions without being constrained by the limitations of any single methodological tradition (Creswell, 2008). This methodological flexibility ensures that the research can adapt to the needs of the study and the contexts of the participants, thereby upholding the principle of autonomy.

Equality is supported by pragmatism's inclusive nature, which values multiple perspectives and sources of data. By integrating diverse viewpoints, pragmatism helps to ensure that the research findings are more comprehensive and reflective of varied experiences, thereby promoting a more equitable understanding of the research problem.

Development is facilitated by pragmatism's focus on practical outcomes and solutions. By prioritising actionable insights and real-world applications, pragmatist research can contribute to the improvement and advancement of the field under study. This approach encourages the continuous development of knowledge and practices that can lead to positive social change.

The pragmatic approach acknowledges that every approach has its boundaries and that using different approaches can be balancing. It concentrates on understanding how people acknowledge the society they live in as their perception leads to clarification that results in knowledge and meaning (Angen, 2000). Once the researcher has defined the gap, a hypothesis is developed, and the researcher begins with general questions and goals to comprehend the social phenomenon based on the participants' contributions. The pragmatic method heavily supports the abductive cycle, recognising the importance of supporting the inductive approach with deductive thinking to challenge real-world situations and fully understand phenomena (Tashakkori and Teddlie, 2020).

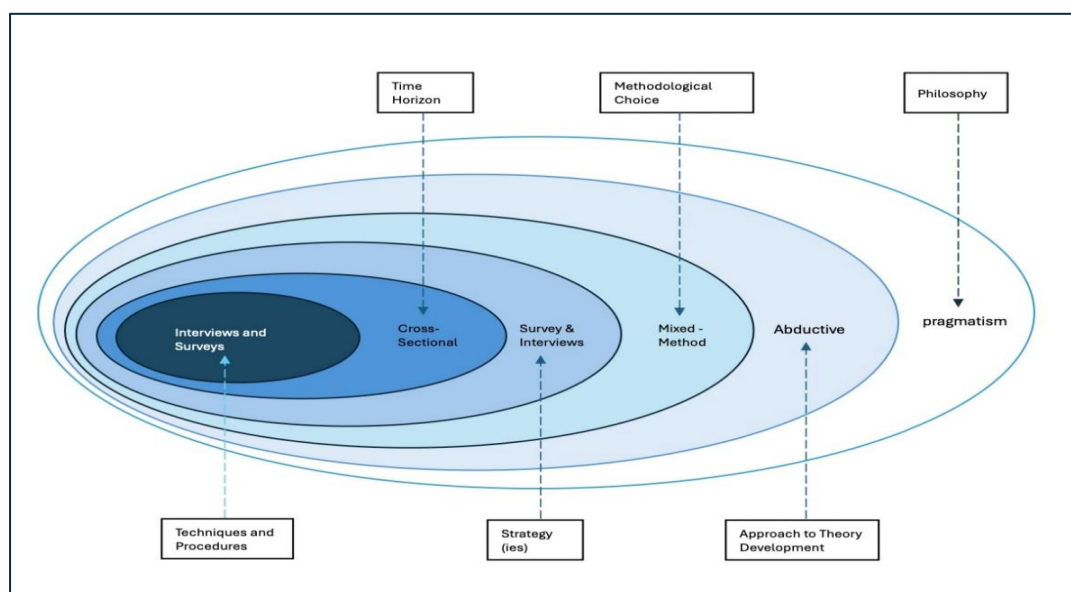
As a result, by using quantitative and qualitative procedures within the same context, pragmatics can merge the strengths of both approaches and understand assumptions that support knowledge and investigations. It is also in a better position to answer “what,” “why,” and “how” questions (Saunders *et al.*, 2009). The investigation is based on the idea that collecting varied types of data best delivers the purpose of the research objective (Creswell, 2013). Mixed methods research opens the door to several processes, different viewpoints and assumptions, as well as different types of data collection and analysis (Creswell, 2008).

Additionally, using mixed methods data collection increases the chance of analysing data objectively (Saunders *et al.*, 2019). The bottom line is that research methodologies should be mixed in ways that provide the greatest opportunities for answering critical research questions (Johnson and Onwuegbuzie, 2004).

Pragmatism offers an epistemological justification, grounded in pragmatic epistemic values or standards, and a logical rationale for mixing methods and ideas to effectively frame, address, and provide tentative answers to the research questions (Johnson *et al.*, 2007). It focuses on the research problem and utilises varied methods to develop comprehensive knowledge about the issue (Morgan, 2007). Pragmatism provides a foundation by avoiding irrelevant matters and focusing on the essential truth and reality of a phenomenon, which is inherently appealing (Creswell, 2008; Tashakkori and Teddlie, 2020). It is not restricted to any single system because it employs a mixed methods approach, thus allowing for a flexible and adaptive research process.

Figure 3-1 summarises the chosen research philosophy of the study. In summary, as demonstrated in Figure 3-1, the philosophical approach chosen for this research is the pragmatism philosophy following the abductive approach. As this is cross-sectional research studying the effectiveness of the current performance management in Qatar’s civil service and the influence of *wasta* on it, the mixed methods design has been chosen using questionnaire surveys and interviews to examine the phenomenon.

Figure 3-1: Research Onion



Source: (Researcher, 2024. Based on Saunders *et al.*'s (2019) research onion model)

### 3.3 Research Approach

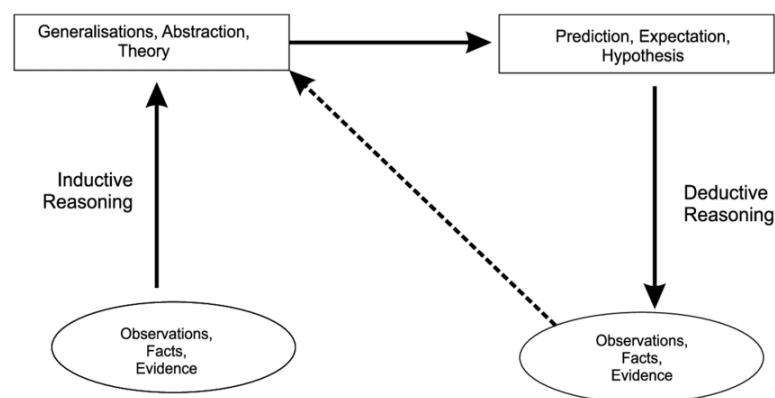
Researchers typically use the deductive technique in pure quantitative studies and the inductive approach in qualitative studies. However, a combination of the two called the abductive research cycle can be used in mixed methodology study designs (Tashakkori and Teddlie, 2020).

Studies based on deductive reasoning typically move from theory observation to data collection and assume that the independent and dependent variables are connected (Neuman, 2007). In contrast, the inductive technique starts with data observation and theory development (Neuman, 2007). When the phenomena being examined cannot be easily measured or identified, the inductive hypothesis is helpful.

#### 3.3.1 Abductive Research

The cycle of the abductive research method helps to reveal variations and the validation of the data, as well as defects, and inconsistencies, which can be used to create new knowledge (Greene *et al.*, 1989; Tashakkori and Teddlie, 2020).

Figure 3-2: The Abductive Research Cycle



Source: (Tashakkori and Teddlie, 2020)

As shown in Figure 3-2, observations, facts, and evidence are used to induce theory, reasons, patterns, and generalisations. These theories are then used to predict, expect, and develop the hypothesis of a given research. However, if the theory is not validated, correction or improvement is needed. It is, therefore, important to have two methods when studying a phenomenon so then clear findings can be obtained (Greene *et al.*, 1989).

### 3.4 Research Design

The research design for this study adopted a **mixed methods approach**, aligning with the pragmatist philosophy and the abductive reasoning framework. Mixed methods research integrates both quantitative and qualitative methodologies, ensuring a comprehensive and nuanced exploration of the research phenomenon. This design allows the researcher to leverage the strengths of both approaches while compensating for their respective limitations.

#### 3.4.1 Mixed Methods Research Design

The mixed methods research design facilitates a multidimensional understanding of the complexities inherent in studying performance management systems (PMS) within the Qatar public service. This choice is particularly relevant given the dynamic and multifaceted nature of the research problem, which involves both objective measurements and subjective interpretations.

Quantitative research methods are pivotal in this design, offering the ability to collect structured, numerical data systematically (Aliaga and Gunderson, 2000; Muijs, 2010). This data provide statistically reliable insights into key aspects of PMS implementation and its effectiveness. For example, survey methods enable the identification of trends, correlations, and variances in performance metrics across different public service units. However, quantitative research alone often fails to capture the contextual richness and explanatory depth necessary to understand the **underlying drivers** of the observed phenomena (Eli, 2009).

In contrast, qualitative methods, such as in-depth interviews and thematic analysis, delve into the subjective experiences, attitudes, and perceptions of the stakeholders involved in PMS implementation. These methods allow for an exploration of the “why” and “how” behind observed quantitative trends, addressing gaps in understanding left by the numerical data (Hancock *et al.*, 2009; Denzin and Lincoln, 2008). While qualitative research provides rich insights, it is often critiqued for being subjective and challenging to generalise (Creswell and Plano-Clark, 2007; Rajendran, 2001).

Mixed methods research addresses these limitations by synergistically combining quantitative and qualitative approaches. By integrating numerical and narrative data, this approach provides a **triangulated perspective**, enhancing the validity, reliability, and interpretative power of the findings (Creswell, 2003; Creswell and Plano-Clark, 2007). For instance, while quantitative

data might reveal discrepancies in the performance evaluation outcomes across departments, the qualitative data can uncover the cultural, organisational, or leadership factors driving these discrepancies.

Moreover, the integration of both data types aligns seamlessly with the **pragmatist philosophy** underlying this study. Pragmatism advocates the use of multiple methods to gain a comprehensive understanding of complex social phenomena, prioritising actionable insights over rigid adherence to methodological purism (Creswell, 2003). In this context, the abductive reasoning approach complements mixed methods by iteratively refining the research questions and hypotheses based on emerging insights from both quantitative and qualitative data.

### 3.4.2 Integration of the Quantitative and Qualitative Data: Mixed Method or Convergent Design

The integration of quantitative and qualitative data within the mixed methods framework offers several practical advantages. This design enables the concurrent collection and analysis of the data, ensuring timely insights into key aspects of PMS in the Qatar public service. By collecting and analysing both data types simultaneously, this research ensures that the findings from one method can validate and enrich the findings from the other, thereby increasing the robustness of the overall conclusions (Creswell and Plano-Clark, 2007).

For example, quantitative surveys can provide baseline data on employee satisfaction with PMS processes, while qualitative interviews can reveal nuanced explanations for any dissatisfaction, such as the role of cultural factors like *wasta* and hierarchical structures (Weir, 2020; Vaz *et al.*, 2023). This iterative process enhances the interpretative depth and practical relevance of the findings.

The integration also supports **triangulation**, which is critical in ensuring the credibility and validity of the research findings. By comparing and synthesising insights from both quantitative and qualitative strands, this study mitigates the risks of biases and methodological blind spots (Johnson and Onwuegbuzie, 2004; Creswell and Plano-Clark, 2007). For instance, if the quantitative data indicates a significant performance gap, qualitative insights can identify whether this gap stems from systemic issues like insufficient training, cultural resistance, or ineffective leadership.



The **abductive reasoning approach** adopted in this study further reinforces the rationale for the mixed methods design. Abductive reasoning emphasises iterative refinement, allowing the researcher to explore the initial findings more deeply and refine subsequent inquiries based on emerging patterns and anomalies (Creswell, 2003).

### 3.4.3 Rationale for the Mixed Methods Design

The adoption of a **mixed methods research design** is essential to comprehensively evaluate the effectiveness of the Performance Management System (PMS) in Qatar's public service. This approach allows the study to address both the **breadth** and **depth** of the research questions, ensuring that the perspectives of diverse stakeholders—particularly employees and management—are rigorously captured and analysed.

The **large number of employees** in Qatar's public sector necessitates the use of a **survey-based quantitative approach** to gather a wide range of opinions. Surveys provide an efficient and systematic means of collecting standardised data across a broad population, enabling the identification of key trends, patterns, and areas of concern (Creswell and Plano-Clark, 2021). Given the scale of employee participation in Qatar's public sector reforms—where over **80% of the local workforce** is employed—surveys ensure representativeness, reduce bias, and allow the generalisability of the findings. Recent research on performance management systems highlights that surveys are particularly effective at collecting data on employee satisfaction, perceptions of fairness, and system alignment with organisational objectives (Bryman, 2022; Saunders *et al.*, 2023).

However, while surveys capture a breadth of employee views, they are often limited in their ability to provide detailed explanations for complex or context-sensitive issues (Tashakkori and Teddlie, 2020). For this reason, **in-depth qualitative interviews** with **management** are critical to obtain the **intense, context-specific insights** necessary for understanding the root causes of identified trends and developing actionable solutions. Management, as the primary drivers of reform within PMS, possess unique perspectives on the barriers, opportunities, and cultural constraints influencing system implementation and performance outcomes. The qualitative phase ensures that these nuanced views are explored thoroughly, providing a foundation for contextually relevant recommendations (Creswell, 2018; Silverman, 2023).

In a collectivist and high-power distance society like Qatar, **qualitative interviews** further serve an important cultural function. Direct engagement with management allows for **trust-building**, fostering an environment where participants feel comfortable sharing their experiences and critical perspectives (Hofstede, 2001; Yahiaoui *et al.*, 2021). Interviews also enable the researcher to explore sensitive issues such as the influence of *wasta* (personal connections) on PMS, a phenomenon unlikely to be fully captured through surveys alone (Weir *et al.*, 2016; Kumari *et al.*, 2021). By using open-ended questions and follow-up probes, interviews provide a deeper understanding of systemic challenges, leadership roles, and opportunities for reform.

#### 3.4.4 Theoretical and Methodological Justification

This mixed methods design is rooted in the **pragmatist philosophy** and **abductive reasoning**, which emphasises practical problem-solving and the systematic integration of diverse data sources to address real-world challenges (Creswell and Plano-Clark, 2021; Johnson *et al.*, 2022). Given the multidimensional nature of PMS—spanning employee motivation, managerial leadership, feedback mechanisms, and cultural dynamics—relying solely on either quantitative or qualitative methods would be insufficient. A **concurrent triangulation design** ensures that both data sets are collected simultaneously, allowing for a comparison of results to identify convergences, divergences, and areas requiring further exploration (Bryman, 2022).

#### 3.4.5 Wide Perspectives from Stakeholders

The inclusion of both **employees** and **management** as key stakeholders is a critical feature of this design. Employees, as the end-users of PMS, provide essential data on its perceived fairness, transparency, and motivational impact, while managers, as decision-makers and reform drivers, offer insights into the operational challenges, strategic intent, and the leadership roles necessary to improve system effectiveness. This dual focus ensures that recommendations are both **employee-centric** and **managerially feasible**, increasing the likelihood of successful implementation (Teddle and Tashakkori, 2021).

The rationale for using surveys and interviews is further supported by the **methodological literature** on stakeholder engagement in performance management research. Surveys allow for large-scale **statistical generalisation** of employee perspectives, while interviews provide **rich, contextual data** to explore the underlying organisational and cultural dynamics

influencing PMS (Saunders *et al.*, 2023; Vaz *et al.*, 2023). By integrating these methods, the study offers a balanced, stakeholder-inclusive approach that aligns with the study’s objectives and Qatar’s public service context. The below shows a summary of the justification for the choice of mixed method design.

*Table 3-2: Justification for the Use of Mixed Methods Design*

<b>Approach</b>	<b>Rationale</b>	<b>Key Stakeholders</b>	<b>Outcome</b>
<b>Quantitative (Survey)</b>	Efficient for gathering large-scale data to identify trends and patterns across a wide population.	Employees	Breadth of views, statistical generalisation.
<b>Qualitative (Interviews)</b>	Provides in-depth insights into the management perspectives, reform challenges, and system improvement.	Management	Depth of understanding, actionable solutions.
<b>Mixed Methods</b>	Combines breadth and depth of data to ensure a holistic and stakeholder-inclusive understanding.	Employees and Management	Comprehensive findings, triangulated results.

Furthermore, the integration of strategies outlined in reflect the abductive and pragmatist underpinnings of this research. By systematically merging and interpreting the quantitative and qualitative data, the study ensures a comprehensive understanding of PMS dynamics within Qatar’s public service.

Table 3-2: Research Process for the Mixed Methods Design

Process	Quantitative	Qualitative
<b>1. Data collection</b>	Identify population and sample. Develop measures. Conduct pilot tests. Conduct survey	Select participants. Develop interview questions. Conduct interviews. Collect secondary data
<b>2. Data analysis</b>	Process quantitative data with SPSS and AMOS	Code qualitative data according to themes with NVivo
<b>3. Merging two sets of results</b>	Compare, contrast, and synthesise the results. Identify convergence and differences between results	Interpret findings to ensure comprehensive understanding
<b>4. Interpretation</b>	Summarise and interpret separate results. Discuss the extent of result convergence and divergence	Integrate findings into a unified narrative

Source: Adapted from Creswell and Plano-Clark (2007).

In summary, the mixed methods research design is the most appropriate choice for this study due to its ability to address the complex, multidimensional nature of PMS in Qatar's public service. By integrating quantitative and qualitative approaches, this design aligns with the study's pragmatist philosophy and abductive reasoning framework, ensuring a holistic and culturally sensitive exploration of the research phenomenon. The concurrent triangulation of the data enhances the credibility and validity of the findings, providing actionable insights for policymakers and stakeholders aiming to reform PMS in alignment with Qatar National Vision 2030.

### 3.5 Data Collection and Data Analysis

In alignment with the research focus and objectives, this study concentrates on examining the effectiveness of performance management within the context of the Qatar public service. Therefore, the research sample encompasses a diverse array of public sector organisations

operating within Qatar. These organisations encompass various sectors such as government administration agencies, educational institutions, research centres, and healthcare facilities, all of which serve as principal employers within the Qatar public service. Despite the potential differences in work characteristics, outputs, and outcomes across these organisations, they share a commonality as public entities governed by similar personnel policies.

In the context of Qatar, influenced by its unique administrative framework and cultural landscape, public sector personnel policies are characterised by a degree of uniformity akin to the legacy of centralised management practices. For instance, aspects such as performance evaluation, salary structures, rewards, and promotions exhibit a level of standardisation. Unlike some other countries where universities and hospitals may have distinct performance management systems tailored to their specific functions, in Qatar, such differentiation is not commonly observed within the public sector.

Furthermore, the inclusion of a diverse range of participating organisations serves the dual purpose of exploring the impact of organisational autonomy and contextual factors on the innovation of employee performance management within the Qatar public service. Notably, recent reforms in Qatar have granted increased autonomy to certain public entities, particularly universities, hospitals, and research institutes, allowing them to generate revenue through the provision of public services. This experimental nature of employee performance management in Qatar is a crucial aspect under examination in this research.

### 3.5.1 Quantitative Data Collection

The quantitative data collection in this study was conducted through a field survey, following the framework outlined by Bhattacharjee (2012) for non-experimental designs. A field survey entails the measurement of independent variables or treatments without direct control, followed by the statistical analysis of the variables to assess their effects. The survey methodology employed in this study is discussed in detail below.

#### 3.5.1.1 Data Collection and Sampling Procedure

To address the objectives of this study and ensure robust quantitative data collection, a purposive sampling procedure was adopted. This approach was tailored to the unique characteristics of Qatar's public service, where access to organisations and respondents is often constrained by hierarchical structures and formal protocols. By carefully targeting

organisations with varying levels of performance management (PM) system maturity, this procedure aimed to maximise the diversity and relevance of the sample while maintaining feasibility and resource efficiency.

#### *3.5.1.1.1 Rationale for Sampling Procedure*

The adoption of a purposive sampling strategy aligns with the study's exploratory and contextual focus. Given the nascent stage of PM systems in Qatar's public service, random sampling methods were deemed impractical due to challenges in identifying a representative sampling frame. Instead, purposive sampling was chosen to ensure the inclusion of organisations reflecting a spectrum of PM practices, ranging from advanced to transitional and laggard stages. This approach aligns with recommendations from recent research in public administration contexts where heterogeneity in institutional maturity necessitates targeted sampling to capture meaningful variations (Creswell and Plano-Clark, 2021; Bryman, 2016).

The purposive sampling method was further justified by practical constraints, such as limited access to certain organisations due to bureaucratic barriers and confidentiality concerns. By strategically selecting organisations based on their relevance to the research objectives, the study ensured the collection of high-quality data while adhering to logistical and ethical considerations.

#### *3.5.1.1.2 Sampling Framework and Criteria*

The sampling framework was developed through a multi-pronged approach, leveraging the researcher's professional network, reports from governmental bodies, and consultations with HR professionals within the public sector. Participating organisations were selected based on the following criteria:

- **Diversity in PM System Maturity:** Organisations were categorised into advanced, transitional, and laggard clusters based on their level of PM development, as assessed through preliminary interviews and document reviews.
- **Representation of Organisational Functions:** The sample encompassed a mix of administrative and service-oriented entities, ensuring coverage of diverse public service functions such as policymaking, regulatory enforcement, and service delivery.
- **Geographic and Organisational Reach:** Both central and provincial government bodies were included to reflect the structural and operational heterogeneity within Qatar's public service.

A total of 14 public organisations were selected, representing six ministries and various provinces. These included key entities such as the Ministry of Municipality and the Ministry of Health, alongside other organisations where pilot PM reforms were underway.

### **Participant Selection**

Within each selected organisation, participants were identified through collaboration with HR units and ministry colleagues. The selection criteria prioritised employees and managers with:

- A minimum of three years of work experience within their respective units.
- Representation across various job positions, ensuring a balanced view of PM practices.

In smaller departments, additional care was taken to include a minimum number of participants to ensure adequate representation. The initial participant pool comprised 200 employees, with an 83% response rate yielding 161 completed and usable questionnaires.

#### *3.5.1.1.3 Sample Size Justification*

The sample size of 161 respondents exceeds the minimum threshold required for regression analysis, as recommended by Field (2013) and Gefen *et al.* (2000). This ensures sufficient statistical power to detect significant relationships among the variables. Moreover, the purposive sampling approach achieved diversity across both demographic and organisational characteristics, as detailed in Table 16, enhancing the generalisability of the findings within the context of Qatar's public service.

#### *3.5.1.1.4 Enhancing Representativeness*

While purposive sampling inherently limits generalisability, efforts were made to mitigate this limitation. The sample was stratified across organisational levels, job roles, and geographic locations to capture the diversity of Qatar's public service. Additionally, the inclusion of organisations with varying PM system maturity levels ensures that the findings are relevant to both high-performing entities and those in the early stages of reform.

This strategic approach to sampling reflects best practice in organisational research, where contextual richness and diversity are prioritised over statistical randomness (Flick, 2022). The resulting sample provides a robust foundation for exploring the dynamics of PM systems in Qatar, aligning with the study's objectives and methodological framework.

### 3.5.1.2 Measurement Development

In the Qatar public service context, all constructs under investigation were assessed using a seven-point Likert response scale ranging from one (strongly disagree) to seven (strongly agree). The survey questionnaire underwent a rigorous development process, initially crafted in English and later translated into Arabic for data collection purposes. To ensure linguistic consistency and accuracy between the English and Arabic versions, a qualified translator performed a back-translation of the questionnaire.

The measurement development process primarily drew upon existing scales while making necessary adaptations to suit the Qatari context. A detailed description of how the constructs were operationalised is provided below.

**Employee Performance Management Practices:** Similar to the previous research efforts by Cho and Lee (2012) and Kinicki *et al.* (2013), the concept of employee performance management (PM) was conceptualised as a composite of various component practices. Five key PM practices were identified, namely goal-based appraisal, feedback, rewarding performance, addressing poor performers, and employee participation. Each practice was measured using multiple items derived from the established literature, with slight modifications made to align with the specific context of the Qatar public service.

**Institution and Capacity Variables:** The study examined three institutional variables—management accountability, decentralising HR management authority, and leadership qualities—and one capacity variable, HR competence. These constructs were operationalised using established measurement items adapted from prior research. For instance, management accountability was assessed using items modified from the studies by Wang (2002) and Kim and Jung (2013), while decentralising HR management authority items were adopted from Adamowski *et al.* (2007) with minor adjustments, better reflecting the Qatar-specific context.

**Cultural Factors:** Two cultural factors—personal relationships and nepotism—were considered as potential moderators in this research. These constructs were measured using established scales from the literature, such as those developed by Chen *et al.* (2013) for



personal relationships and Abdalla *et al.* (1998) for nepotism. The items were adjusted as necessary to ensure relevance and applicability within the Qatari cultural context.

**Intervention Practices:** To explore the strategies for enhancing the relationship between contextual factors and PM practices, two intervention practices—communication and training—were investigated. Communication was assessed using items adapted from Bouckennooghe *et al.* (2009), while training was evaluated using a single self-developed item tailored to the specifics of the Qatar public service environment.

**Outcome Variables:** Four dependent variables—work motivation, organisational commitment, job satisfaction, and organisational performance—were employed to gauge the effectiveness of employee PM practices. The measurement items for these constructs were selected from established scales in the literature, with minor adjustments made to suit the Qatar context. Notably, the use of perceived measures for organisational performance was acknowledged as a common practice in public sector research due to the inherent challenges in quantifying performance outcomes.

For a comprehensive overview of the specific items used to measure each construct, along with their respective sources, Table 3-3 is below.

*Table 3-3: Measurement of the variables and*

Variable name	Survey items	Reference sources
<b>Employee PM practices</b>		
<i>Goal-based appraisal</i>	<ul style="list-style-type: none"> <li>• My evaluation is entirely based on the work goals I have achieved.</li> <li>• My evaluation is based on my skills and abilities.</li> <li>• All my performance appraisal criteria are measurable and objective.</li> </ul>	Pooyan and Eberhardt (1989)
<i>Feedback</i>	<ul style="list-style-type: none"> <li>• My supervisor provides timely feedback.</li> <li>• My supervisor provides specific feedback about my performance's strengths and weaknesses.</li> <li>• My supervisor gives honest feedback.</li> </ul>	Kinicki <i>et al.</i> (2013)

<i>Rewarding for performance</i>	<ul style="list-style-type: none"> <li>• There is a close connection between appraisal results and extra pay.</li> <li>• There is a close connection between appraisal results and rewards.</li> <li>• My rewards reflect the effort I put into my work.</li> </ul>	Kim (2016)
<i>Addressing poor performers</i>	In my organisation, those who do not meet their tasks are reassigned to other jobs.	Pulakos and O'Leary (2011)
<i>Participation</i>	<ul style="list-style-type: none"> <li>• I can openly discuss job issues with my supervisor.</li> <li>• I feel comfortable expressing my opinion about the rating result to my supervisor if it is unreasonable.</li> </ul>	Roberts and Reed (1996) and Saad (2014)
<b>Contextual factors</b>		
<i>Management Accountability</i>	<ul style="list-style-type: none"> <li>• Annually, my organisation must register key assignments (goals) for approval from upper agencies.</li> <li>• My organisation's performance is evaluated by agreed specific indicators.</li> <li>• My chief executive receives proper recognition and rewards corresponding to excellent performance.</li> <li>• My organisation's performance is rated and compared with other institutions.</li> <li>• My organisation's performance is thoroughly evaluated by upper agencies.</li> <li>• My chief executive receives criticism when the organisation does not achieve the agreed goals.</li> </ul>	Kim and Jung (2013), Wang (2002) and Eun (2010)
Decentralising HR management authority	<p>What is the extent of the autonomy your organisation really has in the following personnel management practices?</p> <ul style="list-style-type: none"> <li>• Recruitment practice</li> <li>• Determining pay or bonus amounts</li> <li>• Promotion practice</li> <li>• Placing and assigning staff</li> <li>• Transferring unsuitable staff</li> <li>• Discharging unsuitable staff</li> </ul>	Adamowski <i>et al.</i> (2007)
<i>Leadership qualities</i>	<ul style="list-style-type: none"> <li>• The chief executive of my organisation often comes up with radical improvement ideas to enhance our institution's operational effectiveness.</li> <li>• The chief executive is willing to take risks in his decisions.</li> </ul>	Renko <i>et al.</i> (2015)

	<ul style="list-style-type: none"> <li>• The chief executive demonstrates a passion for his/her work.</li> <li>• The chief executive has a vision for the future of our organisation.</li> <li>• The chief executive challenges and pushes us to act in a more innovative way.</li> <li>• The chief executive is patient in pursuing new improvements and solutions.</li> </ul>	
<i>HR competence</i>	<ul style="list-style-type: none"> <li>• The HR professionals in our organisation have enough expertise to develop and organise an effective goal-based appraisal system.</li> <li>• The HR professionals can develop clear and specific performance standards.</li> <li>• The HR professionals are competent in developing performance appraisal systems that fairly and impartially differentiate between employee performance levels.</li> <li>• The HR professionals are competent in developing a sound extra pay-for-performance system.</li> <li>• The HR professionals provide line managers with valuable insights or useful advice regarding personnel management.</li> <li>• The HR professionals have strong HR field expertise.</li> </ul>	Han <i>et al.</i> (1998)
<b>Cultural variables</b>		
<i>Interpersonal relationship culture</i>	<ul style="list-style-type: none"> <li>• In my workplace, many people have joined our institution through personal connections.</li> <li>• Employees with strong relationships with their supervisors receive better job treatment compared to others.</li> <li>• A person is more likely to be promoted if they have a good rapport with the organisation's leader.</li> <li>• Supervisors struggle to remain completely objective in performance appraisals because of their desire to maintain good relationships with their employees.</li> <li>• Participation in coveted training programs is often influenced by interpersonal relationships.</li> </ul>	Chen <i>et al.</i> (2013)
<i>Wasta</i>	<ul style="list-style-type: none"> <li>• In my organisation, supervisors are intimidated by subordinates who have connections to high-level executives.</li> <li>• Kinship relationships influence promotion decisions.</li> </ul>	Abdalla <i>et al.</i> (1998) and Büte (2011)

	<ul style="list-style-type: none"> <li>• Promotions or rewards based on family connections negatively affect employee motivation.</li> <li>• Leaders' relatives frequently receive favourable job positions even if they are less competent than others.</li> <li>• In the promotion process, ability, knowledge, and skill are less valued than kinship relationships.</li> </ul>	
<b>Intervention practices</b>		
<i>Communication</i>	<ul style="list-style-type: none"> <li>• My organisation has clearly communicated the importance of implementing the performance management system.</li> <li>• Our leaders have motivated everyone to adopt the performance management system.</li> <li>• We are well-informed about the progress of the performance management system's implementation.</li> <li>• Communication between senior managers and employees is very open and democratic.</li> <li>• Policies and procedures related to the performance management system are clearly communicated.</li> </ul>	Bouckennooghe <i>et al.</i> (2009)
<i>Training</i>	We have received sufficient training to improve our performance management skills and abilities	Phillips and Phillips (2016)
<b>Outcome variables</b>		
<i>Employee motivation</i>	<ul style="list-style-type: none"> <li>• I put in my best effort to complete my job despite any difficulties.</li> <li>• I am willing to start work early or stay late to finish a job.</li> <li>• I do extra work for my job that isn't explicitly expected of me.</li> <li>• I focus on doing my job right the first time.</li> <li>• I am motivated to give my best effort at my job.</li> </ul>	Wright (2004)
<i>Organisational commitment</i>	<ul style="list-style-type: none"> <li>• I feel a strong sense of belonging to my organisation.</li> <li>• I feel personally attached to my workplace. Working here has significant personal meaning for me.</li> <li>• I would be happy to work at my organisation until I retire.</li> </ul>	Meyer <i>et al.</i> (1993) and Rhoades <i>et al.</i> (2001)

	<ul style="list-style-type: none"> <li>• I genuinely feel that the problems faced by my organisation are also my problems.</li> </ul>	
<i>Employee satisfaction</i>	Overall, I am satisfied with my job.	Ting (1997)
<i>Organisational performance</i>	<ul style="list-style-type: none"> <li>• This organisation is reaching its full potential.</li> <li>• People at my level are satisfied with this organisation's performance.</li> <li>• This organisation excels at satisfying its clients, same-level agencies, and upper leaders.</li> <li>• This organisation provides me with the opportunity and support to do my best work.</li> <li>• The upper leaders and same-level agencies highly appreciate our organisation's performance.</li> </ul>	Gibson and Birkinshaw (2004)

Source: (Researcher, 2024)

### 3.5.1.3 Pilot Test

In line with best practices in survey instrument validation (Creswell, 2013), two pilot tests were conducted to enhance the validity of the survey instruments and refine the questionnaire format, questions, and scales for suitability within the context of the Qatar public service.

The initial pilot test involved the distribution of the questionnaire to a panel of 12 public service employees with extensive experience in performance management (PM). This test aimed to identify and rectify any ambiguities or redundancies in the survey items, while also assessing the internal consistency of the constructs. The respondents were also asked to record the time taken to complete the questionnaire, providing valuable insights into the feasibility of the survey format. As a result of the first pilot test, several adjustments were made. Specifically, reverse-coded items that led to confusion and compromised internal reliability were revised. Additionally, based on participant feedback, the instructions were clarified to emphasise the importance of capturing the genuine perceptions of current PM practices. Feedback regarding questionnaire completion time, ranging from 15 to 25 minutes with most respondents completing it within 20 minutes, confirmed the appropriateness of the survey duration (Creswell, 2013).

Following refinements based on the first pilot test, the second pilot test was conducted with a larger sample size ( $n = 42$ ) drawn from five diverse public organisations with varying levels of PM development. This second pilot test served to further validate the measures employed in

the questionnaire. The results indicated acceptable levels of validity and reliability for the survey items, with only minor adjustments deemed necessary before proceeding with the official survey administration (Creswell, 2013).

These pilot tests were essential in ensuring the robustness and effectiveness of the survey instruments, paving the way for the subsequent data collection phase within the Qatar public service context.

#### 3.5.1.4 Survey

Drawing upon insights gained from personal expertise, reports from governmental bodies, and media coverage, a comprehensive list of participating organisations within the Qatar public service context was compiled, ensuring diversity across the organisational contexts and performance management (PM) practices. Leveraging a professional network developed over years of experience in human resources within a central ministry, access to these organisations was facilitated.

Initiating the survey process involved introductory meetings in each participating organisation, wherein the study's objectives, sampling criteria, and measures to ensure participant confidentiality were articulated and agreed upon by the chief executives. Subsequently, HR units provided lists of potential participants meeting the criteria of permanent employment with a minimum of three years' experience, holding varied positions across organisational units.

The survey administration predominantly utilised electronic forms through platforms such as Survey Monkey. The utilisation of online surveys was favoured due to their cost-effectiveness, time efficiency, and ability to access respondents remotely, which is especially pertinent in a geographically dispersed setting (Bryman, 2008). Moreover, online surveys provide a conducive environment for respondents to express opinions on sensitive topics while maintaining data quality comparable to traditional methods (Gosling *et al.*, 2004; Wright, 2005).

Based on recommendation from the researchers' colleagues in the Ministry of Labour, invitations were extended to 200 employees across 16 public organisations in Qatar, with a stipulated deadline for questionnaire completion. In addition to gathering demographic and quantitative data, an open-ended question solicited insights into other influential factors and suggestions for PM practice enhancement. Demographically, the respondents represented various roles within the public service landscape, including policy-making officials, regulatory

enforcers, researchers, medical staff, and educators. Notably, the respondents predominantly held bachelor's degrees or higher, with a significant proportion occupying managerial positions at divisional levels or higher, reflecting the diverse expertise within the Qatar public service (Bryman, 2008; Gosling *et al.*, 2004; Wright, 2005).

The detailed demographic breakdown of the respondents is presented in Table 3-4, providing a comprehensive overview of the survey sample characteristics within the Qatar public service context.

*Table 3-4: Demographic profile of the survey respondents*

Category	Frequency	Percentage
<b>Organisational Level</b>		
Central	127	78.90%
Provincial	34	21.10%
<b>Organisational Category</b>		
Administration	62	38.50%
Service delivery	99	61.50%
<b>Gender</b>		
Male	80	49.70%
Female	81	50.30%
<b>Age</b>		
Under 30	26	16.10%
30 - under 40	87	54.00%
40-50	39	24.20%

50 and over	9	5.60%
<b>Education</b>		
Doctoral degree	13	8.10%
Master's degree	90	55.90%
Bachelor's degree	55	34.20%
Less than a Bachelor's degree	3	1.90%
<b>Tenure</b>		
From 25 and over	11	6.80%
From 20 to under 25	11	6.80%
From 15 to under 20	25	15.50%
From 10 to under 15	40	24.80%
From 5 to under 10	48	29.80%
Less than 5 years	26	16.10%
<b>Managerial Position</b>		
Departmental manager	6	3.70%
Divisional manager	52	32.30%
Non manager	103	64.00%

Source: (Researcher, 2024)



### 3.5.2 Qualitative Data Collection

In this study, the qualitative data primarily stemmed from face-to-face interviews, supplemented by insights gleaned from other sources such as survey questionnaires (specifically, the open-ended section), and secondary data including newspapers, legal documents, and ministry reports.

#### 3.5.2.1 Interviews

**Interview Participants:** Employing maximal variation sampling, diverse perspectives were sought to construct a comprehensive understanding of the research phenomena (Patton, 2002). Purposive sampling facilitated the selection of interviewees representing varied demographics, managerial roles, organisational categories, and maturity levels of employee performance management (PM) within their respective organisations. The interviewees, all permanent employees with a minimum of 5 years' experience in the public sector, also participated in the survey, with the exception of some retired senior leaders.

A total of 30 interviews were conducted, with the interview list comprising of nine females (30 %) and 21 males (70 %). Among the interviewees, eight (26.67 %) held staff positions, nine (30 %) were HR managers, and 13 (43.33 %) were senior managers and leaders. Organisationally, 15 interviewees (50 %) represented administration agencies, while the rest were from public service entities such as healthcare, education, and other public service delivery organisations. Approximately two-thirds of the interviewees (18 individuals) hailed from organisations under central agencies, with the remaining third from provincial and local entities.

**Interview Procedure:** Predominantly semi-structured interviews were deemed to be suitable for exploring the respondents' experiences (Marshall and Rossman, 2006). Before commencement, the interviewees were briefed on the researcher's identity, research objectives, measures to safeguard their identity, and interview information. Informed consent was obtained prior to each interview. Typically held in the interviewees' offices, the duration averaged two hours per session.

Contrary to conventional methods advocating audio recording, the interviews were documented through written notes to alleviate any respondent apprehensions associated with digital recording. This approach aimed to encourage open and honest dialogue, addressing concerns reported in similar studies conducted in comparable cultural contexts (Gu, 2013;

Phan, 2014). Efforts were made to transcribe the interviews into written documents promptly to minimise data loss.

**Interview Questions:** Tailored to probe into the influence of employee PM practices, contextual factors, and intervention practices, the interview questions varied based on the interviewee's position (see Appendix B).

#### 3.5.2.2 Other qualitative data

Although the qualitative data in this research was primarily collected via the interviews, the author also attempted to collect relevant secondary data. Lincoln and Guba (1985) posit that documents and other nonhuman resources can provide researchers with a rich source of information that represents the local language of the research context. Creswell (2013) argues that these documents can be viewed as written evidence and help researchers to save time and the expense of transcribing. The secondary data in this research came from a variety of resources such as official documents from the government, including the QNV2030 Reports, reports from ministries, mandates from public organisations regarding PM, newspapers, seminar reports, and internet resources.

### 3.5.3 Data Analysis Strategy

#### 3.5.3.1 Quantitative data analysis

This study adopted two units of analysis: the individual level and the organisational level. The individual level pertained to constructs such as performance management (PM) practices (goal-based appraisal, feedback, reward-for-performance, addressing poor performers, and employee participation), employee motivation, organisational commitment, and job satisfaction. Conversely, the organisational level encompassed contextual variables, cultural variables, intervention variables, and organisational performance. Despite this differentiation, all original data was collected based on the individuals' perceptions, with certain conclusions extrapolated to the organisational level for convenience.

Acknowledging the limitation of relying solely on the individuals' perceptions for organisational-level assessments, this approach was deemed necessary due to the unavailability of certain organisational-level data such as accountability, leadership quality styles, and organisational performance. Hence, individual perceptions were utilised for these variables. Furthermore, a high level of agreement among the respondents regarding PM practices within

their organisations, as illustrated in Chapter 4, validates the legitimacy of inferring organisational-level insights from such perceptions.

The practice of using an individuals' perceptions to measure both individual and organisational constructs is not uncommon in the academic literature. For instance, Park (2014), Gibson and Birkinshaw (2004), and Bouckennooghe *et al.* (2009) employed similar methodologies. In Park's (2014) study on the motivation of public service officers, individuals' perceptions were utilised to gauge organisational culture, organisational policies (organisational level), self-perception of public service motivation, and performance appraisal accuracy (individual level).

All quantitative analyses in this study were conducted using SPSS Statistics, and AMOS. Initially, factor analyses were performed to assess the validity and reliability of the variables. Subsequently, bivariate correlations were computed to elucidate the direction and strength of the relationships between the variables under study. Finally, the hypotheses were examined through various analytical techniques.

### **Testing Hypothesis 1**

Hypothesis 1 posits that employee Performance Management (PM) correlates with heightened perceptions of employee motivation (H1a), organisational commitment (H1b), job satisfaction (H1c), and organisational performance (H1d).

To test this hypothesis, cluster analysis was employed initially to categorise all respondents based on the five PM practices outlined earlier. The objective of cluster analysis is to segment respondents into groups with high homogeneity while ensuring significant heterogeneity between clusters (Hair *et al.*, 2006). The first step involved determining the optimal number of clusters. Following Arabie's (1996) recommendation, hierarchical cluster analysis was conducted using Ward's method to identify the optimal number of clusters (Hair *et al.*, 2006). The result indicated that the respondents could be classified into three groups, corresponding to the laggard, transitional, and advanced groups, aligning with the initial selection criteria for the participating organisations.

Subsequently, K-mean cluster analysis was performed for clustering, utilising the average scores of the PM practices to drive the segmentation process. Following this, one-way Analysis of Variance (ANOVA) was executed to explore the relationships between different PM development levels and the outcome variables, encompassing employee attitudes and organisational performance. If the average scores of each outcome variable significantly vary

across the clusters, the hypothesis can be confidently affirmed. Conversely, if there are no significant differences, the hypothesis will be rejected.

