

**THE ROLE OF PEPMIS ON EMPLOYEES' PERFORMANCE: A CASE
TANZANIA PORTS AUTHORITY- DAR ES SALAAM**

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**A Dissertation Submitted in Partial Fulfillment of the Requirements for Award of
the Degree of Master in Human Resource Management with Information
Technology (MHRM-IT) of Tanzania Institute of Accountancy**

2025

CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by the Tanzania Institute of Accountancy, the research dissertation “The Role of PEPMIS on Employees’ Performance: The Case of Tanzania Ports Authority in fulfillment of the requirement for the degree of Masters of Human Resource Management with Information Technology (MHRM-IT) offered by the Tanzania institute of Accountancy.

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Date: _____

DECLARATION

I, Upendo Joseph Mtinangi, do hereby declare that this dissertation is my own original work. It has not been presented and will not be presented to any other university or institution for a similar or any other academic award. Where other people's work has been used, references have been provided accordingly.

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ABSTRACT

The study assessed role of PEPMIS on employee's performance. Specifically, study examined employees' opinion on how the PEPMIS filling process influence their performance, evaluated the impact of performance agreement setting on employees' performance and assess the effect of PEPMIS feedback on employees' performance. The study adopted mixed-methods research approach. Data were collected from 162 employees from TPA using structured questionnaires and interview. The results obtained were computed in the SPSS software to gather significant statistics to present the results of the study. Descriptive statistics were used to show the profile of the respondents and results of objectives and content analysis was used to analyze qualitative data. The study found that employees recognize the influence of PEPMIS filling processes on performance, especially regarding performance tracking and self-assessment. The findings shown that while employees recognize the importance of the PEPMIS filling process in influencing their performance, they face considerable challenges, particularly related to system complexity and timeliness. The findings indicate that performance agreement setting significantly influence employees' performance. The results found that PEPMIS feedback significantly impacts employees' performance. Based on employees' opinion on how the PEPMIS filling process influence their performance, study recommended that to enhance employee participation in setting performance targets to further boost motivation. Provide training to managers and employees on effective performance agreement formulation. Furthermore, based on impact of performance agreement setting on employees' performance, study recommended implementing training programs for managers and supervisors on effective feedback delivery to ensure consistency and quality. Develop a structured schedule for feedback sessions within PEPMIS to enhance regularity. Moreover, based on effect of PEPMIS feedback on employees' performance, study recommended simplifying the PEPMIS forms and procedures to enhance user-friendliness. Establish support channels for employees facing technical or procedural challenges. Incorporate feedback mechanisms to continuously improve the system based on user experiences.

LIST OF ABBRIVIATION

CMA	-	Commission for Mediation and Arbitration
CVI	-	Content Validity Index
HR	-	Human Resources
ICT	-	Information and Communication Technology
KPI	-	Key Performance Indicator
LGTI	-	Local Government Training Institute
NPM	-	New Public Management
OPRAS	-	Open Performance Review and Appraisal System
PEPMIS	-	Public Employees Performance Management Information System
PIM	-	Performance Improvement Model
PIPIMIS	-	Public Institutions Performance Management Information System
PMDS	-	Performance Management and Development System
PMES	-	Performance Management and Evaluation System
PO-PSMGG	-	President's Office – Public Service Management and Good Governance
SPSS	-	Statistical Package for the Social Sciences
SWOT	-	Strengths, Weaknesses, Opportunities, Threats
TPA	-	Tanzania Ports Authority
URT	-	United Republic of Tanzania

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter explains the key concepts of about the study topic. It provides the background information of the study, statement of the problem, objectives of the study, research questions, scope and significance of the study.

1.2 Background of the Study

Historically, the concept of performance management in the public sector has evolved significantly across the globe. Many public organizations faced the challenge of creating performance management tools that effectively evaluate their employees' performance (Ekeocha *et al.*, 2022). Due to issues associated with manual systems, uncertainty, and technological advancements, most public and private sector organizations have recommended adopting new performance management systems to overcome the limitations of traditional approaches (Rosenbloom *et al.*, 2022). Countries such as the United States, the United Kingdom, Canada, and Australia have developed structured systems to improve efficiency, accountability, and transparency in public service delivery (Matlala *et al.*, 2023). For example, the United States introduced systematic performance reporting under the Government Performance and Results Act, requiring agencies to set clear goals and report on progress. The United Kingdom uses the Civil Service Performance Management Framework to ensure continuous feedback and evaluation of employees. Similarly, Canada's Performance Measurement Framework and Australia's Public Service Performance Framework integrate digital platforms to align individual contributions with organizational objectives. India's Performance Management and Evaluation System (PMES) is another example, aiming to strengthen monitoring, evaluation, and feedback mechanisms (Dominic & Rutenge, 2024). Such systems demonstrate how nations leverage technology and structured processes to enhance accountability, motivate employees, and improve service outcomes. Practical performance management tools help oversees employees' accountability, dedication, and efficiency in service delivery (Roy *et al.* 2023).

Over the last thirty years, public sector organizations worldwide have faced increasing pressure to demonstrate efficiency, transparency, and responsibility. Manual systems often failed to provide timely feedback, reliable data, and evidence-based decision-making, prompting the adoption of digital tools and modern performance management systems (Rosenbloom et al., 2022; Roy et al., 2023). Digital tools allow for real-time monitoring, data-driven decision-making, and continuous improvement, which are critical in achieving organizational goals (Ajike, 2023). Countries such as the United States, Canada, Australia, India and the United Kingdom have integrated sophisticated performance management systems to monitor and evaluate public employees' performance regularly (Dominic and Rutenge 2024). These systems are instrumental in aligning individual and organizational goals, monitoring progress, and providing feedback, ultimately leading to enhanced employee performance and better public service outcomes. As governments face increasing demands for accountability and resource optimization, the integration of robust performance management information systems has become a critical component of modern public administration (Matlala et al, 2023).