## **Testing Hypothesis 2**

Hypothesis 2 posits that management accountability (H2a), decentralising HR management authority (H2b), leadership quality (H2c), and HR competence (H2d) are linked to the advancement of employee Performance Management (PM) practices.

To test this hypothesis, multinomial logistic regression was employed. In this analysis, the independent variables were comprised of contextual factors, while the dependent variable was the cluster number obtained from the cluster analysis. This cluster number represented the degree to which an employee was categorised based on their perception of the adoption of the five PM practices within the organisation. Notably, a higher cluster number signified a more advanced or developed employee PM system. Consequently, if the beta coefficient of a contextual variable in the multinomial logistic function significantly deviated from zero, it indicated that the contextual variable played a notable role in the development of PM systems.

## **Testing Hypothesis 3**

Building upon the formulations of Hypotheses 1 and 2, Hypothesis 3 posits that management accountability (H3a), HR autonomy (H3b), leadership quality (H3c), and HR competence (H3d) indirectly impact employee motivation, organisational commitment, job satisfaction, and organisational performance through the mediating role of employee PM.

To test this hypothesis, the observed variable path analysis within Structural Equation Modelling (SEM) was utilised (Anderson and Gerbing (1988)). SEM has gained popularity in the social sciences due to its ability to analyse multi-level causal relationships between latent variables concurrently. In the context of this research, SEM allows for the examination of the indirect effects of antecedents on outcome variables through the mediator of employee PM. Additionally, SEM provides indices to assess the fit of theoretical models with the collected data, which is crucial for evaluating both indirect effects and model compatibility.

For this study, Analysis of Moment Structures (AMOS), was chosen to test Hypothesis 3 due to its user-friendly interface, organised output format, and suitability for specifying research without a predetermined theory. AMOS facilitates the assessment of indirect effects of

contextual factors and the fit of the developed model with the collected data, aiding in intuitive interpretation through output indices.

### Testing Hypothesis 4 and Hypothesis 5

Hypotheses 4 and 5 involve examining the moderating effect of certain variables on the relationship between contextual factors and employee Performance Management (PM). Baron and Kenny (1986) define a moderator as a variable that influences the direction and strength of the relationship between an independent variable and a dependent variable.

Hypothesis 4 suggests that the connections between contextual factors and employee PM are moderated (weakened) by cultural variables like nepotism (H4a) and interpersonal relationships (H4b). On the other hand, Hypothesis 5 posits that the relationships between contextual factors and employee PM are moderated (strengthened) by communication (H5a) and training (H5b).

To test these hypotheses, each cultural factor or intervention practice was examined as a moderating variable on the relationship between the contextual variables (independent variables) and the development of employee PM practice (dependent variable), calculated or aggregated from the five component PM practices.

Zedeck (1971) suggested a method for examining moderating effects using three equations:

$$Y = a + b \cdot X$$

$$Y = a + b \cdot X + c \cdot Z$$

$$Y = a + b \cdot X + c \cdot Z + d \cdot X \cdot Z$$

Here, Y represents the dependent variable, X is the independent variable, and Z is the moderating variable. ZX denotes the interaction term obtained by multiplying the standardised independent variable with the standardised moderating variable.

The moderating effect is deemed significant if the change in R<sup>2</sup> (coefficient of determination) between equation 3 and equation 2, as well as between equation 2 and equation 1, is significantly different from zero. To test this, the F value related to the change in R<sup>2</sup> is used. Furthermore, moderation hypotheses can be assessed by testing whether the beta coefficients of independent and moderation variables in the first and second equations, and the beta

coefficient of the interaction term in the third equation, are significantly different from zero. Both methods should lead to similar conclusions.

To mitigate risks of multicollinearity, the independent and moderator variables were standardised (centred) by subtracting the mean scores from the original scores before regression. Subsequently, product terms were created by multiplying the corresponding standardised independent and moderating variables.

### 3.5.3.2 Qualitative Data Analysis

Rossmann and Rallis (2011) posit that qualitative data analysis involves immersing oneself deeply in interview transcripts, field notes, and other collected materials, systematically organising them into meaningful themes and patterns, and deriving coherent narratives from said themes. Taylor *et al.* (2015) emphasise that qualitative data analysis is an ongoing process, encompassing activities such as identifying themes, coding data, refining understanding, and scrutinising emerging themes.

To begin with, the relevant literature, along with secondary data obtained from Qatar, such as reports and directives from Ministries and participating organisations, was meticulously coded prior to collecting original data. This coding process facilitated the development of the hypotheses, the conceptual framework, and pre-determined themes. Consequently, the primary purpose of the interview data was to corroborate and enrich the results from the quantitative data used to test the hypotheses. Therefore, qualitative data was collected and coded based on pre-established themes, while also allowing for the emergence of new themes relevant to the research topic, such as corruption, job type, and side effects.

Among the various qualitative data analysis approaches, template analysis is considered to be pragmatic and adaptable to different research projects (Brooks and King, 2014). Template analysis involves developing a coding template that encapsulates the themes identified by researchers as significant in a dataset, organising them meaningfully. Following the methodology outlined by these scholars, this research conducted qualitative data analysis as follows:

## **Step 1: Preliminary Coding and Initial Template**

During the initial stages of the research, predetermined codes were established to guide the coding process, stored as a codebook. This step was conducted alongside the review of relevant literature and the formulation of research hypotheses. Similar to Creswell's (2013) recommendations, the data used during this phase included articles, books, reports from ministries, and mandates from public organisations in Qatar concerning employee performance appraisal and management. NVivo software was employed to manage codes and themes under a series of nodes. The initial template was comprised of the below themes.

1. Employee PM practices
  - 1.1. Aligning individual goals with organisational goals
  - 1.2. Multiple feedback
  - 1.3. Rewarding
  - 1.4. Coaching
  - 1.5. Employee participation
  - 1.6. Addressing poor performers
2. Contextual factors
  - 2.1. Support from senior managers
  - 2.2. Organisational culture
    - 2.2.1. Process-oriented culture
    - 2.2.2. Relationship-oriented culture
  - 2.3. HR management authority
  - 2.4. Accountability
  - 2.5. Knowledge of HR staff
3. Convention practices
  - 3.1. Communication
  - 3.2. Training for uses
4. Effectiveness of employee PM
  - 4.1. Employee motivation
  - 4.2. Job satisfaction
  - 4.3. Organisational commitment
  - 4.4. Organisational performance

## Step 2: Template Development and Finalisation

After collecting the preliminary interview data, the template development process continued to assess the compatibility of the hypotheses. Transcripts and materials gathered during the interviews were subjected to coding, ensuring the comprehensive coverage of data relevant to the research questions. The iterative nature of the coding process aimed to capture all significant sections pertaining to the development and consequences of employee performance management (PM) practices. As emphasised by Bryman (2016), themes emerged from the coded data, providing a theoretical understanding aligned with the research questions. During this phase, adjustments to the template were made based on the data's fit. Some themes were dropped, new ones were introduced, and existing themes were modified to better reflect the data.

## Step 3: Refinement and Final Template Reporting

Following the completion of the data collection, final template refinement occurred. The themes were further refined, connected, compared, and consolidated to explore possible relationships and develop concepts and theories. This process, in line with Saldaña's (2009) recommendations, aimed to provide valuable insights aligned with the research aims. The final template guided the reporting of qualitative analysis in Chapter 4. Employee PM practices were reported within three clusters: laggard, transitional, and advanced.

*Table 3-5: Final template of the qualitative data analysis*

<b>1. Employee PM practices</b>
1.1. Goal-based appraisal
1.2. Feedback
1.3. Performance-based reward
1.4. Addressing poor performers
1.5. Employee participation
<b>2. Contextual factor</b>
2.1. Management accountability
2.2. HR autonomy
2.3. Leadership qualities
2.4. Decentralised HR management authority



- |  |
|--|
| <ul style="list-style-type: none"><li>3. <b>Organisational culture</b><ul style="list-style-type: none"><li>3.1. Personal relationships</li><li>3.2. Nepotism</li></ul></li><li>4. <b>Intervention practices</b><ul style="list-style-type: none"><li>4.1. Training for users</li><li>4.2. Communication</li></ul></li><li>5. <b>Desired outcomes</b><ul style="list-style-type: none"><li>5.1. Employee motivation</li><li>5.2. Organisational commitment</li><li>5.3. Job satisfaction</li><li>5.4. Organisational performance</li></ul></li></ul> |
|--|

*Source: (Researcher, 2024)*

### 3.5.4 Integration and Interpretation of the Results

In the integration and interpretation phase, the results from both quantitative and qualitative data analyses were combined and interpreted together in Chapter 4. Tashakkori and Teddlie (2020) advocate for integrating rather than reporting qualitative and quantitative findings independently. This integration involves presenting statistical results alongside qualitative quotes that either support or disconfirm the quantitative findings. This approach is commonly observed in mixed methods studies, where the discussion section sequentially discusses both quantitative and qualitative findings, followed by a comparison and contrast of the two analyses. Furthermore, in Chapter 5's discussion section, these findings will be linked to the existing literature to determine their consistency or contradiction with previous studies.

### 3.5.5 Establishing Research Quality

The evaluation of social research quality typically revolves around two key criteria: validity and reliability. Reliability pertains to the repeatability of the study results, while validity concerns the integrity of the conclusions drawn from the research (Yin, 2003; Bryman, 2008). Bryman (2008) emphasises that the violation of these criteria can undermine the integrity of the research conclusions. Therefore, researchers must employ strategies to minimise potential issues in the data collection, analysis, and interpretation as these criteria serve as indicators of research trustworthiness. In the context of mixed methods research, attention should be paid

not only to each specific qualitative and quantitative strand but also to the interpretation of the results to ensure overall research quality.

#### 3.5.5.1 Ensuring Reliability and Validity in the Quantitative Component

Reliability and validity are critical aspects of the quantitative research strand, primarily concerning the quality of the measurement instruments. This section delineates the methods employed to enhance and assess reliability and validity within the research framework.

#### 3.5.5.2 Establishing and Evaluating Reliability

Reliability in quantitative research denotes the consistency with which a measure reflects the intended construct being measured (Field, 2013). The aim of reliability, as articulated by Yin (2003), is to mitigate errors and biases in the research process. A key aspect of evaluating reliability is internal consistency, which is particularly relevant to research utilising multiple-indicator measures (Bryman, 2016). Internal reliability assesses the degree of consistency among multiple measurements of a variable (Hair *et al.*, 2006).

To bolster internal reliability for the constructs under investigation, the study sought existing scales with demonstrated high internal reliability, typically equal to or exceeding 0.7. Following the development of the instrument, two pilot tests were conducted to identify and refine scales exhibiting low internal reliability before administering them to the intended participants.

Cronbach's alpha is commonly employed to test internal consistency reliability. While a value of 0.7 or 0.8 is often deemed acceptable for Cronbach's alpha (Field, 2013; Bryman, 2016), Kline (1992) suggests that, especially with psychological constructs, a value of 0.7 or even slightly lower may suffice. Hair *et al.* (2012) argues that as long as all Cronbach's alpha values of the latent variables surpass the threshold of 0.6, internal consistency reliability is assured.

#### 3.5.5.3 Ensuring and Assessing Validity

In the quantitative domain, validity typically pertains to measurement validity, which concerns whether an indicator or set of indicators devised to assess a concept genuinely captures that concept (Bryman, 2016). Various methods for testing validity have been proposed in the literature, including face validity, concurrent validity, predictive validity, construct validity, multicultural validity, and criterion validity (Colton and Covert, 2007; Bryman, 2016). However, there is no one-size-fits-all approach to validity testing; rather, the methods employed should align with the specific research context (Punch, 2013).

To enhance the validity of the constructs under investigation, the present study incorporated several measures, as recommended by Colton and Covert (2007). Initially, the researcher sought to grasp the essence of the variables under study concerning the research questions and hypotheses by extensively reviewing relevant theories in the literature and engaging in interviews with key stakeholders beforehand (establishing construct validity). Subsequently, these initial measures were reviewed with academics, experienced HR professionals in Qatar, and potential respondents to ensure their validity and suitability for the study's setting (establishing face validity and multicultural validity). Finally, two pilot tests were conducted to estimate the correlation coefficients between the hypothesised variables (establishing concurrent validity).

The validity of the measures was assessed through the examination of three types of validity: convergent, discriminant, and construct validity. Convergent validity assesses the extent to which indicators of a specific construct converge or share a high proportion of variance in common (Hair *et al.*, 2006). Typically, convergent validity is evaluated using factor loadings and Average Variance Extracted (AVE). Factor loading estimates should ideally equal or exceed 0.5, although a threshold of 0.4 may sometimes be acceptable (Igbaria *et al.*, 1997). Additionally, convergent validity is considered to be acceptable if the AVE is equal to or greater than 0.5 (Fornell and Larcker, 1981).

Construct validity, on the other hand, examines the extent to which a set of measured variables genuinely represents the theoretical latent construct the variables are intended to measure (Hair *et al.*, 2006). Confirmatory Factor Analysis (CFA) is a common method used to assess construct validity (Lu, 2006). In this study, CFA was conducted using the Analysis of Moment Structures (AMOS). Various fit indices, including the ratio of the Chi-square statistic to degrees of freedom ( $\chi^2/df$ ), Comparative Fit Index (CFI), Goodness of Fit Index (GFI), and Root Mean Square Error of Approximation (RMSEA) were employed to evaluate the goodness of fit of the models. The table below outlines the cut-off points or thresholds used to evaluate model fit.

Table 3-6: Cut-off points for determining model fit

Criteria	Cut-off points	References
$\chi^2/df$	$\leq 5$ Or	(Wheaton <i>et al.</i> 1977)
	$\leq 3$	(Byrne 2016)
CFI	$\geq 0.95$	(MacCallum <i>et al.</i> 1996)
GFI	$\geq 0.9$	(Hooper <i>et al.</i> 2008)
RMSEA	$\leq 0.08$	(Hu and Bentler 1999)

Source: (Researcher, 2024)

### 3.5.5.4 Ensuring Qualitative Reliability

Qualitative reliability pertains to the consistency of the researcher's approach across different researchers and projects (Gibbs, 2008; Creswell, 2013). To bolster qualitative reliability, several measures were employed in this research. Initially, an interview protocol was developed to guide the interviewer through the data collection process effectively (Yin, 2009). This protocol included introducing the researcher's identity, clearly articulating the research purpose, and ensuring all measures necessary were taken to safeguard the interviewees' anonymity. Additionally, a predetermined set of questions was prepared to maintain focus on obtaining pertinent information (see Appendix A).

Furthermore, the immediate transcription of all interviews was conducted post-completion to minimise errors and omissions resulting from notetaking. Rigorous checks were performed on the transcripts to ensure transcription accuracy. These steps aimed to maintain consistency and reliability in capturing the interview data.

## 3.6 Ethical Considerations

This research adhered closely to the UCA Research Ethics code of practice. Therefore approval was first obtained from the UCA prior to data collection, ensuring compliance with the university's ethical principles.

Secondly, prior to administering the survey questionnaires, approval was sought from the senior managers or HR managers in all participating organisations. Prospective participants were informed in advance about the research's nature and objectives. Individuals unwilling or unable to participate were replaced by others.

Thirdly, no personally identifying information was collected in the survey. For interviews, measures were implemented to ensure that the interviewees' identities could not be linked to their responses in the future, such as maintaining confidentiality using pseudonyms. Informed consent agreements were provided, outlining their rights, including the option to refrain from answering certain questions and terminating the interview at any time.

Finally, all research resources, including survey and interview documents, will be securely destroyed upon completion of the research. However, the anonymised database will be retained for potential future research use. These measures aimed to uphold ethical standards and safeguard participant confidentiality and rights throughout the research process.

### 3.7 Limitations of the Research Methods

Similar to many studies, the research methods employed in this study possess certain limitations. Firstly, due to the inability to randomly select samples from the population, the findings may not be fully representative of all public organisations in the Qatari public sector. However, the primary aim of this study is not generalisation but rather to explore the conditions pertinent to the development of performance management practices that can be applicable in other contexts, allowing for analytical generalisation. Despite non-random selection, efforts were made to choose participating organisations that reflect the key characteristics of public institutions in Qatar, including central versus local agencies, administrative versus service delivery institutions, and large-scale versus small-scale organisations.

Secondly, the collection of all independent and dependent variables simultaneously may affect internal validity, potentially leading to the dependent variables influencing the independent variables rather than vice versa. However, the utilisation of multinomial logistic regression and structural equation modelling aids in investigating the causal relationships between predictor and outcome variables, mitigating this concern.

Thirdly, reliance on subjective data based on personal judgment to evaluate organisational performance, due to difficulties in obtaining objective data, may introduce bias stemming from social desirability and other factors. Nevertheless, when objective data is unattainable, subjective data may be utilised, particularly since employee perceptions are closely linked to objective measures. Measures were taken to minimise bias, emphasising the importance of

honest and objective reflection while ensuring confidentiality and the secure management of information.

Finally, as with qualitative studies, the investigator's perspective, position, and background may influence the research method, findings, and conclusions. Acknowledging the potential impact due to the researcher's experiences and preconceptions, strategies were developed to ensure the reliability and quality of the research.

### 3.8 Chapter Summary

Adopting a pragmatic worldview, this study embraced a mixed methods approach to provide comprehensive answers to the research questions. Data was collected through a survey with a sample size of 161 and 30 interviews across 29 diverse organisations in the Qatari public sector. To ensure validity and reliability, various measures were implemented, including the use of existing scales with high internal reliability, obtaining feedback from experts, conducting pilot tests, increasing informant diversity, and establishing standard procedures.

Quantitative data analysis involved cluster analysis, multinomial logistic regression, structural equation modelling, and multiple regression. Qualitative analysis encompassed identifying themes, coding data, and scrutinising emerging themes with the aid of NVivo. The integration, comparison, and contrast of the quantitative and qualitative findings facilitated the derivation of robust conclusions. The subsequent chapter presents the research results.

## 4 Chapter Four: Results And Analysis

### 4.1 Introduction

Chapter 4 presents the culmination of the in-depth investigation into the contextual variables influencing PM practices. This chapter marks the synthesis of the quantitative and qualitative analyses aimed at unravelling the intricate dynamics shaping the landscape of PM implementation. By scrutinising the five hypotheses, this study endeavours to illuminate the nuanced interplay between contextual factors and the efficacy of PM systems.

Comprising two distinct sections, this chapter delineates the outcomes of both quantitative and qualitative analyses. Through a rigorous examination of the empirical data, it seeks to validate the hypotheses posited, offering valuable insights into the multifaceted nature of Performance Management practices.

### 4.2 Quantitative analysis

#### 4.2.1 Testing validity and reliability

For quantitative research involving latent variables, evaluating the validity and reliability of constructs is often a prerequisite before hypothesis examination. Furthermore, in the context of employing structural equation modelling, Anderson and Gerbing (1988) recommend assessing the measurement properties of a model before testing the structural relationships among the latent variables. In this study, as delineated in the preceding chapter, the multiple-indicator measures underwent scrutiny via internal consistency reliability, convergent validity, construct validity, and discriminant validity assessments. The techniques employed for these evaluations encompass factor analysis in SPSS and confirmatory factor analysis (CFA) in AMOS (IBM SPSS AMOS 29). Subsequent sections will sequentially present the outcomes following the assessing internal consistency reliability, convergent validity, and construct validity before elucidating the findings of testing the discriminant validity.

##### 4.2.1.1 Testing for reliability, convergent and construct validity for PM practices

Table 4-1 illustrates the outcomes of the factor analysis, specifically employing principal component analysis with direct oblimin rotation, conducted on the five PM practices, namely: GBA, FBK, RFP, APP, and EIV. All 12 items exhibited loadings on the anticipated constructs

exceeding 0.5, with minimal loadings on other constructs. Moreover, the Average Variance Extracted (AVE) values of the respective constructs surpassed 0.5, meeting that the established threshold for convergent validity was met (Fornell and Larcker, 1981). Cronbach's alpha coefficients for all PM practices, excluding addressing poor performers which was comprised only one item, exceeded the recommended cut-off of 0.7. Consequently, the convergent validity and internal consistency of the five PM practices are substantiated.

*Table 4-1: Factor Loading for the PM Practices*

<b>N=161</b>	<b>Factors</b>					<b>Alpha</b>	<b>AVE</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		
GBA 1	0.89	0.1	-0.07	-0.02	-0.08	0.907	0.748
GBA 2	0.951	-0.068	0.022	0.061	0.007		
GBA 3	0.74	0.055	-0.015	0.039	0.173		
FBK 1	0.064	0.064	-0.912	-0.067	-0.014	0.936	0.843
FBK 2	0.086	-0.018	-0.903	-0.015	0.023		
FBK 3	-0.109	-0.12	-0.936	0.101	0.027		
RFP 1	-0.041	0.888	0.023	0.006	0.118	0.924	0.753
RFP 2	-0.009	0.988	-0.007	0.019	-0.059		
RFP 3	0.163	0.698	-0.112	0.06	0.015		
APP	0.029	0.039	-0.039	0.021	0.93	NA	NA
EIV 1	0.02	-0.047	-0.03	0.953	-0.028	0.882	0.837
EIV 2	0.013	0.093	0.019	0.873	0.043		

*Source: (Researcher, 2024)*



**Note:**

-The factor loadings and Cronbach's alpha coefficients, as advocated by Hair *et al.* (2006), were manually calculated utilising the dataset.

Following the assessment of convergent validity and internal reliability, Confirmatory Factor Analysis (CFA) was performed using AMOS to ascertain construct validity. Among the five constructs examined, the construct pertaining to APP was comprised solely one item (indicator), necessitating the fixing of its error variance to a singular value. The literature recommends computing error variance by multiplying the variance of the indicator by the discrepancy between one and the reliability estimate (Petrescu, 2013). Alternatively, if the reliability estimate cannot be determined, a conservative arbitrary value such as 0.85 is suggested (Jöreskog and Sörbom, 1982).

In the initial model, the results of  $\chi^2/\text{df}$ , GFI, and CFI met their respective thresholds. However, the Root Mean Square Error of Approximation (RMSEA) value of 0.092 slightly exceeded the conventional cut-off of 0.08. Modification indices revealed a notable covariance between the errors of indicators within the rewarding construct. Upon rectification of this issue, all criteria were met, confirming construct validity.

Table 4-2 below delineates the results of CFA concerning PM practices before and after addressing the covariance problem.

Table 4-2: Results of CFA for the Performance Management Practices

Model Fix Index	$\chi^2$	Df	$\chi^2/\text{df}$	P value	GFI	CFI	RMSEA
Initial model	175.307	47	3.729	0	0.913	0.963	0.092
Model after fixing the covariance of errors within the same construct	122.025	45	2.711	0	0.938	0.978	0.073

Source: (Researcher, 2024)

#### 4.2.1.2 Test of reliability, convergent and construct validity for contextual variables

Table 4-3 illustrates that the constructs of the contextual variables of Management Accountability (ACB), Decentralised Management Authority (DCHRNA), Leadership Qualities (LQ) and Competence in Human Resource Management (HRC) exhibit relatively strong convergent validity and internal reliability. Each item demonstrates substantial factor loadings on its corresponding factor. Additionally, both Cronbach's alpha coefficients and Average Variance Extracted (AVE) values surpass the established thresholds of 0.7 and 0.5, respectively.

The outcomes of CFA, as presented in

Table 4-4 further affirm construct validity, particularly when the model fit is satisfactory after addressing the covariance of errors within the same construct. However, it is noteworthy that the Goodness-of-Fit Index (GFI) falls slightly below the conventional cut-off of 0.9.

*Table 4-3: Factor Loading of the Contextual Factors*

N = 161	Factors				Alpha	AVE
	1	2	3	4		
ACB 1	0.195	-0.042	0.002	0.588	0.891	0.902
ACB 2	0.13	-0.008	0.002	0.786		
ACB 3	0.04	0.003	0.056	-0.768		
ACB 4	-0.128	0.081	-0.02	0.853		
ACB 5	-0.085	0.045	-0.16	0.812		
ACB 6	0.132	-0.062	0.062	0.742		
DCHRNA 1	-0.11	0.73	-0.087	0.115		
DCHRNA 2	0.005	0.735	-0.053	0.006	0.898	0.652
DCHRNA 3	0.075	0.81	-0.092	-0.083		
DCHRNA 4	0.017	0.863	0.097	0.038		

DCHRNA 5	0.08	0.878	0.126	-0.03		
DCHRNA 6	0.03	0.811	-0.057	0.005		
LQ 1	0.855	0.059	-0.09	-0.029		
LQ 2	0.81	0.028	0.012	0.067	0.928	0.64
LQ 3	0.818	0.046	-0.085	0.024		
LQ 4	0.78	0.076	0.064	-0.015		
LQ 5	0.752	-0.034	-0.072	0.076		
LQ 6	0.795	-0.07	-0.107	0.104		
HRC 1	0.071	0.001	-0.882	-0.042		
HRC 2	0.005	0.012	-0.936	0.002	0.957	0.812
HRC 3	-0.025	-0.008	-0.932	0.067		
HRC 4	-0.072	0.029	-0.88	0.106		
HRC 5	0.068	0.011	-0.896	-0.037		
HRC 6	0.103	0.004	-0.879	-0.022		
ACB 1	0.195	-0.042	0.002	0.588		

Source: (Researcher, 2024)

Table 4-4: Results of CFA of the Contextual Factors

Model Fix Index	$\chi^2$	Df	$\chi^2/\text{df}$	P value	GFI	CFI	RMSEA
Initial model	820.102	248	3.307	0	0.82	0.917	0.084
Model after fixing the covariance of errors within the same construct	451.785	236	1.914	0	0.899	0.969	0.053

Source: (Researcher, 2024)

#### 4.2.1.3 Testing of reliability, convergent and construct validity for the cultural variables

The outcomes of assessing reliability, convergent validity, and construct validity for the two cultural variables are delineated in Table 4-5 and Table 4-6. Both cultural variables of intercessory and intermediary wasta (represented as ITPR and wasta) exhibit Average Variance Extracted (AVE) values surpassing the acceptable threshold of 0.5. Additionally, all indicators demonstrate loadings on their respective constructs as anticipated. Concurrently, internal reliability is corroborated by high Cronbach's alpha coefficients of 0.930 and 0.953, respectively. The results derived from Confirmatory Factor Analysis (CFA), as depicted in Table 4-6, affirm the assurance of construct validity provided that the GFI statistics meet their predefined cut-off criteria.

Table 4-5: Factor Loading of the Cultural Factors

N = 322	Factors		Alpha	AVE
	1	2		
ITPR 1	0.053	0.837	0.930	0.707
ITPR 2	0.104	0.851		
ITPR 3	0.029	0.920		
ITPR 4	-0.119	0.941		
ITPR 5	0.292	0.613		
Wasta 1	0.625	0.306	0.953	0.767
Wasta 2	0.813	0.161		
Wasta 3	0.941	-0.035		
Wasta 4	0.958	0.010		
Wasta 5	0.986	-0.060		

Source: (Researcher, 2024)

Table 4-6: Results of the CFA of the Cultural Factors

Model Fix Index	$\chi^2$	df	$\chi^2/df$	P value	GFI	CFI	RMSEA
Initial model	127.895	27	4.737	0	0.923	0.968	0.109
Model after fixing covariance of errors within the same construct	55.675	22	2.531	0	0.967	0.989	0.069

Source: (Researcher, 2024)

#### 4.2.1.4 Testing of the reliability, convergent and construct validity for the intervention variables

The findings of the factor analysis conducted on the two intervention practices of Communication (CMCN) and Training (TRN) are presented in Table 4-7. The initial examination revealed that one item within the CMCN construct failed to load as expected due to its designated factor. Consequently, this item was excluded from the construct. Subsequent analysis indicated that all remaining indicators exhibited loadings on their respective factors exceeding 0.5. While the internal reliability assessment for the TRN construct is not applicable due to its single-indicator nature, the Cronbach's alpha coefficient for CMCN is calculated at 0.945, thus affirming the convergent validity and internal reliability.

For the subsequent Confirmatory Factor Analysis (CFA), the error variance of the TRN construct, which consists of only one item (indicator), was set to a constant value as discussed in the preceding section. As presented in Table 4-8, the assurance of construct validity is established when the model fit indices demonstrate satisfactory performance.

Table 4-7: Factor Loading of the Intervention Practices

N=161	Factors		Alpha	AVE
	1	2		
CMCN 1	0.993	-0.071	0.945	0.662
CMCN 2	0.968	-0.023		
CMCN 3	0.639	0.345		
CMCN 4	0.561	0.433		
TRN	0.021	0.963	NA	

Source: (Researcher, 2024)

Table 4-8: Results of the CFA of the Intervention Factors

Model Fix Index	$\chi^2$	Df	$\chi^2/\text{df}$	P value	GFI	CFI	RMSEA
Initial Model	62.934	10	6.693	0	0.935	0.973	0.134
Model after fixing covariance of errors within the same construct	19.428	7	2.775	0	0.98	0.993	0.078

Source: (Researcher, 2024)

#### 4.2.1.5 Test of reliability, convergent and construct validity for the outcome variables

Finally, the outcomes of evaluating reliability, convergent validity, and construct validity for the four outcome variables of Work Motivation (WMT), Organisational Commitment (OCMT), Job satisfaction (JBST), and Organisational Performance (OPM) are presented in Table 4-9 and Table 4-10. The initial analysis revealed that two items within the WMT construct and one item within the OCMT construct did not load as expected on their respective factors. Subsequently, these items were sequentially excluded from the constructs. The results indicate that the convergent validity and internal reliability of these constructs are established, with the Cronbach's alpha coefficients and Average Variance Extracted (AVE) values exceeding 0.7 and 0.5, respectively. Similarly, the findings from the Confirmatory Factor Analysis (CFA) (Table 4-10) demonstrate the acceptance of construct validity when the model fit indices meet the predefined criteria after fixing the error variance.

Table 4-9: Factor Loading of the Outcome Effectiveness Variables

N=161	Factors				Alpha	AVE
	1	2	3	4		
WMT 1	0.094	0.794	-0.08	-0.082	0.795	0.668
WMT 2	0.075	0.81	0.118	0.325		
WMT 3	-0.065	0.847	-0.135	-0.193		
OCMT 1	0.135	0.046	-0.764	-0.008	0.986	0.648
OCMT 2	0.081	0.066	-0.821	-0.192		
OCMT 3	-0.052	0.011	-0.917	0.104		
OCMT 4	0.004	0.133	-0.703	0.479		
JBST	0.164	0.012	-0.791	-0.119	NA	NA
OPM 1	0.838	0.052	0.043	-0.141	0.931	0.72
OPM 2	0.974	0.038	0.125	-0.052		
OPM 3	0.919	-0.067	-0.026	0.201		
OPM 4	0.733	0.013	-0.21	-0.084		
OPM 5	0.742	0.068	-0.148	0.07		

Source: (Researcher, 2024)

Table 4-10: Results of the CFA of the Outcome Effectiveness Factors

Model Fix Index	$\chi^2$	df	$\chi^2/\text{df}$	P value	GFI	CFI	RMSEA
Initial model	267.821	61	4.39	0	0.889	0.937	0.103
The model after fixing covariance of errors within the same construct	165.903	55	3.016	0	0.93	0.966	0.079

Source: (Researcher, 2024)

#### 4.2.1.6 Testing discriminant validity

Following the confirmation of internal reliability, convergent validity, and construct validity for the respective constructs, the subsequent phase involved evaluating discriminant validity. Following the recommendation of Fornell and Larcker (1981), the square roots of AVE were computed to ascertain discriminant validity. As depicted in Table 4-11, the diagonal values (representing the square root of AVE) consistently exceed the off-diagonal values (reflecting correlations between the constructs). Thus, the discriminant validity of the constructs is duly established.

With the fulfilment of validity and reliability criteria, the subsequent sections will proceed with examining the hypotheses individually.

Table 4-11: Correlation of the Constructs and the Squared Root of AVE

Factors	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11	12	13
1. PM	5.00	1.27	0.827												
2. ACB	5.44	1.11	0.678**	0.765											
3. DCHRNA	4.99	1.28	0.383**	0.371**	0.805										
4. LQ	5.25	1.24	0.637**	0.665**	0.410**	0.800									
5. HRC	4.63	1.51	0.570**	0.554**	0.341**	0.585**	0.900								
6. ITPR	4.77	1.50	-0.374**	-0.297**	-0.242**	-0.349**	-0.383**	0.839							
7. Wasta	4.11	1.63	-0.353**	-0.290**	-0.272**	-0.384**	-0.322**	0.790**	0.874						
8. TRN	4.70	1.66	0.549**	0.513**	0.348**	0.558**	0.748**	-0.368**	-0.355**	1					

9. CMCN	5.12	1.40	0.664**	0.594**	0.389**	0.671**	0.719**	-0.381**	-0.397**	0.632**	0.836				
10. WMT	5.69	0.91	0.433**	0.414**	0.271**	0.380**	0.367**	-0.113*	-0.062	0.375**	0.387**	0.816			
11. OCMT	5.38	1.10	0.589**	0.471**	0.332**	0.593**	0.613**	-0.320**	-0.282**	0.567**	0.593**	0.581**	0.803		
12. JBST	5.46	1.34	0.546**	0.408**	0.310**	0.547**	0.589**	-0.303**	-0.255**	0.513**	0.557**	0.488**	0.825**	1	
13. OPM	4.70	1.76	0.439**	0.339**	0.430**	0.467**	0.512**	-0.207**	-0.275**	0.397**	0.490**	0.261**	0.466**	0.452**	0.847

Source: (Researcher, 2024)

**Note:**

\*\* Correlation is significant at the 0.01 level (2 - tailed).

\* Correlation is significant at the 0.05 level (2 - tailed).

PM is the average of the five component PM practices with an AVE of 0.685. The bold diagonal values are the square root of AVE for each variable.

### 4.2.2 Testing hypotheses

#### 4.2.2.1 Hypothesis 1: the effect of Performance Management (PM) on outcome variables

Hypothesis 1 posits that there exists an association between Performance Management (PM) and heightened perceptions of WMT (H1a), OCMT(H1b), JBST(H1c), and OPM (H1d).

The interrelationships between PM practices and the efficacy of the outcomes are partially explained through descriptive statistics. As evidenced in Table 4-11, PM practices exhibit positive and statistically significant correlations with WMT ( $r = 0.433^{**}$ ), OCMT( $r = 0.589^{**}$ ), JBST( $r = 0.546^{**}$ ), and consequently, OPM ( $r = 0.439^{**}$ ). To substantiate this hypothesis comprehensively, the ensuing section predominantly focuses on scrutinising whether the advancement of PM practices can engender enhancements in WMT, OCMT, JBST, and OPM.

##### 4.2.2.1.1 PM Development Classification

Initially, the cluster analysis method was employed to categorise all respondents based on their adherence to the five PM practices. Initially, hierarchical cluster analysis utilising Ward's method was conducted to generate a three-cluster solution, aiming to fulfil the criterion of the simplest possible structure that still represented homogeneous groupings (Hair *et al.*, 2006). Subsequently, K-means cluster analysis was employed to execute the grouping (segmentation)



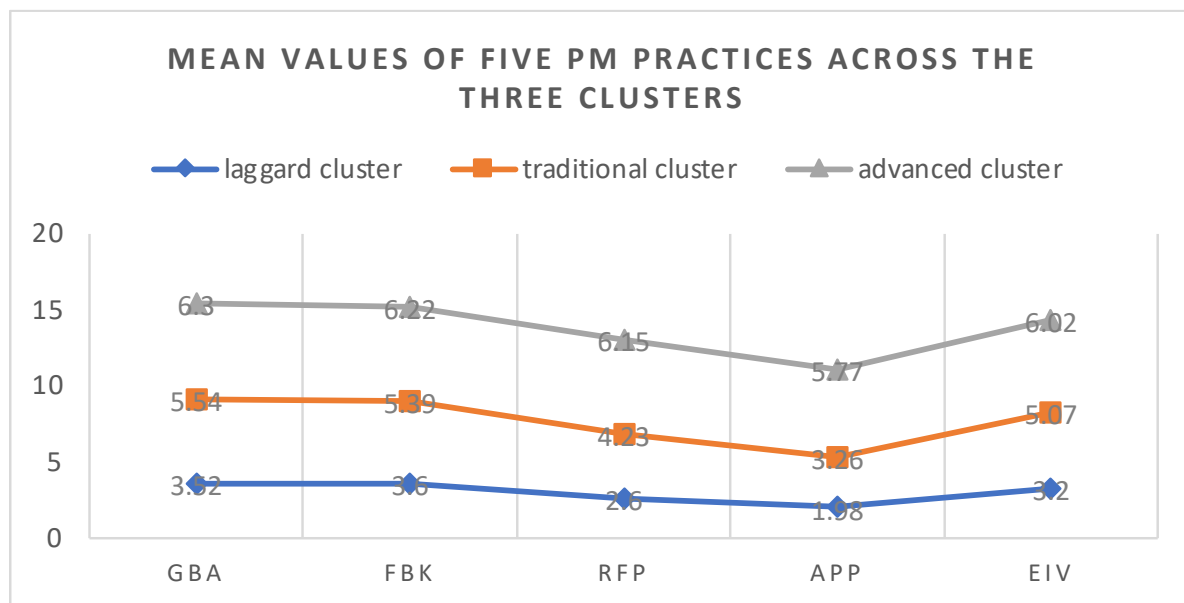
process. As illustrated in Figure 4-1, the cluster analysis segregated the 161 respondents into three distinct clusters.

The first cluster (n = 32; 19.87 %) exhibited the lowest scores across all five PM constructs, namely GBA (mean = 3.52), FBK (mean = 3.60), RFP (mean = 2.60), APP (mean = 1.98), and EIV (mean = 3.20). This cluster was denoted "the laggard cluster". On the other hand, the second cluster (n = 57; 35.4 %) demonstrated scores near the midpoint across the five constructs: GBA (mean = 5.54), FBK (mean = 5.39), RFP (mean = 4.23), APP (mean = 3.26), and EIV (mean = 5.07). This cluster was labelled as "the transitional cluster". Lastly, the third cluster, comprising the highest scores (n = 72; 44.7 %), was termed "advanced", with mean scores for GBA (mean = 6.30), FBK (mean = 6.22), RFP (mean = 6.15), APP (mean = 5.77), and EIV (mean = 6.02).

Furthermore, the cluster analysis results indicated significant differences (P value < 0.001) among the three clusters across the five PM practices. While all five PM practices were statistically significant in terms of classifying the clusters, rewarding for performance and app emerged as particularly noteworthy in differentiating the advanced cluster from the others. Consistent with these findings, respondents in the laggard cluster indicated disagreement with the organisational practices aimed at addressing poor performers and adequately rewarding high performers. Similarly, respondents in the transitional cluster expressed slight disagreement regarding organisational efforts to address poor performers, with many being uncertain about the organisation's approach to rewarding high performers.

Moreover, to enhance the comprehension of cluster analysis, which entails scrutinising consistency among respondents within the same organisation, they were categorised into the three clusters based on the outcomes derived from the cluster analysis. As depicted in Appendix E, while respondents from the same organisation may be dispersed across different clusters, discernible patterns emerge.

Figure 4-1: Mean Values of the Five PM Practices Across the Three Clusters



Source: (Researcher, 2024)

For instance, central administrative entities such as the central ministries exhibit a propensity towards laggard PM practices, with approximately 40 to 50% of respondents aligning with the laggard cluster (situated at the bottom of the list). Conversely, service delivery institutions characterised by higher levels of people interfacing and revenue-generating demonstrate more advanced PM systems. A significant proportion (50 %) of respondents within these service delivery organisations perceive their organisation's PM practices as advanced (positioned at the top of the list). Meanwhile, respondents from local agencies with minimal to no revenue generation and people interfacing tend to perceive their PM practices as transitional (occupying the middle position in the list).

The partial variability among the respondents within each organisation can be partially attributed to the fact that, while guidelines for PM practices are typically uniformly applied across all units within each organisation, their implementation is contingent upon the prevailing culture and the leadership style of each unit or division head. For instance, some unit heads may adopt an inclusive approach, fostering open discussions on job-related matters with their subordinates, while others may exhibit autocratic leadership tendencies. Additionally, insights from our interviews suggest that the allocation of extra payment bonuses varies from one unit to the other, influenced by the discretion of the unit head, despite being part of the same organisation. This aspect will be elaborated on in detail within the qualitative analysis segment.

#### 4.2.2.2 Testing the difference in the outcome variables across the clusters

In the subsequent phase testing Hypothesis 1, this study employed one-way Analysis of Variance (ANOVA) to assess whether significant differences exist among the outcome variables across the clusters. As depicted in Table 4-12, notable disparities in WMT, OCMT, JBST, and OPM are evident across the three clusters. Specifically, employees within the laggard cluster exhibit lower perceived WMT and OCMT, along with decreased JBST, compared to those in the transitional and advanced clusters.

*Table 4-12: Mean Value of Outcomes across the Three Clusters*

	<b>Laggard Cluster</b>	<b>Transitional Cluster</b>	<b>Advanced Cluster</b>	<b>F</b>	<b>Significant</b>
WMT	5.03	5.66	6.03	25.23	0
OCMT	4.36	5.32	5.92	53.59	0
JBST	4.3	5.47	6.98	44.13	0
Org Performance	3.67	4.51	5.34	23.89	0
Valid N	32	57	72		

*Source: (Researcher, 2024)*

Additionally, Table 4-12 illustrates that regarding the scores for all four outcomes, the variables are highest in the advanced cluster, characterised by the radical innovation of the five PM practices. For the transitional cluster, the values for the outcome variables surpass those in the laggard cluster but fall short of those in the advanced cluster. Importantly, the differences in each outcome variable across the three clusters are statistically significant, with  $p < 0.001$ . These findings suggest significant disparities in WMT (H1a), OCMT(H1b), JBST(H1c), and OPM (H1d) across the three clusters. In essence, organisations that embrace advanced PM practices tend to enjoy enhanced WMT, OCMT, JBST, and OPM. Thus, Hypothesis 1 is supported.

#### 4.2.2.3 Hypothesis 2: the effect of contextual variables on PM

Hypothesis 2 posits that ACB (H2a), DCHRMA (H2b), LQ (H2c), and HRC (H2d) are correlated with the advancement of PM practices.

As outlined in the preceding chapter, this hypothesis underwent testing via multinomial logistic regression. Before conducting regression analysis, it is advisable to assess multicollinearity, as this issue can impact the accuracy of the regression model parameters (Field, 2013). Given that multinomial logistic regression does not facilitate multicollinearity diagnostics, linear regression analysis was conducted instead. In this analysis, PM serves as the dependent variable, while the contextual variables serve as the independent variables. The examination of multicollinearity revealed Variance Inflation Factor (VIF) values of 1.935, 1.215, 2.087, and 1.672 for ACB, DCHRMA, LQ, and HRC in HR respectively. These values indicate the absence of severe collinearity issues, as all values fall below the threshold of 2.5 (Field, 2013).

Table 4-13 presents the outcomes of two multinomial logistic regression models, with the transitional cluster serving as the reference category. The first segment of each model compares the transitional cluster with the laggard cluster, while the second segment compares the advanced cluster with the transitional cluster. The initial model incorporates solely the four main variables, whereas the subsequent model integrates the interaction terms between the DCHRMA and the three remaining variables.

As demonstrated in Model 1, the amalgamation of antecedents significantly forecast differences across the clusters, with  $\chi^2(8, N = 3) = 173.936, p < 0.001$ . The estimated pseudo-R-square suggests that these contextual variables explain 47.6 % of the cluster variation. Furthermore, examination of the coefficients (B) reveals that ACB (H2a), DCHRMA (H2b), LQ (H2c) exhibit statistically significant associations with the evolution of PM systems.

Although the influence of HRC is not statistically significant in Model 1, based on preliminary qualitative data, it is inferred that this variable could exert a significant impact when interacting with other variables, namely ACB, DCHRMA, and LQ. Consequently, the three interaction terms between HRC and the three remaining variables were introduced in Model 2. The findings indicate that LQ moderates the relationship between HRC and the development of

PM. However, ACB and DCHRMA do not emerge as significant in moderating this relationship.

Table 4-13: Multinomial Regression of the Contextual Variables

Predictor	Model 1				Model 2			
	Transitional vs. Laggard		Advanced vs. Transitional		Transitional vs. Laggard		Advanced vs. Transitional	
	B	OR	B	OR	B	OR	B	OR
Intercept	-4.520***		-8.320***		5.850***		-8.360***	
	-1.01		-1.28		-1.62		-1.27	
ACB (H2a)	0.605**	1.82	0.825***	2.137	0.640*	0.54	0.735**	2.178
	-0.21		-0.21		-0.27		-0.22	
DCHRMA (H2b)	-0.23	0.78	0.510**	1.587	-0.23	1.26	0.505**	1.527
	-0.21		-0.185		-0.21		-0.19	
LQ (H2c)	0.550**	1.72	0.26	1.357	0.630**	0.52	0.375	1.489
	-0.19		-0.18		-0.23		-0.2	
HRC (H2d)	0.16	0.86	0.15	1.245	0.27	0.75	0.1	1.117
	-0.14		-0.12		-0.16		-0.13	
DCHRMA x ACB					0.075	0.92	0.195	1.234
					-0.25		-0.215	
DCHRMA x HRC					0.125	0.88	0.05	1.067
					-0.15		-0.135	
DCHRMA x LQ					0.08	0.93	0.480*	1.573
					-0.23		-0.2	
Chi-square	89.000*				90.500*			
DF	8				9			
Pseudo R-square	0.46				0.47			
Sample size	161				161			

Source: (Researcher, 2024)

#### Notes:

\* If P value = < 0.05; \*\* if P value = < 0.01; \*\*\* if P value = < 0.001

Values in brackets are standard errors

The reference category is the transitional cluster.

Table 4-13 further delineates that while beta coefficients (B) elucidate the direction and significance of each contextual variable's impact on the likelihood of transitioning between clusters, odds ratios (OR) denote the probability of adopting one cluster over another. For instance, with every unit increase in ACB, the likelihood of transitioning into the advanced cluster is 2.137 times greater than transitioning into the transitional cluster. This indicates a 113.7 % increase in the likelihood of adopting advanced PM practices over transitional PM practices for each unit increase in ACB. Similarly, for each unit increase in DCHRMA, the likelihood of transitioning into an advanced PM system over a transitional PM system increases by 58.7 %. Likewise, a one-unit increase in LQ enhances the likelihood of adopting transitional PM practices over laggard PM practices by 72 %. Notably, although DCHRM alone does not directly relate to the development of PM, the interaction between the DCHRM and LQ significantly predicts this advancement. Accordingly, each unit of the product term increases, the likelihood of experiencing an advanced PM system against a transitional PM system increases 1.573 times.

In summary, the analysis findings suggest that ACB (H2a), DCHRMA (H2b), and LQ (H2c) serve as significant predictors of PM development. While the HRC itself may not directly influence the advancement of PM, its interaction with LQ emerges as a significant predictor of this development.

#### 4.2.2.4 Hypothesis 3: the effect of the contextual variables on the outcome variables

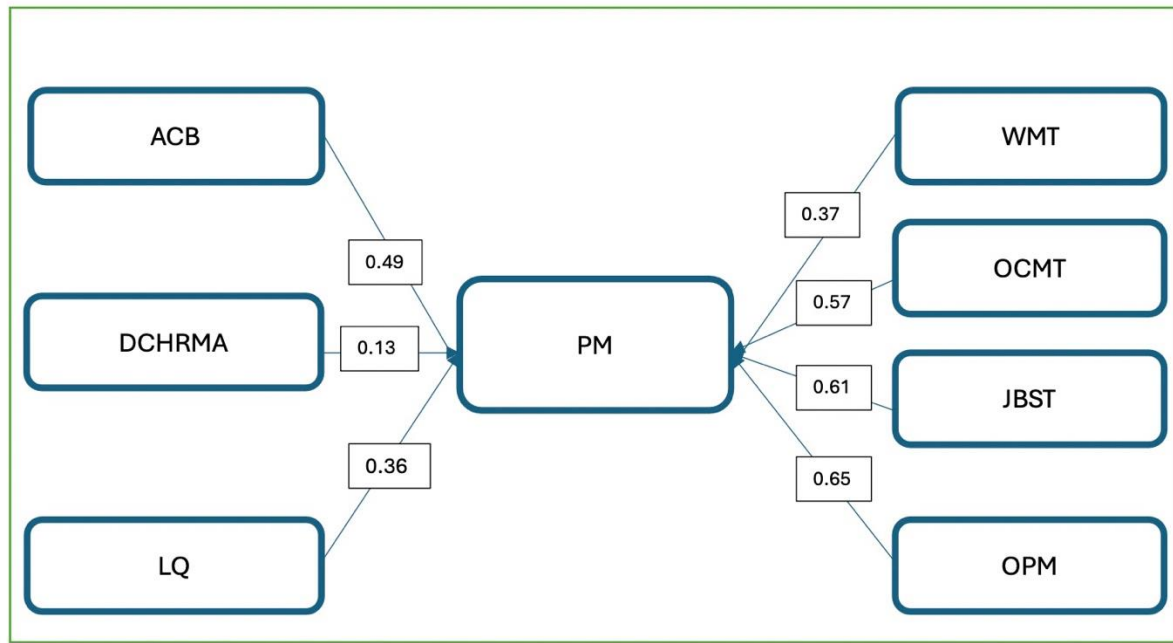
Hypothesis 3 posits that ACB (H3a) DCHRMA (H3b), LQ (H3c) and HRC (H3d) indirectly influences WMT, OCMT, JBST, and OPM through the mediating role of PM.

Following the investigation of Hypothesis 2, which revealed that the evolution of PM is primarily driven by ACB, DCHRMA, LQ and HRC, this section concentrates solely on scrutinising the indirect effect of these three factors.

As elucidated in the previous chapter, the Structural Equation Modelling (SEM) technique using AMOS was employed to scrutinise this hypothesis. Utilising observed variable path analysis, the examination encompassed direct and indirect effects, as well as the adequacy of the hypothesised model fit. As depicted in

Figure 4-2, direct effects denote the path coefficients between an exogenous variable and an endogenous variable. For instance, the direct effect of ACB on PM is 0.50, while the direct effect of PM on WMT is 0.38. The indirect effect of ACB on WMT can be derived by multiplying these coefficients, resulting in an indirect effect of 0.190 (0.50 \* 0.38).

Figure 4-2: Initial Path Analysis



Source: (Researcher, 2024)

Upon confirming the statistical significance of the indirect effects, bootstrap with the bias-corrected percentile method was employed. The assessment of statistical significance is delineated in Table 4-14, illustrating that all three contextual factors significantly influence the outcome variables indirectly through the mediator of PM.

Table 4-14: Indirect Effects of the Contextual Factors

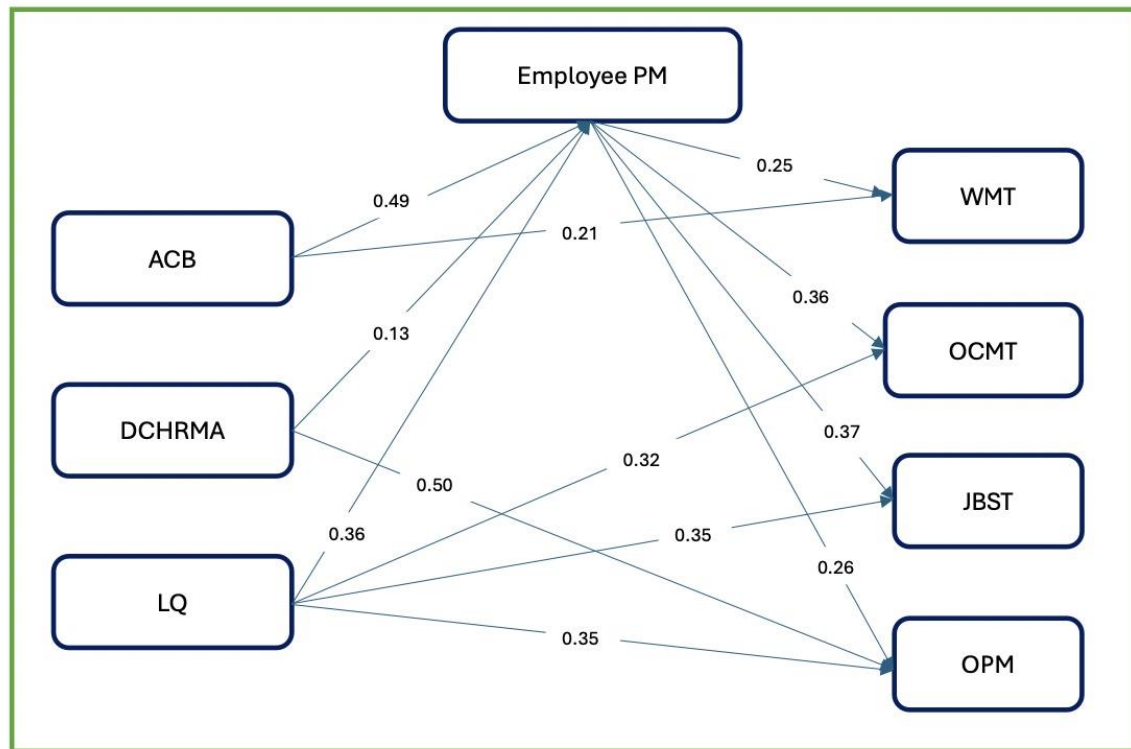
	ACB	DCHRMA	LQ
WMT	0.181***	0.048*	0.133***
OCMT	0.279***	0.074*	0.205***
JBST	0.299***	0.078*	0.221***
OPM	0.318***	0.082*	0.234***

Source: (Researcher, 2024)

#### Note:

The indirect effect is significant at the 0.05 level (2-tailed) ; \*\* The indirect effect is significant at the 0.01 level (2-tailed) ; \*\*\* The indirect effect is significant at the 0.001 level (2-tailed).

Figure 4-3: Modified Path Analysis



Source: (Researcher, 2024)

While the indirect effects align with the hypothesised outcomes, the initial model fit indices were suboptimal, with  $\chi^2/df = 7.500$ , GFI = 0.940, CFI = 0.942, RMSEA = 0.141. The modification indices indicated additional direct effects due to the contextual variables on the outcome variables, beyond their indirect effects. Specifically, the modification indices suggested that ACB exerts a direct effect on WMT, DCHRMA directly affects OPM, and LQ affects OCMT, JBST, and OPM directly. Following the establishment of these direct relationships, the modified model was re-evaluated with adjusted path coefficients as depicted in Figure 4-3.

The modified model exhibited an excellent fit for the data ( $\chi^2/df = 1.210$ , GFI = 0.995, CFI = 0.998, RMSEA = 0.026).

Table 4-15 below presents the direct and indirect effects due to the contextual factors on PM and the outcome variables. Accordingly, each contextual variable demonstrates indirect effects on all four outcome variables, with variations observed in their direct effects. Specifically,



quality leadership manifests three direct effects (excluding PM), while ACB and DCHRMA exhibit only one direct effect each.

Table 4-15: Direct and Indirect Effects of the Modified Model

	ACB		DCHRMA		LQ	
	Direct	Indirect	Direct	Indirect	Direct	Indirect
<b>Performance Management</b>	0.49**	NA	0.13*	NA	0.36***	NA
<b>WMT</b>	0.21**	0.12***	0.000	0.04*	0.000	0.09***
<b>OCMT</b>	0.000	0.18***	0.000	0.05*	0.32***	0.14***
<b>JBST</b>	0.000	0.19***	0.000	0.06*	0.35***	0.15***
<b>OPM</b>	0.000	0.13**	0.50***	0.04*	0.35**	0.11**

Source: (Researcher, 2024)

**Note:**

- \*\*\* Direct effect significant at the 0.001 level (2 - tailed)
- \*\* Direct effect significant at the 0.01 level (2 - tailed)
- Direct effect significant at the 0.05 level (2 - tailed)

In summary, the SEM analysis yields significant findings. Firstly, it underscores that ACB, DCHRMA and LQ wield indirect effects on the four outcome variables through PM, indicating the pivotal role of PM in mediating the impact of the contextual variables on the outcomes. Secondly, the results unveil that the contextual variables exert not only indirect effects as hypothesised but also direct effects on the outcome variables. Thirdly, the findings corroborate previous assertions regarding the significant influence of ACB, DCHRMA, and LQ on the advancement of PM, which subsequently impacts the outcome variables. Finally, the indices of the model fit validate the suitability of the proposed theoretical model with the collected data.

#### 4.2.2.5 Hypothesis 4: the moderation role of cultural variables

Hypothesis 4 posits that the relationships between the contextual factors and PM are moderated by the cultural variables of *wasta* (H4a) and ITPR (H4b).

The study aims to investigate whether *wasta* and ITPR can act as moderators in the relationships between the contextual variables and PM. Following Baron and Kenny (1986), a moderator is conceptualised as a variable that influences the direction and/or magnitude of the association between an independent and a dependent variable. In this hypothesis, the independent variables include ACB, DCHRMA, and LQ, while the dependent variable is PM. Aligning with prior studies such as those by Kinicki *et al.* (2013) and Cho and Lee (2011), this analysis considers PM as a unified construct encompassing the five practices as a cohesive set of behaviours (Cronbach's alpha: 0.878).

As outlined in the Methodology chapter, the methodology for assessing moderation effects involves employing three regression equations following the recommendations of Zedeck (1971) utilising SPSS. To mitigate issues related to multicollinearity, this study initially standardised the independent and moderator variables before constructing the interaction terms. In the first regression equation (step 1), only one independent variable (contextual variable) was introduced subsequent to controlling for demographic variables, namely age, gender, education, and managerial position. Subsequently, a moderation variable (cultural variable) was included in the second regression equation (step 2). Finally, the interaction between the independent variable and the moderation variable was incorporated in the third regression equation (step 3). The proposition of a moderation effect is corroborated if the F values corresponding to the change in R<sup>2</sup> if step 2 and step 3 significantly deviate from zero (Zedeck 1971). Furthermore, the hypothesis is upheld if the beta coefficients of the independent and moderating variables in the first and second regression equations, as well as the beta coefficient of the interaction term in the third regression equation, significantly differ from zero (Baron and Kenny 1986).

The findings, as depicted in Table 4-16 and Table 4-17, indicate robust and positive associations between the contextual variables and PM. Specifically, each contextual variable elucidates a substantial proportion of the variance in PM, namely ACB ( $\Delta R^2 = 0.435$ ), DCHRMA ( $\Delta R^2 = 0.150$ ), and LQ ( $\Delta R^2 = 0.390$ ). Additionally, the increase in  $\Delta R^2$  observed upon incorporating the moderating variables (*wasta* and ITPR) consistently exceeds zero at a significance level of  $P < 0.001$ .

However, only two out of six interaction terms exhibit statistical significance at the P value < 0.05, while one interaction term shows marginal significance at a P value of 0.077. These are as follows:

- I. The interaction between wasta and DCHRMA (B = -0.145\*\*,  $\Delta R^2$  = 0.014, and P value = 0.021).
- II. The interaction between ITPR and LQ (B = -0.123\*\*,  $\Delta R^2$  = 0.009, with P value = 0.032).
- III. The interaction between wasta and LQ (B = -0.095\*,  $\Delta R^2$  = 0.006, with P value = 0.077).

Consequently, the relationship between DCHRMA and PM is moderated by wasta, whereas the relationship between LQ and PM is moderated by both wasta and ITPR. Specifically, the association between DCHRMA and PM weakens significantly in organisations characterised by high levels of wasta. Similarly, the relationship between LQ and the advancement of PM is notably attenuated in environments where ITPR and wasta are highly prevalent. Additionally, the analysis revealed that no cultural factors exert a moderating effect on the ACB-PM relationship.

*Table 4-16: Summary of the Findings from the Moderated Regression Analysis for Wasta (The Dependent Variable is PM)*

Step	Variables	B	R <sup>2</sup>	$\Delta R^2$	F-change	Sign. F change
1	ACB	0.762***	0.487	0.435	264.115	0.000
2	Wasta	-0.128***	0.510	0.023	15.662	0.000
3	ACB * Wasta	-0.065	0.513	0.003	1.857	0.174
1	DCHRMA	0.545***	0.203	0.150	58.170	0.000
2	Wasta	-0.199***	0.261	0.058	25.257	0.000
3	DCHRMA * Wasta	-0.145**	0.275	0.014	5.519	0.021
1	LQ	0.658***	0.446	0.390	221.774	0.000
2	Wasta	-0.093***	0.458	0.012	7.147	0.009

3	LQ * Wasta	-0.095*	0.464	0.006	3.187	0.077
---	------------	---------	-------	-------	-------	-------

Source: (Researcher, 2024)

**Note:** \*P < 0.1; \*\*P < 0.05; \*\*\*P < 0.01.

Table 4-17: Summary of the Findings from the Moderated Regression Analysis for ITPR (Dependent Variable is PM)

Step	Variables	B	R2	Δ R2	F-change	Sign. F change
1	ACB	0.762***	0.487	0.435	264.115	0.000
2	ITPR	-0.152***	0.514	0.027	18.366	0.000
3	ACB * ITPR	-0.067	0.517	0.003	1.950	0.163
1	DCHRMA	0.545***	0.203	0.150	58.170	0.000
2	ITPR	-0.236***	0.273	0.070	30.720	0.000
3	DCHRMA * ITPR	-0.051	0.275	0.002	0.729	0.392
1	LQ	0.658***	0.446	0.390	221.774	0.000
2	ITPR	-0.138***	0.468	0.022	13.626	0.000
3	LQ * ITPR	-0.123**	0.477	0.009	4.696	0.032

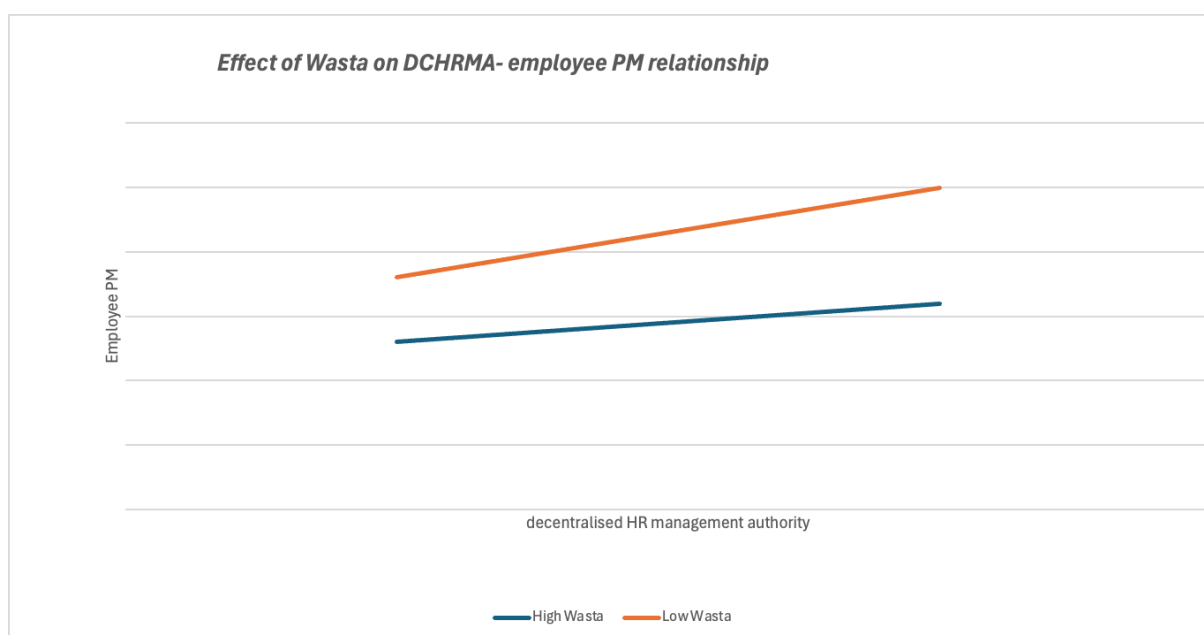
Source: (Researcher, 2024)

**Note:** \*P < 0.1; \*\*P < 0.05; \*\*\*P < 0.01.

To illustrate the moderating impact of wasta on the relationship between DCHRMA and PM, a graph was constructed plotting the levels of PM against varying levels of wasta. As depicted in Figure 4-4, when wasta levels are high, the association between DCHRMA and PM diminishes. Specifically, under conditions of heightened wasta, the correlation between DCHRMA and PM weakens, leading to lower scores for PM even when the DCHRMA scores remain constant. In

essence, the positive influence of DCHRMA is attenuated in the presence of perceived high wasta.

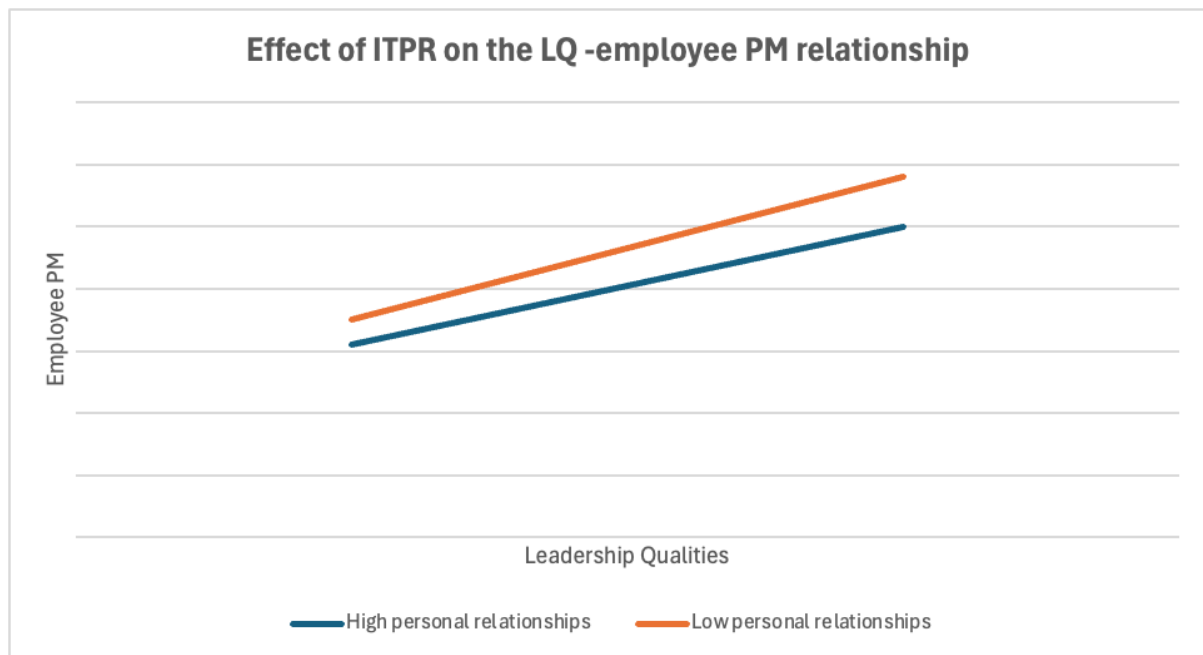
Figure 4-4: Effect of Wasta on the DCHRMA - PM Relationship



Source: (Researcher, 2024)

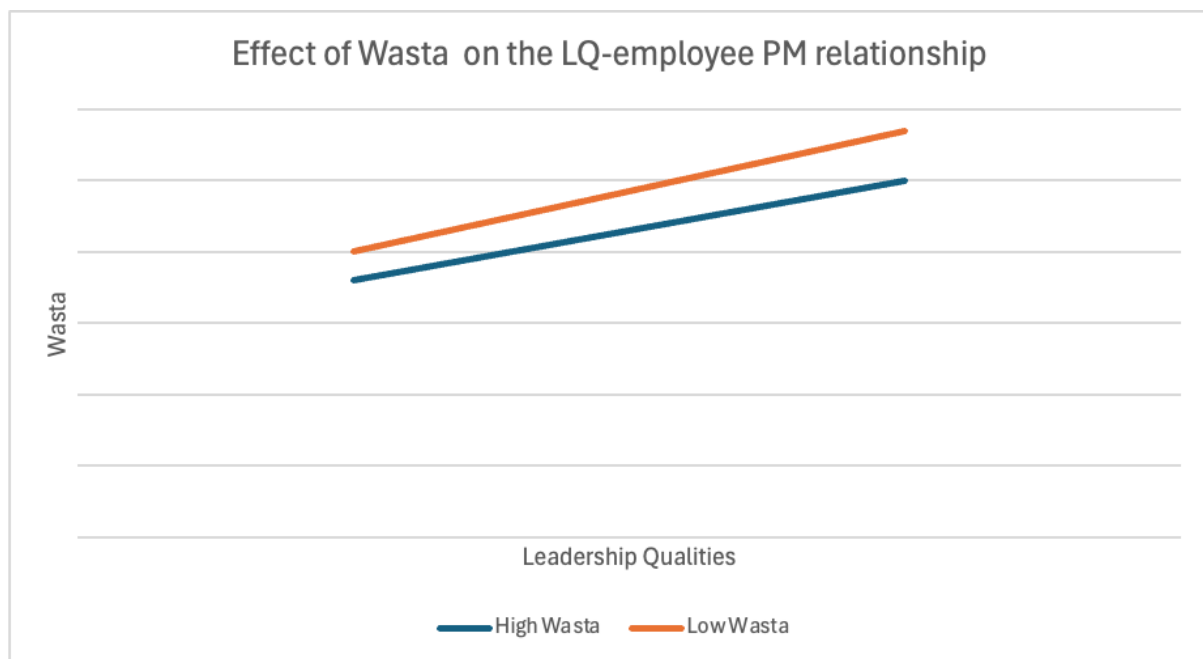
Similarly, the moderating influence of wasta and ITPR on the relationship between LQ and PM is delineated in Figure 4-5 and Table 4-6 . When levels of wasta and ITPR are elevated, the linkage between LQ and PM is dampened. The graphs indicate that at equivalent levels of LQ, the score for PM tends to decline with increasing perceptions of wasta and ITPR.

Figure 4-5: Effect of ITPR on the LQ-PM Relationship



Source: (Researcher, 2024)

Figure 4-6: Effect of Wasta on the LQ-PM Relationship



Source: (Researcher, 2024)

In summary, the analysis partially supports Hypothesis 4. Specifically, wasta and ITPR emerge as significant moderators of the DCHRMA –PM relationship and the leadership Quality–PM relationship. However, they do not exert a moderating effect on the ACB-PM relationship.

#### 4.2.2.6 Hypothesis 5: the moderation role of intervention variables

Hypothesis 5 suggests that the relationships between the contextual factors and PM are moderated by CMCN (H5a) and TRN (H5b). According to the findings presented in Table 4-18, CMCN serves as a significant moderator for the DCHRMA - PM relationship ( $\Delta R^2 = 0.009$  with  $P$  value = 0.032) and the Leadership Qualities - PM relationship ( $\Delta R^2 = 0.013$  with  $P$  value = 0.006). Similarly, as outlined in Table 4-19, TRN significantly moderates the Leadership Qualities - PM relationship ( $\Delta R^2 = 0.008$  with  $P$  value = 0.040). Interestingly, akin to the cultural variables, no intervention practice demonstrates a moderating effect on the ACB-PM relationship.

Table 4-18: Results of the Moderated Regression Analysis for CMCN

Step	Variables	B	R <sup>2</sup>	$\Delta R^2$	F-change	Sign. F change
1	ACB	0.760***	0.485	0.430	264.215	0.000
2	CMCN	0.329***	0.570	0.085	61.116	0.000
3	ACB * CMCN	0.013	0.570	0.000	0.122	0.727
1	DCHRMA	0.545***	0.203	0.150	58.170	0.000
2	CMCN	0.510***	0.450	0.247	141.245	0.000
3	DCHRMA * CMCN	0.105**	0.459	0.009	4.821	0.032
1	LQ	0.660***	0.445	0.390	222.664	0.000
2	CMCN	0.334***	0.521	0.076	50.127	0.000
3	LQ * CMCN	0.130***	0.534	0.013	7.930	0.006

Source: (Researcher, 2024)

**Note:** \*  $P < 0.1$ ; \*\*  $P < 0.05$ ; \*\*\*  $P < 0.01$

Table 4-19: Results of the Moderated Regression Analysis for TRN (Dependent Variable is PM)

Step	Variables	B	R <sup>2</sup>	$\Delta R^2$	F-change	Sign. F change
1	ACB	0.760***	0.485	0.430	264.215	0.000

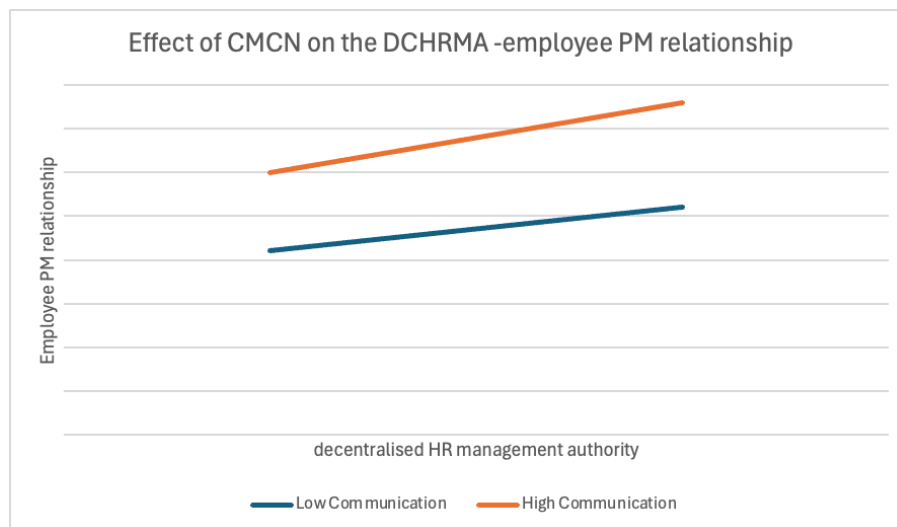
2	TRN	0.207***	0.537	0.052	35.275	0.000
3	ACB * TRN	0.019	0.537	0.000	0.153	0.694
1	DCHRMA	0.545***	0.203	0.150	58.170	0.000
2	TRN	0.352***	0.378	0.177	89.036	0.000
3	DCHRMA * TRN	0.050	0.380	0.001	0.727	0.391
1	LQ	0.660***	0.445	0.390	222.664	0.000
2	TRN	0.210***	0.494	0.051	31.727	0.000
3	LQ * TRN	0.102**	0.502	0.008	4.429	0.040

Source: (Researcher, 2024)

**Note:** \*  $P < 0.1$ ; \*\*  $P < 0.05$ ; \*\*\*  $P < 0.01$

The moderating impacts of the intervention variables have been visually depicted in the figures below. As illustrated in Figure 4-7, heightened CMCN strengthens the relationship between DCHRMA and PM. Specifically, at identical levels of DCHRMA, the PM system tends to advance when CMCN is intensified within the organisation.

Figure 4-7: Effect of CMCN on the DCHRMA -PM Relationship

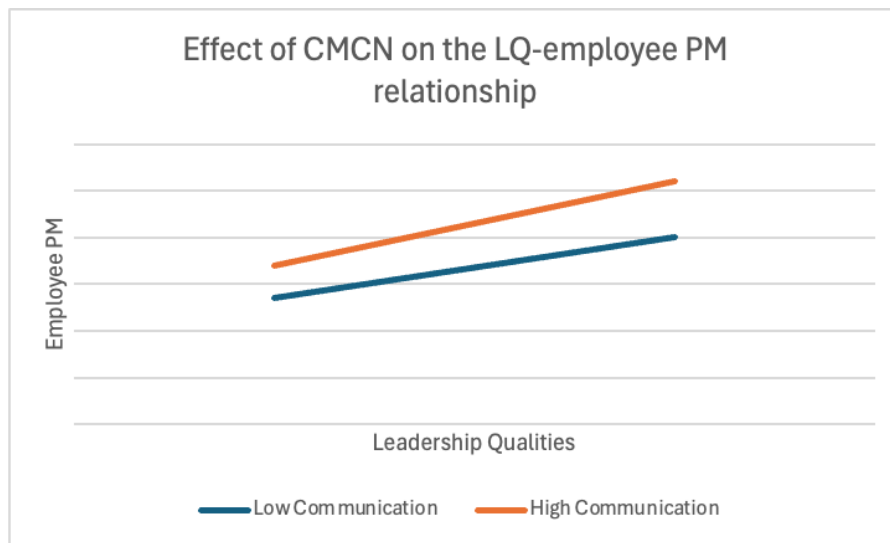


Source: (Researcher, 2024)

Similarly, the moderation effect of CMCN on the LQ-PM relationship is illustrated in Figure 4-8. The figure illustrates that at equivalent levels of LQ, robust CMCN fosters PM practices. In essence, the influence of LQ on PM is heightened in environments characterised by strong CMCN.



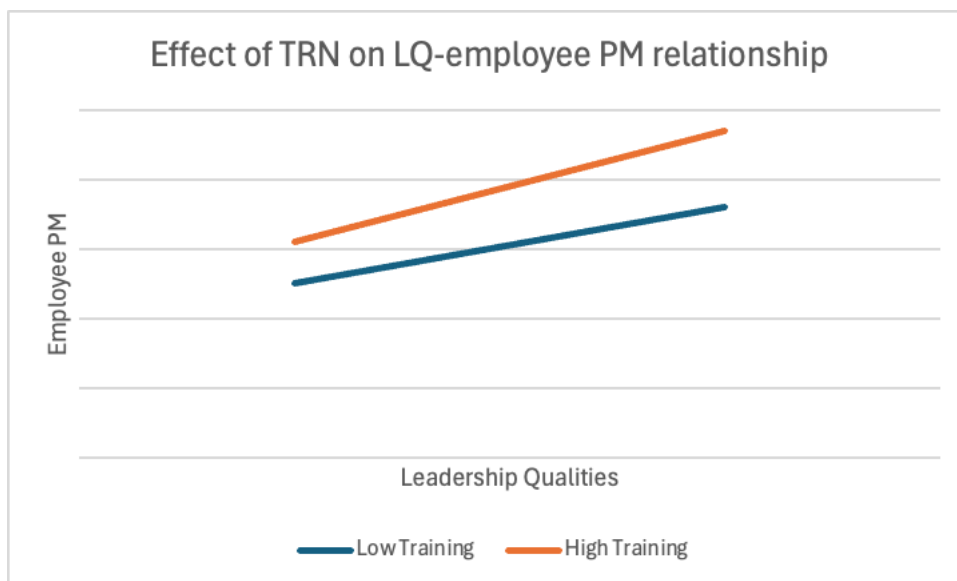
Figure 4-8: Effect of CMCN on the LQ-PM Relationship



Source: (Researcher, 2024)

Finally, Figure 4-9 portrays the impact of TRN on the LQ-PM relationship. Here, the provision of TRN amplifies the influence of LQ on PM.

Figure 4-9: Effect of TRN on the LQ-PM Relationship



Source: (Researcher, 2024)

In summary, CMCN and TRN are actively involved in bolstering the connections between contextual factors and PM. These two factors notably enhance the impacts of DCHRMA and LQ on the advancement of PM. Nevertheless, neither CMCN nor TRN serves as a moderator for the relationship between ACB and PM.

## 4.3 Qualitative Data Analysis

This section provides insights into how and why the hypothesised relationships arose or did not. The qualitative analysis in this study offers a comprehensive exploration of PM practices within the Qatar civil service, guided by thematic frameworks and codification methods derived from the thematic template provided below:

*Table 4-20: Final Thematic Analysis of the Qualitative Data*

Thematic Analysis Breakdown	
1.	PM Practices:
1.1.	GBA
1.2.	FBK
1.3.	RFP
1.4.	APP
1.5.	EIV
2.	Contextual Factors:
2.1.	ACB
2.2.	DCHRMA
2.3.	LQ
2.4.	HRC
3.	Organisational Culture:
3.1.	ITPR
3.2.	Wasta
4.	Intervention Practices:
4.1.	TRN
4.2.	CMCN
5.	Desired Outcomes:
5.1.	WMT
5.2.	OCMT
5.3.	JBST
5.4.	OP

*Source: (Researcher, 2024)*

Initially, the thematic analysis was grounded in the hypotheses developed during the literature review and informed by insights gleaned from the quantitative analysis above. The thematic clusters were envisioned as lenses through which to explore the relationships between the various PM practices, contextual factors, organisational culture, intervention strategies, and desired outcomes.

The codification process involved systematically organising the qualitative data obtained from the semi-structured interviews according to the thematic categories outlined above, utilising the interview prompts provided in the Appendix. Each interview response was analysed and

coded based on its relevance to one or more thematic dimensions, allowing for a nuanced understanding of the complexities inherent in PM practices within the civil service.

However, as the analysis progressed, it became evident that the thematic clusters were not static constructs but rather evolved dynamically in response to the emergent patterns and themes within the data. While the initial thematic framework provided a foundational structure for analysis, the codification process embraced the organic unfolding of discussions and revelations during the interviews, allowing for flexibility and adaptation to the complexities of the data.

Through iterative cycles of coding, categorisation, and interpretation, the thematic clusters took shape, capturing the diverse perspectives and experiences of the interview participants. Each theme represents a distinct aspect of PM practices within the Qatar civil service, offering valuable insights into the challenges, opportunities, and implications for OPM and employee well-being.

In summary, the thematic analysis in this study integrates theoretical frameworks with empirical realities, providing a robust foundation for understanding and addressing the complexities of PM practices within the civil service context. By elucidating the relationships between various thematic dimensions, this analysis contributes to a deeper understanding of the factors shaping organisational PM and informs future research and interventions in this critical domain.

The ensuing sections substantiate the thematic frameworks, and facilitate the comparative analysis and synthesis of these findings with those derived from the quantitative analysis.

#### 4.3.1 The Development of PM and Outcome Effectiveness

The interviews provided comprehensive insights into the effects of implementing the five PM practices on employee attitudes and performance. For instance, organisations that embraced a comprehensive array of PM practices, such as performance appraisals based on quantitative metrics (GBA), performance-linked bonuses (RFP), the promotion of EIV, and the reassignment of underperformers to less demanding roles (APP), elicited positive perceptions among respondents compared to previous methodologies. Empirical studies, such as those by Pulakos and O'Leary (2011), reinforce the critical role of structured PM practices in fostering

accountability, enhancing organisational outcomes, and improving employee satisfaction, particularly within civil service contexts.

The interviews yielded abundant evidence demonstrating how the progression of PM practices could enhance outcomes concerning employee attitudes and the civil service's performance. These findings align with global research emphasising that integrated and employee-focused PM practices improve both individual engagement and institutional productivity (Kim, 2016; Kinicki *et al.*, 2013).

#### 4.3.1.1 The Advanced Cluster: Near Effective PM Practices in Qatar's Civil Service

In the analysis of the interviews within the advanced cluster of the Qatar civil service, several key themes emerged, reflecting a commitment to excellence in performance management. The development of PM practices is seen as crucial for enhancing outcomes concerning employee attitudes and organisational effectiveness.

##### 4.3.1.1.1 *Performance-Based Rewards and Recognition (RFP):*

Within the advanced cluster, there is a discernible emphasis on the adoption of performance-based reward systems as a cornerstone of effective PM practices. This approach seeks to align employee incentives directly with organisational objectives and individual performance achievements. By tying rewards such as bonuses and incentives to clearly defined performance standards, organisations motivate employees to strive for excellence. Respondent B-A's assertion regarding the correlation between rewards and individual performance underscores the transformative impact of this approach. Research by Kim (2016) and Lawler (2003) supports the assertion that performance-linked rewards significantly enhance job satisfaction, productivity, and employee commitment, creating a culture of accountability and meritocracy. This shift in attitude towards RFP marks a departure from tenure-based compensation models to a dynamic, results-oriented framework that resonates with employees and supports organisational goals.

##### 4.3.1.1.2 *Innovative Feedback Mechanisms (FBK):*

Another hallmark of advanced PM practices is the prioritisation of innovative feedback mechanisms to facilitate honest appraisal and continuous improvement. The implementation of cross-rating systems, such as those enabled by the Ada'a management system, represents a departure from traditional top-down evaluations. By enabling colleagues to provide

anonymous feedback, organisations promote a culture of openness and transparency. Empirical studies by Kinicki *et al.* (2013) highlight that timely, specific, and honest feedback contributes to increased employee engagement and job performance. The Ada'a platform fosters constructive dialogue and facilitates targeted interventions, helping employees feel supported and valued in their professional growth. This, in turn, leads to higher levels of motivation, accountability, and JBST, creating a feedback-rich environment that sustains employee development.