In Africa, the adoption and implementation of performance management systems are emerging as vital strategies to address the continent's unique administrative challenges, including limited resources, corruption, and capacity constraints. Many African nations are investing in e-government initiatives and digital platforms to improve public sector management (Fahlevi *et al*, 2022). The adoption of digital performance management systems has been challenged by infrastructural limitations, limited technological capacity, and institutional resistance to change (Rosenbloom et al., 2022). Despite these challenges, many African countries are investing in e-government initiatives and digital platforms to improve public sector efficiency. Systems like South Africa's Performance Management and Development System (PMDS) illustrate efforts to track employee performance and strengthen governance, even as implementation challenges remain. Nonetheless, there has been a growing recognition of the importance of adopting performance management information systems to address issues of inefficiency and corruption, thus improving overall governance (Gunn et al, 2024).

In Tanzania, performance management initially relied on the Open Performance Review and Appraisal System (OPRAS), which provided a structured framework for goal-setting, appraisal, and feedback across government institutions (Rosenbloom et al., 2022). While OPRAS promoted accountability and a culture of performance evaluation, it faced challenges including limited technological support, inadequate staff training, resistance to change, and issues with data accuracy and transparency.

In May 2022, the President of the United Republic of Tanzania, Her Excellency Samia Suluhu Hassan, expressed concerns regarding the OPRAS system and directed the President's Office – Public Service Management and Good Governance (PO-PSMGG) to develop an improved performance management framework. Consequently, this led to the transitioning from OPRAS to the Public Employees Performance Management Information System (PEPMIS) and Public Institutions Performance Management Information System (PIPMIS) (United Republic of Tanzania [URT], 2024, as cited in Komungemwe & Marijani, 2024). PEPMIS will be the central tool in assessing individual employees' performance. PIPMIS will be the central tool in assessing the performance at an institutional level (CAG: 2024) PEPMIS was designed as a digital, streamlined platform to replace OPRAS, improving data management, monitoring, and evaluation processes while fostering transparency, accountability, and efficiency (Anosisye & Nyoni, 2024). The adoption of PEPMIS represents Tanzania's commitment to modernizing public administration and strengthening governance through technology-driven performance management (Mwamkinga & Barongo, 2025; Dominic & Rutenge, 2024).

Since July 2023, all public institutions ceased using OPRAS as a performance measurement system (CAG: 2024). Tanzania Ports Authority is the one of the key government agencies responsible for managing port operations, logistics, and maritime trade plays a vital role in the country's economy. TPA is strategic public institution, with Dar es Salaam Port alone handling over 90% of Tanzania's international trade cargo and significantly contributing to government revenue (TPA Annual Report, 2023/24). It is revenue-generating and highly competitive institution where employee performance directly affects efficiency, customer satisfaction, and revenue. TPA adopted and

implementing PEPMIS since 2023/2024 Financial year. This study therefore aimed to investigate whether PEPMIS has any role in employee performance at TPA.

1.3 Statement of the Problem

PEPMIS is designed to align individual employee performance with organizational goals by ensuring that its indicators and targets are directly linked to the institution's strategic objectives, thereby supporting both personal and organizational performance improvement. Despite, reports indicate that only 45% of public employees meet or exceed performance standards, reflecting a significant gap in productivity and efficiency (NBS, 2024: Komungemwe & Marijani, 2025), yet the (CAG, 2025) report notes its uniform application across all government institutions without considering contextual differences.

The TPA Annual Performance Report (2024/2025) presents a mixed picture of organizational performance. The Authority achieved remarkable growth in operational areas, handling 32.753 million tons of cargo, an 18.9% increase compared to 27.553 million tons in the 2023/2024. However, key performance indicators (KPIs) such as ship turnaround time remained unsatisfactory, with general cargo vessels averaging 28 days at Dar es Salaam Port, reflecting continued inefficiencies. Furthermore, despite infrastructural improvements that supported operational growth, TPA continues to face criticisms over inefficiencies, delays, and customer service challenges linked to employee performance (CAG, 2025).

This mixed picture of the TPA performance raises critical concerns about the effectiveness of internal performance management systems such as PEPMIS. If employees perceive PEPMIS as a mere administrative exercise rather than a practical performance-enhancement tool, its intended role in strengthening service delivery and organizational efficiency may remain unrealized.

Although PEPMIS was introduced to enhance accountability and productivity, there is little empirical evidence on the effectiveness of PEPMIS as a driver of employee performance. This gap creates uncertainty on whether the system has strengthened

employee performance or faces challenges similar to OPRAS, therefore this study aims to explore the role of PEPMIS on TPA employee's performance.

1.4 Objective of the study

This study was guided by both main and specific objectives

1.4.1 Main Objective

The general objective of this study is to investigate the role of PEPMIS on employee's performance

1.4.2 Specific Objectives

- i. To examine employees' opinion on how the PEPMIS filling process influence their performance.
- ii. To evaluate the impact of performance agreement setting on employees' performance.
- iii. To assess the effect of PEPMIS feedback on employees' performance.

1.5 Research Questions

- i) What are employees' opinions on how the PEPMIS filling process influences their performance?
- ii) How does performance agreement set affect employees' performance?
- iii) What is the effect of PEPMIS feedback on employees' performance?

1.6 Scope of the Study

The study was conducted at two Tanzania Ports Authority (TPA) stations located in Dar es Salaam: the TPA Headquarters, located along Bandari Road as the central administrative hub, and the Dar es Salaam Port, situated in Kurasini along the Indian Ocean coastline, which serves as the country's main and busiest operational port. These two locations were selected because they represent both strategic administrative functions (TPA-HQ) and core operational activities (Dar es Salaam Port) necessary for understanding employee performance within a high-pressure environment.