#### *4.3.1.1.3 Employee Involvement and Ownership (EIV):*

Advanced PM practices underscore the importance of increased employee involvement and ownership in goal-setting and decision-making processes. Respondent C-A's emphasis on empowering employees to contribute to goal setting and bonus distribution reflects a strategic shift towards participatory management. This aligns with Ryan and Deci's (2000) self-determination theory, which emphasises that intrinsic motivation is heightened when employees feel a sense of autonomy and competence in their roles. By actively involving employees in setting job goals and distributing team bonuses, organisations enhance buy-in and tap into the employees' intrinsic WMT and discretionary effort. The respondent explained that "one of the objectives of the Ada'a system is to delegate the responsibility of executing the goals and competencies of government agencies to their employees and carry them along, thereby fostering teamwork to accomplish the agency's targets." This participatory approach not only strengthens ownership and OCMT among employees but also drives organisational success.

#### *4.3.1.1.4 Proactively Addressing Poor Performance (APP):*

Organisations within the advanced cluster demonstrate a proactive approach to APP, emphasising the importance of clear performance criteria and the consequences for underperformance. By revising pay distribution mandates and implementing consequences for consistent underperformance, these organisations create a culture of accountability and performance excellence. Research by Pulakos and O'Leary (2011) highlights the significance of well-structured performance improvement plans in cultivating organisational cultures of accountability. Respondent A-F's assertion regarding the establishment of stringent performance criteria underscores the value of holding employees accountable. This approach

fosters continuous improvement, enhances collective accountability, and drives productivity, sending a strong message that performance expectations are non-negotiable.

#### *4.3.1.1.5 Cultural Transformation and Increased Productivity (OPM):*

The adoption of advanced PM practices catalyses a significant cultural transformation within organisations, characterised by higher levels of engagement, productivity, and accountability. This transformation is driven by a shared understanding of the direct link between performance and rewards, as well as a collective commitment to the organisational goals. Respondent A-E's reflection on the positive impact of advanced PM practices highlights the emergence of a performance-driven culture. Research from European public sector studies corroborates these findings, demonstrating that organisations that align individual efforts with organisational objectives experience a virtuous cycle of performance improvement and value creation. According to Respondent A-E, the recent adoption of the Ada's online platform has included a new comprehensive evaluation system designed on three main pillars: individual goals, competencies, and commitment and discipline. Employees are required to set specific, measurable, achievable, relevant, and time-bound (SMART) goals in collaboration with their supervisors, ensuring alignment with the departmental objectives. This strategic alignment enhances both individual and organisational performance, fostering resilience and positioning organisations for sustainable growth.

#### *4.3.1.2 The Transition Cluster: Evolving PM Practices in Qatar's Civil Service*

In the examination of interviews within the transition cluster of the Qatar civil service, a nuanced understanding emerges regarding the evolving landscape of PM practices. While organisations within this cluster demonstrate a commitment to enhancing appraisal systems and output measures, several challenges impede their full integration and effectiveness.

##### *4.3.1.2.1 Output-Based Appraisal and Performance Measures (GBA):*

Organisations within the transition cluster have made commendable strides in implementing output-based appraisal systems to evaluate employee performance. These systems, focusing on specific output criteria such as productivity metrics, project completion rates, and task accomplishment, enable supervisors to promptly identify poor performers and take corrective actions. By tracking performance against tangible output metrics, organisations can more accurately assess employee contributions and areas for improvement. However, despite these advancements, parallels can be drawn with the research by Ferreira and Otley (2009), who highlighted that a reliance on output measures in bureaucratic institutions often results in a lack

of alignment with individual developmental goals. Similar constraints were observed in public service reform efforts in Southeast Asia, where rigid output metrics failed to address the dynamic needs of service-oriented roles (Turner, 2018).

#### *4.3.1.2.2 Challenges in Linking Appraisal to Rewards (RFP):*

Despite the accuracy of the appraisal systems in identifying poor performers, challenges arise in linking appraisal results to meaningful rewards. Limited supplementary salary funds and promotion decisions based on criteria unrelated to performance undermine the effectiveness of PM practices. These challenges echo findings from Lawler's (2003) study, which suggests that a misalignment between the appraisal and reward mechanisms can erode employee motivation. Additionally, resource constraints faced by many public institutions globally often exacerbate the disparities between performance outcomes and tangible rewards (World Bank, 2017). The lack of monetary incentives, coupled with entrenched promotion practices based on tenure or personal networks, has been similarly documented in African and Middle Eastern public sectors (Ugyel, 2021).

#### *4.3.1.2.3 Institutional Constraints and Conflicting Policies:*

The transition cluster faces institutional constraints and conflicting policies that impede the effective implementation of PM practices. Despite some efforts to decentralise decision-making, bureaucratic hurdles persist, hindering the organisations' ability to address performance issues promptly and effectively. These challenges align with Pollitt and Bouckaert's (2017) analysis of "path dependency" in public sector reforms, where historical administrative practices create inertia, making systemic change difficult. In Qatar, as in other GCC countries, overlapping responsibilities and the centralisation of authority within key ministries further compounds these issues (Hertog, 2014). Moreover, conflicts in HR policies across departments hinder consistency, creating a fragmented approach to PM implementation.

#### *4.3.1.2.4 Cultural Factors and Resistance to Change:*

Cultural factors and resistance to change pose significant challenges to the development of PM practices within the transition cluster. Despite attempts to adopt advanced appraisal systems, resistance and the manipulation of mandates undermine their effectiveness. Hofstede's (1980) insights into cultures with high power distance and strong uncertainty avoidance are particularly relevant in understanding this resistance. Similar resistance was observed in European public administrations transitioning to competency-based PM systems, where employees and managers alike hesitated to embrace change due to a fear of increased

accountability and transparency (Pollitt *et al.*, 2007). In Qatar, hierarchical structures and an emphasis on job security exacerbate these cultural challenges, mirroring findings from the Middle Eastern context where reforms often clash with entrenched social norms (Sidani and Thornberry, 2013).

#### *4.3.1.2.5 Need for Comprehensive Reform and Clarity of Purpose:*

Organisations within the transition cluster recognise the imperative for comprehensive reform and clarity of purpose in PM practices. Enhancing the technical dimensions of PM must be accompanied by reforms addressing institutional constraints and cultural barriers. Research by Meyer and Rowan (1977) on institutional theory highlights the importance of aligning reform initiatives with the organisational culture and broader societal values. Efforts to revise policies, streamline HR practices, and foster leadership commitment are essential. Lessons from public sector reforms in Scandinavia suggest that combining technical improvements with participatory approaches and clear communication can yield significant advancements in PM effectiveness (Christensen and Laegreid, 2011).

In conclusion, the transition cluster within the Qatar civil service reflects ongoing efforts to evolve PM practices amidst institutional constraints and cultural challenges. Drawing on global lessons, addressing barriers such as resource constraints, institutional inertia, and cultural resistance will be pivotal in fostering a culture of accountability and performance excellence. Future reforms can benefit from an integrated approach that combines global best practices with culturally sensitive adaptations to Qatar's unique public service environment.

#### *4.3.1.3 The Laggard Cluster: Challenges in PM Practices within Qatar Civil Service*

Within the Qatar civil service, the laggard cluster of organisations struggles with the adoption and effectiveness of PM practices. Despite their crucial role in driving WMT and organisational effectiveness, these organisations predominantly rely on outdated appraisal systems and face significant challenges linking performance evaluation to consequences and rewards. Interviews with managers and staff reveal several key issues, highlighting the need for comprehensive reform and cultural transformation within this laggard cluster.

##### *4.3.1.3.1 Outdated Appraisal Practices:*

Organisations within the laggard cluster often rely on annual appraisal practices characterised by vague and subjective criteria such as "political quality" and "compliance." These outdated



systems lack validity and reliability, rendering them ineffective in accurately assessing employee performance. This observation aligns with the findings from Meyer and Rowan's (1977) institutional theory, which highlights how organisations in institutionalised environments tend to adopt formal structures for legitimacy rather than performance efficiency. Similarly, studies on public sector appraisal systems in Africa and South Asia (e.g., Turner, 2018) reveal that subjective and infrequent appraisal methods perpetuate inefficiency by failing to provide actionable insights. Managers in Qatar express frustrations over these processes, emphasising their inability to drive meaningful performance improvements.

The reliance on annual appraisal processes—once considered standard practice—is now a relic of a bygone era. Research by Kim (2016) and Lawler (2003) supports the assertion that infrequent feedback mechanisms and subjective criteria can undermine the credibility of PM systems. Such deficiencies perpetuate a culture of mediocrity where employees are rated as meeting expectations regardless of their actual contributions. As in other developing public service systems, such outdated practices foster complacency and fail to incentivise excellence (World Bank, 2018).

#### *4.3.1.3.2 Disconnect Between Appraisal and Consequences:*

A clear disconnect between appraisal results and consequences further undermines the effectiveness of PM practices within the laggard cluster. Despite regulations mandating performance-based promotions, these provisions are rarely enforced due to flaws in the appraisal process. Employees perceive the system as unfair and lacking objectivity, leading to a lack of trust in the link between performance and rewards. This mirrors the challenges observed in public institutions globally, where resource constraints and political interference hinder the implementation of merit-based reward systems (Pollitt and Bouckaert, 2017).

As documented in studies by Ferreira and Otley (2009), the absence of a direct link between performance evaluations and tangible outcomes, such as promotions or salary increases, erodes employee motivation. In Qatar's laggard cluster, this disconnect discourages employees from investing additional effort in improving their performance, perpetuating a cycle of disengagement and mediocrity. Similarly, Ugyel (2021) found that ineffective reward systems in public service organisations in the Middle East have contributed to widespread disillusionment and a lack of accountability.

#### *4.3.1.3.3 Ritualistic Feedback (FBK) Practices:*

Feedback practices within the laggard cluster are often ritualistic and ineffective, driven by a high face-saving culture that discourages honest feedback and constructive criticism. Collective meetings tend to prioritise praise over constructive feedback, fostering a culture of complacency and conflict avoidance. This is consistent with Hofstede's (1980) cultural dimensions, which highlight the challenges posed by high power distance in fostering open dialogue in hierarchical societies.

Ritualistic feedback is not unique to Qatar. Research on performance management systems in East Asia by Pollitt *et al.* (2007) revealed similar challenges, where cultural preferences for harmony over conflict lead to superficial evaluations that fail to address areas for improvement. In the Qatar civil service, employees are reluctant to provide honest feedback due to fear of reprisals or damaging relationships with their colleagues or superiors. This lack of meaningful feedback deprives employees and managers of opportunities for growth, as critical performance issues remain unaddressed.

#### *4.3.1.3.4 Institutional Constraints and Cultural Barriers:*

Broader institutional constraints, such as rigid personnel policies and a lack of accountability for poor performance, contribute significantly to the underdevelopment of PM practices within the laggard cluster. Bureaucratic red tape, overlapping responsibilities, and resistance to change create an environment that inhibits innovation and reform. These challenges reflect what Pollitt and Bouckaert (2017) describe as "path dependency," where entrenched administrative practices in public institutions create resistance to change.

Cultural preferences for job security and stability further exacerbate these challenges. Sidani and Thornberry (2013) note that in many Middle Eastern public sectors, reform efforts are often met with resistance due to entrenched norms that prioritise loyalty and stability over accountability and performance. In Qatar, similar cultural barriers hinder efforts to foster a culture of transparency and accountability. Overcoming these barriers requires a concerted effort to align the organisational culture with modern principles of performance management.

#### *4.3.1.3.5 Comprehensive Reform and Cultural Transformation:*

Comprehensive reform is necessary to address the institutional and cultural challenges facing the laggard cluster. Insights from Scandinavian public sector reforms (Christensen and Laegreid, 2011) suggest that aligning technical improvements in PM systems with participatory approaches and clear communication can help build trust and foster buy-in among employees.

Similarly, targeted training (TRN) programs can equip managers with the skills and tools needed to implement effective PM practices.

In Qatar, efforts to reform PM practices must address both systemic and cultural barriers. This includes revising appraisal processes to prioritise measurable and objective criteria, linking performance outcomes to tangible rewards, and fostering a culture of openness and accountability. As in other GCC countries, collaboration between government agencies, HR professionals, and international experts can play a pivotal role in driving these reforms (Hertog, 2014).

#### *4.3.1.3.6 Conclusion:*

The laggard cluster within the Qatar civil service reflects significant challenges when effectively implementing PM practices. Outdated appraisal systems, a disconnect between appraisal outcomes and consequences, ritualistic feedback practices, and institutional inertia hinder efforts to drive WMT and performance improvement. However, parallels with other contexts reveal that these challenges are not insurmountable. By adopting lessons from global public sector reforms and tailoring them to Qatar's unique cultural and institutional context, policymakers can foster a culture of accountability, transparency, and performance excellence.

### **4.3.2 How the contextual factors influence the development of PM**

This section explains why and how the contextual variables can promote or constrain the development of PM practices.

#### **4.3.2.1 Management Accountability (ACB) in Qatar's Civil Service**

In the context of the Qatar civil service, Management Accountability (ACB) serves as a cornerstone element shaping the development and efficacy of PM practices. Through in-depth interviews with staff members, the multifaceted impact of ACB on the effectiveness of PM practices becomes apparent, echoing findings from global research on public sector accountability frameworks, such as Bouckaert, (2021) and more recent studies (e.g., Agyemang, 2024; Grant and Fisher, 2022).

#### *4.3.2.1.1 Limited Individual Management Accountability (ACB):*

A prevalent concern among staff members is the perceived lack of individual accountability attributed to chief executives within public organisations. While accountability mechanisms exist, they often hinge on annual reports, which lack specificity or clear consequences for poor performance. Consequently, chief executives may not feel compelled to prioritise organisational performance management (OPM) or invest in robust PM practices. This observation aligns with recent findings by Grant and Fisher (2022), which emphasise that in public organisations, vague accountability measures often lead to a diffusion of responsibility, undermining performance improvement efforts.

This disconnect between individual responsibility and organisational outcomes perpetuates a culture where poor performance is attributed to external factors or collective leadership rather than individual accountability. As one staff member remarked, "In our organisation, chief executives are not held individually accountable for performance. Poor performance is often attributed to external factors or collective responsibility, rather than individual responsibility." This mirrors the challenges identified in public sector institutions in the MENA region, where personal accountability mechanisms are often weak (Agyemang, 2024).

#### *4.3.2.1.2 Need for Strengthened Accountability (ACB) Mechanisms:*

Staff consensus underscores the imperative for bolstering accountability mechanisms to cultivate effective PM practices. Introducing clear and specific standards for evaluating chief executives based on organisational performance metrics could serve as a powerful motivator for proactive management and investment in PM initiatives. By aligning accountability with tangible consequences, chief executives are incentivised to address organisational challenges and proactively manage employee performance.

Research by Bouckaert (2021) supports this approach, suggesting that public sector accountability frameworks must explicitly link executive performance to measurable outcomes to drive sustained improvement. Similarly, a study by Singh *et al.* (2021) on public sector accountability reforms highlights the critical role of formalised accountability standards in improving leadership effectiveness and fostering transparency. As articulated by Respondent A-D, "Evaluating chief executives based on OPM can create incentives for proactive management and effective PM practices."

Recent evidence from the Qatar National Vision 2030 initiatives demonstrates that introducing specific performance-linked accountability measures for leaders can promote transparency and

encourage a results-oriented culture. However, these efforts must be systematically reinforced with leadership training and clear, enforceable metrics for success (Arugay, 2021).

#### *4.3.2.1.3 Cultural and Institutional Barriers:*

Cultural norms and institutional barriers present formidable challenges to enhancing ACB and promoting effective PM practices within the Qatar civil service. Senior managers face constraints imposed by cultural preferences for hierarchical decision-making and collective accountability, which can stifle individual responsibility. Such challenges are consistent with the findings of Grant and Fisher (2022), who identified the interplay of institutional inertia and cultural norms as key barriers to public sector accountability.

In Qatar, existing mechanisms for addressing performance issues often lack rigor, allowing underperformance to persist without consequences. This issue is compounded by cultural norms that emphasise job security and stability over accountability, as noted by Singh *et al.* (2021). Despite being aware of organisational challenges, senior managers may be reluctant to enact meaningful changes due to a fear of disrupting the institutional harmony. Overcoming these barriers necessitates the implementation of rigorous and objective evaluation mechanisms, along with targeted interventions to address cultural and institutional impediments.

Building on findings by Bouckaert (2021), fostering an environment conducive to accountability and performance improvement requires aligning institutional structures with modern accountability frameworks. This includes promoting transparent reporting mechanisms, empowering leaders with the autonomy to make performance-driven decisions, and embedding accountability into the cultural fabric of the organisation.

#### *4.3.2.1.4 Conclusion:*

Management Accountability (ACB) is a pivotal determinant of PM effectiveness within the Qatar civil service. Addressing barriers to ACB—such as the lack of individual accountability, the need for strengthened mechanisms, and cultural and institutional impediments—is critical to fostering a culture of accountability and driving performance improvement. Drawing from global frameworks such as those proposed by Bouckaert (2021), and supported by more recent research (e.g., Singh and Singh, 2021; Grant and Fisher, 2022), Qatar’s public sector can create an enabling environment that prioritises accountability, transparency, and continuous improvement. By addressing these challenges head-on, organisations can ensure the successful implementation of PM practices and achieve their strategic objectives.

#### 4.3.2.2 Decentralising HR Management Authority (DCHRMA)

The findings from the interviews underscore the pivotal role of decentralising HR management authority (DCHRMA) in enhancing the effectiveness of PM practices within Qatar's civil service. DCHRMA aligns closely with the principles of New Public Management (NPM) and decentralisation theories, both of which advocate for autonomy, efficiency, and innovation in public sector governance (Hood, 1995; Liu, *et al.*, 2006; Pollitt and Bouckaert, 2017). These frameworks highlight how decentralised structures empower organisations to tailor HR practices to their unique operational needs, fostering accountability and responsiveness.

##### 4.3.2.2.1 *Factors Promoting DCHRMA:*

In the context of Qatar's civil service, DCHRMA plays a transformative role, particularly within self-funding institutions. These organisations benefit from financial autonomy, which enables them to manage HR functions independently of centralised governmental controls. This independence facilitates innovation, such as the implementation of pay-for-performance schemes and merit-based promotions. Respondent B-A noted that this autonomy allowed their organisation to "recognise and reward high performers based on merit," addressing inefficiencies inherent in existing rigid regulations.

This aligns with NPM theories, which emphasise the importance of decentralisation in fostering managerial discretion and innovation. For instance, Christensen and Lægreid (2022) argue that decentralised HR management enhances flexibility, enabling organisations to adapt to changing operational demands and performance goals. Qatar's National Vision 2030 further underscores the necessity of such autonomy, linking it to broader developmental objectives such as productivity and economic diversification (Arugay, 2021).

In contrast, organisations operating under centralised HR management often struggle to implement effective PM practices. The decision-making authority for critical HR functions, such as recruitment and promotion, is frequently retained by central agencies, stifling the local managers' ability to address performance issues. This lack of autonomy not only inhibits innovation but also contributes to a disconnect between organisational goals and individual performance metrics, as highlighted in several interviews.

##### 4.3.2.2.2 *Challenges in DCHRMA:*

The interviews reveal significant obstacles to DCHRMA, particularly stemming from the unwillingness of central agencies like the Ministry of Administrative Development, Labour and Social Affairs (MADLSA) to relinquish control. While decentralisation is promoted in

some sectors, HR management within the civil service remains highly centralised, inhibiting innovation and flexibility. This mirrors the challenges identified in public sector decentralisation efforts globally, where central agencies often resist reforms that reduce their authority (Pollitt and Bouckaert, 2017).

A UNDP study on public sector reform similarly emphasises the need to empower local agencies in HR management. It argues that central agencies should focus on policy development, leaving operational matters to sector-specific bodies and localities. Within Qatar's context, decentralising HR's authority is critical for improving work quality and productivity, aligning with the strategic goals outlined in the Qatar National Vision 2030 (QNV2030).

Decentralisation theories further highlight the tension between autonomy and accountability. While decentralisation enables innovation and responsiveness, it also requires robust mechanisms to ensure that local decisions align with broader policy objectives. This balance is often difficult to achieve, particularly in hierarchical cultures where centralised decision-making is deeply ingrained (Christensen and Lægreid, 2022).

#### *4.3.2.2.3 Linking DCHRMA to Performance Management:*

The interviews indicate that DCHRMA directly influences the effectiveness of PM practices by enabling organisations to design and implement HR strategies that reflect their specific needs and challenges. This is consistent with the findings from Pollitt and Bouckaert (2017), who argue that decentralisation enhances the relevance and impact of PM systems by localising decision-making. Respondent B-A highlighted that "autonomy in HR management allowed us to innovate our PM practices, ensuring they align with our organisational objectives and employee needs."

However, achieving this requires addressing structural and cultural barriers. Institutional inertia, resistance from central agencies, and a lack of capacity at the local level are significant challenges that must be overcome. Recent research by de Waal and Linker (2021) underscores the importance of capacity-building initiatives and clear accountability frameworks in ensuring the success of decentralisation reforms.

#### *4.3.2.2.4 Conclusion:*

DCHRMA is a critical enabler of effective PM practices within Qatar's civil service. Rooted in NPM principles and decentralisation theories, it empowers organisations to innovate and adapt HR practices to their unique contexts, driving productivity and accountability. However, the



success of DCHRMA depends on addressing cultural and institutional barriers, fostering capacity at the local level, and ensuring alignment with national policy objectives. Drawing from frameworks like those proposed by Pollitt and Bouckaert (2017) and recent findings by de Waal and Linker (2021), Qatar's civil service can leverage DCHRMA to enhance performance management and achieve its strategic goals under QNV2030.

#### 4.3.2.3 Management Leadership Qualities (LQ)

In the Qatar civil service, the leadership qualities (LQ) exhibited by top management are pivotal in shaping the effectiveness of performance management (PM) practices. Leadership qualities within the public sector are inherently linked to the New Public Management (NPM) framework, which emphasises the importance of transformational and accountable leadership to drive innovation, foster accountability, and overcome institutional barriers (Hood, 1995; Pollitt and Bouckaert, 2017). Using leadership theories and recent empirical evidence, this section examines the findings on LQ and their impact on PM practices.

##### 4.3.2.3.1 *Role of Top Management in Driving Innovation:*

Staff members have consistently highlighted the critical role of top management in driving innovation and reform in PM practices. Effective leaders, particularly chief executives, are instrumental in initiating change and overcoming entrenched institutional barriers. Respondent A-C remarked, “Chief executives play a critical role in innovating PM schemes because they have the final say in everything that goes on in their departments.” This aligns with transformational leadership theory, which emphasises the role of leaders in inspiring and motivating their teams to embrace change and pursue collective goals (Bass and Riggio, 2006).

Within the NPM framework, transformational leadership is particularly relevant in the public sector, as it focuses on creating a culture of innovation and performance excellence. Recent studies, such as the one by de Waal and Linker, (2021), underscore the role of visionary leaders in implementing reform initiatives, particularly in hierarchical and bureaucratic environments like Qatar's civil service. By fostering a culture of innovation, leaders enable organisations to adapt to changing demands and improve service delivery.

##### 4.3.2.3.2 *Need for Accountability and Courage:*

The interviews revealed a perceived lack of accountability mechanisms for chief executives, which hinders the implementation of effective PM practices. Staff members emphasised the importance of courageous leadership in holding individuals accountable and driving organisational performance. Respondent A-D highlighted this gap, stating, “The current



institution does not sufficiently hold chief executives accountable for organisational performance.”

The NPM framework advocates for clear accountability mechanisms, arguing that public sector leaders should be held responsible for their organisations’ outcomes (Hood, 1995). This principle is supported by Bouckaert (2021), who stresses the importance of integrating accountability into leadership roles to ensure that reforms are not only implemented but also sustained. Courageous leadership is necessary to navigate the complexities of public sector reform, especially in environments where cultural norms and institutional inertia may resist change.

#### *4.3.2.3.3 Enthusiasm and Determination of Chief Executives:*

Staff members acknowledged the impact of the chief executives’ enthusiasm and determination on the successful implementation of PM practices. Respondent B-B observed, “Chief executives’ enthusiasm and determination are crucial for introducing and refining PM practices.” This finding aligns with participative leadership theory, which highlights the importance of leader commitment and engagement in fostering employee buy-in and driving organisational change (Zhang *et al.*, 2020).

In the context of NPM, enthusiastic and determined leaders are better positioned to align the organisational goals with broader policy objectives, such as the Qatar National Vision 2030. Recent research by Christensen and Lægreid (2022) emphasises that leadership commitment to continuous improvement is a critical factor in the success of PM reforms. By demonstrating determination and a willingness to refine PM systems, leaders can build trust and encourage employees to embrace new practices.

#### *4.3.2.3.4 Linking Leadership Qualities to PM Effectiveness:*

The findings from the interviews demonstrate that strong leadership qualities—such as accountability, courage, enthusiasm, and determination—are essential for the successful implementation of PM practices. These qualities align closely with NPM principles, which emphasise the role of leadership in fostering a performance-driven culture and achieving organisational goals. Transformational and participative leadership frameworks provide a theoretical basis for understanding how these qualities influence PM effectiveness.

However, the effectiveness of leadership in driving PM reform also depends on the broader institutional context. Cultural norms, hierarchical structures, and resource constraints can limit the ability of leaders to enact meaningful change. Addressing these challenges requires a

combination of strong leadership and structural reforms, including the development of robust accountability frameworks and capacity-building initiatives.

#### *4.3.2.3.5 Conclusion:*

Leadership qualities are critical determinants of PM effectiveness within Qatar's civil service. By demonstrating accountability, courage, enthusiasm, and determination, chief executives can drive innovation, foster accountability, and overcome institutional barriers. These findings align with NPM principles and leadership theories, highlighting the importance of strong and transformational leadership in achieving performance excellence. To maximise the impact of leadership on PM practices, it is essential to address systemic challenges and create an enabling environment for leaders to succeed.

#### *4.3.2.4 Competency of the HR Management (HRC)*

The interviews with the staff members underscore the critical role of competent HR management (HRC) in driving innovation, enhancing accountability, and ensuring the successful implementation of performance management (PM) systems. Drawing on New Public Management (NPM) principles and contemporary HRM competency frameworks, this section situates the findings within a broader theoretical and empirical context, linking them to global best practices.

##### *4.3.2.4.1 Role of HR Managers in Implementing Effective PM Practices*

HR managers are identified as pivotal agents in implementing effective PM practices, ensuring that there is alignment with strategic goals and driving organisational performance. Staff members consistently emphasise the need for HR managers to demonstrate a thorough understanding of modern HRM principles, including workforce planning, performance appraisals, and employee development. Respondent A-E remarked, "Well-versed HR managers are indispensable for achieving performance targets and aligning initiatives with Qatar National Vision 2030 (QNV2030) objectives."

This finding aligns with the HR competency frameworks proposed by Ulrich *et al.* (2012), which emphasise the need for HR professionals to act as strategic partners, ensuring that HRM practices align with organisational objectives. In the public sector, the NPM paradigm reinforces the role of HR managers as performance enablers who balance efficiency and accountability, driving reforms that prioritise results-oriented management (Pollitt and Bouckaert, 2017).

#### *4.3.2.4.2 Importance of Continuous Professional Development*

The interviews revealed a pressing need for continuous professional development (CPD) among HR managers for them to adapt to evolving organisational needs. Respondents expressed concern over the lack of targeted training (TRN) opportunities, which hampers the ability of HR managers to implement modern PM practices effectively. Respondent A-E noted, “Without sufficient training, HR managers struggle to keep PM practices up-to-date and effective.”

This aligns with recent studies emphasising the importance of CPD in equipping HR managers with the competencies needed to navigate the complexities of public sector reform. For example, Hansen *et al.* (2023) highlights that CPD initiatives are critical for fostering adaptability and innovation in HRM, particularly in contexts undergoing rapid transformation. Integrating CPD into HRM strategies enables HR managers to leverage emerging tools and methodologies, ensuring alignment with global best practices.

#### *4.3.2.4.3 Strategic Alignment with QNV2030 Goals*

The interviews highlighted the establishment of new planning departments within ministries to align activities with the QNV2030 goals. However, the respondents pointed out that gaps in HR competency undermine the ability to achieve these strategic objectives. Respondent A-F observed, “Despite the establishment of planning departments, the lack of HRC still poses a challenge in achieving alignment with QNV2030.”

The NPM framework underscores the importance of strategic alignment in public sector HRM. According to Bouckaert (2021), HR managers must act as change agents who bridge the gap between strategic objectives and workforce capabilities. Ensuring this alignment requires HR managers to possess strategic planning competencies, enabling them to integrate national development goals into organisational practices.

#### *4.3.2.4.4 Enhancing Employee Engagement and Performance*

Competent HR management plays a vital role in fostering employee engagement and productivity. Respondents highlighted the positive impact of effective HR practices on creating a supportive work environment that motivates employees to perform at their best. Respondent A-F noted, “Well-managed HR practices contribute to higher employee engagement and productivity.”

This finding aligns with Ryan and Deci's (2000) self-determination theory, which emphasises the role of intrinsic motivation in enhancing employee performance. HR managers who create environments that support autonomy, competence, and relatedness can significantly improve workforce engagement and productivity. Within the NPM context, this translates to implementing HRM practices that empower employees while aligning their efforts with the organisational goals.

#### *4.3.2.4.5 Shortage of Skilled HR Managers and Training Opportunities*

The shortage of skilled HR managers in Qatar's public service was identified as a significant barrier to effective PM implementation. Respondents noted that the lack of targeted training programs exacerbates this challenge, limiting the ability of HR managers to adapt to modern PM practices. Respondent A-E remarked, "Without adequate training, HR managers struggle to implement effective PM practices."

This finding resonates with the recent research by Christensen and Lægreid (2022), which highlights the need for capacity-building initiatives in public sector HRM. Addressing these gaps requires a systematic approach to HR development, including investments in training programs that equip HR managers with the skills needed to navigate the complexities of PM systems. Aligning these initiatives with NPM principles ensures that HR managers are prepared to meet the demands of results-oriented management.

#### *4.3.2.4.6 Linking HR Competency to PM Effectiveness*

The findings demonstrate that HR competency is a critical determinant of PM effectiveness within the Qatar civil service. Competent HR managers serve as strategic enablers who drive innovation, enhance accountability, and align PM practices with organisational and national goals. However, realising the full potential of HR competency requires addressing systemic challenges, including the shortage of skilled HR professionals and the lack of training opportunities.

#### *4.3.2.4.7 Conclusion*

The competency of HR management is pivotal in driving PM effectiveness in Qatar's public sector. By fostering innovation, enhancing accountability, and aligning practices with QNV2030 goals, competent HR managers play a transformative role in achieving the organisational objectives. Addressing the gaps in HR competency requires a concerted effort to invest in CPD initiatives, align HRM practices with strategic goals, and integrate emerging HR competency frameworks. These efforts will ensure that HR managers are equipped to

navigate the complexities of public sector reform, delivering sustainable performance improvements.

### 4.3.3 How the Contextual Variables Affect the Outcome Variables

The contextual variables—Accountability Mechanisms (ACB), Decentralised HR Management Authority (DCHRMA), Leadership Qualities (LQ), and HR Management Competency (HRC)—emerge as critical determinants of performance management (PM) effectiveness within the Qatar civil service. This section links the findings to the theoretical frameworks and underpinning concepts discussed in the literature review to provide a more robust explanation of their influence.

#### 4.3.3.1.1 *Impact of Accountability Mechanisms (ACB)*

The role of ACB in driving organisational performance and improving employee attitudes aligns with the accountability frameworks outlined by Bouckaert (2021). These frameworks emphasise the need for clearly defined accountability mechanisms to establish a culture of responsibility where leaders are answerable for their decisions and actions. In the Qatar civil service, staff interviews reveal that robust ACB mechanisms instil a sense of ownership among leaders, thereby enhancing organisational performance management (OPM).

This finding also corresponds to the Performance Management Framework discussed in the literature review, which underscores that accountability fosters transparency, efficiency, and alignment with strategic goals. For example, when accountability frameworks are well-structured, they create feedback loops that enable leaders to refine policies and address performance gaps effectively.

#### 4.3.3.1.2 *Role of Decentralised HR Management Authority (DCHRMA)*

The decentralisation of HR management authority is pivotal for fostering innovation and responsiveness in public sector organisations. The findings align with the New Public Management (NPM) framework discussed in the literature review, which advocates for devolved decision-making to enhance efficiency and adaptability. In the Qatar civil service, decentralisation allows managers to customise PM practices to meet specific operational needs, thereby directly influencing organisational outcomes.

As highlighted in the literature, decentralisation also mitigates the rigidity of traditional bureaucratic structures, enabling a more flexible and innovative approach to managing human resources. The interviews reflect this theoretical perspective, with respondents noting that greater autonomy enables quicker decision-making and more tailored performance interventions, as posited by Christensen and Lægreid (2022).

#### *4.3.3.1.3 Influence of Leadership Qualities (LQ)*

The critical role of leadership qualities in shaping PM practices is strongly supported by the transformational leadership framework explored in the literature review. This framework posits that leaders who exhibit vision, proactiveness, and integrity inspire organisational change and employee commitment. In the Qatar civil service, effective leadership fosters a performance-driven culture by aligning employee efforts with organisational objectives.

Theoretical discussions in the literature highlight that transformational leaders play a dual role in overcoming resistance to change and driving innovation in PM practices. Respondents in this study emphasise that leaders who model accountability and enthusiasm create an environment where employees feel motivated to excel, reflecting the leadership theories discussed by Bass and Avolio (1994).

#### *4.3.3.1.4 Competency of HR Management (HRC)*

The competency of HR managers is another critical variable influencing PM outcomes, as identified in this study. This finding aligns with the HR competency models discussed in the literature review, which outline the strategic role of HR professionals in aligning workforce performance with organisational goals. Specifically, the study resonates with Ulrich *et al.*'s (2012) framework, which emphasises the need for HR managers to act as change agents, strategic partners, and employee advocates.

In the Qatar civil service, the absence of adequate training and professional development opportunities for HR managers was identified as a barrier to effective PM practices. This aligns with the literature's emphasis on continuous professional development (CPD) as a cornerstone of HR competency. Addressing these gaps is essential for equipping HR managers with the skills needed to implement modern PM practices effectively.

#### *4.3.3.1.5 Interdependencies Among Contextual Variables*

The findings also highlight the interconnected nature of the contextual variables, a perspective supported by systems theory as discussed in the literature review. For instance, decentralised

HR authority enhances accountability by ensuring that decision-making aligns with the organisational goals. Similarly, effective leadership amplifies the impact of HR competency by fostering a culture of collaboration and innovation.

The literature further suggests that a holistic approach to addressing the contextual variables is essential for achieving sustainable improvements in PM effectiveness. This aligns with the study's findings that addressing these variables collectively rather than in isolation creates a synergistic effect on organisational performance.

#### 4.3.3.1.6 Conclusion

The contextual variables of ACB, DCHRMA, LQ, and HRC exert both direct and indirect effects on employee attitudes and OPM within the Qatar civil service. These findings are consistent with the theoretical frameworks discussed in the literature review, including NPM, transformational leadership, HR competency models, and accountability frameworks. Addressing these variables holistically, as informed by the literature, is crucial for fostering a performance-driven culture and achieving the strategic objectives outlined in the Qatar National Vision 2030.

### 4.3.4 The Impact of Cultural Factors on PM

This section explores how cultural factors, specifically *wasta* and Inter-Personal Relationships (ITPR), influence performance management (PM) practices within the Qatar civil service. Insights from the interviews are contextualised using regional studies on *wasta* and ITPR, as well as comparisons with merit-based systems in low power-distance cultures.

#### 4.3.4.1 Wasta

In the Qatari public service, *wasta*—the use of personal connections to gain advantage—is a deeply ingrained cultural phenomenon. This finding aligns with the study by Alsarhan and Valax (2021), who highlighted *wasta* as a pervasive factor in Middle Eastern organisations, shaping recruitment, promotions, and resource allocation. Respondents in this study described how *wasta* often prioritises familial or tribal connections over merit. For instance, as Respondent A-C remarked, "Despite poor performance, individuals with connections to higher-ups receive satisfactory ratings, undermining the integrity of the PM system."

Such practices hinder the adoption of transparent and merit-based PM systems. Alsarhan and Valax (2021) noted that while *wasta* fosters trust and solidarity in collectivist societies, it also

creates significant barriers to institutionalising fairness and accountability in organisations. Similarly, individuals benefiting from *wasta* often resist the PM reforms aimed at introducing performance-based appraisals, as these systems challenge the stability and privileges afforded by their connections.

From a comparative perspective, studies in low power-distance cultures (e.g., Sweden and Denmark) highlight the effectiveness of merit-based systems in promoting fairness and transparency in PM. In these contexts, performance appraisals are grounded in measurable outcomes and objective standards, fostering employee motivation and organisational efficiency. Qatar could draw lessons from such systems, particularly in implementing policies that emphasise clear performance metrics and limit the influence of personal connections in HR decisions.

#### 4.3.4.2 Inter-Personal Relationships (ITPR)

ITPR, characterised by a strong emphasis on personal bonds and social networks, similarly influences HR and PM practices in the Qatar civil service. The interviews revealed that recruitment and promotion decisions often prioritise relational ties over qualifications, resulting in mismatches between employee competencies and job requirements. This finding is consistent with Hutchings and Weir (2006), who emphasised that the cultural emphasis on ITPR in Gulf Cooperation Council (GCC) countries undermines merit-based HR systems.

For example, the respondents noted that appraisal discussions are frequently influenced by personal biases, with supervisors hesitant to provide constructive feedback that might strain relationships. This finding is supported by Weir *et al.* (2016), who observed that collectivist norms discourage candid feedback, as it may be perceived as damaging to interpersonal harmony. Such practices reduce the effectiveness of performance appraisals and hinder employee development, as critical areas for improvement are often overlooked.

To address these challenges, Qatar could adopt practices from low power-distance cultures where appraisal systems are designed to balance feedback delivery with relational dynamics. For instance, 360-degree feedback systems, as implemented in countries like the Netherlands, integrate multiple perspectives and reduce the potential for personal biases, creating a more comprehensive and objective evaluation process.

#### 4.3.4.3 Impact on PM Practices

Cultural dynamics such as *wasta* and ITPR profoundly undermine the effectiveness of PM systems in Qatar by prioritising stability and relationships over accountability and



performance. As noted by Hutchings and Weir (2006), managers in *wasta*-dominated systems often hesitate to implement reforms, fearing backlash from well-connected individuals. Similarly, the relational emphasis of ITPR creates an aversion to rigorous appraisal standards, perpetuating a cycle of complacency and mediocrity.

Despite these challenges, strategies such as enforcing objective performance standards and fostering a culture of accountability can mitigate the negative impacts of these cultural factors. Aligning PM practices with the Qatar National Vision 2030, which emphasises transparency and efficiency, could serve as a catalyst for change. Additionally, adopting hybrid models that blend local cultural sensitivities with global best practices—such as anonymised feedback mechanisms—may strike a balance between relational harmony and performance accountability.

#### 4.3.4.4 Comparative Insights and Adaptation

Contrasting these findings with merit-based systems in low power-distance cultures offers valuable insights. For example, while *wasta* and ITPR emphasise relational ties, merit-based systems focus on fostering individual autonomy and measurable achievements. Adapting these principles to Qatar's context may involve incremental changes, such as introducing standardised performance metrics and anonymising aspects of the appraisal process to reduce bias.

Moreover, Hutchings and Weir. (2006) recommend leveraging cultural strengths, such as the collectivist value of loyalty, to promote team-based performance incentives. This approach aligns relational dynamics with organisational objectives, creating a win-win scenario for cultural preservation and performance enhancement.

#### 4.3.4.5 Conclusion

Cultural factors such as *wasta* and ITPR significantly shape PM practices in the Qatar civil service, presenting both challenges and opportunities. While these dynamics undermine the objectivity and fairness of PM systems, they also provide a framework for culturally sensitive reforms. Drawing on insights from regional studies and global best practices, Qatar can adapt its PM systems to balance relational harmony with accountability, ultimately fostering a performance-driven culture.

## 4.4 Integrating Quantitative and Qualitative Findings

The synthesis of the quantitative and qualitative data provides comprehensive insights into the research questions. By leveraging frameworks such as resource-based theory, New Public Management (NPM), and socio-cultural frameworks, this section demonstrates how the findings align with the existing literature while revealing nuanced disparities between the two approaches.

### 4.4.1 Hypothesis 1: PM is associated with increased perceptions of WMT (H1a), OCMT (H1b), JBST (H1c), and OPM (H1d)

Quantitative analyses, including cluster analysis and one-way ANOVA, reveal there to be a positive correlation between PM implementation and favourable outcomes. Advanced clusters consistently achieve higher WMT, OCMT, JBST, and OPM scores compared to laggard clusters. These patterns resonate with qualitative insights and NPM's emphasis on results-oriented management (Hood, 1995).

The qualitative data illustrates that GBA fosters transparency and equity, enhancing JBST and OCMT. The respondents described performance-based rewards (RFP) as motivating employees by directly linking bonuses to measurable contributions, aligning with the expectancy theory of motivation (Vroom, 1964). Similarly, FBK mechanisms, rooted in self-determination theory (Ryan and Deci, 2000), empower employees by fostering competence and autonomy.

However, the qualitative findings underscore that FBK and APP strategies must be integrated into holistic frameworks to maximise efficacy. This complements NPM's call for comprehensive managerial reforms, illustrating the interdependence of PM practices in achieving systemic improvement (Bouckaert, 2021).

### 4.4.2 Hypothesis 2: ACB (H2a), DCHRMA (H2b), LQ (H2c), and HRC (H2d) drive PM development

The quantitative results identify ACB, DCHRMA, and LQ as pivotal drivers of PM, with HRC showing significant effects only when robust LQ is present. These findings align with

leadership theories such as transformational leadership (Burns, 1978), where visionary leaders inspire innovation and align the organisational efforts toward shared goals.

Qualitative interviews underscore ACB's role in compelling chief executives to prioritise PM reforms, which is consistent with principal-agent theory (Jensen and Meckling, 1976; 2019). Increased DCHRMA empowers organisations to adopt adaptive HRM practices, consistent with decentralisation theories discussed by Pollitt and Bouckaert (2017). Furthermore, LQ emerged as the linchpin for navigating bureaucratic inertia, driving strategic reforms despite structural constraints.

The interplay between HRC and LQ aligns with human capital theory (Becker, 1964), emphasising that skilled HR managers require leadership support to implement PM innovations effectively. This highlights the criticality of leadership in translating HR competencies into tangible PM advancements.