Study covered the period of 2023 to 2025 allowing sufficient time for data collection and observation of performance-related activities within the selected TPA stations.

The study examined employees' opinion on how the PEPMIS filling process influence their performance, evaluated the impact of performance agreement setting on employees' performance and assess the effect of PEPMIS feedback on employees' performance. The study adopted mixed-methods research approach. TPA was taken as case study whereby data about the study topic was collected from staffs. The researcher administered the questionnaires and probing for clarifications from respondents to obtain valid responses. Since this was a population-based study, the researcher obtained a permit from study area to authenticate the study and informed the respondents that all information was treated with utmost confidentiality.

1.7 Significance of the Study

This study provides important insights into the role of PEPMIS on employee performance at Tanzania Ports Authority (TPA).

For TPA, it highlights how effective use of the system can improve productivity, accountability, and service delivery.

Policy makers can use the findings to strengthen performance management policies and promote transparency in public institutions.

The study also benefits the general public improved employee accountability and productivity means better service for businesses and citizens who rely on the ports which are vital for trade and economic growth.

Additionally, it contributes to academic knowledge on digital performance management systems in strategic public organizations, offering a foundation for future research

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews existing literature on the study topic. The literature review drew upon secondary materials that have been written around the research topic. The literature reviews mostly focused on literature that related to the research topic.

2.1 Conceptualization of key Terms

2.1.1 Public Employee Performance Management Information System (PEPMIS)

Public Employee Performance Management Information System (PEPMIS) is a comprehensive digital platform designed to facilitate the systematic evaluation, monitoring, and management of public sector employees' performance. It integrates various data points related to employee activities, accomplishments, and competencies to provide a centralized repository of performance-related information (Fahlevi *et al.*, 2022). PEPMIS aims to streamline performance appraisal processes, enhance transparency, and support decision-making by providing managers and policymakers with timely and accurate data on employee contributions. By leveraging technology, the system promotes accountability, helps identify training and development needs, and ensures that employee performance aligns with organizational goals and public service standards (Chowdhury & Shil, 2021).

The core purpose of PEPMIS is to improve the overall efficiency and effectiveness of public service delivery through structured performance management. It enables HR departments to track progress over specific periods, set performance targets, and conduct evaluations based on predefined criteria (Mrindoko, 2020). Additionally, the system fosters a culture of continuous improvement by providing feedback mechanisms and performance dashboards that highlight strengths and areas for development. Ultimately, PEPMIS serves as a strategic tool to enhance workforce management, promote merit-based promotions, and ensure that public employees contribute meaningfully to government objectives and citizen satisfaction (Ajike, 2023).

2.1.2 Employees Performance

Employees Performance refers to the measurable contributions and achievements of individual workers within an organization, reflecting how effectively they fulfill their roles and responsibilities. In the public sector, employee performance is often assessed through a combination of qualitative and quantitative metrics, such as productivity, quality of work, adherence to policies, and service delivery outcomes (Ahmed & Tanvir, 2021). It serves as an essential indicator of an employee's ability to meet organizational goals, uphold public trust, and contribute to the efficient functioning of government agencies. Regular performance evaluation helps identify high performers, recognize excellence, and address areas needing improvement, ultimately fostering a motivated and capable workforce (Kariuki & Ng'ang'a, 2018).

Evaluating employee performance involves setting clear expectations, providing ongoing feedback, and conducting formal appraisal processes. It also encompasses assessing competencies, such as communication skills, problem-solving abilities, and teamwork, which are vital for effective public service (Ekeocha *et al*, 2022). In the public sector, performance management is often linked to professional development, promotions, and accountability measures. A focus on employee performance ensures that public servants are aligned with policy objectives, uphold integrity, and deliver quality services to the community, thereby reinforcing public confidence and organizational effectiveness (Ahmed & Tanvir, 2021).

2.1.3 PEPMIS Filling Process

The PEPMIS filling process refers to the systematic procedure through which public employees input, update, and maintain their performance-related data within the Performance Management Information System. This process involves completing various forms, reports, and assessments that capture employees' performance metrics, goals, and achievements. The accuracy and timeliness of the filling process are crucial, as it ensures that the system contains reliable information that can be used for performance evaluation, decision-making, and administrative purposes (Chowdhury & Shil, 2021).

2.1.4 Performance Agreement Setting

Performance agreement setting is the structured process by which managers and employees collaboratively establish clear, measurable, and achievable performance targets and expectations for a specified period. This process involves defining specific responsibilities, objectives, and standards that employees are expected to meet. Setting performance agreements provides a shared understanding of job expectations, aligns individual efforts with organizational goals, and serves as a basis for evaluating employee performance over time (Dominic and Rutenge, 2024).

2.1.5 PEPMIS Feedback

PEPMIS feedback refers to the information and evaluations provided to employees based on their performance data recorded within the Performance Management Information System. This feedback can include performance scores, comments, suggestions for improvement, and recognition of achievements. The purpose of PEPMIS feedback is to inform employees about their performance levels, guide their professional development, and motivate continuous improvement. Effective feedback within PEPMIS fosters a culture of transparency, accountability, and ongoing growth among public employees (Selemani, 2021).

2.2 Theoretical Literature Review

Goal setting theory (GST) is the theoretical framework which was adopted to guide this study.

2.2.1 Goal-Setting Theory

The Goal Setting Theory (Locke & Latham, 1990) offers a relevant framework for connecting the study objectives with employee performance under PEPMIS. The theory emphasizes that clearly defined, challenging, and participatory goals, supported by regular feedback, enhance employee motivation and effectiveness. In relation to this study, the PEPMIS filling process (Objective 1) helps clarify expectations and align individual tasks with organizational goals, though its effectiveness depends on whether employees perceive it as meaningful rather than routine. Performance agreements (Objective 2) reflect the participatory goal-setting principle of the theory, as involving

employees in defining their targets increases ownership, commitment, and performance. Then, feedback (Objective 3) is central to Goal Setting Theory because it enables employees to track progress, adjust efforts, and remain motivated toward achieving agreed goals. Together, these elements illustrate how PEPMIS, when applied effectively, operationalizes the principles of Goal Setting Theory reinforce the alignment between individual and organizational performance and thereby strengthening overall performance outcomes.

2.3 Empirical Literature Review

Rugeiyamu (2019) conducted a case study at the Local Government Training Institute (LGTI) to examine the role of the Open Performance Review and Appraisal System (OPRAS) on employees' performance. The study found that only certain aspects of the OPRAS form-filling process, such as the mid-year review and employees' participation in rating, positively influenced performance. Other sections, including agreed resources and attributes of good performance, had little impact. Employees suggested that involving a third party in appraisals and ensuring timely completion of forms could enhance the system's effectiveness in improving performance

A study at the Medical Stores Department of Tanzania by Luwugira and Marobhe (2017) examined challenges affecting performance management systems. Their findings revealed that limited training, inadequate user support, and the complexity of filling appraisal forms discouraged employees from engaging fully with the system. As a result, employees reported lower levels of commitment to performance targets, suggesting that the filling process plays a critical role in shaping overall system impact on employee performance.

Chowdhury & Shil (2021) assessed performance management frameworks within Australia's public sector, specifically under the New Public Management (NPM) paradigm. Their qualitative study, grounded in social inquiry paradigms, concentrated on a government department located in the Australian Capital Territory. The research utilized Giddens' Structuration Theory as its theoretical lens to deepen the understanding of social dynamics at play. Methodologically, the study was based on a case study

approach, complemented by direct observations, interviews, and an analysis of archival records. The results indicated that adopting the NPM approach contributed to improvements in the department's performance across various aspects. -

Anosisye and Nyoni (2024) examined the difficulties faced in maintaining performance management systems within Tanzania's public sector, specifically focusing on the Open Performance Review and Appraisal System (OPRAS) at the Commission for Mediation and Arbitration (CMA) in Arusha. Their research aimed to understand employee involvement in goal setting, evaluate how effectively goals are implemented, and analyze how rewards influence the system's success. The study was guided by theoretical models and the "S" Theory of Sustainability of Performance Management Systems. They adopted a mixed-methods case study design, involving 15 purposively sampled respondents representing the entire target group. Data collection involved questionnaires and interviews, with quantitative data analyzed through descriptive statistics and qualitative data through content analysis. Results showed that many Tanzanian employees lack a clear understanding of how to operate OPRAS. Additionally, participation in goal setting was limited, as most employees had little autonomy in establishing and discussing their objectives. Resource constraints further impeded effective goal implementation across organizations.

A study by Mwiseje (2020) assessed the role of performance contracting in enhancing motivation and employee performance within Tanzania's public sector. Using a quantitative survey approach, the study established a positive relationship between clearly defined performance agreements and employee motivation. Employees whose targets were mutually agreed upon demonstrated higher levels of commitment and improved performance outcomes compared to those whose agreements were imposed.

Salum (2019) investigated the implementation of performance contracts in selected public institutions in Tanzania. The results indicated that organizational culture and managerial commitment determined the effectiveness of performance agreements. Where agreements were participatory and regularly monitored, employees displayed better clarity of roles and improved performance. However, in cases where agreements

were top-down and poorly followed up, the impact on employee performance was minimal

Komungemwe (2024) investigated how performance management systems are implemented in Tanzanian higher education institutions, focusing on the University of Dodoma and the College of Business Education. The study aimed to assess four main areas: the planning phase, the tools employed, how performance is monitored and evaluated, and the procedures for review. A cross-sectional survey was conducted, gathering data from 12 key informants and 248 respondents chosen through purposive and systematic sampling methods. The data analysis combined thematic analysis for qualitative responses and descriptive statistics for quantitative data, with findings presented in tables and figures. The study revealed that some faculty members lack sufficient familiarity with the Performance Improvement Model (PIM), especially in relation to planning and the application of implementation tools like the client service charter.

Nchimbi (2023) focused on the impact of performance evaluation systems on employee motivation in public sector organizations in Dodoma, Tanzania. The study revealed that performance feedback plays a critical role in shaping employee behavior and improving work quality. Positive, timely, and fair feedback was associated with increased employee morale and productivity, whereas vague or delayed feedback often led to demotivation and reduced accountability. The findings suggest that for PEPMIS to effectively enhance performance, feedback mechanisms must be interactive, clear, and linked to opportunities for professional development.

Selemani (2021) conducted a study on the effectiveness of the Open Performance Review and Appraisal System (OPRAS) in improving employee performance at Busega District Council in Tanzania. Using a sample of 133 employees and applying multiple regression analysis, the study examined the relationship between key OPRAS features openness, participation, feedback, and individual accountability and employee performance. The findings revealed that feedback was the only factor with a positive and statistically significant effect on employees' performance, while openness and

participation showed non-significant effects. The findings highlight feedback as a pivotal element for OPRAS to effectively fulfill its objective of enhancing both individual and organizational performance.