#### 4.4.3 Hypothesis 3: Contextual variables indirectly affect WMT, OCMT, JBST, and OPM via PM

Structural equation modelling (SEM) confirms the significant indirect effects of ACB, DCHRMA, and LQ on employee outcomes through PM, supporting the mediating role of PM. These findings align with systems theory (von Bertalanffy, 1968), which posits that complex organisational outcomes are shaped by interdependent factors.

Qualitative data corroborates SEM results by revealing the mechanisms through which contextual variables influence PM. For instance, chief executives embodying accountability (ACB) inspire organisational alignment, while empowered HR units leverage DCHRMA to drive innovation. These dynamics reflect the NPM principles advocating for decentralised governance and performance accountability (Hood, 1995).

#### 4.4.4 Hypothesis 4: Cultural variables (Wasta and ITPR) moderate the relationship between contextual factors and PM

The quantitative analysis highlights that wasta and ITPR moderate the effects of DCHRMA and LQ on PM but not ACB. This aligns with the socio-cultural frameworks discussed by

Hutchings and Weir (2006), emphasising the pervasive influence of relational dynamics in Gulf contexts.

The qualitative insights illustrate how *wasta* and ITPR undermine merit-based practices by prioritising relationships over performance, which is consistent with the findings by Helal *et al.* (2023). However, ACB emerges as resilient to these cultural pressures, likely due to its top-down enforcement mechanisms. This underscores the importance of robust accountability frameworks in mitigating cultural biases, as advocated by Bouckaert (2021).

#### 4.4.5 Hypothesis 5: Communication (CMCN) and training (TRN) strengthen the relationship between contextual variables and PM

Both the quantitative and qualitative findings emphasise the enabling role of CMCN and TRN in PM development. These factors align with the resource-based view (Barney, 1991), which identifies organisational capabilities—such as effective communication and skill development—as critical drivers of competitive advantage.

The qualitative data reveals how communication fosters awareness and buy-in for PM reforms, while TRN equips employees with the skills needed for implementation. However, ACB's effectiveness appears robust even in the absence of CMCN and TRN, highlighting its unique role as a structural driver of PM reform.

The integration of the quantitative and qualitative findings highlights the complex interplay between the contextual variables, cultural dynamics, and PM practices. By linking the findings to theoretical frameworks such as NPM, transformational leadership, and socio-cultural theories, this section demonstrates how contextual and cultural factors shape PM outcomes. The synthesis underscores the importance of holistic, adaptive approaches to PM, balancing global best practices with local cultural sensitivities to achieve sustainable organisational reform.

### 4.5 Chapter Summary

Chapter 4 presents the outcomes of investigating the five hypotheses concerning contextual variables and their impact on PM practices. The chapter is comprised of two sections: one detailing the quantitative analysis results and the other offering insights from the qualitative data.

In essence, both strands of analysis align to substantiate hypotheses 1, 2, and 3, with partial support for hypotheses 4 and 5. This convergence underscores the significance of advanced PM practices in fostering organisational benefits, including heightened WMT, OCMT, JBST and subsequently, improved OPM. Moreover, the development of PM emerges as contingent upon ACB, DCHRMA, and LQ, with some contribution from HRC, particularly in conjunction with LQ.

Importantly, both quantitative and qualitative data indicates that these contextual factors exert not only indirect but also direct effects on employee attitudes and OPM, thus affirming their multifaceted impact.

Furthermore, the examination of the moderating role of cultural and intervention variables reveals nuanced dynamics. While cultural variables such as *wasta* and ITPR weaken the relationship between DCHRMA and PM, as well as between LQ and PM, intervention variables like CMCN and TRN strengthen these relationships. Intriguingly, none of these variables moderate the ACB-PM relationship, defying initial expectations. Although the qualitative data doesn't offer straightforward explanations for this anomaly, it provides valuable insights to ponder upon.

This unexpected finding prompts a deeper understanding of the diverse contextual variables' roles in advancing PM development. The forthcoming chapter delves into a comprehensive discussion of these findings vis-à-vis the existing theories and literature, shedding further light on their implications.

## 5 Chapter Five: Discussions

### 5.1 Introduction

This chapter presents a comprehensive analysis of the empirical findings obtained from the study conducted to evaluate the effectiveness of the PM system within the Qatar public service context. The study employed a mixed-methods approach, combining quantitative analysis with qualitative insights, in order to gather data from multiple ministries and departments across the Qatar civil service. The primary objective was two-fold: first, to assess the current effectiveness of the PM system and second, to identify strategies for enhancing its efficacy.

The empirical evidence derived from both quantitative surveys and qualitative interviews provided valuable insights into the strengths and weaknesses of the existing performance management practices in Qatar's public service. By examining the empirical data alongside the existing literature on performance management, this chapter aims to uncover novel insights and innovative ideas for improving the system.

It is important to note that the empirical data presented in this chapter is specific to the Qatar public service context. While the findings may offer valuable insights for similar public sector organisations, they are primarily applicable to the case of the Qatar civil service. In the subsequent sections, the empirical findings will be compared with the existing literature on performance management practices, particularly focusing on the strategies described in the

literature. The chapter will explore whether the Qatar public service organisations are implementing similar strategies or have developed unique approaches tailored to their context. Moreover, the chapter will analyse the relationships between the empirical findings and theoretical frameworks from the literature. It will examine whether the findings corroborate the existing theories, contradict them, or offer new perspectives. This comparative analysis will contribute to a deeper understanding of performance management practices within the Qatar public service.

Finally, based on the discussions and analyses conducted throughout this chapter, a typology for performance management practices specific to the participant organisations in the Qatar public service will be proposed. This typology aims to provide practical guidance and recommendations for improving the effectiveness of the performance management system, aligning organisational goals with employee performance, and fostering continuous improvement within the public sector in Qatar.

### 5.1.1 Effectiveness of PM Practices in Qatar's Public Sector

The findings regarding the effectiveness of performance management practices in the Qatar public service, indicate that the introduction of five key PM practices - goal-based appraisal (GBA), feedback (FBK), reward-for-performance (RFP), addressing poor performers (APP), and employee participation (EIV) - can yield significant benefits. These practices, when implemented together, have the potential to enhance employee attitudes and perceived organisational performance (OPM). This aligns with the existing literature that highlights the applicability of PM practices in various contexts, including the public sector (Verbeeten, 2008).

Despite the initial scepticism about the effectiveness of PM in developing contexts, empirical evidence from this research supports its positive impact (Ohemeng *et al.*, 2018). However, it is essential to note that there is a lack of comprehensive empirical research on the effect of PM practices on employee-level outcomes and organisational performance, especially within the public sector (Ohemeng *et al.*, 2018). The existing literature often relies on assumptions rather than empirical testing of the relationships between PM practices and organisational outcomes (DeNisi and Pritchard, 2006).

By substantiating the applicability of PM in the Qatar public service, this research addresses concerns about its effectiveness in non-Western contexts (De Waal, 2007; Kong *et al.*, 2013). It showed that well-designed and implemented PM practices have the potential to benefit all types of such organisations. This study provides further support for the effectiveness of PM practices in improving employee attitudes and organisational performance in Qatar's public sector.

Moreover, the findings underscore the importance of empirical research in validating the impact of PM practices, thereby enabling evidence-based decision-making in organisational management and public administration. Overall, the research findings provide valuable insights into the potential benefits of introducing and effectively implementing PM practices in the Qatar public service. These practices can contribute to enhancing employee attitudes, WMT, and OPM, ultimately supporting the nation's vision for sustainable development.

Secondly, in line with these findings, prior studies conducted in other cultures similar to Qatar, although primarily in the business sector, suggest that PM practices can be effectively adapted (Thang and Quang, 2005; Aguinis and Burgi-Tian, 2023). Additionally, research conducted in other countries' public sectors indicates that PM positively influences various aspects such as JBST (Kalgin *et al.*, 2018), OCMT (Fletcher and Williams, 1996), WMT (Lee, 2019), and OPM (Roberts and Reed, 1996; Verbeeten, 2008; Walker *et al.*, 2010). These findings will further serve as reassurance to policymakers and practitioners in the Qatar public service who are considering the adoption of PM practices, especially as the country transitions towards global competitiveness. It underscores the notion that the challenges associated with PM may stem more from implementation issues rather than theoretical inadequacies (Randma-Liiv, 2005). Criticisms of PM often lack an empirical basis and rely on anecdotal evidence rather than rigorous research (Lee, 2019). Despite persistent challenges, high-quality research advocates for the use of PM due to its numerous benefits for employees, organisations, and public interest, which outweigh the associated costs (Manning *et al.*, 2012; West and Blackman, 2015; Lee, 2019). Scholars emphasise that while PM can be effective across different contexts, its specific implementation should be tailored to suit the unique circumstances of each setting (Schleicher *et al.*, 2018).

Thirdly, similar to the findings on PM's practice effectiveness, there is a consensus that a robust PM system can enhance organisational effectiveness, while there is less clarity on the specific



practices that contribute to this (Lawler, 2003; Justin and Joy, 2022). This research asserts that for a PM system to be truly effective, its practices must work in concert, as long as there are no other practices potentially compromising the system's robustness or even leading to failure. Previous studies, although less systematic, have hinted at the importance of integrating various PM practices. For instance, GBA may lose effectiveness if not closely tied to RFP mechanisms, while APP may falter without specific and objective appraisal criteria (Shafie, 1996; Burns and Zhiren, 2010; Randma-Liiv, 2005; Liu and Dong, 2012). Moreover, the fairness and objectivity of the appraisal process are both crucial for the success of RFP initiatives (Kim, 2016). This aligns with the notion that PM practices should complement each other to effectively support goal achievement (West and Blackman, 2015).

In Qatar's public service context, GBA emerges as a fundamental practice in any PM system. It not only aligns individual efforts with organisational goals but also enhances the effectiveness of other PM practices. GBA help mitigate subjectivity and political motives in the evaluation process (Pulakos and O'Leary, 2011). However, the interviewees from organisations lagging in PM implementation in Qatar expressed reluctance of RFP and APP initiatives due to a lack of trust in the appraisal process. This underscores the importance of refining the organisational objectives, reviewing job descriptions, and establishing clear performance standards to build trust in the appraisal process (Meng and Wu, 2015). This finding resonates with the previous research emphasising the importance of aligning the organisational strategies and values, outlining the objectives, and updating job descriptions when implementing an effective PM system (Pulakos *et al.*, 2015; Giamos, *et al.*, 2024). Additionally, having EIV for the development of organisational goals, job descriptions, and performance standards is vital for the success of GBA, as observed in advanced PM systems (Markus and Markus, 2004).

Fourth, within Qatar's public service, alongside establishing objective appraisal criteria, it is imperative to ensure that raters are held accountable for their appraisal results. This accountability serves to mitigate rating errors stemming from political motives, leniency, and personal relationships. Numerous studies suggest that holding raters accountable encourages them to focus more on the performance of ratees and reduces distortions in the appraisal process (Mero *et al.*, 2007). Such measures are crucial to fostering perceptions of justice and fairness

in the goal setting and evaluation processes among employees. When employees perceive their performance standards as fair, they are more likely to accept the outcomes of evaluations.

Fifth, feedback (FBK) plays an indispensable role in the PM process within Qatar's evolving public service landscape. It is widely acknowledged that employees may struggle to improve their performance without receiving honest FBK regarding their duties (Risher, 2011). However, the effectiveness of FBK practices remains debatable, particularly in workplaces characterised by face-saving and harmony-keeping cultures where supervisors and co-workers may be reluctant to provide constructive criticism (Posthuma and Campion, 2008). In Qatar's context, fostering honest FBK may be facilitated by implementing systems that allow for anonymous FBK. For instance, in some countries, some organisations have adopted internet-based appraisal software for 360-degree evaluations, enabling evaluators to provide FBK anonymously, thereby addressing the limitations of traditional collective FBK mechanisms. Supporting this approach, Latham and Mann (2006) suggest that anonymous peer appraisals are more valid than those from supervisors and subordinates. Additionally, the negative impact of traditional cultures on feedback provision can be mitigated by embracing team-based performance management and rewarding employees based on team performance. This approach has proven effective, as co-workers are more willing to provide honest FBK to underperforming colleagues when it is perceived as necessary for the team's overall performance and well-being (Jiang, 2010).

Sixth, incentivising performance in the Qatar public service often presents challenges and is often met with scepticism due to difficulties to do with measurement, conflicting objectives, resistance from unions, and limited government funding (Taylor and Beh, 2013). Doubts persist regarding the effectiveness of RFP schemes in influencing employee behaviour (Taylor and Beh, 2013). Nevertheless, this study reveals a positive association between RFP and the efficacy of PM. Interviewees emphasised that a weak link between performance and rewards can undermine even technically sound PM systems due to employee disengagement. This aligns with Allan's (1994) findings, suggesting that the mere documentation of appraisal results without tangible consequences renders the system perceived as ineffective and bureaucratic, diminishing its credibility.

Similarly, corroborating a study in Portugal, the absence of tangible consequences delegitimises PM policies, as they are perceived as unfair (Odeh *et al.*, 2023). Evidence from the private sector indicates that incentive pay significantly enhances OPM (Lawler, 2003). Risher (2011) contends that tying rewards to performance not only enhances the employees' focus on their tasks but also compels managers to take their appraisal responsibilities seriously, knowing that their evaluations directly impact employee benefits and career progression. Moreover, research in Ghana suggests that closely linking salary and incentives to performance boosts employee motivation and productivity (Agbenyegah., 2019).

While an effective PM encompasses a range of financial and non-financial incentives, the importance of financial rewards cannot be overstated. However, it is also noteworthy that in the Qatar public sector, where individuals enjoy high job security, a relatively high income, and comprehensive benefits like housing, healthcare, and education, some scholars are sceptical regarding the effectiveness of financial incentives in motivating employee performance because these factors may already provide a significant level of motivation for employees. However, it is important to note that while financial incentives may not be the sole motivator for performance in Qatar's public sector, they can still play a role in recognising and rewarding exceptional performance (Agbenyegah., 2019).

While advocating for the implementation of RFP in the Qatar public service, it's crucial to recognise the challenges associated with assessing performance in certain roles such as administrative and policy development positions, where performance is neither easily measurable nor observable. Similar to findings reported by Manning *et al.* (2012), RFP tends to encounter more difficulties in such roles compared to production or craft jobs. Hence, evaluating performance in these roles should encompass additional criteria such as behaviours and competencies (Latham and Mann, 2006). Notably, in the case of the Malaysian government, they integrated work outputs, knowledge, skills, and behaviours in their New Performance Appraisal System (Shafie, 1996).

Moreover, observations from the interviews in Qatar's public organisations reveal that employees are required to document their completed tasks monthly, which are then assessed based on average completion times. Although such schemes are also reported to pose initial implementation challenges and require further research, they foster a sense of fairness and

accountability, particularly compared to traditional appraisal practices relying on abstract criteria like compliance and personality traits.

Seventh, advanced PM practices in Qatar organisations not only apply RFP effectively but also APP. Statistical analysis reveals there to be a significant relationship between APP and positive outcomes such as WMT, OCMT, JBST, and OPM. This contradicts some studies suggesting that sanctions for poor performers might only yield short-term behavioural changes without addressing underlying issues. Additionally, in some climates, punitive measures have been shown to dampen morale, face union resistance, and incur costs in terms of time and resources (Bridges, 2009).

However, the analysis indicates that organisations in the advanced cluster within the Qatar public service have an effective APP and boast a more committed, satisfied, and motivated workforce. A crucial aspect of managing poor performers efficiently lies in implementing a rigorous appraisal system that involves EIV. This finding aligns with the existing studies advocating for the use of sanctions to enhance employee motivation and performance (O'Reilly III and Weitz, 1980). Lawler (2003) supports this notion, suggesting that terminating the lowest-rated individuals significantly improves PM effectiveness by enhancing appraisal accuracy, motivation, and performance. The seriousness of the consequences associated with termination prompts supervisors and employees to exert greater effort into the appraisal process.

Similarly, effective APP holds employees accountable by signalling an end to unconditional lifetime employment contracts, fostering a culture of responsibility and promoting continuous improvement (Luecke, 2006). Furthermore, APP in the public sector can lead to increased productivity and better overall performance. By setting clear expectations and holding employees accountable for meeting those expectations, managers can create a more efficient and effective work environment (Lawler and McDermott, 2003). Additionally, APP can also send a message to other employees that their efforts and contributions are valued, which can boost morale and motivation across the organisation (Luecke, 2006).

The interview responses in this study emphasise that effectively managing poor performers not only enhances ACB, WMT, and morale among existing employees but also improves staffing quality by discouraging the effects of wasta and ITPR in the recruitment process. The reduced likelihood of recruitment based on wasta arises from the candidates' awareness that failure to meet the job requirements may lead to dismissal.

While APP is crucial, the study suggests that transferring underperforming employees to roles that better match their competencies before initiating dismissal procedures is preferred within the public sector in Qatar. This approach helps mitigate grievances and bolster morale as it demonstrates the organisation's willingness to retain employees while prioritising organisational and individual performance (Tong *et al.*, 1999). Respondents in this study reported instances where underperformers voluntarily left their positions after being rated and transferred to less demanding roles. This voluntary departure reflects a shift in organisational culture, signalling that the institution is no longer a sanctuary for unproductive individuals. Moreover, the establishment of objective and specific criteria underscores the importance of competence and motivation in maintaining employment within the organisation. Thus, individuals lacking the requisite skills and motivation have little reason to remain in their current roles.

Eighth, in the context of transitioning to global competitiveness, fostering employee participation (EIV) becomes essential within the organisational culture of the Qatar public service, despite the challenges posed by a high ITPR culture and collectivist tendencies (Aguinis, 2019). Encouraging an open and supportive environment where employees feel comfortable addressing performance-related issues is crucial for organisational success. This finding resonates with the previous research indicating that EIV in goal setting, performance standards development, and FBK mechanisms enhances OCMT and OPM (Locke and Latham, 2002).

Studies also highlight the positive correlation between EIV and perceptions of fairness and the effectiveness of PM practices (Gorman *et al.*, 2017). Conversely, a lack of EIV can lead to apathy and resistance, as employees may perceive PM as a means of control and punishment

(Ahenkan *et al.*, 2018). Therefore, promoting EIV enhances fairness perception, instils a sense of ownership, and improves overall PM effectiveness (Gorman *et al.*, 2017; Verbeeten, 2008).

For an effective EIV, certain prerequisites must be met. Firstly, organisations must articulate the importance of PM innovation to employees, emphasising its significance for organisational success and individual benefits such as rewards and disciplinary measures. Secondly, employees need assurance of managerial commitment, impartiality, and openness throughout the implementation process to freely voice their concerns without fear of reprisal. This is particularly pertinent in countries characterised by high power-distance and centralised decision-making, where managerial reluctance to engage openly with subordinates hampers effective communication (Milliman *et al.*, 1998; Hofstede, 2001).

In summary, the adoption of PM not only enhances OPM but also contributes to the public service reform process. Objective performance ratings facilitate more effective recruitment, succession planning, downsizing, and compensation decisions. By promoting merit-based evaluation and reward systems, performance management mitigates arbitrary personnel decisions and encourages employees to focus on improving performance rather than seeking patronage. This is particularly valuable in the context of Qatar, which is working to address the challenges of work ethics, bureaucracy, and *wasta*, and where performance management will serve as a vital tool for fostering broader reforms (Manning *et al.*, 2012, Turner *et al.*, 2022).

### 5.1.2 Understanding Contextual Factors affecting PM

In exploring the factors influencing the development of PM in Qatar's public service sector, this section delves into the role of the contextual factors of management accountability, HR autonomy, and leadership quality. By examining these contextual factors, this research aims to provide insights into their impact when it comes to shaping PM practices within the Qatari context.

#### 5.1.2.1 Management Accountability:

The effectiveness of any reform initiative within the public sector, including the implementation of PM systems, hinges significantly on the level of responsibility demonstrated by management. Drawing from the previous literature on public sector reforms and

performance accountability, this study highlights the crucial role of management in driving organisational performance (Poon *et al.*, 2009).

Empirical evidence from this research underscores the correlation between increased management accountability and the utilisation of organisational resources, including human resources, more effectively. While the importance of responsibility mechanisms in public administration has been acknowledged in prior qualitative studies, this research contributes by providing empirical validation of its influence on the development of PM (Randma-Liiv, 2005; Liu and Dong, 2012).

One effective strategy identified in this study to enhance management accountability is through the evaluation of top executives based on organisational performance. By linking the professional future of top executives to their organisation's goal achievement, responsibility is enforced, thereby incentivising top executives to optimise resource utilisation. This approach aligns with the practices observed in countries like New Zealand and certain OECD member states, where the top executives' performance is tied to promotions and financial incentives (Ketelaar *et al.*, 2007).

However, challenges in reforming responsibility practices persist in transitioning countries like Qatar. The prevalence of political patronage and interpersonal relationships in promotion decisions, coupled with collectivist and egalitarian values, complicates the implementation of performance-based incentives. Thus, comprehensive reforms, coupled with political commitment from high-ranking leaders, are essential to reforming responsibility practices effectively (Liu and Dong, 2021).

In summary, management accountability emerges as a pivotal factor in shaping PM practices in Qatar's public service sector. By fostering responsibility mechanisms that link performance outcomes to organisational leadership, Qatar can enhance the effectiveness of its PM systems and drive organisational performance in alignment with its modernisation objectives.

#### 5.1.2.2 Decentralising HR management authority (DCHRMA):

DCHRMA plays a crucial role in shaping the effectiveness of PM systems within the public service sector in Qatar. Drawing from recent literature on public administration and organisational decentralisation, this study emphasises the importance of granting HR

management autonomy to improve organisational performance and employee motivation (Johnson *et al.*, 2007; Ugarte *et al.*, 2020)

Empirical findings from this research highlight the positive impact of DCHRMA on the effectiveness of performance management practices. Previous studies have discussed the theoretical benefits of decentralising HR functions to enhance organisational responsiveness and innovation (Ugarte *et al.*, 2020). This research provides empirical evidence supporting its practical significance in driving organisational effectiveness and contributing to national development goals.

One effective strategy identified in this study to enhance HR management authority is to start by focusing on revenue generating institutions. These institutions, by gaining a level of financial independence, can be granted greater autonomy over HR practices. This autonomy allows them to be more flexible and deploy merit-based HR policies, such as pay-for-performance schemes (Liu *et al.*, 2006). Liu *et al.*, (2006) found that DCHRMA in revenue generating public institutions led to improved performance in terms of employee productivity and overall organisational outcomes. By DCHRMA, revenue-generating public institutions are able to tailor HR practices to their specific needs and goals, thereby improving performance and productivity. This improved performance can be attributed to several key factors. Firstly, DCHRMA allows for quicker decision-making and greater adaptability in responding to changing market conditions. Secondly, it fosters a greater sense of accountability and ownership among managers and employees, as they are directly responsible for HR management within their respective departments. Lastly, it promotes employee empowerment and engagement, as they have a voice in shaping the HR policies and practices that directly impact their work environment (Liu *et al.*, 2006).

However, challenges in DCHRMA persist, particularly due to the reluctance of central agencies to cede control. The Ministry of Administrative Development, Labour and Social Affairs (MADLSA), which manages public employees across Qatar, is often seen as a barrier to decentralisation. A senior manager commented, “MADLSA's centralised control over HR management functions prevents local innovation and responsiveness” (Respondent C-D). This



perspective is supported by the literature, indicating that the central agencies' reluctance to decentralise hinders the development of effective HR practices (Al-Shaiba *et al.*, 2020).

Additionally, a study by the United Nations Development Programme (UNDP) on public sector reform emphasised the necessity of empowering local agencies with HR management authority. This would enable them to address specific local challenges more effectively, improving overall organisational performance (Poon *et al.*, 2009).

In summary, DCHRMA emerges as a critical determinant of performance management effectiveness in Qatar's public service sector. By promoting autonomy and flexibility in HR practices, organisations can enhance employee engagement, drive performance, and contribute to the achievement of the Qatar National Vision 2030 (QNV2030) goals. However, overcoming the challenges posed by the central agencies' control remains essential for fostering a more innovative and responsive public service sector.

#### 5.1.2.3 Leadership Qualities (LQ)s:

In the context of Qatar's public service sector, LQ emerge as critical drivers in innovating PM systems. While factors such as ACB and transparency play a significant role, the presence of effective leaders with strong proactive qualities significantly influences organisational success and fosters a positive work environment for employees to thrive in (Kong *et al.*, 2013; Yamak and Eyupoglu, 2021).

Proactive leadership becomes particularly crucial in navigating the challenges posed by the technical complexities, organisational resistance, and restrictive legal systems inherent in PM innovation. Without proactive and committed leadership, the implementation of advanced PM practices is often delayed or hindered.

Both quantitative and qualitative analyses underscore the indispensable role of leaders with proactive qualities in overcoming the institutional and cultural barriers to innovation. In environments where adherence to traditional norms is valued and innovation without prior approval is discouraged, proactive leaders play a pivotal role in driving change. The departure of proactive-minded leaders can also jeopardise the continuity of PM innovation efforts, highlighting the critical need for sustained leadership commitment (Suutari and Riusala, 2001; Allan, 1994).

Furthermore, beyond proactiveness and entrepreneurial spirit, leaders must demonstrate impartiality, selflessness, and a willingness to prioritise organisational interests over personal gain. Employees and line managers are more likely to engage with PM innovations when they perceive the leadership actions as being solely focused on organisational benefits. Additionally, leaders must possess the ability to garner support from higher authorities and secure the necessary resources to overcome entrenched barriers.

While the literature has extensively explored the relationship between leadership quality and innovation in various sectors, including education, this study contributes to understanding the specific role of leadership quality in PM innovation within the public sector context.

In conclusion, nurturing and developing leaders with proactive qualities is imperative for fostering PM innovation in Qatar's public service sector. As Qatar continues its modernisation efforts, identifying and cultivating leaders who embody proactive and entrepreneurial spirit, and integrity will be essential for driving successful reform initiatives.

#### 5.1.2.4 Management competency in HR (HRC):

The findings from the survey and interview analysis have shed a light on the crucial role of management competence in HR and its impact on PM outcomes within the Qatar civil service. This discussion will explore these findings in the context of the recent academic literature.

Management competence in HR is fundamental to the effective functioning of PM systems and organisational performance. Research by Selmer and Chiu (2004) emphasises that competent HR management ensures the alignment of PM practices with organisational goals and objectives, fostering a culture of performance excellence. This aligns with the findings from the survey and interviews, which has highlighted the importance of HR management competence in driving organisational success.

Furthermore, the impact of competent HR management on accountability and responsibility aligns with the findings of the study by Ulrich *et al.* (2012). These scholars argue that proficient HR managers establish clear performance expectations and implement robust performance appraisal systems, thereby fostering accountability among employees and managers. The insights gathered from the survey and interviews corroborate this, indicating that competent HR management cultivates a sense of ownership over performance goals and encourages proactive decision-making.

Additionally, the role of management competence in HR in facilitating innovation and adaptation in PM practices is supported by the research by Ulrich *et al.* (2012). These scholars suggest that competent HR managers possess the ability to identify emerging trends and best practices in HRM, ensuring that PM systems remain relevant and effective. The findings from the survey and interviews underscore this, highlighting how competent HR management enables the continuous improvement of PM practices, driving employee performance and organisational success.

In conclusion, the findings from the survey and interview analysis align with the recent academic literature, emphasising the critical importance of management competence in HR for driving PM outcomes and organisational performance. By ensuring alignment with the organisational goals, fostering accountability, and facilitating innovation, competent HR management plays a pivotal role in shaping the effectiveness of PM systems within the Qatar civil service.

### 5.1.3 Bridging Contextual Factors and Desired Outcomes of PM

The findings underscore the significant impact of management accountability (ACB), decentralised HR management authority or autonomy (DCHRMA), management leadership qualities (LQ), management's competency in HRM (HRC), organisational commitment (OCMT), job satisfaction (JBST), and their impact on organisational performance (OPM).

These results suggest that the effectiveness of PM systems is not only influenced indirectly, as hypothesised, but also directly by the contextual factors. The implications of these findings are two-fold. Firstly, it highlights the critical role of PM as a mediating mechanism through which reform initiatives can translate into favourable outcomes in terms of enhanced attitudes and performance among public service employees. Without a robust PM program complementing reform efforts, the efficacy of public administration reforms may be compromised. To illustrate, in the case of Qatar, DCHRMA can significantly enhance the quality and effectiveness of public service delivery. However, without a corresponding focus on PM, DCHRMA may not translate into tangible improvements in employee performance and overall OPM. This underscores the importance of integrating PM into broader reform initiatives to ensure their success.

Secondly, the analysis reveals that these contextual factors exert both a direct and indirect influence on the outcome variables, emphasising the complexity of the relationship between reform efforts and performance improvement. While the introduction of PM is crucial for linking reform efforts with performance enhancement, other mechanisms such as ACB, DCHRMA, and LQ also play a pivotal role in driving employee attitudes and general OPM. For instance, fostering a culture of accountability among top management can promote transparency and efficiency within public organisations, boosting employee morale and performance. Similarly, effective leadership characterised by qualities such as integrity and self-sacrifice can inspire employees to excel. This multifaceted approach to performance improvement highlights the need for comprehensive and systematic reforms that address the various dimensions of organisational functioning (Kong *et al.*, 2013; Ohemeng *et al.*, 2015).

In summary, the findings underscore the importance of considering a holistic approach to performance improvement in the public service sector. By addressing factors such as ACB, DCHRMA, LQ, and HRC, Qatar can foster a conducive environment for enhancing WMT, OCMT, JBST, and ultimately, OPM, in line with its strategic objectives outlined in the QNV2030.

#### 5.1.4 Relationships between cultural factors and PM

The findings of this study indicate that *wasta* and personal relationships moderate (weaken) the effect of DCHRMA and LQ while not moderating the effect of ACB on the development of PM systems.

This research contributes to the understanding of the influence of cultural factors such as *wasta* and ITPR on the effectiveness of PM systems in the public sector of developing countries like Qatar. While the moderating effects of *wasta* and ITPR are statistically significant only in certain regressions, they align with previous arguments that traditional cultural values may hinder well-designed PM systems (Aguinis *et al.*, 2012). The analysis suggests that *wasta* and

ITPR undermine the merit-based principles of a robust PM system, distorting appraisal results, constraining constructive FBK, and nullifying RFP (Weir *et al.*, 2016; Al-thbah, 2021).

To overcome these obstacles, organisations in Qatar need to develop transparent and merit-based personnel practices that rely on objective GBA tied to work performance rather than personal traits. This approach can help minimise *wasta* and ITPR's influence on PM decision-making processes (Al-thbah, 2021). Additionally, committed leaders can play a crucial role in mitigating the negative effects of *wasta* and personal relationships by holding supervisors accountable for the accuracy and objectivity of their ratings. By implementing accountability mechanisms for performance appraisals, organisations can reduce biases and ensure fair evaluations based on merit (Alsarhan and Valax, 2021). Furthermore, the role of chief executives is pivotal in combating the influence of traditional cultural practices. The study highlights the importance of impartial, enthusiastic, and organisation-centric leadership in fostering effective PM systems. Conversely, if chief executives prioritise personal interests or engage in favouritism, the success of PM initiatives may be compromised (Weir *et al.*, 2016).

Overall, the findings underscore the need for comprehensive reforms that address the cultural barriers to effective PM in Qatar's public sector. By promoting transparency, meritocracy, and accountable leadership, organisations can create an environment conducive to the development and implementation of robust PM systems aligned with organisational goals and objectives.

#### 5.1.5 Effect of Communication and Training on Contextual Factors

The findings of this study indicate that communication (CMCN) and training (TRN) moderate (strengthen) the effect of management's competence in HR (HRC) and leadership qualities (LQ) on the development of PM systems. However, neither communication nor training was found to moderate the effect of management accountability (ACB). This section discusses how communication and training interventions can overcome the entrenched cultural barriers in Qatar's public service.

#### 5.1.5.1 Communications (CMCN)

CMCN is identified as a critical determinant of the success of PM systems, as it facilitates understanding and support among stakeholders, including supervisors and employees (Longenecker and Goff, 1992; Kong *et al.*, 2013). Without a sufficient understanding or belief in the value of PM systems, their effectiveness is compromised (Odeh *et al.*, 2023; Ohemeng *et al.*, 2018). A robust CMCN strategy signifies the organisation's commitment to PM implementation and is essential for its effectiveness (Odeh *et al.*, 2018).

The findings underscore the importance of continuous and comprehensive communication efforts to ensure successful PM adoption. Rather than relying on one-time communication campaigns, organisations should engage in ongoing dialogue through various channels to raise awareness and secure buy-in from supervisors and employees (Nyhan, 2000). Senior managers play a crucial role in persistently advocating for PM initiatives and addressing concerns raised by stakeholders (Nyhan, 2000). Furthermore, effective communication must clarify how PM innovations align with the interests of different stakeholders. For employees, PM systems offer opportunities for performance-based rewards and career advancement, enhancing their income and wellbeing. For managers, PM systems streamline managerial activities and improve organisational effectiveness, rather than adding administrative burdens (Armenakis and Harris, 2002).

In Qatar's public service sector, where traditional cultural values such as *wasta* (favouritism) may pose challenges to PM adoption, communication becomes even more vital. Democratic communication approaches, which allow for two-way dialogue and employee involvement, can foster ownership and increase the organisational commitment and acceptance of PM initiatives, even in the face of unfavourable decisions (Greenberg, 1987; Kong *et al.*, 2013). By authentically embracing democratic communication practices, organisations can overcome the resistance stemming from top-down management styles and ensure the successful implementation of PM systems. Recent studies by Kambara *et al.* (2023) emphasise that culturally adaptive communication strategies are critical for bridging the gap between traditional values and modern management reforms.

#### 5.1.5.2 Training (TRN)

Training plays a pivotal role in moderating the effects of HR competence and leadership qualities on the development of PM systems. By equipping employees and supervisors with the necessary skills and knowledge, training interventions enhance the effectiveness of PM initiatives and ensure their successful implementation. Research by Haines III and St-Onge (2012) and Tung *et al.* (2011) underscore the significant correlation between training and the development of robust PM systems. These studies emphasise that training is essential for establishing objective criteria, providing constructive feedback, and implementing performance-based rewards.

The effectiveness of PM systems relies heavily on the competence of immediate supervisors rather than HR professionals alone (Risher, 2011). Thus, targeted training programs for supervisors are critical to ensuring the success of PM initiatives. Trained supervisors are more likely to support the system, provide accurate evaluations, and address appraisal biases, which contributes to the fairness and accuracy of PM practices (Gorman *et al.*, 2017). Without adequate training, appraisals often result in frustration, dissatisfaction, and ineffectiveness (Longenecker and Goff, 1992).

In Qatar's public service sector, training is particularly vital given the varying competence levels of managers. Comprehensive training programs familiarise employees and supervisors with PM systems, particularly complex tools like online appraisal software (Davis, 2015). Effective training programs focus on enhancing the understanding of core PM principles and fostering skills for active participation in the implementation process (Hansson *et al.*, 2003). Multiple, periodic training sessions that last one to two days have been shown to significantly improve proficiency and understanding (Tamsah *et al.*, 2020). Furthermore, training should empower employees to voice their opinions and contribute to decision-making processes, promoting transparency and the acceptance of PM initiatives (Lawler *et al.*, 2012).

#### 5.1.5.3 Overcoming Cultural Barriers

Overcoming entrenched cultural barriers such as *wasta* and interpersonal relationships (ITPR) requires deliberate and sustained efforts through communication and training interventions. Communication strategies must address the resistance rooted in cultural norms by framing PM reforms in ways that align with shared values and national objectives. By fostering two-way

communication channels, organisations can build trust and ownership among employees, ensuring their active participation in PM systems. For instance, Greenberg (1987) suggests that democratic communication practices enable employees to feel heard, which reduces their resistance to change and fosters organisational commitment. Additionally, training programs designed to emphasise the benefits of meritocracy can challenge the status quo of favouritism and nepotism. Such programs should focus on creating awareness about the long-term benefits of performance-based systems for individual growth and organisational success.

In hierarchical cultures, where deference to authority is common, training initiatives can help employees and supervisors navigate power dynamics while embracing new PM systems. By embedding cultural sensitivity into training content, organisations can ensure that employees see reforms as inclusive rather than disruptive. The study by Helal *et al.* (2023). highlights the importance of culturally tailored training programs that resonate with local values while promoting global best practices. Moreover, training workshops that simulate real-world PM scenarios can help supervisors and employees develop the confidence to implement changes effectively. Through these strategies, communication and training interventions can not only bridge cultural gaps but also reinforce the alignment of PM practices with the Qatar National Vision 2030.

#### 5.1.6 Summary of the findings and development of the proposed theoretical model

Based on the analysis of the survey and interview data in the context of Qatar's public service sector, a theoretical model of the implementation of PM has been proposed, integrating both the initially hypothesised variables and new findings.

Regarding the contextual variables, in addition to the originally identified factors such as ACB, DCHRM, LQ, and HRC, addressing waste by increasing transparency and regulating certain job types were included as supplemental contextual factors. The research underscores the significance of chief executives with a transparency and fairness mindset in facilitating effective PM implementation. Furthermore, service delivery organisations, particularly those leveraging e-government services and who have adopted the new Ada'a management system



tends to possess more advanced PM systems compared to administrative agencies, given the measurability of job performance and their proactive efforts in soliciting customer feedback and satisfaction surveys.

In terms of PM practices, adjustments were proposed to better suit the cultural nuances prevalent in transitioning countries like Qatar. For instance, feedback mechanisms should prioritise anonymity to encourage more honest and candid responses. Additionally, reward structures should account for both individual and collective performance to foster a collaborative work environment conducive to open feedback exchange. Holding evaluators accountable for the transparency of the appraisal results emerged as a crucial factor in minimising the influence of political motives, leniency, and personal relationships on employee performance evaluations, thereby enhancing the overall effectiveness of PM practices.

Cultural factors, including the prevalence of *wasta* and personal relationships, and high-power distance, were identified as potential barriers to an effective PM. However, intervention strategies, coupled with robust communication and training initiatives, were found to mitigate their adverse effects significantly.

Lastly, beyond the immediate outcomes of employee motivation, organisational commitment, job satisfaction, and performance improvement, the implementation of PM can yield broader benefits for public organisations and the public interest in Qatar. Addressing poor performers through effective PM strategies can help deter *wasta* in recruitment processes, thereby attracting high-ability individuals to public service roles. Goal-based appraisal systems enable more objective and fair differentiation between good and poor performers, facilitating more effective succession planning and staff downsizing initiatives.

Additionally, the proposed theoretical model includes an institutional setting component, encompassing a wide range of variables related to culture, capacity, and institutional context. This addition provides readers with deeper insights into the contextual factors shaping the implementation of PM in Qatar's public service sector, enhancing their understanding of the underlying challenges, opportunities, and likely outcomes associated with PM initiatives.

## 6 Chapter Six: Conclusion

### 6.1 Introduction

The conclusion chapter of this thesis presents a comprehensive assessment of the effectiveness of the current performance management (PM) system in Qatar's public service, particularly in light of the enactment of the Civil HR Law No.1 of 2016. Employing a mixed-methods approach combining quantitative surveys and qualitative interviews, the research aims to provide nuanced insights into the strengths and weaknesses of the PM system from the viewpoints of employees and managers alike.

Key findings from the quantitative analysis reveal varied perceptions among the participants, highlighting strengths such as clear performance expectations alongside weaknesses like subjective appraisal criteria and deficient feedback mechanisms. Complementary qualitative insights further illuminate bureaucratic hurdles and a lack of leadership qualities (LQ) and HR

skills (HRC) as significant challenges. Synthesising these findings offers actionable strategies for improvement, including the establishment of clear performance criteria, the enhancement of training programs, and fostering transparent processes. Additionally, addressing the detrimental influence of "wasta" through strengthened accountability mechanisms and a culture of performance excellence emerges as crucial recommendations.

Furthermore, the conclusion chapter aims to contribute significantly to both the theoretical discourse and empirical understanding in the field of public sector management, particularly within Qatar's socio-economic landscape. By addressing the pressing need for effective PM frameworks, the research seeks to inform policymakers, practitioners, and scholars alike. Through a synthesis of theoretical frameworks, empirical evidence, and practical implications, this chapter underscores the significance of effective PM systems in enhancing organisational performance, fostering accountability, and driving socio-economic development in Qatar in accordance with the QNV2030 goals, as well as in similar regions with a similar context. Moreover, it provides insights into strategic recommendations and avenues for future research exploration within the realm of employee PM in Qatar's public sector.

## 6.2 Summary of the Findings

### 6.2.1 Objective 1: Assessing the Effectiveness of the Current Performance Management System

The primary objective of this study was to evaluate the effectiveness of the current performance management (PM) system in Qatar's public service, especially following the enactment of the Civil HR Law No.1 of 2016, from the perspectives of both employees and managers. This assessment was conducted using a mixed-methods approach, combining quantitative surveys with qualitative interviews, to provide a comprehensive understanding of the PM system's efficacy.

The findings from the quantitative analysis revealed mixed perceptions regarding the effectiveness of the PM system, as was evident from the clustering of results discovered. While some cluster of employees and managers expressed satisfaction with certain aspects of the system, such as the clarity of the performance expectations and goal setting, others highlighted significant shortcomings. One notable finding was the widespread perception of subjective appraisal criteria, with many participants expressing concerns about fairness and transparency

in the evaluation process. Additionally, inadequate feedback mechanisms emerged as a common complaint among employees, hindering their ability to understand their performance and areas for improvement.

From the qualitative interviews, several themes emerged that complemented the quantitative findings. The participants highlighted the bureaucratic hurdles and rigid processes that constrained the managers' autonomy in decision-making regarding performance evaluation and reward distribution. There was a prevailing sentiment among employees that the current PM system did not adequately link performance assessment with rewards or recognition, leading to feelings of demotivation and disengagement.

Synthesising the quantitative and qualitative findings provided a nuanced understanding of the PM system's effectiveness within Qatar's public service. The quantitative analysis offered insights into the prevalence of certain perceptions and experiences among a broader sample, and the qualitative interviews provided depth and context, allowing for a richer exploration of the underlying issues and dynamics at play. Overall, the study findings revealed both strengths and weaknesses in the current PM system. While the system provided a structured framework for performance evaluation, its effectiveness was hindered by factors such as subjective evaluation criteria, inadequate feedback mechanisms, a lack of clarity in goal setting and the equitable compensation of employee performance. In conclusion, the study's comprehensive assessment of the PM system's effectiveness highlighted the need for targeted interventions to address its shortcomings. Moving forward, addressing these challenges will be essential for enhancing PM effectiveness and driving organisational performance in Qatar's public sector.