Kapimpiti, Kipilimba, & Matiku (2024) investigated the efficacy of OPRAS on teachers' work performance in selected secondary schools in Mbozi District, Tanzania. Their findings indicated that OPRAS has the potential to positively influence work performance, particularly where feedback and appraisal discussions are consistently provided. However, the study also highlighted persistent weaknesses in the implementation process, such as inadequate feedback mechanisms and poor appraisal management, which undermined its overall effectiveness. The study concluded that strengthening feedback processes is critical for OPRAS to function as an effective performance management tool

Dominic and Rutenge (2024) explored employees' perceptions of the effectiveness of a system within Tanzania's Judiciary. Utilizing Expectancy Theory, they examined staff expectations concerning the recently introduced Performance Management System. Their research combined a case study approach with quantitative methods, sampling 142 individuals from a total of 219 judiciary staff members. Different sampling techniques stratified, simple random, and purposive were used to include diverse respondent groups. Data collection was carried out through questionnaires, and analysis involved organizing data into tables, calculating frequencies, and percentages with SPSS software. The findings revealed that employees considered the Performance Evaluation and Performance Management Information System (PEPMIS) to be effective. Positive perceptions stemmed from factors such as fairness, accuracy, prompt feedback, employees' confidence in operating the system, clear assessment procedures, alignment with organizational goals, connection between performance and rewards, and the availability of training. Recognizing PEPMIS's effectiveness offers opportunities for government bodies, policymakers, and stakeholders to promote best practices and address system weaknesses to maintain integrity in the public sector. Overall, the study concluded that PEPMIS aligns well with employees' expectations.

Kariuki & Ng'ang'a (2018) carried out a study in Kenya to evaluate how performance management systems influence organizational performance within public sector organizations. Using a descriptive survey design, they collected data via structured questionnaires from 150 public employees across various government departments. The analysis showed that effective performance management practices significantly boost organizational performance by enhancing accountability, motivating staff, and cultivating a results-driven environment. The research highlighted that clearly defined performance indicators and periodic performance appraisals are vital for realizing these benefits, suggesting that well-executed systems can greatly improve public service delivery.

Martinez & Sánchez (2019) examined the effectiveness of performance management systems in Spain's public sector, focusing on employee perceptions and organizational results. Their mixed-methods research combined surveys of 180 employees with in-depth interviews with managers from various agencies. Findings suggested that performance systems that include participatory evaluation processes and constructive feedback lead to higher employee engagement and better service quality. The study concluded that the success of these systems depends on their ability to motivate staff and foster an environment of continuous improvement.

2.4 Knowledge Gap

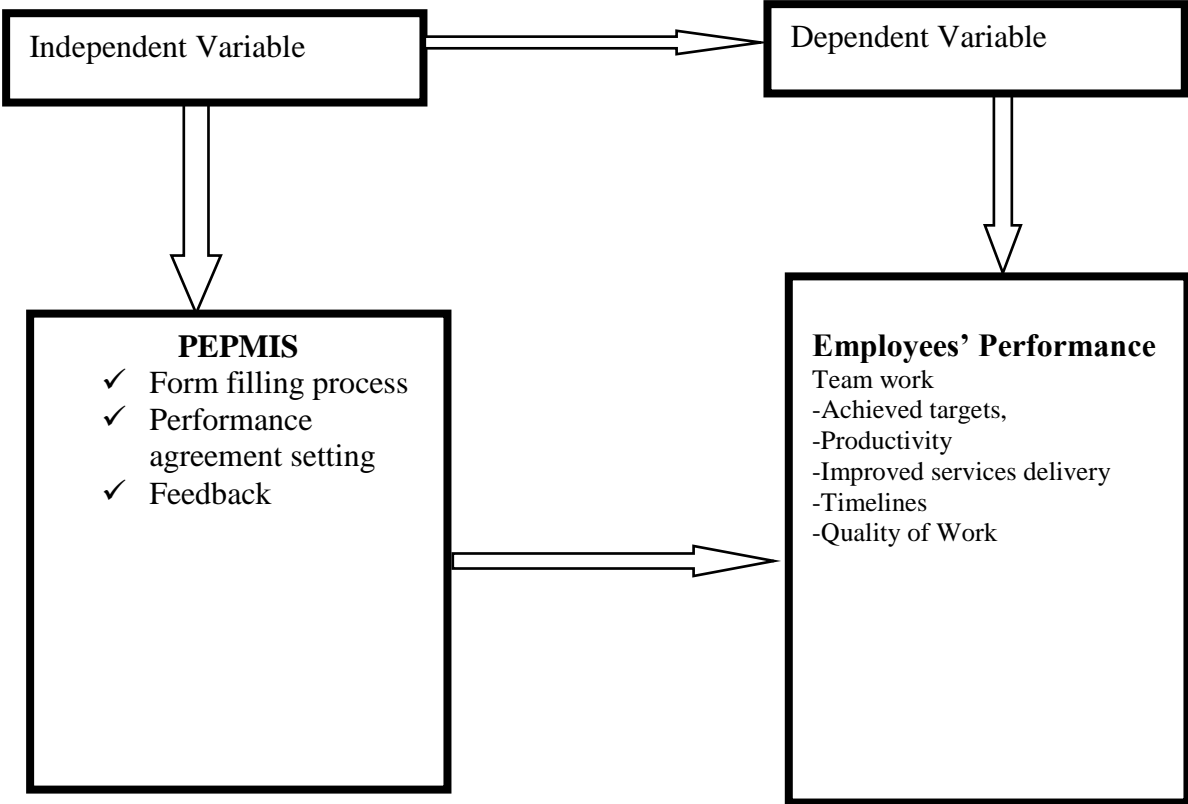
Several studies in Tanzania and outside have examined performance management systems such as OPRAS and PEPMIS, showing that elements like mid-year reviews, participatory agreements, and timely feedback can positively influence employee performance (Rugeiyamu, 2019; Mwaiseje, 2020; Nchimbi, 2023; Kapimpiti et al., 2024). However, persistent challenges such as limited training, weak employee involvement, inadequate feedback, and complex appraisal processes reduce their effectiveness (Luwugira & Marobhe, 2017; Anosisye & Nyoni, 2024; Selemani, 2021). Most of this evidence is drawn from local councils, schools, ministries, or international public sectors, with little focus on strategic government entities with the unique context such as TPA.

At the Tanzania Ports Authority (TPA), reports show improved operational outputs, despite infrastructural improvements that supported operational growth, TPA continues to face criticisms over inefficiencies, delays, and customer service challenges linked to employee performance. Yet, there is limited empirical evidence on whether PEPMIS effectively shapes employee performance in this high-stakes environment. This creates a clear knowledge gap that the present study seeks to address by assessing employees’ views on the PEPMIS filling process, performance agreements, and feedback at TPA.

2.5 Conceptual Framework

Conceptual framework is a system of concepts, assumptions, expectations, beliefs and theories which support and inform that the research is a key part of the design (Fisher, 2010). Two variables are defined in this study, that is dependent and independent variable as per figure 2.1.

Figure 2. 1 Conceptual Framework



Source: Constructed by researcher, 2025

Figure 2.1 indicates that the dependent variable is employee performance, while the independent variable is PEPMIS. In this aspect, the employees' performance was achieved when employees are participated in the PEPMIS forms filling process, performance agreement setting and receiving feedback. This is supported by the Goal Setting Theory which suggests that employees' involvement in setting goals/targets and receiving feedback of how they are performing it improves their performance as the Figure shows.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the research methodology employed in this study. It focuses on the Area of study, Research design and approach, the target population and sample size, sampling technique, Method of Data Collection and analysis methods, ethical considerations, and the measures taken to ensure the study's reliability and validity.

3.1 Area of the Study

The study was conducted at the Tanzania Port Authority (TPA), a government agency established in 2005 under the Ports Act No. 17, responsible for managing and operating ports in Tanzania. TPA oversees major seaports, including Dar es Salaam Port, Tanga Port, and Mtwara Port, which are pivotal to the country's trade and economic activities (TPA, 2023). Given TPA's strategic importance, understanding the role of PEMPIS on employee's performance is crucial.

The study at Tanzania Ports Authority provided valuable insights into how technological tools impact the employee's performance, offering practical recommendations for policy makers and stakeholders to optimize human resource management and service delivery in Tanzania's port operations.

The study was conducted at TPA because it is one of the most critical institutions in Tanzania's economy, handling most of the country's imports and exports. Despite its key role, TPA often faces challenges such as delays, inefficiency, and customer service issues, many of which are linked to employee performance. This made TPA a suitable place to explore how employees work, how performance systems are used, and what can be improved. Using both TPA-HQ and Dar es Salaam Port allowed the study to capture a clear picture of what happens in both administrative offices and daily port operation.

3.2 Research Design

The study utilized a descriptive research design. As noted by Abutabenjeh and Jaradat (2018), descriptive research involves examining current conditions without exploring the relationships between different variables. Another reason is because it allows thorough

and accurate description of the variables in question. It also involves selecting a single sample from the target population and collecting data from that group only once (Abutabenjeh & Jaradat, 2018).

3.3 Research Approach

This study adopted a mixed-methods research approach, which combines both quantitative and qualitative methods of data collection and analysis. The use of mixed methods allows the study to capitalize on the strengths of both approaches, providing a more comprehensive understanding of the role of PEPMIS on employees' performance at the Tanzania Ports Authority (TPA).

3.3.1 Quantitative Approach

The survey method, using questionnaires, were used to collect quantitative data that was analyzed statistically. Descriptive statistics such as frequencies, percentages, and others were used to summarize and present the data.

3.3.2 Qualitative Approach

The qualitative approach was applied to gain deeper insights on the subject matter. Interviews were conducted with selected key informants, including supervisors, to obtain detailed explanations and clarifications. These data were analyzed using content analysis, identifying themes, patterns, and explanations that complement the quantitative findings.

3.4 Target Population

The total population is the entire spectrum of a system or process of interest. It is the universe of people to which the study can be generalized (Hirpara et al, 2015). The targeted population in this study was 1,663 employees of Tanzania Port Authority Dar es salaam that is 1,146 at Dar es salaam Port and 507 Employee at Head Quarters (TPA, 2025). The selection of the study population is justified by their direct involvement in the use of PEPMIS, hence TPA-Dar es salaam it is leading place of overall Tanzania Port Operations, comprising large number of TPA employees compared to other Station

outside Dar es salaam. The population was considered to be sufficient in providing enough and relevant information with respect to the topic under study.

3.5 Sample size and Sampling Procedures

3.5.1. Sample Size

A sample refers to any selected subset of sampling units drawn from a population that aims to represent and allow for the generalization of research outcomes. The sample can consist of a single sampling unit, nearly the entire population minus one, or any number in between (Hirpara et al., 2015). Typically, a sample size of over 30 participants is considered adequate for a research study; however, this depends on several factors such as the variability within the population and other statistical parameters (Chowdhury & Shil, 2021). Since the population of staff working at TPA Dar es Salaam is known which is 1663 staff, then Yamane formula (1967)

$$n = \frac{N}{1 + N(e^2)}$$

Where: n= is number of sample (required)

N = Total population (1,663) and

e = Error tolerance (level) or margin of error (0.07)

$n = 1663 / (1 + 1663(0.07)^2) = 1663 / 9.1587 = 181.6$ Approximately to 182. The study targeted sample of 182 respondents but got response from a total of 162 respondents. (155 from questionnaire and 7 from interview). Therefore, the sample size used was 162 respondents.

3.6 Sampling Techniques

This study utilized a combination of simple random sampling and purposive sampling techniques to select participants. Simple random sampling was applied to select 155 staff, as it ensures that each individual has an equal and independent chance of being selected. In the other hand, purposive sampling was employed to selected 7 key informants, to obtain detailed explanations and clarifications, as this method allows the

researcher to target individuals who possess specific knowledge or expertise relevant to the study objectives. The use of purposive sampling is therefore appropriate, given that these informants have specialized insights essential for addressing the research questions. These approaches align with the principles of sound research methodology, as outlined by Ioannidis *et al.* (2015), and contributed to the validity and reliability of the findings generated from the study.