### 6.2.2 Objective 2: Identifying the Strengths and Weaknesses of the Current Performance Management System

The second objective of the study was to identify the strengths and weaknesses of the current performance management (PM) system in the public sector of Qatar and to understand why it is or is not effective. This objective was addressed through a combination of quantitative surveys and qualitative interviews, allowing for a comprehensive exploration of the PM system's dynamics and the underlying factors contributing to its efficacy or lack thereof.

The quantitative analysis revealed several strengths of the current PM system, for instance in the cases of the advanced cluster, there are established clear performance expectations through

goal setting and the provision of structured evaluation processes. The participants also acknowledged the system's potential for recognising high performers and identifying areas for improvement and most importantly, the relative level of management's HR autonomy. However, the study also uncovered significant weaknesses in the PM system. One prominent issue was the perceived subjectivity and lack of transparency in the evaluation process, with many participants expressing concerns about favouritism and bias in performance assessments due to *wasta*. This was also reported to extend throughout all of the PM process including, recruitment, promotion, and training. Additionally, inadequate feedback mechanisms emerged as a common complaint among employees, hindering their ability to understand their performance and areas for development.

From the qualitative interviews, several themes emerged that complemented the quantitative findings. The participants highlighted the lack of alignment between performance evaluations and organisational goals, as well as the bureaucratic hurdles that impeded the managers' autonomy in decision-making regarding performance assessment and reward distribution. Moreover, there was a prevailing sentiment among employees that the current PM system did not adequately recognise or reward high performers, leading to feelings of demotivation and disengagement.

Overall, the study's findings underscored the need for improvements in various aspects of the PM system, particularly enhancing transparency, fairness, and the manager's HR competency. Addressing these weaknesses will be crucial for bolstering employee engagement, motivation, and ultimately, organisational performance in Qatar's public sector.

In conclusion, the study's comprehensive assessment of the strengths and weaknesses of the current PM system has shed light on areas ripe for improvement. Moving forward, addressing these weaknesses will be essential for enhancing PM effectiveness and driving organisational performance in Qatar's public sector.

### 6.2.3 Objective 3: Examining the Impact of "Wasta" on the Effectiveness of the PM System

The third objective of the study was to examine the impact of "*wasta*" on the effectiveness of the PM system within Qatar's public sector. "*Wasta*" refers to the use of personal connections or influence to gain favours or advantages, often at the expense of merit-based systems. In this

study, Wasta is sub-divided into two; the first is intercessory wasta, generally considered to be 'nepotism', while intermediary wasta is generally considered to involve 'interpersonal relationships'.

Quantitatively, the study included questions in the surveys aimed at assessing the perceptions of the prevalence and impact of "wasta" on the PM system. Participants were asked to indicate their level of agreement with statements regarding the influence of personal connections on performance evaluations and promotional decisions.

The quantitative analysis revealed that a significant proportion of respondents believed that "wasta" had a negative impact on the PM system. Many participants expressed concerns about unfair treatment and favouritism in performance evaluations and promotions, attributing these issues to the influence of personal connections.

Qualitatively, the study delved deeper into the phenomenon of "wasta" through in-depth interviews with selected participants. These interviews provided an opportunity for the participants to share their experiences and perspectives on how "wasta" influenced the PM system. The qualitative findings corroborated the quantitative results, shedding light on the prevalence and detrimental effects of "wasta" in the public sector. The participants recounted instances where personal connections superseded merit and competence in performance evaluations and career advancements, leading to feelings of demotivation and disillusionment among employees.

The synthesis of quantitative and qualitative findings painted a vivid picture of the impact of wasta on the effectiveness of the PM system. Both data sources highlighted the corrosive influence of personal connections on organisational fairness, transparency, and employee morale. Moreover, the qualitative insights provided nuanced perspectives on the mechanisms through which wasta operated within the public sector, including informal networks for intercessory wasta, and familial ties, as well as societal expectations for intermediary wasta. These qualitative findings deepened the understanding of the complex interplay between personal connections and organisational processes.

In conclusion, the study's investigation into the impact of wasta on the effectiveness of the PM system underscored the need for measures to address this pervasive issue within Qatar's public sector. Efforts to mitigate the influence of wasta on the PM system should include reforms to promote transparency, accountability, and merit-based decision-making. Addressing these

systemic issues will be essential for fostering a culture of fairness, integrity, and organisational excellence within Qatar's public sector.

#### 6.2.4 Objective 4: Identifying the Determinants Affecting the Effectiveness of the Performance Management System

The fourth objective of the study aimed to determine the determinants affecting the effectiveness of the performance management (PM) system in Qatar's public sector. This objective sought to identify the key factors influencing the success or failure of the PM system within the organisational context.

Quantitatively, the study employed surveys to confirm the impact of performance practice factors identified through the literature reviews and how they potentially impact the effectiveness of the PM system, such as objective goal setting and appraisal, feedback mechanisms, reward-based pay, addressing poor performance, and employee participation. It also included the contextual factors of management accountability, management HR competence, leadership skills and management HR autonomy as well as both forms of intercessory and intermediary *wasta*. This was as well as the possible intervention factors of communications and training programs. From the analysis of the quantitative data, these factors were all observed to be critical.

Qualitatively, the study delved deeper into the determinants identified in the quantitative analysis through interviews with key stakeholders. The participants provided insights into how factors such as decentralising the HR management authority, management accountability, and HR competence manifested within their respective organisations and influenced the implementation of the PM system. The qualitative findings enriched the understanding of these determinants by elucidating the mechanisms through which they operated. The participants shared anecdotes and examples illustrating the pivotal role of leadership quality in driving PM initiatives, shaping organisational culture, and fostering PM desired outcomes. Moreover, qualitative data provided context-specific nuances that complemented the quantitative findings.

Synthesising the quantitative and qualitative findings revealed a multifaceted landscape of determinants affecting the effectiveness of the PM system. The five PM practices identified together along with the contextual factors were decentralised HR authority and HR competence which worked intertwined to shape the employees' experiences with the PM system and its

outcomes. The synthesis highlighted the interconnected nature of these determinants, as well as the importance of a holistic approach to PM system design and implementation. This implies the necessity of integrating the five core PM practices in concert, rather than deploying them in isolation.

In conclusion, the study's exploration of the determinants affecting the effectiveness of the PM system underscored the complex interplay of organisational factors within Qatar's public sector. Moving forward, efforts to enhance the effectiveness of the PM system should prioritise interventions targeting the key determinants identified in the study. This holistic approach, informed by both quantitative data and qualitative narratives, will be essential for driving meaningful improvements in performance management practices and outcomes within Qatar's public sector.

### 6.2.5 Objective 5: Proposing Strategies for the Improvement of the Current Performance Management System

The fifth objective of the study aimed to propose strategies for the improvement of the current performance management (PM) system in the public sector of Qatar. This objective sought to leverage the identified strengths and weaknesses of the existing PM system, as well as considerations related to the influence of *wasta*, to formulate actionable recommendations for enhancing PM practices.

Quantitatively, the study employed surveys to gather data on the participants' perceptions of the strengths and weaknesses of the current PM system. Additionally, participants were asked to provide insights into the influence of *wasta* on PM practices and to suggest potential strategies for improvement.

The quantitative analysis identified several areas for improvement within the current PM system, including the need for clearer performance criteria, enhanced training and development opportunities, and more transparent processes for performance evaluation and improving the effectiveness of feedback. The participants also highlighted the detrimental impact of *wasta* on PM practices and expressed the importance of addressing nepotism, favouritism and interpersonal relationships in the system.

Qualitatively, the study further explored the participants' perspectives on potential strategies for improving the PM system through in-depth interviews. The participants shared their



experiences and provided detailed recommendations for addressing the identified weaknesses and mitigating the influence of wasta.

The participants emphasised the importance of leadership commitment to driving change, the need for comprehensive training programs to build capacity, and the value of fostering a culture of transparency and accountability.

Synthesising the quantitative and qualitative findings revealed a set of actionable strategies for improving the current PM system in Qatar's public sector. These strategies encompassed various dimensions, including leadership, organisational culture, HR practices, and policy reforms, and aimed to address the identified weaknesses while leveraging the system's strengths. One key recommendation involves establishing clear performance criteria and employee participation, while additionally providing comprehensive training and development programs for employees and managers to enhance PM competencies. Implementing transparent and fair processes for performance evaluation and feedback to mitigate the influence of wasta emerged as another crucial recommendation. Strengthening accountability mechanisms to prevent both forms of wasta (nepotism and interpersonal relationship favouritism), as well as promoting a culture of performance excellence and continuous improvement through effective communication and leadership engagement, were also emphasised.

In conclusion, the study's exploration of strategies for improving the current PM system in Qatar's public sector has highlighted the importance of addressing identified weaknesses while capitalising on existing strengths. By integrating quantitative assessments with qualitative insights, the research provides a robust foundation for guiding future initiatives aimed at enhancing PM practices and outcomes.

Moving forward, the implementation of the proposed strategies will be essential for fostering a culture of performance excellence and accountability within Qatar's public sector. By aligning PM practices with organisational goals and values, addressing systemic challenges, and promoting transparency and fairness, policymakers and practitioners can contribute to the ongoing improvement of performance management practices in the region.

### 6.2.6 Proposed Theoretical model

In the realm of Qatar's public sector, the effective implementation of employee performance management (PM) systems stands as a cornerstone for organisational success and the attainment of national development goals, such as those outlined in the Qatar National Vision 2030 (QNV2030). This study endeavoured to unravel the intricate web of factors that influence PM practices within this context, offering insights that contribute to the development of a theoretical model.

Based on the initial literature review findings and subsequent findings from both qualitative and quantitative study in this research discussed in the previous sections, a theoretical model for the effective implementation of PM in the Qatar public service is proposed.

At the core of the theoretical model presented lies the recognition of the contextual variables that exert significant influence over PM effectiveness. Initially hypothesised variables such as management accountability, decentralised HR authority, leadership qualities, and HR competence remain central to the model.

In Qatar's dynamic environment, where cultural norms intertwine with organisational practices, contextual adjustments are imperative to ensure the alignment of PM systems with societal values and expectations. For instance, the prevalence of *wasta* in both the form of intercessional and intermediary interpersonal-relationship favouritism poses challenges to merit-based PM practices. Addressing these cultural barriers requires nuanced interventions tailored to the Qatari context.

Intervention practices emerge as crucial mechanisms for mitigating biases and enhancing the effectiveness of PM systems. Effective communication channels and comprehensive training programs are vital for fostering understanding and buy-in among stakeholders. Moreover, holding raters accountable for appraisal results serves as a safeguard against favouritism and ensures the integrity of performance evaluations.

Theoretical models, such as the one proposed in this study, will serve as invaluable tools for understanding the multifaceted nature of PM implementation. By incorporating institutional settings and cultural nuances, the proposed model provides a comprehensive framework that captures the complexities inherent in PM practices within Qatar's public sector. It highlights the interplay between various factors and their impact on organisational performance and employee outcomes.

The theoretical model can serve as a guide for policymakers, practitioners, and researchers navigating the intricacies of PM implementation in Qatar and, to some extent, other countries in the region and where there are similar dynamics. By elucidating the contextual variables and intervention practices that influence PM effectiveness, the model empowers stakeholders to make informed decisions and design strategies that align with the organisational goals and societal aspirations.

In conclusion, this study underscores the importance of contextual factors, intervention practices, and cultural considerations in shaping PM outcomes within Qatar's public sector. By embracing a holistic approach to PM implementation and leveraging the insights provided by our theoretical model, organisations can strive towards excellence and contribute to the realisation of Qatar's development objectives outlined in QNV2030.

## 6.3 Contributions

### 6.3.1 Theoretical Contribution

This study advances the theoretical understanding of Performance Management (PM) systems, particularly within the unique cultural and institutional context of Qatar's public sector. By integrating both empirical findings and theoretical frameworks, the study offers a multi-dimensional perspective on PM implementation, providing significant contributions to existing theories and frameworks.

One of the key contributions of this study is the development of a comprehensive framework for PM implementation that emphasises the integration of five core practices: goal-based appraisals (GBA), feedback mechanisms (FBK), employee involvement (EIV), rewarding high performance (RFP), and addressing poor performance (APP). This framework extends the works of De Waal (2007) and Mwita (2003) by illustrating the limitations of disjointed PM practices and advocating for cohesive implementation. Building on systems thinking (Von Bertalanffy, 1968) and expectancy theory (Vroom, 1964), the study argues that these integrated practices foster alignment between individual and organisational objectives, enhancing work motivation (WMT) and organisational performance management (OPM). Recent studies, such as those by Posthuma *et al*, (2018) and Bouckaert, (2021) further validate the necessity of holistic PM systems in addressing systemic inefficiencies. The study also tailors these practices

to the specific cultural and institutional dynamics of Qatar, extending general models (e.g., Armstrong, 2009) by offering a framework suited for developing countries.

Another significant theoretical advancement lies in the study's exploration of contextual variables such as accountability (ACB), decentralising HR management authority (DCHRMA), leadership quality (LQ), and HR competence (HRC) and their impact on PM practices. This research deepens the existing theoretical discourse, building on foundational works by Taylor (1992) and Pollitt and Bouckaert (2017), by empirically demonstrating how these variables interact to shape PM outcomes. While prior studies have sporadically discussed the significance of accountability mechanisms (Bouckaert, 2021) and decentralised decision-making (Yamak and Eyupoglu, 2021), this study highlights their combined effects. Leadership qualities, in particular, have emerged as a critical catalyst for innovation within bureaucratic constraints, resonating with recent findings by Agarwal and Gupta (2021). Additionally, the study incorporates previously underexplored factors, such as anti-corruption measures and job-specific considerations, illustrating the dynamic interplay between institutional and cultural factors in shaping PM implementation in transitioning economies like Qatar.

This research also contributes to understanding PM as a mediator for propagating broader public administration reform (PAR) initiatives. PM is positioned not only as a tool for organisational enhancement but also as a mechanism for transmitting reforms such as decentralisation, restructuring, and capacity building, thus bridging the gap between reform aspirations and actual outcomes. This aligns with and extends reform theories (Pollitt and Bouckaert, 2017) by demonstrating how PM systems enable transitioning nations like Qatar to achieve sustainable public sector transformation. Analogous to findings in other reforming countries (e.g., Gabelica and Popov, 2020), the study underscores PM's strategic role in translating high-level reforms into tangible outcomes that align with national development goals like the Qatar National Vision 2030 (QNV2030).

Moreover, this study deepens insights into the influence of cultural dynamics, particularly *wasta* and interpersonal relationships (ITPR), on PM practices. While previous studies such as Hutchings and Weir (2006) and Weir *et al.* (2016) have provided theoretical discussions on the role of *wasta*, this study offers empirical evidence of how these entrenched cultural norms disrupt merit-based systems and perpetuate inefficiencies in recruitment, appraisals, and promotions. By contextualising the findings within socio-cultural frameworks (Hofstede, 1980; Trompenaars, 1997), this research advances the discourse by focusing on the Arab context. Recent studies by Al-Jardali *et al.* (2021) support this approach, emphasising the need for

tailored PM strategies in Middle Eastern contexts. The findings highlight actionable strategies to address cultural impediments, such as fostering objective performance standards and strengthening accountability mechanisms to mitigate the adverse effects of *wasta* and ITPR.

Additionally, this research contributes theoretically by highlighting the critical roles of communication (CMCN) and training (TRN) in the effective implementation of PM practices. While the existing literature (e.g., Kotter and Schlesinger, 1989) has long emphasised their importance in organisational change, this study empirically examines their specific impact on PM in developing contexts. The findings align with human capital theory (Becker, 1964), demonstrating how effective communication fosters alignment and buy-in while targeted training equips employees to implement new PM systems effectively. Recent works, such as those by Islam (2022), further underscore the relevance of these findings for public sector reforms, especially in contexts facing cultural and institutional barriers.

Finally, this study presents a comprehensive theoretical model that delineates the complex dynamics of PM implementation. The model integrates contextual, cultural, and institutional variables with core PM practices and their outcomes, offering a multi-level analysis of antecedents, mediators, and outcomes. By extending existing frameworks (e.g., Bouckaert, 2021), this model provides a nuanced understanding of PM dynamics tailored to Qatar's public sector. It incorporates variables such as anti-corruption measures and leadership quality, addressing gaps in previous research, and serves as a robust tool for future studies and policymaking. The inclusion of culturally specific insights into *wasta* and ITPR ensures the model's relevance in relation to other Arab countries and similar developing contexts.

In conclusion, this study makes substantial theoretical contributions by integrating recent empirical evidence with established frameworks to offer a nuanced, context-specific understanding of PM implementation. These insights enrich the theoretical discourse, provide practical implications for policymakers, and establish a solid foundation for future research in similar cultural and institutional settings.

### 6.3.2 Empirical contribution

The study offers several empirical contributions to the discourse on Performance Management (PM) within the context of Qatar's public service. Firstly, it provides compelling empirical evidence concerning the feasibility and efficacy of implementing employee PM practices in non-Western countries, challenging prevalent notions suggesting incompatibility due to

institutional, capacity, and cultural challenges (Mendonca and Kanungo, 1996; Vallance, 1999; De Waal, 2007; Turner *et al.*, 2022). The findings suggest that when properly designed and executed, employee PM systems can yield favourable outcomes such as enhanced employee attitudes and organisational performance. This challenges the prevailing notion that reported failures of PM initiatives are primarily due to inherent theoretical flaws, highlighting instead the critical importance of implementation strategies.

Secondly, the study challenges conventional wisdom regarding the effectiveness of extra pay-for-performance schemes in the public sector, particularly in settings like Qatar. While past research has often suggested limited effectiveness or even potential harm associated with such schemes (Taylor and Beh, 2013), the current study aligns with recent research indicating the significance of integrating extra pay-for-performance within employee PM systems (Risher, 2011). The research findings reveal that a failure to link performance with tangible rewards and intangible incentives can lead to employee disengagement and apathy towards the PM system. This underscores the importance of both financial and non-financial incentives, especially in contexts like the public sector of Qatar being a high-income economy and the employees' benefits matching or surpassing those offered by the private sector.

Lastly, the study addresses the scarcity of research on HRM practices, including PM, within Qatar's public sector. While previous studies have primarily focused on the private sector (Thang and Quang, 2005), research within the public sector remains limited, with a predominant focus on administrative and civil service reforms, as well as corruption-related issues (Poon *et al.*, 2009). The current study fills this gap by offering insights into the implementation of PM practices specifically within Qatar's public service domain. By providing valuable background information on Qatar's administrative landscape, culture, and contemporary challenges, the study serves as a pioneering endeavour that contributes to the scholarly understanding of public sector management in Qatar and transitional countries alike.

## 6.4 Implications

Based on the study's findings, several implications emerge for policymakers, managers, and researchers within Qatar's public service context.

### 6.4.1 Implications for Policy-Makers

The study underscores the strategic necessity of establishing an appropriate institutional framework to facilitate the effective implementation of advanced PM practices within the public sector. To this end, the following strategic recommendations are proposed for policymakers:

Firstly, it is imperative to hold chief executives accountable for organisational performance, thereby fostering a culture of performance-driven leadership. This approach ensures that chief executives prioritise organisational objectives over personal interests, thus directing their efforts towards efficient human resource management aimed at achieving organisational goals. This aligns with the assertion of Haines III and St-Onge (2012) that the full potential of PM systems can only be realised when human capital is duly valued. Moreover, enhancing accountability serves to mitigate issues of waste in recruitment and HR practices, as chief executives risk jeopardising their political standing if organisational performance falters due to such practices.

An effective mechanism to enforce executive accountability involves utilising organisational performance as a primary evaluation criterion. This can be achieved through the adoption of Management by Objectives (MBO) or performance management frameworks at the organisational level. Such frameworks necessitate the clear delineation of performance requirements and objectives aligned with the organisation's mission and function for each evaluation period (Boice and Kleiner, 1997). Furthermore, policymakers should establish a system whereby chief executives are incentivised with rewards such as salary increases or promotions for achieving organisational goals, while failure to meet targets may lead to demotion or other disciplinary measures.

The second strategic solution entails decentralising authority, particularly in Human Resources (HR) matters, to public organisations. Without adequate authority, holding chief executives accountable becomes impractical and ineffective. Public organisations must be empowered to make decisions regarding staffing, career development, extra pay-for-performance, promotions, and disciplinary actions. It is argued that without the ability to reward high performers and address poor performers effectively in turn, the PM system risks becoming mere formality. However, decentralisation and autonomy must be accompanied by enhanced oversight mechanisms to prevent the misuse of power, gaming, favouritism, nepotism, and

corruption. This serves to safeguard against the manipulation of employee PM for personal gain and ensures alignment with the public interest.

The third strategic solution involves identifying and nurturing chief executives with proactive leadership qualities. To drive proactive organisational reform and effectively address emerging challenges, public organisations require leaders who are visionary and innovative. The research findings underscore the significance of proactive leadership in facilitating the development of employee PM during transitional periods. Consequently, upper-level agencies and policymakers should prioritise the cultivation of proactive leadership traits. The selection criteria for chief executives should emphasise leadership competencies, accomplishments, proactiveness and entrepreneurial acumen over political affiliations, loyalty, or compliance. Additionally, the appointment process for chief executives should be transparent and merit-based, encouraging candidates who demonstrate courage and willingness to take risks to participate in competitive examinations. This approach not only ensures the selection of the most qualified candidates but also fosters a culture of transparency and accountability within the public sector leadership.

The fourth strategic solution involves enhancing the capabilities of Human Resources (HR) professionals within public organisations. While decentralising HR management authority is essential for fostering flexibility in reforming employee PM, it may prove ineffective or counterproductive if subordinate organisations lack the necessary capabilities to undertake delegated tasks. Implementing effective PM systems requires a nuanced understanding of HRM principles, change in management strategies, and governmental regulations, as these systems must be tailored to the unique operational functions, financial resources, and organisational culture of each entity.

To address this challenge, the central agencies responsible for overseeing public sector employees, such as the Ministry of Administrative Development, Labour, and Social Affairs, (MADLSA) should offer comprehensive training programs in HRM ranging from basic to advanced levels for HR professionals working in public organisations. Additionally, organising workshops specifically focused on PM would enable professionals to exchange insights, successes, and challenges encountered during the implementation process. Providing HRM training for chief executives is imperative as their wholehearted support and effective leadership are contingent on a thorough understanding of HRM principles. By equipping chief executives with the requisite HRM knowledge, they can better champion HRM initiatives and facilitate their successful implementation within their organisations. The civil service academy



should make it mandatory to offer HR competency training to all aspiring managers and as routine ongoing refresher training. These efforts will not only ensure that HR professionals possess the necessary skills and expertise to develop and implement effective PM systems but also foster a culture of continuous learning and collaboration within the public sector. By empowering HR professionals and chief executives with the requisite knowledge and tools, policymakers can enhance the overall effectiveness and efficiency of employee PM initiatives across Qatar's public service landscape.

The fifth strategic solution entails amending existing HR management regulations within the Qatar public sector to better facilitate the implementation of employee Performance Management (PM). Similar to other transitional and developing economies such as China, Estonia, and Ghana, HRM policies in Qatar's public sector are influenced by outdated management practices. For instance, promotion decisions are often based on personal relationships rather than job performance, pay structures are determined primarily by seniority, and employment practices adhere to a rigid career-based system.

To address these challenges and align HRM regulations with modern trends supportive of PM implementation, certain amendments are necessary. Firstly, there is a need to revise appraisal criteria to focus on job performance rather than personal traits or abstract qualities. Additionally, allowing public organisations to establish a fund for extra pay-for-performance initiatives alongside base salaries would incentivise employees to strive for higher performance levels. Transforming the current career-based system into a position-based one is imperative to ensure that individuals are recruited, placed, appraised, and compensated based on their job positions and performance. This shift is crucial as discrepancies between job specifications and incumbents' competencies undermine the effectiveness of goal setting and performance evaluation processes.

The sixth strategic solution involves developing comprehensive guidelines for embracing PM within the Qatar public sector. Given that PM is a relatively novel and sophisticated practice in many non-Western countries, clear guidelines can mitigate confusion and enhance the confidence of subordinate organisations in the implementation process. These guidelines should encompass various aspects of employee PM, including developing Key Performance Indicators (KPIs) at the organisational and individual levels, conducting appraisal procedures, providing feedback, linking rewards to individual and team performance, addressing poor performance, and fostering employee participation.

By amending existing HRM regulations and developing robust guidelines for PM implementation, policymakers can create an enabling environment conducive to enhancing organisational performance and fostering a culture of accountability and performance excellence within Qatar's public sector. Moreover, these strategic interventions can contribute to the overall modernisation and efficiency enhancement of HRM practices in line with Qatar's national development objectives.

#### 6.4.2 Implications for practitioners:

Firstly, practitioners should recognise that PM is most effective when approached as a cohesive set of integrated practices, rather than selecting individual components in isolation. It is imperative to ensure that employees undergo appraisals based on job-related criteria and goals established at the outset of the performance period. Furthermore, high-performing employees should be duly rewarded with both financial incentives and promotion prospects, whereas persistently poor performers should be considered for reassignment to less demanding roles before potential termination if performance fails to improve.

Secondly, the determination of performance-based pay should consider both individual and team performance metrics. This approach not only fosters collaboration among team members but also encourages candid feedback. The study reveals that when employee bonuses are contingent on team performance, they are more inclined to provide honest feedback to underperforming colleagues. Consequently, to incentivise employee engagement in the PM process, the magnitude of incentives should be substantial enough to be meaningful. While generalisations regarding incentive structures can be risky, the overarching message underscores the significance of meaningful rewards in driving performance improvement. Group incentives, as evidenced in this study, may be particularly effective in societies that prioritise collective efforts. Additionally, non-financial rewards such as study leave, job rotation, and career development opportunities, emerge as effective tools for motivating employees.

Thirdly, this research advocates for the inclusion of mechanisms to address poor performance within employee PM systems, especially in the public sector of developing countries like Qatar. While goal setting, evaluation, coaching, and performance-based rewards are commonly discussed in the employee PM literature, the issue of addressing poor performance often receives inadequate attention. Some perspectives caution against the use of sanctions for poor

performance due to potential negative repercussions on morale and the risk of grievances and litigations. However, this study demonstrates that effectively managing poor performance is a crucial aspect that distinguishes successful PM systems from ineffective ones. In transitioning and developing countries, where rigid career structures and entrenched traditional values like *wasta* prevail, the problem of poor performers is often exacerbated. Integrating mechanisms to address poor performance within employee PM systems can enhance their effectiveness in tackling longstanding issues such as inertia, irresponsibility, and nepotism within the public sector.

Fourth, it is imperative to hold supervisors accountable for their employee performance ratings. Given the complexities involved in the rating process, including time constraints, potential political biases, and cultural factors such as maintaining harmony and personal relationships, supervisors may struggle to provide objective and fair assessments. Gorman *et al.* (2017) emphasise that the lack of accountability among raters undermines the integrity of the entire employee PM system. To address this issue, organisations should establish mechanisms to hold supervisors responsible for their ratings, making it clear that providing unbiased and fair appraisals is a fundamental aspect of their managerial duties. Failure to deliver objective ratings should carry consequences, encouraging supervisors to adhere to the principles of fairness and accuracy in their assessments. However, the specific strategies for holding supervisors accountable, such as performance reviews or audits, need to be carefully designed and implemented.

Fifth, effective communication strategies are essential when it comes to garnering employee support for innovation in PM systems. Organisations must articulate the significance of the innovation for the organisation's sustainability and for the employees themselves. Transparent communication helps alleviate apprehensions about change by ensuring that the process is clear and understandable to all employees. Moreover, to enhance communication effectiveness, it should be a two-way process, allowing employees to express their concerns and provide feedback anonymously. Addressing resistance to change is crucial, and organisations should proactively engage with employees to address their apprehensions and encourage their participation in the PM innovation process.

Sixth, comprehensive training programs should be implemented for both supervisors and employees before and during the implementation of the new PM system. Supervisors require training on various aspects, including goal setting, performance supervision, feedback delivery, developmental discussions, and conflict resolution. Similarly, employees should undergo

training to enhance their understanding of the purpose and procedures of the new PM system, fostering familiarity and reducing resistance to change. By investing in training, organisations can equip their workforce with the necessary knowledge and skills to navigate the transition smoothly and effectively.

Finally, organisations must recognise that developing a robust employee PM system requires substantial preparation and investment in terms of time, effort, and financial resources. Chief executives play a pivotal role in driving this process forward, demonstrating determination and persistence in refining the system over time. Establishing a culture of continuous improvement is essential, as is acknowledging that PM systems are works in progress that may require multiple revisions and pilot schemes before achieving optimal effectiveness. Organisations that prioritise PM systems as strategic initiatives and allocate resources accordingly are more likely to succeed in fostering a culture of performance excellence and continuous improvement.

### 6.4.3 Implications for Researchers

The implications for researchers stemming from this study are two-fold and crucial for conducting research in the Qatar public service setting.

First, researchers should consider utilising notetaking during interviews as an alternative to digital recordings, especially when addressing sensitive topics that are prevalent in Middle Eastern and Arab countries. Despite the common practice of using digital recordings for interviews, this study underscores that it can inhibit interviewees from expressing themselves candidly due to apprehensions about potential repercussions. This concern is particularly pronounced in Gulf countries like Qatar, where individuals may fear being held accountable for their statements, particularly if they risk displeasing authorities. Thus, to elicit honest and valuable insights, researchers should opt for note-taking methods, fostering an environment conducive to open dialogue and genuine responses regarding sensitive issues in the public sector.

Second, given the collective and *wasta*-driven nature of Qatari culture, researchers should prioritise personal contacts for accessing potential interviewees, especially in the public sector setting. Securing referrals through personal connections is essential for obtaining valuable information, particularly in societies where access to public organisations and information is restricted. Direct outreach to potential interviewees without credible introductions can result in refusals or yield less insightful data. Therefore, researchers should leverage relationships with

prestigious individuals, such as leaders in upper agencies or those with close ties to senior managers, to facilitate introductions. Researchers must effectively communicate the relevance and value of their research to the organisation's interests, emphasising how it aligns with current priorities. By articulating the potential benefits of the research, particularly regarding informing policy revisions and enhancing the practitioner understanding of employee PM, researchers can garner support and cooperation from key stakeholders. This approach was exemplified in the present study, where outlining the research objectives and potential outcomes facilitated engagement and support from chief executives, streamlining the data collection process and enhancing the research's overall effectiveness.

## 6.5 Limitations of the Study

The limitations of this study are crucial to acknowledge as they help identify potential gaps that could impact the study's generalisability, validity, and future research opportunities.

Firstly, the study focused on the main employee performance management (PM) practices prevalent in Qatar's public organisations but excluded certain critical PM components, such as coaching and development training, which has been recognised as integral to effective PM systems. The omission was based on preliminary findings suggesting their limited utilisation in the Qatari public sector. While this decision was pragmatic, it restricts the study's comprehensiveness, particularly regarding PM practices that are increasingly valued in the global PM literature (e.g., Aguinis, 2023; Jaffu and Changalima, 2023). This limitation might affect the study's generalisability to contexts where these practices are more prominent and could underestimate the broader applicability of the findings. Future research should examine these overlooked components to provide a more holistic understanding of PM practices.

Secondly, the study addressed several contextual factors influencing PM development, including accountability mechanisms and leadership quality, but did not comprehensively explore other pertinent factors such as organisational size, job type, technological advancements, and the political environment. The limited scope may affect the validity of the findings, particularly in explaining disparities in PM advancement across diverse organisational settings. For instance, technological factors such as digital transformation are increasingly shaping PM systems globally (Baptista *et al.*, 2020). By not incorporating these

variables, this study may not fully capture the multifaceted nature of PM advancement in Qatar. Future research should expand the range of contextual variables to improve the generalisability of the findings to broader public sector contexts.

Thirdly, the use of purposive sampling in the quantitative analysis poses limitations in terms of generalisability. While this approach was necessary to ensure the representation of PM systems at different developmental stages, it may introduce selection bias. Although efforts were made to include a diverse range of organisations—such as central versus municipal agencies and administrative versus service delivery institutions—this sampling method may not fully reflect the heterogeneity of Qatar's public sector. The findings, therefore, may be less applicable to sectors not included in the sample. Future studies could employ probability sampling or expand sample size to enhance representativeness and generalisability.

Fourth, the simultaneous collection of data for both independent and dependent variables introduces a limitation when establishing causal relationships. While bivariate correlations and multinomial logistic regression were employed, causal inferences remain tentative without longitudinal or experimental designs. This limitation might impact the study's validity in identifying definitive cause-effect relationships between PM practices and outcomes. Longitudinal studies or experiments could better confirm these causal pathways and provide stronger validation of the proposed relationships.

Fifth, the reliance on perceptual measures due to the unavailability of objective data represents another limitation. Self-reported data, particularly on job attitudes and motivation, can be prone to biases such as social desirability or recall errors, which may affect the validity of the results. Similarly, the lack of objective organisational performance data restricts the ability to validate the findings against quantifiable metrics. Although steps were taken to minimise biases—such as assuring participant confidentiality and triangulating with qualitative data—future research could address this limitation by integrating objective performance metrics or adopting dyadic evaluation designs involving both employees and supervisors.

Sixth, the exclusion of employee performance as a direct outcome of PM practices due to potential biases in self-evaluation further limits the study's scope. While proxies such as work motivation, organisational commitment, and job satisfaction were used, these do not entirely capture actual employee performance. This limitation may affect the study's applicability to settings where performance measurement is critical to PM systems. Future studies should

explore alternative methodologies, such as supervisor evaluations or multi-source feedback mechanisms, to address this gap and enhance the validity of the findings related to performance outcomes.

Lastly, while Qatar shares common characteristics with other transitioning and developing countries—such as weak accountability mechanisms and the prevalence of nepotism (*wasta*)—it also exhibits unique attributes stemming from its governance, historical legacies, and religious context. These unique factors may limit the generalisability of the study's findings to other contexts. For example, countries with differing political or cultural structures may experience different outcomes when implementing similar PM practices. While the findings provide valuable insights for policymakers in non-Western contexts, they should be applied cautiously, considering Qatar's specific context. Future research should consider cross-country comparisons to identify the shared challenges and unique factors that influence PM practices in transitioning economies.

In conclusion, while this study offers significant insights into PM practices in Qatar's public sector, its limitations underscore the need for caution when generalising the findings. Addressing these limitations in future research—through broader contextual exploration, alternative sampling methods, longitudinal designs, and the inclusion of overlooked PM components—will enhance the validity and applicability of the findings across diverse public sector settings.

## 6.6 Recommendations For Future Research

The study offers several recommendations for future research endeavours.

First, given that this study is among the pioneering ones due to investigating the impact of management accountability, decentralising HR management authority, leadership quality, and HR competence on employee PM development in transitional and developing countries, it is suggested that future studies replicate these contextual variables. Additionally, expanding the scope to include other contextual factors such as the extent of corruption, job types, organisational size, political environment, and governmental structure, especially within a monarchy like Qatar, would provide deeper insights into the nuances of employee PM dynamics.

Second, where possible, future research should aim to measure overall system effectiveness, encompassing organisational performance and employee performance, using objective or secondary data sources such as the QNV2030 Goals index and customer satisfaction ratings. Longitudinal surveys with random samples could further enhance the validity of the generalisations.

Third, Qatar, as a transitional economy, has embarked on ambitious reform programs in various sectors, including public administration and HRM. However, research on Public Administration Reform (PAR) and HRM within Qatar's public sector remains relatively scarce. Investigating factors contributing to both success and failure in these reform initiatives would be invaluable for Qatar and similar nations undergoing similar transitions.

Fourth, while the study highlights the effectiveness of communication and training in supporting the introduction of employee PM, other intervention practices such as IT utilisation and external consulting services warrant further exploration. Research could examine the impact of these practices on the successful adoption of employee PM systems, drawing insights from both developed and developing countries' experiences.

Finally, the study identifies a gap in research regarding the development of performance standards or key performance indicators (KPIs) for employees in policy-making agencies, particularly those with coping jobs where tangible, quantifiable outputs are lacking. Future research focusing on employee PM in such contexts, specifically exploring methodologies for measuring performance in areas with no obvious quantifiable outputs, is highly recommended. This could contribute significantly to the advancement of employee PM practices, particularly in policy-making settings.

## 6.7 Conclusion Summary

The conclusion of this thesis underscores the critical importance of managing public employee performance, particularly in countries like Qatar where government activities heavily rely on personnel. In developing and transitional nations, ineffective public service due to poor performance has hindered socio-economic development initiatives such as the Qatar National Vision 2030.

Drawing on management theories and the principles of New Public Management (NPM), previous studies have posited that employee performance management (PM) can positively



influence individual attitudes, performance, and subsequently, organisational effectiveness. However, the literature also highlights the high failure rate of employee PM implementation, particularly in non-Western contexts where institutional, cultural, and capacity challenges abound. This study aimed to illuminate the introduction of employee PM in such contexts, specifically focusing on transitional and developing countries.

Utilising mixed methods and Qatar's high transitional status to a competitive global economy as a backdrop, this research reveals that employee PM is indeed viable in developing and transitional nations. Despite the challenges inherent in these contexts, it is evident that advanced employee PM practices can lead to better outcomes, including enhanced job attitudes and organisational performance. This study identifies three contextual drivers—management accountability, decentralised HR management authority, and leadership quality—that propel the development of employee PM. Additionally, it finds that HR competence is only effective at promoting employee PM development when coupled with proactive leadership qualities.

Furthermore, the research indicates that while factors like *wasta* and interpersonal relationships weaken the effects of decentralised HR management authority and proactive leadership, communication and training serve to strengthen them. Notably, management accountability emerges as a fundamental and stable factor that consistently strengthens the development of employee PM and enhances public organisational performance, irrespective of cultural or intervention variables.

The implications of these findings for policymakers and practitioners are significant. Effective strategies for enhancing employee PM involve bolstering accountability in public organisations, nurturing proactive leadership, decentralising HRM authority, and fortifying HR unit capacities. Specific solutions include adopting goal-based appraisal criteria, holding raters accountable for rating results, rewarding employees based on individual and team performance, transferring poor performers, promoting employee participation, raising awareness of employee PM, and providing comprehensive training.

Despite its contributions, this research acknowledges there to be several limitations concerning sampling, measurement, and research scope. Future studies are recommended to replicate these findings in other developing contexts, using random samples and objective measures to validate the initial findings and further refine our understanding of employee PM dynamics in transitional and developing countries.

## 7 References

- Abdalla, I.A., Maghrabi, A.S., and Raggad, B.G. (1998) 'Assessing the effect of nepotism on human resource management in the Arab world.' *International Journal of Manpower*, 19(8), pp. 554–570.
- Abu-Hakima, A.M. (1972) 'The development of the Gulf states,' *The Arabian Peninsula: Society and politics*, pp.31-53.
- Abu Zummarova, Adriana and Kokaisl, Petr. (2024) *Wasta: The Culture of Nepotism on the Arabian Peninsula*. 10.32388/5KU34P.
- Adamowski, S., Therriault, S.B., and Cavanna, A.P. (2007) *The autonomy gap: Barriers to effective school leadership*. Washington, D.C.: Thomas B. Fordham Institute.
- Adams, J.S. (1965) 'Inequity in social exchange,' *Advances in Experimental Social Psychology*, 2, pp. 267–299.
- Adhikari, Y. (2023) 'Impact of training and development of employees' performance in Nepalese commercial banks,' *Perspectives in Nepalese Management*, pp.417-428.
- Agbenyegah, K, G. (2019) 'Effect of Financial and Non- Financial Rewards on Employee Motivation in Financial Institution in Ghana.' Available at:  
<https://doi.org/10.24940/ijird/2019/v8/i8/jul19029>

Agyemang, G. (2024) 'Let's have a relook at accountability,' *The British Accounting Review*, 56(1), p.101262.

Aguinis, H. (2019) *Performance Management for Dummies*. Hoboken, NJ: Wiley.

Aguinis, H., Joo, H., and Gottfredson, R.K. (2012) 'Why we hate performance management—and why we should love it,' *Business Horizons*, 55(6), pp. 503-507.

Aguinis, H. and Burgi-Tian, J. (2023) 'Performance management around the world: solving the standardisation vs adaptation dilemma,' *IIM Ranchi journal of management studies*, 2(2), pp.159-170.

Ahenkan, A., Tenakwah, E.S. and Bawole, J.N. (2018) 'Performance management implementation challenges in Ghana's local government system: Evidence from the Sefwi Wiawso Municipal Assembly,' *International journal of productivity and performance management*, 67(3), pp.519-535.

Aldulaimi, S H., and Sailan, M S. (2011, December 30). 'The National Values Impact on Organisational Change in Public Organisations in Qatar.' <https://doi.org/10.5539/ijbm.v7n1p182>

Alrafi, W.A., Low, K.C. and Senasi, V. (2023) 'The Mediation of Employee Motivation on the Relationship between Non-Financial Incentives and Willingness of Knowledge Sharing in UAE Public Sector.'

Ali, A J., Taqi, A A., and Krishnan, K S. (1997, October 1). 'Individualism, Collectivism, and Decision Styles of Managers in Kuwait.' <https://doi.org/10.1080/00224549709595484>

Aliaga, M. and Gunderson, B. (2000) *Interactive Statistics*. Upper Saddle River, NJ: Prentice Hall.

Allan, P. (1994) 'Designing and implementing an effective performance appraisal,' *Review of Business*, 16(2): p.3.

Al-Buraey, M.A. (2001) 'The Islamic model of administration: strategy, implementation and implications,' *Managerial Finance*, 27(10/11), pp.5-24.

Al-Dhaafri, H.S. and Alosani, M.S. (2023) 'The importance of service design and information and analysis in enhancing organisational performance through a mechanism of organisational excellence in public sector organisations,' *International Journal of Quality & Reliability Management*, 40(9), pp.2166-2183.

Al-Jedaia, Y. and Mehrez, A. (2020) 'The effect of performance appraisal on job performance in governmental sector: The mediating role of motivation,' *Management science letters*, 10(9), pp.2077-2088.

Al-Horr, K. (2023) 'Adaptation in Educational Management for International Students in Hosting Countries: An Overview of Gulf Countries,' *American Journal of Interdisciplinary Research and Innovation*, 2(4), pp.58-66.

Antoun, J. (2020) 'New Public Management/post-New Public Management: Global Lessons and Applications for the Health Systems of the Gulf Cooperation Council' (Doctoral dissertation, King's College London).

AlHussaina, O., Guo, Y., Rammal, H.G., Tang, R.W. and Golgeci, I. (2023) 'Favor reciprocity, innovation and inefficiency: the double-edged sword of business-to-business wasta relations,' *Journal of Business & Industrial Marketing*, 38(5), pp.1203-1214.

Al Jardali, H., Khaddage-Soboh, N., Abbas, M. and Al Mawed, N. (2021) 'Performance management systems in Lebanese private higher education institutions: design and implementation challenges,' *Higher Education, Skills and Work-Based Learning*, 11(2), pp.297-316.

Agarwal, R. and Gupta, B. (2021) 'Innovation and Leadership: A Study of organisations based in the United Arab Emirates,' *Foundations of Management*, 13(1), pp.73-84.

Al-khalifa, K.N. and Aspinwall, E.M. (2000) 'The development of total quality management in Qatar,' *The TQM Magazine*, 12(3), pp.194-204.

Arugay, R. (2021) 'The changing landscape of human resource management in a Qatarisation environment: A literature review,' *JPAIR Multidisciplinary Research*, 43(1), pp.1-20.

Al Fadhli, M.S. (2020) 'Effective Strategy Planning of Qatar Labour Market Data-Driven System Development Approach' (Master's thesis).

Al-thbah, H.A.K. (2021) 'A Critical evaluation of the impacts of "Wasta" on employees and organisations in Qatar,' *Rule of Law and Anti-corruption*, 2021(1), p.4.

Al-Issa, S.Y. (2005) 'The Political Impact of Globalisation on the Gulf States' In: The Gulf: Challenges of the Future. J. S. Suwaidi (ed.) *Abu Dhabi: Emirates Centre for Strategic Studies and Research*, pp.97- 118

Arafah, W. and Mandai, S. (2024) 'The Influence of Hierarchical Bureaucracy and Bottom-Up Learning on Organisational Performance of Indonesian Territorial Military Institutions: The Mediating Roles of Strategic Change Speed and Organisational Learning,' *American Journal of Industrial and Business Management*, 14(11), pp.1498-1532.

Al-Kuwārī, 'K. (2012) 'The visions and strategies of the GCC countries from the perspective of reforms: The case of Qatar,' *Contemporary Arab Affairs*, 5(1), pp.86-106.

Al-Shaiba, A., Al-Ghamdi, S.G. and Koç, M. (2020) 'Measuring efficiency levels in Qatari organisations and causes of inefficiencies,' *International Journal of Engineering Business Management*, 12, p.1847979020970820.

- Anderson, J.C., and Gerbing, D.W. (1988) 'Structural equation modelling in practice: A review and recommended two-step approach,' *Psychological Bulletin*, 103(3), pp. 411-423.
- Angen, M.J. (2000) 'Evaluating interpretive inquiry: Reviewing the validity debate and opening the dialogue,' *Qualitative Health Research*, 10(3), pp. 378–395.
- Arabie, P., Hubert, L., De Soete, G. and Gordon, A. (1996) 'Hierarchical classification'. in P. Arabie, L. Hubert, G. De Soete, and A. Gordon. *Clustering and classification*, pp.65-121.
- Armenakis, A.A. and Bedeian, A.G. (1999) 'Organisational change: A review of theory and research in the 1990s,' *Journal of management*, 25(3), pp.293-315.
- Armenakis, A.A., and Harris, S.G. (2002) 'Crafting a change message to create transformational readiness,' *Journal of Organisational Change Management*, 15(2), pp. 169-183.
- Armstrong, M. (2009) *Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance*. Kogan Page.
- Armstrong, M. (2018) *Armstrong's handbook of performance management*.
- Ashford, S.J., and Cummings, L.L. (1983) 'Feedback as an individual resource: Personal strategies of creating information,' *Organisational Behaviour and Human Performance*, 32(3), pp. 370-398.
- Avolio, B.J., Keng-Highberger, F.T., Lord, R.G., Hannah, S.T., Schaubroeck, J.M. and Kozlowski, S.W. (2022) 'How leader and follower prototypical and antitypical attributes influence ratings of transformational leadership in an extreme context,' *Human Relations*, 75(3), pp.441-474.
- Alsarhan, F. and Valax, M. (2021) 'Conceptualisation of wasta and its main consequences on human resource management,' *International Journal of Islamic and Middle Eastern Finance and Management*, 14(1), pp.114-127.
- Awan, S.H., Habib, N., Shoaib Akhtar, C. and Naveed, S. (2020) 'Effectiveness of performance management system for employee performance through engagement,' *SAGE open*, 10(4), p.2158244020969383.
- Baptista, J., Stein, M.K., Klein, S., Watson-Manheim, M.B. and Lee, J. (2020) 'Digital work and organisational transformation: Emergent Digital/Human work configurations in modern organisations,' *The Journal of Strategic Information Systems*, 29(2), p.101618.
- Barney, J.B. (1991) 'Firm resources and sustained competitive advantage,' *Journal of Management*, 17(1), pp. 99-120.
- Baron, R.M. and Kenny, D.A. (1986) 'The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations,' *Journal of Personality and Social Psychology*, 51(6), pp. 1173–1182.

- Bass, B.M. (1985) *Leadership and Performance Beyond Expectations*. New York: Free Press.
- Bass, B.M., and Avolio, B.J. (1994) *Improving Organisational Effectiveness through Transformational Leadership*. Thousand Oaks, CA: Sage Publications.
- Bass, B.M., and Riggio, R.E. (2006) *Transformational Leadership*. 2nd ed. Mahwah, NJ: Lawrence Erlbaum Associates.
- Ballart, X. and Ripoll, G. (2024) 'Transformational leadership, basic needs satisfaction and public service motivation: Evidence from social workers in Catalonia,' *International Journal of Public Administration*, 47(12), pp.820-830.
- Bashir, M. and Hassan, S. (2019) 'The need for ethical leadership in combating corruption.' Available at: <https://doi.org/10.1177/0020852318825386>.
- Beardwell, J. and Claydon, T. eds. (2007) *Human resource management: A contemporary approach*. Pearson Education.
- Becker, G.S. (1964) *Human capital*. New York: National Bureau of Economic Research.
- Beetham, D. (1991) 'Models of bureaucracy.' in Grahame Thompson *et al.* (Eds.), *Markets, Hierarchies & Networks: the Coordination of Social Life*, pp.128-141.
- Bhattacharjee, A. (2012) *Social Science Research: Principles, Methods, and Practices*. 2nd ed. Tampa: University of South Florida.
- Biron, M., Farndale, E., and Paauwe, J. (2011) 'Performance management effectiveness: Lessons from world-leading firms,' *The International Journal of Human Resource Management*, 22(6), pp. 1294-1311.
- Birkinshaw, J., Hamel, G. and Mol, M.J. (2008) 'Management innovation,' *Academy of management Review*, 33(4), pp.825-845.
- Biygautane, M., Gerber, P., and Hodge, G. (2016, October 14). 'The Evolution of Administrative Systems in Kuwait, Saudi Arabia, and Qatar: The Challenge of Implementing Market-Based Reforms.' <https://doi.org/10.1111/dome.12093>
- Blau, P.M. (1964) *Exchange and Power in Social Life*. New York: Wiley.
- Boice, D.F., and Kleiner, B.H. (1997) 'Designing effective performance management systems,' *Management Development Review*, 10(2), pp. 56-65.
- Bouckaert, G. (2021) 'Public performance: Some reflections and lessons learned' in *The public productivity and performance handbook* (pp. 68-73). Routledge.
- Bouckennooghe, D., Devos, G., and Van den Broeck, H. (2009) 'Organisational change questionnaire—Climate of change, processes, and readiness: Development of a new instrument,' *The Journal of Psychology*, 143(6), pp. 559–599.

Brefo-Manuh, A.B., Bonsu, C.A., Anlesinya, A. and Odoi, A.A.S. (2017) 'Evaluating the relationship between performance appraisal and organisational effectiveness in Ghana: A comparative analysis of public and private organisations,' *International Journal of economics, commerce and management*, 5(7), pp.532-552.

Buckner, C.S. (2023) Exploring Employees' Perceived Fairness and Effectiveness of the Performance Appraisal Process and the Influence on Employee Retention (Doctoral dissertation, The University of Southern Mississippi).

Brinkman, G., van Buuren, A., Voorberg, W. and van der Bijl-Brouwer, M. (2023) 'Making way for design thinking in the public sector: a taxonomy of strategies,' *Policy Design and Practice*, 6(3), pp.241-265.

Brixi, H.P., Lust, E., and Woolcock, M. (2015) *Trust, voice, and incentives: Learning from local success stories in public service delivery in the Middle East and North Africa*. World Bank Publications.

Bridges, W. (2009) *Managing Transitions: Making the Most of Change*. Da Capo Press.

Brooks, J., and King, N. (2014) 'Doing template analysis: Evaluating an end-of-life care service,' *Qualitative Research in Psychology*, 11(3), pp. 205–225.

Bryman, A. (2008) *Social Research Methods*. 3rd ed. Oxford: Oxford University Press.

Bryman, A. (2016) *Social Research Methods*. 5th ed. Oxford: Oxford University Press.

Büte, M. (2011) 'The effects of nepotism and favouritism on employee behaviours and human resources practices: A research on Turkish public banks,' *TODAE's Review of Public Administration*, 5(1), pp.185-208.

Burns, J.M. (1978). *Leadership*. New York: Harper & Row.

Burns, J.P. and Zhiren, Z. (2010) 'Performance management in the government of the People's Republic of China: Accountability and control in the implementation of public policy,' *OECD Journal on Budgeting*, 10(2), pp.1-28.

Bryson, J.M., George, B. and Seo, D. (2024) 'Understanding goal formation in strategic public management: a proposed theoretical framework,' *Public Management Review*, 26(2), pp.539-564.

Byrne, B.M. (2016) *Structural Equation Modelling with AMOS: Basic Concepts, Applications, and Programming*. 3rd ed. New York: Routledge.

Belardinelli, P., Belle, N., Cantarelli, P. and Battaglio, P. (2023) 'Performance-related pay, fairness perceptions, and effort in public management tasks: a parallel encouragement design,' *International Review of Administrative Sciences*, 89(4), pp.1062-1078.

Cantarelli, P., Belle, N. and Hall, J.L. (2023) 'Information use in public administration and policy decision-making: A research synthesis,' *Public Administration Review*, 83(6), pp.1667-1686.

Chen, C.C., Chen, X.P. and Huang, S. (2013) 'Chinese Guanxi: An Integrative Review and New Directions for Future Research,' *Management and organisation review*, 9(1), pp.167-207.

Carassus, D., Favoreu, C. and Gardey, D. (2014) 'Factors that determine or influence managerial innovation in public contexts: The case of local performance management,' *Public Organisation Review*, 14, pp.245-266.

Chiang, F.F. and Birtch, T.A. (2020) 'Reward Management,' *CONTEMPORARY HUMAN RESOURCE*, p.148.

Christensen, T. and Lægreid, P. (2022) *Taking stock: New Public Management (NPM) and post-NPM reforms-trends and challenges. Handbook on the politics of public administration*, pp.38-49.

Country Watch (2010) 'History: Qatar', *Qatar Country Review*, pp.6-9

Colton, D. and Covert, R.W. (2007). *Designing and Constructing Instruments for Social Research and Evaluation*. San Francisco, CA: Jossey-Bass.

Common, R. (2008) 'Administrative change in the Gulf: Modernisation in Bahrain and Oman,' *International Review of Administrative Sciences*, 74(2), pp. 177-193.

Creswell, J.W. (2003) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 2nd ed. Thousand Oaks, CA: Sage Publications.

Creswell, J.W. (2008) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 3rd ed. Thousand Oaks, CA: Sage Publications.

Creswell, J.W. (2013) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 4th ed. Thousand Oaks, CA: Sage Publications.

Creswell, J.W. and Plano-Clark, V.L. (2007) *Designing and Conducting Mixed Methods Research*. Thousand Oaks, CA: Sage Publications.

Creswell, J.W. and Plano-Clark, V.L. (2021) *Designing and Conducting Mixed Methods Research*. 3rd ed. Thousand Oaks, CA: Sage.

Cheng, M.I., Dainty, A. and Moore, D. (2006) 'Implementing a new performance management system within a project-based organisation: A case study,' *International journal of productivity and performance management*, 56(1), pp.60-75.

Christensen, T. and Lægreid, P. (2011) 'Complexity and hybrid public administration—theoretical and empirical challenges,' *Public organisation review*, 11, pp.407-423.



Cropanzano, R.S., Strah, N., Rupp, D.E. and Cannon, J.A. (2022) '12 Organisational Justice: Revisiting Greenberg's Pay Inequity Study,' *Organisational Psychology: Revisiting the Classic Studies*, p.201.

Cho, Y.J. and Lee, J.W. (2012) 'Performance management and trust in supervisors,' *Review of Public Personnel Administration*, 32(3), pp.236-259.

Chourasia, A. and Bahuguna, P.C. (2023) 'HR Managers' Competencies in Implementing Strategic HRM: A Causal Attribution Theory Perspective,' *Indian Journal of Science and Technology*, 16(22), pp.1645-1656.

Crotty, M.J. (1998) 'The foundations of social research: Meaning and perspective in the research process,' *The foundations of social research*, pp.1-256.

Davis, B. (2015) *Best practices in the field of performance management: A Delphi study*. Doctoral Dissertation, The University of the Rockies.

DeNisi, A.S. and Murphy, K.R. (2017) 'Performance appraisal and performance management: 100 years of progress?' *Journal of applied psychology*, 102(3), p.421.

DeNisi, A.S. and Pritchard, R.D. (2006) 'Performance appraisal, performance management and improving individual performance: A motivational framework,' *Management and organisation review*, 2(2), pp.253-277

DeNisi, A. and Smith, C.E. (2014) 'Performance appraisal, performance management, and firm-level performance: A review, a proposed model, and new directions for future research,' *Academy of Management Annals*, 8(1), pp.127-179.

De Waal, A.A. and Counet, H. (2009) 'Lessons learned from performance management systems implementations,' *International journal of productivity and performance management*, 58(4), pp.367-390.

De Waal, A.A. (2007) 'Is performance management applicable in developing countries? The case of a Tanzanian public sector organisation,' *International Journal of Emerging Markets*, 2(1), pp. 69-83.

De Waal, A.A. (2007) 'Successful performance management? Apply the strategic performance management development cycle!' *Measuring Business Excellence*, 11(2), pp.4-11.

De Waal, A. and Linker, P.J. (2021) 'The high performance government organisation: a different approach to effective improvement.' In *Handbook on performance management in the public sector* (pp. 209-228). Edward Elgar Publishing.

Dulău, D., Craiut, L., Tit, D.M., Buhas, C., Tarce, A.G. and Uivarosan, D. (2022) 'Effects of Hospital Decentralisation Processes on Patients' Satisfaction: Evidence from Two Public Romanian Hospitals across Two Decades,' *Sustainability*, 14(8), p.4818.

Denzin, N.K. and Lincoln, Y.S. (2008) *The Landscape of Qualitative Research*. 3rd ed. Thousand Oaks, CA: Sage Publications.

Easterby-Smith, M., Thorpe, R., and Jackson, P.R. (2012) *Management Research*. 4th ed. London: Sage Publications.

Enaifoghe, A. (2025) 'Performance Management in the Public Sector and Evaluation in Public Administration' In *Challenges of Public Administration Management for Higher Education* (pp. 335-362). IGI Global.

Eisenberger, R., Fasolo, P., and Davis-LaMastro, V. (1990) 'Perceived organisational support and employee diligence, commitment, and innovation,' *Journal of Applied Psychology*, 75(1), pp. 51-59.

Eli, M. (2009) 'The importance of qualitative research in addressing cultural contexts,' *Journal of Qualitative Methods*, 12(3), pp. 56–78.

El Mahdy, N. (2022) *Exploring Human Resource management practise through the Qatar HR Forum; framing the influence of 'Tharaba' culture and the development of Qatar-centric competencies for HR professionals practising in Qatar*. (Doctoral dissertation, 88wwz).

Ferreira, A. and Dias, A. (2023) 'Assessing the effectiveness of performance indicators in health organisations and professionals,' *International Journal of Healthcare Technology and Management*, 20(2), pp.91-114.

Ferreira, A. and Otley, D. (2009) 'The design and use of performance management systems: An extended framework for analysis,' *Management accounting research*, 20(4), pp.263-282.

Field, A. (2013) *Discovering Statistics Using IBM SPSS Statistics*. 4th ed. London: Sage.

Fiedler, F.E. (1967) *A Theory of Leadership Effectiveness*. New York: McGraw-Hill.

Fletcher, C. and Williams, R. (1996) 'Performance management, job satisfaction and organisational commitment,' *British journal of management*, 7(2), pp.169-179.

Flick, U. (2022) *An Introduction to Qualitative Research*. 7th ed. London: Sage.

Franken, E., Plimmer, G. and Malinen, S. (2020) 'Paradoxical leadership in public sector organisations: Its role in fostering employee resilience,' *Australian Journal of Public Administration*, 79(1), pp.93-110.

Fornell, C. and Larcker, D.F. (1981) 'Evaluating structural equation models with unobservable variables and measurement error,' *Journal of marketing research*, 18(1), pp.39-50.

Franco-Santos, M. and Otley, D. (2018) 'Reviewing and theorising the unintended consequences of performance management systems,' *International Journal of Management Reviews*, 20(3), pp.696-730.

Grissom, A. J. (2011) 'Revisiting the Impact of Participative Decision Making on Public Employee Retention.' Available at: <https://doi.org/10.1177/0275074011404209>.

Gabelica, C. and Popov, V. (2020) "“One size does not fit all”: revisiting team feedback theories from a cultural dimensions perspective,' *Group & Organisation Management*, 45(2), pp.252-309.

Gause, F.G. (1994) *Oil Monarchies: Domestic and Security Challenges in the Arab Gulf States*. New York, NY: Council of Foreign Relations

Gallivan, M. J. (2001) 'Meaning to change: How diverse stakeholders interpret organisational communication about change initiatives.' *IEEE Transactions on Professional Communication*, 44(4): 243-266.

Garavan, T., Wang, J., Matthews-Smith, G., Nagarathnam, B. and Lai, Y. (2018) 'Advancing national human resource development research: Suggestions for multilevel investigations,' *Human Resource Development International*, 21(4), pp.288-318.

Garnett, J. L., *et al.* (2008) 'Penetrating the performance predicament: communication as a mediator or moderator of organisational culture's impact on public organisational performance,' *Public Administration Review*, 68(2): 266-281.

Gefen, D., Straub, D. and Boudreau, M.C. (2000) 'Structural equation modelling and regression: Guidelines for research practice,' *Communications of the association for information systems*, 4(1), p.7.

General Secretariat for Development Planning. (2008) *Qatar National Vision 2030*. Doha: General Secretariat for Development Planning.

Giamos, D., Doucet, O. and Lapalme, M.È. (2024) 'What is known about development-oriented performance management practices? A scoping review,' *Human Resource Development Review*, p.15344843241278405.

Gibbs, G.R. (2008) *Analysing qualitative data*.

Gibson, C.B., and Birkinshaw, J. (2004) 'The antecedents, consequences, and mediating role of organisational ambidexterity,' *Academy of Management Journal*, 47(2), pp.209-226.

Google maps. (2024) Available at: <https://www.google.com/maps/@27.0876498,47.1505294,6z?entry=ttu> (Accessed: 27 June 2024).

Gosling, S.D., Vazire, S., Srivastava, S. and John, O.P. (2004) 'Should we trust web-based studies? A comparative analysis of six preconceptions about internet questionnaires,' *American psychologist*, 59(2), p.93.

Gorman, C. A., *et al.* (2017). 'An exploratory study of current performance management practices: Human resource executives' perspectives,' *International Journal of Selection and Assessment*, 25(2): 193-202.

Grant, G. and Fisher, R. (2022) 'Accountability mechanisms in public sector leadership,' *Public Administration Review*, 82(2), pp. 320-336.

Greenberg, J. (1987) 'A taxonomy of organisational justice theories,' *Academy of management review*, 12(1): 9-22.

Greene, J.C. (2008) 'Is mixed methods social inquiry a distinctive methodology?' *Journal of mixed methods research*, 2(1), pp.7-22.

Greene, J.C., Caracelli, V.J. and Graham, W.F. (1989) 'Toward a conceptual framework for mixed-method evaluation designs,' *Educational Evaluation and Policy Analysis*, 11(3), pp.255-274.

Guo-Brennan, M. (2023) 'Global competency in public administration' In *Global encyclopaedia of public administration, public policy, and governance* (pp. 5246-5250). Cham: Springer International Publishing.

GSDP (2008) *Qatar National Development Strategy 2011-2016*. Doha: General Secretariat for Development Planning.

GSDP (2022) *Qatar National Development Strategy 2022–2030*. Doha: General Secretariat for Development Planning.

Groeschl, S. (2003, March 1). 'Cultural implications for the appraisal process.' <https://doi.org/10.1108/13527600310797540>

Guralnik, D.B. (ed.) (1984) *Webster's New World Dictionary of the American Language*. 2nd ed. New York: Simon & Schuster.

Hansen, M.B., Thomassen, A.O. and Torjesen, D.O. (2023) 'Guest editorial: Historical trends and emerging issues in public management education,' *International Journal of Public Sector Management*, 36(4/5), pp.289-299.

Hardwick, J. and G. Winsor (2002) RCM-Making the Process More Cost Effective One Year Later. *Proceedings of International Conference on Maintenance Societies (ICOMS)*, Brisbane, Australia.

Hansson, J., Backlund, F. and Lycke, L. (2003) 'Managing commitment: increasing the odds for successful implementation of TQM, TPM or RCM,' *International Journal of Quality & Reliability Management*, 20(9), pp.993-1008.

Haines III, V.Y. and St-Onge, S. (2012) 'Performance management effectiveness: practices or context?' *The International Journal of Human Resource Management*, 23(6), pp.1158-1175.

Hair, J.F., Black, W.C., Babin, B.J., and Anderson, R.E. (2006) *Multivariate Data Analysis*. 6th ed. Upper Saddle River, NJ: Pearson Education.

- Hair, J.F., Sarstedt, M., Ringle, C.M. and Mena, J.A. (2012) 'An assessment of the use of partial least squares structural equation modelling in marketing research,' *Journal of the academy of marketing science*, 40, pp.414-433.
- Halligan, J. (2021) 'Contradictions in implementing performance management,' *Politics, Policy and Public Administration in Theory and Practice*, 105.
- Hancock, B., Ockleford, E. and Windridge, K. (2009) *An Introduction to Qualitative Research*. The NIHR RDS EM/YH.
- Han, J.K., Kim, N., and Srivastava, R.K. (1998) 'Market orientation and organisational performance: Is innovation a missing link?' *Journal of Marketing*, 62(4), pp. 30–45.
- Heathfield, S. (2007) 'Performance appraisals don't work - what does?' *The Journal for Quality and Participation*, 30(1): 6-9.
- Hersey, P. and Blanchard, K.H. (1969) 'Managing research and development personnel: An application of leadership theory,' *Research Management*, 12(5), pp.331-338.
- Herzberg, F. (1959) *The Motivation to Work*. John Wiley & Sons, New York.
- Hertog, Steffen (2014) 'State and private sector in the GCC after the Arab uprisings,' *Journal of Arabian studies*, 3 (2). pp. 174-195. ISSN 2153-4764 DOI: 10.1080/21534764.2013.863678 available at: <http://eprints.lse.ac.uk/54399/>
- Hofstede, G. (1980) *Culture's Consequences: International Differences in Work-Related Values*. Beverly Hills, CA: Sage Publications.
- Hofstede, G. (2001) *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organisations Across Nations*. 2nd ed. Thousand Oaks, CA: Sage.
- Hofstede, G. (2005) *Cultures and Organisations: Software of the Mind*. 2nd ed. New York: McGraw-Hill.
- Hofstede Insights (2022) 'National cultural dimensions and performance management in Qatar.' Available at: [www.hofstede-insights.com](http://www.hofstede-insights.com).
- Hopwood, D. (ed) (1972) *The Arabian Peninsula: Society and Politics*. London: Routledge
- Hooper, D., Coughlan, J. and Mullen, M. (2008) 'Structural equation modelling: guidelines for determining model fit,' *Electron J Bus Res Methods*, 6 (1): 53–60.
- Hood, C. (1991) 'A public management for all seasons?' *Public Administration*, 69(1), pp. 3-19.
- Hood, C. (1995) 'The "New Public Management" in the 1980s: Variations on a theme,' *Accounting, Organisations and Society*, 20(2/3), pp. 93-109.

House, R., Javidan, M., Hanges, P., and Dorfman, P. (2002) 'Understanding Cultures and Implicit Leadership Theories across the Globe: An Introduction to Project GLOBE,' *Journal of World Business*, 37, pp.3-10.  
[https://doi.org/10.1016/S1090-9516\(01\)00069-4](https://doi.org/10.1016/S1090-9516(01)00069-4)

House, R.J., Quigley, N.R. and de Luque, M.S. (2010) 'Insights from Project GLOBE: Extending global advertising research through a contemporary framework,' *International Journal of Advertising*, 29(1), pp.111-139.

Hutchings, K. and Weir, D. (2006) 'Understanding networking in China and the Arab World: Lessons for international managers,' *Journal of European Industrial Training*, 30(4), pp.272-290.

Helal, R.Y., Ali, S.A., Strecker, S. and Weir, D. (2023) Navigating wasta in business practices in Lebanon,' *Thunderbird International Business Review*, 65(6), pp.639-648.

Hu, L.T. and Bentler, P.M. (1999) 'Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives,' *Structural equation modelling: a multidisciplinary journal*, 6(1), pp.1-55.

Hutchings, K. and Weir, D. (2020) 'Guanxi and wasta: A comparison of informal networks in China and the Arab world and their impact on public administration,' *International Journal of Public Administration*, 43(1), pp. 27-45.

Hvidt, M. (2020) 'The emergence and spread of the "Dubai Model" in the GCC countries.' In *Routledge handbook of Persian Gulf politics* (pp. 203-215). Routledge.

Ifedi, C. (2020) *Leadership style and organisational structure alignment: Impact on innovativeness and business performance*.

Igbaria, M., Zinatelli, N., Cragg, P. and Cavaye, A.L. (1997) 'Personal computing acceptance factors in small firms: a structural equation model,' *MIS quarterly*, pp.279-305.

Ilgen, D.R. and Feldman, J.M. (1983) 'Performance appraisal: A process focus,' *Research in Organisational Behaviour*, 5, pp. 141-197.

Ihuah, P.W. and Eaton, D. (2013) 'The pragmatic research approach: A framework for sustainable management practices,' *International Journal of Sustainable Development & World Ecology*, 20(5), pp. 423–435.

Islam, M.S. (2022) *Determinants of Employee Productivity in Public Sector Organisations: An Empirical Study*. Available at SSRN 4209550.

Jaffu, R. and Changelima, I.A. (2023) 'Human resource development practices and procurement effectiveness: implications from public procurement professionals in Tanzania,' *European Journal of Management Studies*, 28(2), pp.149-169.

Javad, S. (2023) 'Performance management in the Middle East.' In *Doing Business in the Middle East* (pp. 176-190). Routledge.

- Justin, E. and Joy, M.M. (2022) 'Managing the most important asset: a twenty year review on the performance management literature,' *Journal of Management History*, 28(3), pp.428-451.
- Jensen, M.C. and Meckling, W.H. (1976) 'Theory of the firm: Managerial behaviour, agency costs and ownership structure,' *Journal of Financial Economics*, 3(4), pp. 305-360.
- Jensen, M.C. and Meckling, W.H. (2019) 'Theory of the firm: Managerial behaviour, agency costs and ownership structure.' In *Corporate governance* (pp. 77-132). Gower.
- Jerab, D. and Mabrouk, T. (2023) *The role of leadership in changing organisational culture*. Available at SSRN 4574324.
- Jiang, K. (2010) 'Team-based performance management in collectivist cultures,' *Management Research*, 38(4), pp. 398-412.
- Jiang, L. and Ren, L. (2022) 'Leadership and feedback in hierarchical societies: The case of Gulf nations,' *Journal of Organisational Culture*, 15(3), pp. 45-58.
- Johnson, R.B. and Onwuegbuzie, A.J. (2004) 'Mixed methods research: A research paradigm whose time has come,' *Educational Researcher*, 33(7), pp. 14-26.
- Johnson, R.B., Onwuegbuzie, A.J., and Turner, L.A. (2007) 'Toward a definition of mixed methods research,' *Journal of Mixed Methods Research*, 1(2), pp. 112-133.
- Jöreskog, K.G. and Sörbom, D. (1982) 'Recent developments in structural equation modelling,' *Journal of marketing research*, 19(4), pp.404-416.
- Joyce, M. (2004) *Ruling Shaikhs and Her Majesty's Government: 1960-1969*. Routledge.
- Judge, T.A. and Piccolo, R.F. (2020) 'Transformational and transactional leadership: A meta-analytic test of their relative validity,' *Journal of Applied Psychology*, 105(3), pp. 611-630.
- Kabasakal, H., Dastmalchian, A., Karaçay, G., and Bayraktar, S. (2012) *Leadership and culture in the MENA region: An analysis of the GLOBE project*. Available at: <https://doi.org/10.1016/j.jwb.2012.01.005>.
- Kaplan, R.S. and Norton, D.P. (2008) *The Balanced Scorecard: Translating Strategy into Action*. Boston: Harvard Business Review Press.
- Kambara, R., Haryadi, D. and Ramdansyah, A.D. (2023) 'Determinants of Job Satisfaction: Internal Communication Relationships in Improving Employee Performance,' *Enrichment: Journal of Management*, 12(6), pp.4692-4697.
- Kamrava, M. (2007) 'The Middle East's democracy deficit in comparative perspective,' *Perspectives on Global Development and Technology*, 6(1-3), pp.189-213.



Kearney, R.C., Feldman, B.M. and Scavo, C.P. (2000) 'Reinventing government: City manager attitudes and actions,' *Public Administration Review*, 60(6), pp.535-548.

Khatri, N. (2009) 'Consequences of Power Distance Orientation in Organisations.' Available at: <https://doi.org/10.1177/097226290901300101>.

Kumari, K., Barkat Ali, S., Un Nisa Khan, N. and Abbas, J. (2021) 'Examining the role of motivation and reward in employees' job performance through mediating effect of job satisfaction: An empirical evidence,' *International Journal of Organisational Leadership*, 10(4), pp.401-420.

Ketelaar, A., *et al.* (2007) 'Performance-based arrangements for senior civil servants OECD and other country experiences.' *OECD Working Papers on Public Governance* 2007/5(5): 0\_1.

Kim, J.W. and Jung, K. (2013) 'Does civic engagement resolve accountability dilemmas in local governance,' *International Journal of Policy Studies*, 4(1), pp.87-104

Kim, T. and Holzer, M. (2016) 'Public employees and performance appraisal: A study of antecedents to employees' perception of the process,' *Review of Public Personnel Administration*, 36(1), pp.31-56.

Kim, J. (2016) 'Impact of performance appraisal justice on the effectiveness of pay-for-performance systems after civil service reform,' *Public Personnel Management*, 45(2), pp.148-170.

Kalgin, A., Podolskiy, D., Parfenteva, D. and Campbell, J.W. (2018) 'Performance management and job-goal alignment: A conditional process model of turnover intention in the public sector,' *International Journal of Public Sector Management*, 31(1), pp.65-80.

Kinicki, A.J., Jacobson, K.J., Peterson, S.J. and Prussia, G.E. (2013) 'Development and validation of the performance management behaviour questionnaire,' *Personnel psychology*, 66(1), pp.1-45.

Kleingeld, A.D., Van Tuijl, H. and Algera, J.A. (2004) 'Participation in the design of performance management systems: a quasi-experimental field study,' *Journal of Organisational Behaviour: The International Journal of Industrial, Occupational and Organisational Psychology and Behaviour*, 25(7), pp.831-851.

Kline, P. (1992) *The Handbook of Psychological Testing*. London: Routledge.

Kochan, T.A. (2015) *Shaping the future of work: What future worker, business, government, and education leaders need to do for all to prosper*. Business Expert Press.

Kolb, D.A. (2015) *Experiential Learning Experience as the Source of Learning and Development*. 2nd Edition, Pearson Education, Inc.

Kong, D., Kim, S. and Yang, S.B., 2013. (2012) 'Modularisation of Korea's development experience: individual performance appraisal in the government of Korea.'



- Kotter, J.P. and Schlesinger, L.A. (1989) *Choosing strategies for change* (pp. 294-306). Macmillan Education UK.
- Korkmaz, A.V., Van Engen, M.L., Knappert, L. and Schalk, R. (2022) 'About and beyond leading uniqueness and belongingness: A systematic review of inclusive leadership research,' *Human Resource Management Review*, 32(4), p.100894.
- Latham, G.P., Borgogni, L. and Petitta, L. (2008) 'Goal setting and performance management in the public sector,' *International Public Management Journal*, 11(4), pp.385-403.
- Latham, G. P. and S. Mann. (2006) *Advances in the science of performance appraisal: Implications for practice*. Chichester, West Sussex, John Wiley & Sons.
- Lawler, E.E. (2003) 'Treat people right! How organisations and individuals can propel each other into a virtuous spiral of success.' (No Title).
- Lawler, E. E. (2003) 'Reward practices and performance management system effectiveness,' *Organisational Dynamics*, 32(4), pp. 396-404.
- Lawler III, E.E., Benson, G.S. and McDermott, M. (2012) 'What makes performance appraisals effective?' *Compensation & Benefits Review*, 44(4), pp.191-200.
- Lee, H.W. (2019) 'Performance-based human resource management and federal employee's motivation: moderating roles of goal-clarifying intervention, appraisal fairness, and feedback satisfaction,' *Review of Public Personnel Administration*, 39(3), pp.323-348.
- Lee, Y.D., Chen, P.C. and Su, C.L. (2020) 'The evolution of the leadership theories and the analysis of new research trends,' *International Journal of Organisational Innovation* (Online), 12(3), pp.88-104.
- Lewis, L.K. (1999) 'Disseminating information and soliciting input during planned organisational change,' *Management Communication Quarterly*, 13(1), pp. 43-75.
- Lincoln, Y.S. and Guba, E.G. (1985) *Naturalistic Inquiry*. Beverly Hills, CA: Sage.
- Liu, X. and Dong, K. (2012) 'Development of the civil servants' performance appraisal system in China: Challenges and improvements,' *Review of Public Personnel Administration*, 32(2), pp.149-168.
- Liu, X., Martineau, T., Chen, L., Zhan, S. and Tang, S. (2006) 'Does decentralisation improve human resource management in the health sector? A case study from China,' *Social Science & Medicine*, 63(7), pp.1836-1845.
- Locke, E.A. and Latham, G.P. (2019) 'The development of goal setting theory: A half century retrospective,' *Motivation Science*, 5(2), p.93.
- Locke, E.A. and Latham, G.P. (1990) *A Theory of Goal Setting and Task Performance*. Englewood Cliffs, NJ: Prentice Hall.

Locke, E.A. and Latham, G.P. (2002) 'Building a practically useful theory of goal setting and task motivation,' *American Psychologist*, 57(9), pp. 705-717.

Loewe, M., Blume, J., Schönleber, V., Seibert, S., Speer, J. and Voss, C. (2007) 'The impact of favouritism on the business climate: A study on wasta in Jordan.' Available at SSRN 2218821.

Loewe, M. and Albrecht, H. (2023) 'The social contract in Egypt, Lebanon and Tunisia: What do the people want?' *Journal of international development*, 35(5), pp.838-855.

Longenecker, C.O. and Goff, S.J. (1992) 'Performance appraisal effectiveness: A matter of perspective,' *Advanced Management Journal*, 57(2), pp. 18-23.

Longenecker, C. O. and S. J. Goff (1992) 'Performance appraisal effectiveness: A matter of perspective,' *SAM Advanced Management Journal*, 57(2), pp.17-17.

Louis, W.R. (2006) *Ends of British Imperialism: The Scramble for Empire, Suez, and Decolonisation*. London: I.B. Taurus

Lu, C. (2006) 'Assessing construct validity: The utility of factor analysis,' *Journal of Educational Measurement and Statistics*, 15(2), pp. 79-94.

Luecke, R. (2006) *Performance Management: Measure and Improve the Effectiveness of Your Employees*. Harvard Business Press.

Le, H., Jiang, Z. and Greenhaus, J. (2023) 'Building cultural intelligence through supervisor support: Social exchange and subjective career success as mediators and organisational support as a moderator,' *International Migration*, 61(3), pp.270-286.

McGregor, O.R. (1957) 'Social research and social policy in the nineteenth century,' *The British Journal of Sociology*, 8(2), pp.146-157.

MacCallum, R.C., Browne, M.W., and Sugawara, H.M. (1996) 'Power analysis and determination of sample size for covariance structure modelling,' *Psychological Methods*, 1(2), pp. 130–149.

Madi Odeh, R.B., Obeidat, B.Y., Jaradat, M.O., Masa'deh, R.E. and Alshurideh, M.T. (2023) 'The transformational leadership role in achieving organisational resilience through adaptive cultures: the case of Dubai service sector,' *International Journal of Productivity and Performance Management*, 72(2), pp.440-468.

Mafrachi, A.M., Abed, H. and Mohammed, M. (2020) 'Assessing the role of green human resources management and environmental cooperation: A case study on food industries sector in Iraq,' *Economic Sciences Series*, 20(1), pp.14-23.

Manning, N., Hasnain, Z. and Pierskalla, J.H. (2012) *Public sector human resource practices to drive performance*.

- Mateen, A.U., Nisar, Q.A., Jamshed, S., Rehman, S. and Ali, M. (2024) 'HRM Effectiveness as an Outcome of Big Data: The Role of Big Data–Driven HR Practices and Electronic HRM,' *Journal of the Knowledge Economy*, pp.1-35.
- Mucciarone, M.A. and Neilson, J. (2012) 'Performance reporting in the Malaysian government,' *Asian Academy of Management Journal of Accounting and Finance*, 7(2), pp.35-77.
- McAdam, R. and McGeough, F. (2000) 'Implementing total productive maintenance in multi-union manufacturing organisations: overcoming job demarcation,' *Total Quality Management*, 11(2), pp.187-197.
- Mackenzie, N. and Knipe, S. (2006) 'Research dilemmas: Paradigms, methods, and methodology,' *Issues in Educational Research*, 16(2), pp. 193–205.
- Mansour, A.M. (2018) 'The experience of new public management and new public governance in selected Arab countries,' *Contemporary Arab Affairs*, 11(3), pp.85-112.
- Marshall, V. and R. E. Wood. (2000). 'The dynamics of effective performance appraisal: an integrated model,' *Asia Pacific Journal of Human Resources*, 38(3), pp.62-90.
- Matthew, O.A., Babajide, A.A., Osabohien, R., Adeniji, A., Ewetan, O.O., Adu, O., Adegboye, F., Olokoyo, F.O., Adediran, O., Urhie, E. and Edafe, O. (2020) 'Challenges of accountability and development in Nigeria: an auto-regressive distributed lag approach,' *Journal of Money Laundering Control*, 23(2), pp.387-402.
- Mendonca, M. and Kanungo, R.N. (1996) 'Impact of culture on performance management in developing countries,' *International Journal of Manpower*, 17(4/5), pp.65-75.
- Meyer, J.W. and Rowan, B. (1977) 'Institutionalised organisations: Formal structure as myth and ceremony,' *American journal of sociology*, 83(2), pp.340-363.
- Meyer, J.P., Allen, N.J., and Smith, C.A. (1993) 'Commitment to organisations and occupations: Extension and test of a three-component conceptualisation,' *Journal of Applied Psychology*, 78(4), pp. 538–551.
- Meyer, J.P. and Allen, N.J. (1997) *Commitment in the Workplace: Theory, Research, and Application*. Thousand Oaks, CA: Sage.
- Miller, S. (2001) *Social action: A teleological account*. Cambridge University Press.
- Milliman, J., Nason, S.W., Gallagher, E., Huo, P. and Von, G.M.A. (1998) 'The impact of national culture on HRM practices: The case of performance appraisal,' *Advances in international comparative management*, 12, p.157.
- Miller, V.D., Johnson, J.R. and Grau, J. (1994) *Antecedents to willingness to participate in a planned organisational change*.
- Ministry of Home Affairs. (2017) *Annual Report*. Government of Qatar.

Ministry of Foreign Affairs. (MOFA) 2022. available at: <https://mofa.gov.qa/en> [last accessed Feb 2023]

Ministry of Environment and Climate Change. (2024) *Qatar National Environment and Climate Change Strategy*. Doha: Qatar Government.

Mohamed, B.H.A. (2021) *Investigations on Human Development Strategies for Countries in Transition to Knowledge-Based Sustainable Development-A Case Study for Qatar (Doctoral dissertation, Hamad Bin Khalifa University (Qatar))*.

Markus, L.H. and Markus, L. (2004) *Performance Management—Problems and Potential*. Singapore: Centranum LTD.

Mero, N.P., Guidice, R.M. and Brownlee, A.L. (2007) 'Accountability in a performance appraisal context: The effect of audience and form of accounting on rater response and behaviour,' *Journal of Management*, 33(2), pp.223-252.

Meng, F. and Wu, J. (2015) 'Merit pay fairness, leader-member exchange, and job engagement: Evidence from Mainland China,' *Review of Public Personnel Administration*, 35(1), pp.47-69.

Morgan, D.L. (2007) 'Paradigms lost and pragmatism regained: Methodological implications of combining qualitative and quantitative methods,' *Journal of mixed methods research*, 1(1), pp.48-76.

Mowday, R.T., Steers, R.M. and Porter, L.W. (1979) 'The measurement of organisational commitment,' *Journal of vocational behaviour*, 14(2), pp.224-247.

Muijs, D. (2010) *Doing Quantitative Research in Education with SPSS*. 2nd ed. London: Sage Publications.

Murphy, K.R. and Cleveland, J.N. (1995) *Understanding performance appraisal: Social, organisational, and goal-based perspectives*. Sage.

Murphy, K.R., Kellam, K.L., Balzer, W.K. and Armstrong, J.G. (1984) 'Effects of the purpose of rating on accuracy in observing teacher behaviour and evaluating teaching performance,' *Journal of Educational Psychology*, 76(1), p.45.