3.7 Unit of Analysis and Sampling Frame

The unit of analysis in this study was individual employees working within TPA, specifically those based at the Dar es Salaam port and the TPA headquarters. These individuals are the primary subjects whose performance and perceptions regarding PEPMIS are being assessed. The sampling frame comprises all employees from these two units Dar es Salaam port and the TPA headquarters who are actively involved in or affected by the implementation and use of PEPMIS. This frame ensures that the study captures a comprehensive view of the employee population relevant to the research objectives, enabling accurate and representative analysis of the system's impact on performance.

3.8 Methods of Data Collection

The data was collected through questionnaires and interviews.

3.8.1 Questionnaire

The questionnaire was developed to specifically address the research questions and thereby achieve the study's objectives. Both Likert-scale simple and formats were utilized and administered to the respondents. The selection of questionnaires as the primary data collection tool was based on their ability to provide a standardized set of questions, ensuring uniformity in respondents' answers. This approach enhanced consistency in data collection. Compared to other methods such as interviews or focus groups, questionnaires offer the advantage of reaching a large number of participants simultaneously, thereby saving time and resources. Moreover, the responses obtained can be easily quantified, facilitating statistical analysis. In this study the researcher distributed questionnaires to 172 respondents only 155 responded.

3.8.2. Interview

The study employed one-on-one interviews with 7 key informants, Interviews were chosen as the primary method of data collection because they provide rich qualitative insights into respondents' feelings, perceptions, and opinions. This approach is particularly suitable for exploring complex issues, as it allows for in-depth questioning and enables the researcher to probe further based on participants' responses. Moreover, interviews often yield higher response rates due to their personal and interactive nature. They also allow the researcher to record participants' responses verbatim, thereby ensuring accuracy and a deeper understanding of their viewpoints.

3.9 Measurement of variables

The study used Likert scale to measure variables. The Likert scale was employed to measure the variables by assessing respondents' levels of agreement or frequency related to specific indicators. This scale enabled a standardized way to capture subjective assessments, facilitating comparison and analysis across different variables as detailed in

Table 3. 1 Measurement of Variables

Table 1 Measurement of Variables

Variables	Indicators/measurement	Measurement scale
Form filling process	<ul style="list-style-type: none">• Easy filling.• Fill on time.• Regularly updating.	Likert scale
Performance agreement setting	<ul style="list-style-type: none">• Involvement.• Process of setting performance.• Motivate and help.	Likert scale
Feedback	<ul style="list-style-type: none">• Regularly receive feedback.• Feedback ability improve work.• Useful.	Likert scale
Employees' Performance	<ul style="list-style-type: none">• Team work.• Achieved targets.• Productivity.	Likert scale

Source: Author 2025

3.10 Data Analysis Methods

Quantitative data from the questionnaires was coded and analyzed using SPSS, employing descriptive statistics such as frequencies, percentages, and others. Results was presented in tables, to provide a clear summary of employees' opinions and experiences. Qualitative data from interview responses was analyzed using content analysis, identifying key themes and patterns that complement the quantitative findings. This combination allows the study to provide a comprehensive descriptive overview of how PEPMIS affects employee performance at TPA.

3.11 Reliability and validity of Study

To ensure the reliability of the research tools, a test-retest procedure was implemented. This process involves administering the tools multiple times to confirm consistency over time, with expert input including guidance from my supervisor used to review and refine the tools prior to data collection. As noted by Kimberlin and Winterstein (2008), reliability pertains to the degree to which a research instrument yields stable and consistent results. A pilot study was conducted to identify and address any potential discrepancies before the main data collection. The reliability was aligned with the research objectives and questions. Additionally, Cronbach's alpha coefficients was employed to assess the internal consistency of the scales used, particularly for the Likert-scale variables. The scales demonstrated acceptable reliability, with an alpha coefficient of 0.835, reflecting a high level of internal consistency. The results of the reliability analysis are presented in the Table 3.2

Table 3. 2 Reliability Results

Cronbach's Alpha coefficient	Cronbach's Alpha Based on Standardized Items
.835	.757

Source: Author 2025

Furthermore, to evaluate the validity of the instruments, the researcher utilized the Content Validity Index (CVI). Instruments with a CVI score above 0.7 were considered reliable. Internal validity was further assessed through credibility measures. According to Opoku et al. (2016), this approach ensures that only valid tools are used for data

collection; if the CVI falls below 0.7, the instruments was revised accordingly before proceeding. The scales were found to be acceptable, with an alpha coefficient of 0.821, indicating that the scale used had a high level of internal consistency. External validity, or transferability, was examined to determine how well the study's findings can be generalized to other contexts.

3.12 Ethical Considerations

This research was carried out in accordance with ethical standards. An official introduction letter from the Tanzania Institute of Accountancy was provided to support the study. Measures to protect participants' privacy and confidentiality were upheld, ensuring that the information collected is solely for academic use. Information that could reveal the respondents' identities was not collected in order to ensure their anonymity. To prevent plagiarism, proper citations was used when referencing other researchers' work, and all secondary data was appropriately acknowledged. Additionally, the TPA issued researcher permits to authorize the collection of primary data from TPA staff.

CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents the findings and interpretation of analysis results. The chapter further discuss the findings as per the objectives stated in chapter one. Part one report demographic characteristics of the respondents and it later report the findings of the study. The last part is the discussion of findings.