Mwita, J.I. (2003) *The role of motivation in performance management: The case of performance-related-pay schemes in British local authorities* (Doctoral dissertation, University of Birmingham).

Nadler, D. A. (1997) *Champions of change: How CEOs and their companies are mastering the skills of radical change*. San Francisco, Jossey-Bass.

Nambi Karuhanga, B. and Werner, A. (2013) 'Challenges impacting performance management implementation in public universities: A case of Uganda,' *African Journal of Economic and Management Studies*, 4(2), pp.223-243.

Neely, A., Mills, J., Platts, K., Richards, H., Gregory, M., Bourne, M. and Kennerley, M. (2000) 'Performance measurement system design: developing and testing a process-based approach,' *International journal of operations & production management*, 20(10), pp.1119-1145.

Nelissen, P. and van Selm, M. (2008) 'Surviving organisational change: How management communication helps balance mixed feelings,' *Corporate Communications: An International Journal*, 13(3), pp.306-318.

Neher, A., Maley, J., Wuersch, L. and Krivokapic-Skoko, B. (2024) 'Improving employee acceptability of performance management across borders: A reciprocity perspective,' *European Management Review*.

Neuman, W.L. (2007) *Basics of social research*.

Najjar, F. (2005) 'The Arabs, Islam and Globalisation,' *Middle East Policy*, 12(3), p.91.

Noe, R., Hollenbeck, J., Gerhart, B. and Wright, P. (2006) *Human Resources Management: Gaining a Competitive Advantage, Tenth Global Edition*. New York, NY, USA: McGraw-Hill Education.

Nyhan, R.C. (2000) 'Changing the paradigm: Trust and its role in public sector organisations,' *American Review of Public Administration*, 30(1), pp. 87-109.

Ohemeng, F.L., Zakari, H.B. and Adusah-Karikari, A. (2015) 'Performance appraisal and its use for individual and organisational improvement in the civil service of Ghana: the case of much ado about nothing?' *Public Administration and Development*, 35(3), pp.179-191.

Ohemeng, F. L., *et al.* (2018). 'The impact of employee perception on the successful institutionalisation and implementation of performance management systems in developing countries: The perspective from Ghana's public service,' *Public Administration and Development*, 38(2), pp.75-86.

Ohemeng, F. L., *et al.* (2015) 'Performance Appraisal and Its Use for Individual and Organisational Improvement in the Civil Service of Ghana: The Case of Much Ado about Nothing?' *Public Administration and Development*, 35(3), pp.179-191.

Ohemeng, F. L. K. (2009) 'Constraints in the Implementation of Performance Management Systems in Developing Countries The Ghanaian Case,' *International Journal of Cross Cultural Management*, 9(1), pp.109-132.

Ohemeng, F. L. K., *et al.* (2018). 'Giving sense and changing perceptions in the implementation of the performance management system in public sector organisations in developing countries,' *International Journal of Public Sector Management*, 31(3), pp.372-392.

ONAVWIE, F.O., SOKOH, G.C. and OKEREKA, O.P. *Designing an Effective Reward Management System for Enhancing Performance in the Civil Service*.

- Onley, J. and Khalaf, S. (2006) 'Shaikhly authority in the pre-oil gulf: An historical–anthropological study,' *History and Anthropology*, 17(3), pp.189-208.
- O'Reilly III, C.A. and Weitz, B.A. (1980) 'Managing marginal employees: The use of warnings and dismissals,' *Administrative Science Quarterly*, pp.467-484.
- Opolot, J.S., Lagat, C., Kipsang, S.K. and Muganzi, Y.K. (2024) 'Organisational culture and organisational commitment: the moderating effect of self-efficacy,' *Journal of Humanities and Applied Social Sciences*, 6(3), pp.280-296.
- Osman, D. (2014) 'The State and Innovation — An Analytical Framework.' Available at: <https://doi.org/10.1111/muwo.12077>.
- Ouis, P. (2002) 'Islamisation as a strategy for reconciliation between modernity and tradition: Examples from contemporary Arab Gulf states,' *Islam and Christian-Muslim Relations*, 13(3), pp.315-334.
- Oxford Business Group. (2023) 'Qatar's economic diversification strategy: Challenges and opportunities,' *Economic Insights Qatar*, 12(5), pp. 18-32.
- Park, S. (2014) 'Motivation of public managers as raters in performance appraisal: Developing a model of rater motivation,' *Public Personnel Management*, 43(4), pp.387-414.
- Petrescu, M. (2013) 'Marketing research using single-item indicators in structural equation models,' *Journal of marketing analytics*, 1, pp.99-117.
- Parham, C.P.J. (2003) *The construct of substance abuse enabling applied to poor performance management: How managers deal with poor performing employees*. Virginia Polytechnic Institute and State University.
- Patton, M.Q. (2002) *Qualitative Research and Evaluation Methods*. 3rd ed. Sage Publications.
- Peretz, H. and Fried, Y. (2012) 'National cultures, performance appraisal practices, and organisational absenteeism and turnover: A study across 21 countries,' *Journal of Applied Psychology*, 97(2), p.448.
- Phan, N. (2014) *Faculty perceptions of the performance appraisal process*. California State University, Fullerton.
- Phillips, J.J. and Phillips, P.P. (2016) *Handbook of training evaluation and measurement methods*. Routledge.
- Pollitt, C. and Bouckaert, G. (2017) *Public management reform: A comparative analysis-into the age of austerity*. Oxford university press.
- Pollitt, C., Van Thiel, S. and Homburg, V. eds. (2007) *New public management in Europe* (pp. 22-26). Basingstoke: Palgrave Macmillan.

- Punch, K.F. (2013) *Introduction to social research: Quantitative and qualitative approaches*.
- Poon, Y., Hung, N.K. and Do Xuan, T.R.U.O.N.G. (2009) 'The reform of the civil service system as Vietnam moves into the middle-income country category,' *Reforming public administration in Vietnam*, p.199.
- Porter, L.W., Steers, R.M., Mowday, R.T. and Boulian, P.V. (1974) 'Organisational commitment, job satisfaction, and turnover among psychiatric technicians,' *Journal of applied psychology*, 59(5), p.603.
- Posthuma, R.A. and Campion, M.A. (2008) 'Twenty best practices for just employee performance reviews: employers can use a model to achieve performance reviews that increase employee satisfaction, reduce the likelihood of litigation and boost motivation,' *Compensation & Benefits Review*, 40(1), pp.47-55.
- Podger, A., Su, T.T., Wanna, J., Chan, H.S. and Niu, M. (2020) *Designing Governance Structures for Performance and Accountability: Developments in Australia and Greater China*. ANU Press.
- Posthuma, R.A., Charles Campion, M. and Campion, M.A. (2018) 'A taxonomic foundation for evidence-based research on employee performance management,' *European Journal of Work and Organisational Psychology*, 27(2), pp.168-187.
- Pulakos, E.D. and O'Leary, R.S. (2011) 'Why is performance management broken?' *Industrial and Organisational Psychology*, 4(2), pp. 146–164.
- Pulakos, E.D., Hanson, R.M., Arad, S., and Moye, N. (2015) 'Performance management can be fixed: An evidence-based approach,' *Industrial and Organisational Psychology: Perspectives on Science and Practice*, 8(1), pp. 51-76.
- Pulakos, E.D., Mueller-Hanson, R. and Arad, S. (2019) 'The evolution of performance management: Searching for value,' *Annual Review of Organisational Psychology and Organisational Behaviour*, 6(1), pp.249-271.
- Qatar National Development Strategy. (2018). *Second National Development Strategy (2018–2022)*. Doha: Qatar Government.
- Qi, J. and Wang, L. (2021) 'Employee participation in high-power distance cultures: Barriers and enablers,' *Journal of Asian Management*, 19(1), pp. 34-56.
- Rhoades, L., Eisenberger, R. and Armeli, S. (2001) 'Affective commitment to the organisation: the contribution of perceived organisational support,' *Journal of applied psychology*, 86(5), p.825.
- Rajendran, H.S. (2001) 'Dealing with biases in qualitative research: A balancing act for researchers' (Paper Presentation). In *Qualitative Research Convention*, Albuquerque, NM, United States.

- Randma-Liiv, T. (2005) 'Performance management in transitional administration: introduction of pay-for-performance in the Estonian civil service,' *Journal of Comparative Policy Analysis: Research and Practice*, 7(1), pp.95-115.
- Ryan, R.M. and Deci, E.L. (2000) 'Self-determination theory and the facilitation of intrinsic motivation, social development, and wellbeing,' *American psychologist*, 55(1), p.68.
- Risher, H. (2011) 'Getting performance management on track,' *Compensation & Benefits Review*, 43(5): pp.273-281.
- Radnor, Z., Osborne, S. and Glennon, R. (2022) 'Public management theory.' In *Handbook on theories of governance* (pp. 43-56). Edward Elgar Publishing.
- Roberts, G.E. (2003) 'Employee involvement and organisational commitment in public sector organisations,' *Public Personnel Management*, 32(1), pp. 89-99.
- Roberts, G.E. and Pavlak, T. (1996) 'Municipal government personnel professionals and performance appraisal: Is there a consensus on the characteristics of an effective appraisal system?' *Public Personnel Management*, 25(3), pp.379-408.
- Roberts, G.E. and Reed, T. (1996) 'Performance appraisal participation, goal setting and feedback: The influence of supervisory style,' *Review of Public Personnel Administration*, 16(4), pp.29-60.
- Razack, S, S. and Upadhyay, A. (2017) 'Employee Perception of Performance Management Systems in the UAE: An Analysis.' Available at: <https://doi.org/10.2139/ssrn.2910808>
- Rossman, G.B. and Rallis, S.F. (2011) *Learning in the field: An introduction to qualitative research*. Sage.
- Rossman, G.B. and Wilson, B.L. (1985) 'Numbers and words: Combining quantitative and qualitative methods in a single large-scale evaluation study,' *Evaluation Review*, 9(5), pp. 627-643.
- Ryan, R.M. and Deci, E.L. (2000) 'Self-determination theory and the facilitation of intrinsic motivation, social development, and wellbeing,' *American psychologist*, 55(1), p.68.
- Shahina, J. and Sumod, S.D. (2015) 'It's time to bring performance appraisal into the twenty-first century: The lessons from companies like Cisco, Google and Infosys,' *Human Resource Management International Digest*, 23(7), pp.23-26.
- Saad, S.K. (2014) 'Investigating the effectiveness of the performance appraisal process in the Egyptian tourism companies,' *Journal of Association of Arab Universities for Tourism and Hospitality*, 11(2), pp.111-121.
- Saldaña, J. (2009) *The coding manual for qualitative researchers*.



Singh, A.K. and Singh, A.P. (2021) 'Role of employee engagement in organisational effectiveness: Empirical evidence in the context of Indian public sector organisations,' *International Journal of Education and Management Studies*, 11(2), pp.74-80.

Sardi, A., Sorano, E., Ferraris, A. and Garengo, P. (2020) 'Evolutionary paths of performance measurement and management system: the longitudinal case study of a leading SME,' *Measuring Business Excellence*, 24(4), pp.495-510.

Saunders, M., Lewis, P., and Thornhill, A. (2009) *Research Methods for Business Students*. 5th ed. Harlow: Pearson Education.

Saunders, M., Lewis, P., and Thornhill, A. (2019) *Research Methods for Business Students*. 8th ed. Harlow: Pearson Education.

Schleicher, D.J., Baumann, H.M., Sullivan, D.W., Levy, P.E., Hargrove, D.C. and Barros-Rivera, B.A. (2018) 'Putting the system into performance management systems: A review and agenda for performance management research,' *Journal of management*, 44(6), pp.2209-2245.

Schleicher, D.J., Baumann, H.M., Sullivan, D.W., Levy, P.E., Hargrove, D.C. and Barros-Rivera, B.A. (2018) 'Putting the system into performance management systems: A review and agenda for performance management research,' *Journal of management*, 44(6), pp.2209-2245.

Shafie, H. b. (1996) 'Malaysia's experience in implementing the new performance appraisal system,' *Public Administration and Development*, 16(4): pp.341-352.

Sidani, Y.M. and Thornberry, J. (2013) 'Nepotism in the Arab world: An institutional theory perspective,' *Business Ethics Quarterly*, 23(1), pp.69-96.

Schwarz, G., Eva, N. and Newman, A. (2020) 'Can public leadership increase public service motivation and job performance?' *Public administration review*, 80(4), pp.543-554.

Soeardi, E.K., Ilhami, R. and Achmad, W. (2023) 'The Role of Leadership in the Development of Public Organisations,' *Journal of Governance*, 7(4), pp.877-884.

Lisier, A., Brooks, F. and Biso, L. (2024) 'Importance of clarity, hierarchy, and trust in implementing distributed leadership in higher education,' *Educational Management Administration & Leadership*, 52(4), pp.901-915.

Skinner, B.F. (1953) *Science and Human Behaviour*. New York: Macmillan.

Selmer, J. and Chiu, R. (2004) 'Required human resources competencies in 2004 the future: a framework for developing HR executives in Hong Kong,' *Journal of World Business*, 39(4), pp.324-336.

Shane, J.M. (2010) 'Performance management in police agencies: a conceptual framework,' *Policing: an international journal of police strategies & management*, 33(1), pp.6-29.

Simbula, S., Margheritti, S. and Avanzi, L. (2023) 'Building work engagement in organisations: A longitudinal study combining social exchange and social identity theories,' *Behavioral Sciences*, 13(2), p.83.

Steers, R.M. (1977) 'Antecedents and outcomes of organisational commitment,' *Administrative science quarterly*, pp.46-56.

Shin, D., Kalinowski, J.G. and Abou El-Enein, G. (1998) 'Critical implementation issues in total quality management,' *SAM Advanced Management Journal*, 63(1), p.10.

Suutari, V. and Riusala, K. (2001) 'Leadership styles in central eastern Europe: Experiences of Finnish expatriates in the Czech Republic, Hungary and Poland,' *Scandinavian Journal of Management*, 17(2), pp.249-280.

Tashakkori, A. and Teddlie, C. (2003) *Handbook of Mixed Methods in Social & Behavioral Research*. Thousand Oaks, CA: Sage Publications.

Tamsah, H., Ansar, Gunawan, Yusriadi, Y. and Farida, U. (2020) 'Training, knowledge sharing, and quality of work-life on civil servants performance in Indonesia,' *Journal of Ethnic and Cultural Studies*, 7(3), pp.163-176.

Taylor, H. (1992) 'Public sector personnel management in three African countries: current problems and possibilities,' *Public Administration and Development*, 12(2): pp.193-207.

Taylor, P. and M. O'Driscoll (1993) 'Functions and implementation of performance appraisal systems in New Zealand organisations,' *Asia Pacific Journal of Human Resources*, 31(1): pp.20-32.

Taylor, J. and Beh, L. (2013) 'The impact of pay-for-performance schemes on the performance of Australian and Malaysian government employees,' *Public management review*, 15(8), pp.1090-1115.

Taylor, S. J., et al. (2015) *Introduction to qualitative research methods: A guidebook and resource*. Hoboken, New Jersey, John Wiley & Sons.

Taylor, J. (2021) 'Performance in the Public Sector,' *The Oxford Handbook of Australian Politics*, pp.433-450.

Tashakkori, A., Johnson, R.B. and Teddlie, C. (2020) *Foundations of mixed methods research: Integrating quantitative and qualitative approaches in the social and behavioural sciences*. Sage publications.

Turner, M., Prasajo, E. and Sumarwono, R. (2022) The challenge of reforming big bureaucracy in Indonesia. *Policy Studies*, 43(2), pp.333-351.

- Thang, L. C. and Quang, T. (2005) 'Antecedents and consequences of dimensions of human resource management practices in Vietnam,' *The International Journal of Human Resource Management*, 16(10): 1830-1846.
- Thang, L.C. and Quang, T. (2005) 'Antecedents and consequences of dimensions of human resource management practices in Vietnam,' *The International Journal of Human Resource Management*, 16(10), pp.1830-1846.
- Thompson, G. and Glasø, L. (2023) 'Adaptive leadership and its role in public sector performance,' *Leadership Quarterly*, 34(1), pp. 89-110.
- Tong, C.H., Straussman, J.D. and Broadnax, W.D. (1999) 'Civil service reform in the People's Republic of China: case studies of early implementation,' *Public Administration and Development: The International Journal of Management Research and Practice*, 19(2), pp.193-206.
- Trompenaars, F. (1997) *Riding the Waves of Culture: Understanding Diversity in Global Business*. McGraw Hill.
- Tung, A., et al. (2011) 'Factors influencing the effectiveness of performance measurement systems,' *International journal of operations & production management*, 31(12): 1287-1310.
- Turner, M. (2018) 'Public sector reform and national development in East and Southeast Asia: Specificity and Commonality,' *Public Policy in the 'Asian Century' Concepts, Cases and Futures*, pp.209-235.
- Ugarte, C., Urpí, C. and París, C, A. (2020) 'The need of autonomy for flexible management in the fostering of school quality.' Available at: <https://doi.org/10.1080/13603124.2019.1708468>.
- Ugyel, L. (2021) 'Relationship between public sector reforms and culture: The implementation of NPM-related performance management reforms in a collectivist and risk averse culture,' *Public Administration and Development*, 41(5), pp.257-266.
- Ulrich, D., Younger, J., Brockbank, W. and Ulrich, M. (2012) *HR from the outside in: Six competencies for the future of human resources*. McGraw Hill Professional.
- UNDP. (2007) *Good Governance for Development in Arab Countries Initiative*. Paris: UNDP
- Van Dooren, W., Bouckaert, G. and Halligan, J. (2015) *Performance management in the public sector*. Routledge.
- Vallance, S. (1999) 'Performance appraisal in Singapore, Thailand and the Philippines: A cultural perspective,' *Australian Journal of Public Administration*, 58(4), pp.78-95.
- Vaz, D., Qureshi, W., Temouri, Y. and Pereira, V. (2023) 'Unbundling the complexity of performance management of healthcare providers in the Middle East,' *IIM Ranchi journal of management studies* (ahead-of-print).

Vecchio, R.P. (1987) 'Situational Leadership Theory: An examination of a prescriptive theory,' *Journal of applied psychology*, 72(3), p.444.

Verbeeten, F.H. (2008) 'Performance management practices in public sector organisations: Impact on performance,' *Accounting, Auditing & Accountability Journal*, 21(3), pp.427-454.

Von Bertalanffy, L. (1968) *General System Theory: Foundations, Development, Applications*. New York: George Braziller.

Vroom, V.H. (1964) *Work and Motivation*. New York: Wiley.

Wahid, I.S. and Prince, S.A. (2020) 'High performance work systems and employee performance: the moderating and mediating role of power distance,' *Journal for Global Business Advancement*, 13(6), pp.755-778.

Walker, R.M., Damanpour, F. and Devece, C.A. (2011) 'Management innovation and organisational performance: The mediating effect of performance management,' *Journal of public administration research and theory*, 21(2), pp.367-386.

Whiteoak, J.W., Crawford, N.G. and Mapstone, R.H. (2006) 'Impact of gender and generational differences in work values and attitudes in an Arab culture,' *Thunderbird International Business Review*, 48(1), pp.77-91.

Wang, X. (2002) 'Assessing administrative accountability: Results from a national survey,' *The American Review of Public Administration*, 32(3), pp.350-370.

Wang, X., Xiao, H., Yan, B. and Xu, J. (2021) New development: Administrative accountability and early responses during public health crises—lessons from Covid-19 in China. *Public Money & Management*, 41(1), pp.73-76.

Weber, M. (1922) 'Bureaucracy' In *Social theory re-wired* (pp. 271-276). Routledge.

Weir, D., Sultan, N. and Van De Bunt, S. (2016) 'Wasta: a scourge or a useful management and business practice?' In *The political economy of wasta: Use and abuse of social capital networking* (pp. 23-31). Cham: Springer International Publishing.

Weir, D. (2020) 'Wasta: Advancing a holistic model to bridge the micro-macro divide,' *Management and Organisation Review*, 16(3), pp.657-685.

Weir, D. and Ali, S.A. (2022) 'Wasta as an example of informal social networks in emerging markets: Research status and suggestions for future directions.' In *Informal Networks in International Business* (pp. 231-240). Emerald Publishing Limited.

West, D. and Blackman, D. (2015) 'Performance management in the public sector', *Australian Journal of Public Administration*, 74(1), pp.73-81.

Wexley, K. N. (1984) 'Personnel training,' *Annual Review of Psychology*, 35(1): 519-551.

- Wheaton, B., Muthen, B., Alwin, D.F. and Summers, G.F. (1977) 'Assessing reliability and stability in panel models,' *Sociological methodology*, 8, pp.84-136
- Witcher, B.J. and Chau, V.S. (2008) 'Contrasting uses of balanced scorecards: case studies at two UK companies,' *Strategic Change*, 17(3-4), pp.101-114.
- Williams, R. S. (1998) *Performance management: Perspectives on employee performance*. International Thomson Business Press, Boston, MA.
- Woehr, D.J. and Huffcutt, A.I. (1994) 'Rater training for performance appraisal: A quantitative review,' *Journal of occupational and organisational psychology*, 67(3), pp.189-205.
- World Bank. (2018) 'IMPROVING PUBLIC SECTOR PERFORMANCE THROUGH INNOVATION AND INTER-AGENCY COORDINATION,' *World Development Report*, 45(3). Available at:  
<https://documents1.worldbank.org/curated/fr/833041539871513644/pdf/131020-WP-P163620-WorldBankGlobalReport-PUBLIC.pdf>
- Yahiaoui, D., Nakhle, S.F. and Farndale, E. (2021) 'Culture and performance appraisal in multinational enterprises: Implementing French headquarters' practices in Middle East and North Africa subsidiaries,' *Human Resource Management*, 60(5), pp.771-785.
- Yin, R.K. (2003) *Case Study Research: Design and Methods* (Vol. 5). SAGE.
- Yamak, O.U. and Eyupoglu, S.Z. (2021) 'Authentic leadership and service innovative behaviour: mediating role of proactive personality,' *Sage Open*, 11(1), p.2158244021989629.
- Yin, R.K. (2003) *Case Study Research: Design and Methods* (Vol. 5). SAGE.
- Yin, R.K. (2009) *Case study research: Design and methods* (Vol. 5). Sage.
- Zahra, A., Bouckaert, G., Jadoon, M.Z.I. and Jabeen, N. eds. (2022) *Public Sector Reforms in Pakistan: Hierarchies, Markets and Networks*. Springer Nature
- Zakaria, F. (2001) 'II. FAILED IDEAS,' *Newsweek*, 138(16), pp.29-31.
- Zedeck, S. (1971) 'Problems with the use of "moderator" variables,' *Psychological bulletin*, 76(4), p.295.
- Zhang, H., Liu, Z. and Wang, Y. (2020) 'How transformational leadership positively impacts organisational citizenship behaviour in successful Chinese social work service organisations,' *Nonprofit Management and Leadership*, 30(3), pp.467-485.

## 8 Appendix

### 8.1 Appendix A: Interview consent form

Good day

My name is Jawaher Mohammed Braikan. I am a PhD student at the University for the Creative Arts (UCA).

The focus of my research is to evaluate the effectiveness of the current performance management system in the public service of Qatar, especially in enabling Qatar to meet its

QNV2030 goals. I am investigating the effectiveness of the current system, its weakness and how to improve it. I am specifically interested in the effect waste on the current performance management system and how the system can be improved to mitigate any negative effect waste has on the performance of the public service.

I would like to ask you some questions and get your opinion regarding your experience with the performance management system in the Qatar public service.

I would like to ask your permission to record this interview so I can go over them later on for my analysis.

I want to also state that all details given in this research are confidential, and your identity will not be mentioned in any way unless you so wish. Any information you provide will only be used for the purpose of this research.

## 8.2 Appendix B: Interview questions

### 8.2.1 Semi-structured interview questions for employees

1. **Can you explain the employee performance management (PM) system in your organisation?**
  - What are the key goals of this system?
  - What PM practices are implemented?
  - Do you think the system achieves its goals? Why or why not?
2. **What standards are used to assess employees in your organisation?**
  - Do you believe these standards enable managers to evaluate employee performance accurately, fairly, and objectively?
3. **Is there a relationship between performance outcomes and rewards such as bonuses, salary hikes, and promotions in your organisation?**

- If yes, why do you think this connection exists?
- How are performance outcomes tied to these rewards?
- Does this linkage improve employee performance? Why or why not?
- 4. **Do employees get the chance to engage in the PM process, such as setting goals, developing performance standards, evaluations, and ratings?**
  - If yes, how do they participate?
  - Do you think employee involvement enhances the effectiveness of the PM system? Why or why not?
- 5. **Do you believe the current feedback practices effectively improve employee performance?**
  - Why or why not?
- 6. **How does your organisation manage poor performance?**
  - Has anyone been reassigned or terminated due to poor performance?
- 7. **Does your organisation have autonomy in HR practices such as hiring, rewarding, appraising, and managing poor performers?**
  - Does this autonomy foster innovation in the PM system? If so, how?
- 8. **How is your organisation accountable to political leaders and higher authorities?**
  - What measures has your organisation taken to fulfill these accountabilities?
  - How do these accountabilities relate to employee PM?
  - Is there a link between these accountabilities and senior managers' support for innovating the PM system?
- 9. **What role does the HR unit play in improving performance appraisal practices?**
  - Do you believe the HR unit is competent enough to design and support an effective PM system?
  - What steps have they taken to enhance the current PM system?
- 10. **Do cultural factors such as personal relationships and wasta influence appraisal practices in your organisation?**
  - What factors do managers consider in appraisal decisions besides competence and contribution?
  - How do personal relationships and wasta impact the PM system?
  - Can you give specific examples?
- 11. **What measures (like communication and training) have been implemented to boost the effectiveness of the PM system?**
  - How are these measures put into practice?



- Do they enhance the PM system's effectiveness?
- 12. Does the current PM system improve your attitude and performance?**
  - Why or why not?
- 13. Do you have any additional comments?**

### 8.2.2 Semi-structured interview questions for managers

- 1. What are the main objectives of the employee PM system in your organisation?**
  - What PM practices have been implemented?
  - Has the system met its original goals? Why or why not?
- 2. What standards are used to appraise employees in your organisation?**
  - Are these standards measurable and reasonable?
  - Do they effectively distinguish between good and poor performers? Why?
- 3. Does your organisation set annual goals or plans?**
  - Are employee goals aligned with these strategic goals? If yes, how?
- 4. Is there a relationship between performance outcomes and rewards in your organisation?**
  - If yes, how are they connected?
  - Why does your organisation link performance outcomes to rewards?
  - How do these connections impact employee performance?
  - If not, what prevents this linkage?
- 5. Do employees have opportunities to participate in the performance appraisal process?**
  - If yes, how do they participate?
  - If not, what hinders their participation?
- 6. Does feedback in the PM system help employees enhance their performance?**
  - Why or why not?
  - What could be done to make feedback more effective?
- 7. How does your organisation manage poor performance?**
  - Has anyone been reassigned or terminated due to poor performance?
- 8. Does your organisation have autonomy in HR practices such as hiring, rewarding, and appraising?**
  - Does this autonomy foster innovation in the PM system? If so, how?
- 9. How is your organisation accountable to political leaders and higher authorities?**

- What measures has your organisation taken to fulfill these accountabilities?
  - How do these accountabilities relate to the PM system?
  - Is there a link between these accountabilities and senior managers' support for PM system innovation?
- 10. What role do chief executives play in innovating the PM system?**
- 11. Do personal relationships and wasta influence PM practices in your organisation?**
- What factors do managers consider in appraisal decisions besides competence and contribution?
  - How do personal relationships and nepotism impact the PM system?
- 12. Has your organisation implemented communication and training for the PM system?**
- How are these measures put into practice?
  - Do they enhance the PM system's effectiveness?
- 13. Does the current PM system improve employee attitudes and organisational performance?**
- Why or why not?
- 14. Are there any other contextual factors influencing the PM system's effectiveness?**  
**If yes, please describe.**
- 15. Do you have any additional comments?**

### 8.2.3 Semi-structured interview questions for senior managers

- 1. What are the key objectives of the current PM system in your organisation?**
  - What PM practices have been implemented?
  - Has the system achieved these goals? Why or why not?
- 2. What standards are used to appraise employees in your organisation?**
  - Are these standards measurable and reasonable?
  - Do they enable managers to rate employee performance accurately, fairly, and objectively?
- 3. Are employee goals integrated with the strategic goals in your organisation?**
  - If yes, how is this integration implemented?
  - If not, what hinders this integration?
- 4. Is there a relationship between performance outcomes and rewards in your organisation?**

- If yes, how are they connected?
  - Does this linkage improve employee performance?
  - If not, why is there no linkage?
- 5. Do employees have opportunities to participate in the PM process?**
- If yes, how do they participate?
  - Does their participation enhance the PM system's effectiveness? Why or why not?
  - If not, what hinders their participation?
- 6. Does feedback in the PM system help employees enhance their performance?**
- Why or why not?
  - What could be done to make feedback more effective?
- 7. How does your organisation manage poor performance?**
- Has anyone been reassigned or terminated due to poor performance?
- 8. Does your organisation have HR and financial autonomy?**
- To what extent does your organisation have autonomy?
  - Has any innovation in the PM system been achieved through this autonomy?
- 9. How is your organisation accountable to political leaders, higher authorities, or stakeholders?**
- What measures has your organisation taken to fulfill these accountabilities?
  - How do these accountabilities relate to PM practices?
- 10. What role does the HR department play in renewing or refining appraisal practices?**
- Do you believe the HR department is competent enough to design and operate an effective PM system?
- 11. Do personal relationships and wasta influence PM practices in your organisation?**
- What factors do managers consider in appraisal decisions besides employee performance and contribution?
  - How do personal relationships and wasta impact the PM system?
- 12. Has your organisation implemented communication and training for the PM system?**
- How are these measures put into practice?
  - Do they enhance the PM system's effectiveness?
- 13. Does the current PM system improve employee performance?**
- Why or why not?

**14. Are there any other contextual factors influencing the PM system's effectiveness?**

**If yes, please describe.**

**15. Do you have any additional comments?**

Thank you very much for your valuable input.

### 8.3 Appendix C: Survey Question

**In the following sections, we are interested in your perceptions about the performance appraisal and management practices in your organisation. Please indicate your answer by circling the number you agree with. There is no right or wrong answer. The best answer is the answer that expresses your honest and objective perception on the current system.**

**1. To what extent do you agree or disagree with the following statements about the performance appraisal and management practices currently used in your organisation?**

Statement	Strongly Disagree	Basically Disagree	Slightly Disagree	Disagree	Slightly Agree	Basically Agree	Strongly Agree
-----------	----------------------	-----------------------	----------------------	----------	-------------------	--------------------	-------------------

My evaluation is fully based on the work goals I have achieved.	1	2	3	4	5	6	7
My evaluation reflects my skills and abilities.	1	2	3	4	5	6	7
All my performance appraisal criteria are measurable and objective.	1	2	3	4	5	6	7
My supervisor provides feedback promptly.	1	2	3	4	5	6	7
My supervisor provides detailed feedback about my performance's	1	2	3	4	5	6	7

strengths and weaknesses.							
My supervisor gives honest feedback.	1	2	3	4	5	6	7
There is a close link between appraisal results and extra pay.	1	2	3	4	5	6	7
There is a close link between appraisal results and rewards.	1	2	3	4	5	6	7
My rewards reflect the effort I put into my work.	1	2	3	4	5	6	7
In my organisation, those who do not meet their tasks are reassigned to other jobs.	1	2	3	4	5	6	7

I can openly discuss job issues with my supervisor.	1	2	3	4	5	6	7
I feel comfortable expressing my opinion about the rating result to my supervisor if it is unreasonable.	1	2	3	4	5	6	7

**2. To what extent do you agree or disagree with the following statements regarding the accountability of the chief executive for the organisation's performance?**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Basically Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Slightly Agree</b>	<b>Basically Agree</b>	<b>Strongly Agree</b>
Annually, my organisation must register key assignments (goals) for approval from upper agencies.	1	2	3	4	5	6	7

My organisation's performance is evaluated by agreed specific indicators.	1	2	3	4	5	6	7
My chief executive receives proper recognition and rewards for excellent performance.	1	2	3	4	5	6	7
My organisation's performance is rated and compared with other institutions.	1	2	3	4	5	6	7
My organisation's performance is thoroughly evaluated by upper agencies.	1	2	3	4	5	6	7



My chief executive receives criticism when the organisation does not achieve the agreed goals.	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

**3. What extent of autonomy does your organisation really have in the following personnel management practices?**

<b>Practice</b>	<b>Strongly Disagree</b>	<b>Basically Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Slightly Agree</b>	<b>Basically Agree</b>	<b>Strongly Agree</b>
Recruitment practice	1	2	3	4	5	6	7
Determining pay or bonus amounts	1	2	3	4	5	6	7
Promotion practice	1	2	3	4	5	6	7
Placing and assigning staff	1	2	3	4	5	6	7
Transferring unsuitable staff	1	2	3	4	5	6	7

Discharging unsuitable staff	1	2	3	4	5	6	7
------------------------------	---	---	---	---	---	---	---

**4. To what extent do you agree or disagree with the following statements?**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Basically Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Slightly Agree</b>	<b>Basically Agree</b>	<b>Strongly Agree</b>
The chief executive of my organisation often comes up with radical improvement ideas to enhance our institution's operational effectiveness.	1	2	3	4	5	6	7
The chief executive is willing to take risks in his decisions.	1	2	3	4	5	6	7
The chief executive demonstrates	1	2	3	4	5	6	7

a passion for his/her work.							
The chief executive has a vision for the future of our organisation.	1	2	3	4	5	6	7
The chief executive challenges and pushes us to act in a more innovative way.	1	2	3	4	5	6	7
The chief executive is patient in pursuing new improvements and solutions.	1	2	3	4	5	6	7

**5. To what extent do you agree or disagree with the following statements about the HR unit's expertise?**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Basically Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Slightly Agree</b>	<b>Basically Agree</b>	<b>Strongly Agree</b>
The HR professionals	1	2	3	4	5	6	7

in our organisation have enough expertise to develop and organise an effective goal-based appraisal system.							
The HR professionals can develop clear and specific performance standards.	1	2	3	4	5	6	7
The HR professionals are competent in developing performance appraisal systems that fairly and impartially differentiate between employee performance levels.	1	2	3	4	5	6	7

The HR professionals are competent in developing a sound extra pay-for-performance system.	1	2	3	4	5	6	7
The HR professionals provide line managers with valuable insights or useful advice regarding personnel management.	1	2	3	4	5	6	7
The HR professionals have strong HR field expertise.	1	2	3	4	5	6	7

**6. To what extent do you agree or disagree with the following statements?**

Statement	Strongly Disagree	Basically Disagree	Slightly Disagree	Disagree	Slightly Agree	Basically Agree	Strongly Agree
In my workplace,	1	2	3	4	5	6	7

many people have joined our institution through personal connections.							
Employees with strong relationships with their supervisors receive better job treatment compared to others.	1	2	3	4	5	6	7
A person is more likely to be promoted if they have a good rapport with the organisation's leader.	1	2	3	4	5	6	7
Supervisors struggle to remain completely objective in performance appraisals because of	1	2	3	4	5	6	7

their desire to maintain good relationships with their employees.							
Participation in coveted training programs is often influenced by interpersonal relationships.	1	2	3	4	5	6	7

**7. To what extent do you agree or disagree with the following statements?**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Basically Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Slightly Agree</b>	<b>Basically Agree</b>	<b>Strongly Agree</b>
In my organisation, supervisors are intimidated by subordinates who have connections to high-level executives.	1	2	3	4	5	6	7

Kinship relationships influence promotion decisions.	1	2	3	4	5	6	7
Promotions or rewards based on family connections negatively affect employee motivation.	1	2	3	4	5	6	7
Leaders' relatives frequently receive favorable job positions even if they are less competent than others.	1	2	3	4	5	6	7
In the promotion process, ability, knowledge, and skill are less valued	1	2	3	4	5	6	7



than kinship relationships							
----------------------------	--	--	--	--	--	--	--

**8. To what extent do you agree or disagree with the following statements about supporting activities for performance appraisal and management?**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Basically Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Slightly Agree</b>	<b>Basically Agree</b>	<b>Strongly Agree</b>
My organisation has clearly communicated the importance of implementing the performance management system.	1	2	3	4	5	6	7
Our leaders have motivated everyone to adopt the performance management system.	1	2	3	4	5	6	7
We are well-informed about the progress of the performance management system's implementation.	1	2	3	4	5	6	7

Communication between senior managers and employees is very open and democratic.	1	2	3	4	5	6	7
Policies and procedures related to the performance management system are clearly communicated.	1	2	3	4	5	6	7
We have received sufficient training to improve our performance management skills and abilities.	1	2	3	4	5	6	7

**9. To what extent do you agree or disagree with the following statements?**

Statement	Strongly Disagree	Basically Disagree	Slightly Disagree	Disagree	Slightly Agree	Basically Agree	Strongly Agree
I put in my best effort to complete my	1	2	3	4	5	6	7

job despite any difficulties.							
I am willing to start work early or stay late to finish a job.	1	2	3	4	5	6	7
I do extra work for my job that isn't explicitly expected of me.	1	2	3	4	5	6	7
I focus on doing my job right the first time.	1	2	3	4	5	6	7
I am motivated to give my best effort at my job.	1	2	3	4	5	6	7
I feel a strong sense of belonging to my organisation.	1	2	3	4	5	6	7
I feel personally	1	2	3	4	5	6	7

attached to my workplace. Working here has significant personal meaning for me.							
I would be happy to work at my organisation until I retire.	1	2	3	4	5	6	7
I genuinely feel that the problems faced by my organisation are also my problems.	1	2	3	4	5	6	7
Overall, I am satisfied with my job.	1	2	3	4	5	6	7

**10. Please indicate to what extent your organisation is effective in accomplishing its goals and mission.**

Statement	Strongly Disagree	Basically Disagree	Slightly Disagree	Disagree	Slightly Agree	Basically Agree	Strongly Agree
-----------	-------------------	--------------------	-------------------	----------	----------------	-----------------	----------------

This organisation is reaching its full potential.	1	2	3	4	5	6	7
People at my level are satisfied with this organisation's performance.	1	2	3	4	5	6	7
This organisation excels at satisfying its clients, same-level agencies, and upper leaders.	1	2	3	4	5	6	7
This organisation provides me with the opportunity and support to do my best work.	1	2	3	4	5	6	7
The upper leaders and same-level agencies	1	2	3	4	5	6	7

highly appreciate our organisation's performance.							
---	--	--	--	--	--	--	--

#### 8.4 Appendix D: Respondents designations in report

	Survey Designation	position	Organisation
1.	Respondent A-A	Staff	Ministry of Public Health
2.	Respondent B-A	Manager	
3.	Respondent C-A	Senior manager	
4.	Respondent A-B	Staff	Ministry of Infrastructure and municipality
5.	Respondent B-B	Manager	

6.	Respondent C-B	Senior manager	
7.	Respondent A-C	Staff	Ministry of Education and Higher Education
8.	Respondent B-C	Manager	
9.	Respondent C-C	Senior manager	
10.	Respondent A-D	Staff	Ministry of Environment and Climate Change
11.	Respondent B-D	Manager	
12.	Respondent C-D	Senior manager	
13.	Respondent A-E	Senior manager	Ministry of Administrative Development, Labour and Social Affairs
14.	Respondent A-F		Executive of Civil Service Affairs at the Civil Service and Governmental Development Bureau

## 8.5 Appendix E: List of Organisations with Respondents Segmented into Clusters

Organisation	Category	Funding	Advanced	Transitional	Laggard
Org. 1	Cent. govt-serv.	Fully self-funded	89.00%	11.00%	0.00%
Org. 2	Cent. govt-serv.	Fully self-funded	81.00%	11.00%	8.00%
Org. 3	Cent. govt-service	Fully self-funded	77.57%	20.43%	2.00%

Org. 4	Cent. govt-serv.	Fully self-funded	65.67%	34.33%	0.00%
Org. 5	Cent. govt-serv.	Fully self-funded	61.00%	19.00%	20.00%
Org. 6	Cent. govt-serv.	Fully self-funded	56.14%	15.29%	28.57%
Org. 7	Cent. govt-serv.	Fully self-funded	58.14%	27.57%	14.29%
Org. 8	Loc. govt-admin.	Fully Govt Funded	55.25%	36.50%	8.25%
Org. 9	Loc. govt-serv.	Fully self-funded	53.55%	44.45%	2.00%
Org. 10	Loc. govt-admin.	Fully Govt Funded	49.00%	41.00%	10.00%
Org. 11	Central govt-serv.	Partly Self-funded	51.00%	29.00%	20.00%
Org. 12	Loc. govt-serv.	Partly Self-funded	44.45%	28.27%	27.27%
Org. 13	Central govt-serv.	Partly Self-funded	46.45%	44.45%	9.10%
Org. 14	Central govt-serv.	Partly Self-funded	39.00%	39.00%	22.00%
Org. 15	Central govt-serv.	Partly Self-funded	36.50%	38.50%	25.00%
Org. 16	Central govt-serv.	Partly Self-funded	34.33%	32.33%	33.33%
Org. 17	Central govt-serv.	Partly Self-funded	31.77%	52.85%	15.38%
Org. 18	Loc. govt-admin.	Partly Self-funded	2.00%	98.00%	0.00%
Org. 19	Central govt-serv.	Partly Self-funded	26.00%	54.00%	20.00%
Org. 20	Central admin	Fully Govt Funded	21.22%	54.56%	24.22%
Org. 21	Central admin	Fully Govt Funded	15.29%	83.71%	1.00%
Org. 22	Central govt-serv.	Partly Self-funded	13.50%	42.75%	43.75%
Org. 23	Central govt-serv.	Partly Self-funded	12.11%	54.56%	33.33%
Org. 24	Central admin	Fully Govt Funded	28.17%	44.83%	27.00%



Org. 25	Central admin	Fully Govt Funded	27.57%	40.86%	31.57%
Org. 26	Loc. govt-admin.	Fully Govt Funded	30.41%	27.41%	42.18%
Org. 27	Central admin	Fully Govt Funded	13.29%	40.86%	45.85%
Org. 28	Central admin	Fully Govt Funded	16.65%	40.18%	43.18%
Org. 29	Central admin	Fully Govt Funded	24.00%	24.00%	52.00%