4.1 Background Information

This section presents the demographic information of respondents. The study's respondent profile is presented in Table 4.1 stating their gender, age and educational levels, working experience, department. The results are summarized in Table 4.1

Table 4.1 Background Information

Variable		Frequency	Percentage
Gender	Male	90	58.1
	Female	65	41.9
Age	20–30 years	13	8.4
	31–40 years	46	29.7
	41–50 years	80	51.6
	51+ years	16	10.3
Education	Certificate	26	16.8
	Diploma	54	34.8
	Bachelor	55	35.5
	Masters and above	20	12.9
Working experience	Below 5 years	24	15.5
	5-10 years	69	44.5
	11-15 years	42	27.1
	16 and above years	20	12.9
Department	Operation	107	69
	Business Support	48	31
Total Respondents		155	100

Source: Field Data, 2025

The demographic characteristics of respondents in this study reveal important insights into the workforce composition at Tanzania Ports Authority (TPA). The demographic characteristics of respondents in this study provide essential context for interpreting the findings on the role of Public Employees Performance Management Information System (PEPMIS) at Tanzania Ports Authority.

Out of 155 respondents, 90 respondents which is equal to (58.1%) were male with 65 respondents which is equal to (41.9%) were females. This gender distribution suggests a relatively balanced representation, although males predominate. Similar studies, such as those by Mwaura and Makau (2020), indicate that gender diversity can influence perceptions of performance management systems, with male employees sometimes exhibiting more favorable views due to cultural or organizational factors.

Most respondents fall within the 41–50 years' age bracket, 80 respondents equals to (51.6%) fall within 41-50 years, followed by those aged 31–40 years that is 46 respondents which equals to (29.7%), with fewer respondents in the 20–30 years that is 13 respondents equals to (8.4%) and 16 responded which equals to (10.3%) fall within 51+ years categories. This indicates a predominantly experienced workforce, which is consistent with previous findings by Ngalawa (2018), emphasizing that experienced employees tend to have more nuanced perceptions of performance management systems and their impact on performance.

Regarding education, the majority of respondents hold a bachelor's degree, accounting for 55 (35.5%) individuals, followed closely by those with a diploma at 54 (34.8%). Smaller proportions include 20 (16.8%) respondents with a certificate and 16 (12.9%) holding a master's degree or higher. This distribution aligns with studies such as Kihoro (2019), which suggest that higher educational levels can correlate with better understanding and utilization of performance management, potentially leading to improved performance outcomes.

Most respondents have between 5 and 10 years of experience that is 69 respondents which is equal to (44.5%), followed by those with 11–15 years, 42 (27.1%) respondents. Employees with less than 5 years were 24 constitute (15.5%), and those with over 16 years account for 20 which is equal to (12.9%). As highlighted by Mutua (2021), employees with moderate to extensive experience are more likely to understand the nuances of performance management systems, which can influence their perception about system effectiveness.

A significant majority of respondents, 107 (69%), work in the Operations department, while the remaining 48 (31%) are in Business Support. The dominance of operational staff suggests that the study's findings are heavily influenced by frontline employees' perceptions, which is consistent with research by Omondi (2020) emphasizing the critical role of operational staff in the successful implementation of performance management systems.

4.2 Presentation of Findings

This section presents the analysis based on specific objectives. Specifically, the study examined employees' opinion on how the PEPMIS filling process influence their performance, evaluated the impact of performance agreement setting on employees' performance and assess the effect of PEPMIS feedback on employees' performance.

4.2.1 Employees' opinion on how the PEPMIS filling process influence their performance

The researcher wanted to know employees' opinion on how the PEPMIS filling process influence their performance. The researcher prepared five (5) statement to ask respondents. The results are grouped on Likert scale format, where, 1 stands for Strongly agree, 2 stands for Agree, 3 stands for Neutral, 4 stands for Disagree and 5 stands for Strongly Disagree. The results are as follows;

4.2.1.1. Simplicity of the process of filling PEPMIS forms.

The Respondents were asked if the process of filling the PEPMIS forms is simple for them, the Results is as per Table 4.2 indicating that only 10 (6.5%) employees strongly Agree that the process is simple for them. 30 (19.3%) Agree, while a notable 36 (23.2%) are neutral, indicating neither agreement nor disagreement. However, a significant portion disagrees 51 (32.9%) employees, and 28 (18.1%) strongly disagree, the finding suggesting that many employees find the process complex or challenging.

Table 4.2: Simplicity of the process of filling PEPMIS forms

		Frequency	Percentage
Valid	1	10	6.5
	2	30	19.3
	3	36	23.2
	4	51	32.9
	5	28	18.1
	Total	155	100

Source: Field Data, 2025

4.2.1.2 Filling the PEPMIS forms on time

Regarding timeliness in filling PEPMIS forms, a similar trend emerges. The summary of results is indicated in Table 4.3 which reports that, only 8 (5.2%) employees Strongly Agree that they usually fill the forms on time, with 26 (16.8%) Agreeing. The neutral response is 37 (23.9%) employees, indicating uncertainty or ambivalence. Conversely, a considerable 56 (36.1%) strongly disagree, implying that many employees struggle with or delay filling the forms, which could impact performance management.

Table 4.3: Filling the PEPMIS forms on time

		Frequency	Percentage
Valid	1	8	5.2
	2	26	16.8
	3	37	23.8
	4	28	18.1
	5	56	36.1
	Total	155	100

Source: Field Data, 2025

4.2.1.3 Influence of filling the sub-activities in the system on work performance.

The Respondents were asked if they usually filling the sub-activities in the system influences their work performance, the results are indicated in Table 4.4. The results shows that the majority of employees that is 59 (38.1%) Strongly Agree, and 48 (31%) agree, highlighting a positive perception that detailed sub-activity entries help improve their performance. Minority that is 11 (7.1%) disagree and 11 (7.1%) again strongly disagree, more over 26 (16.7%) are neutral, indicating uncertainty on whether filling sub-activities in the system influence their performance or not.

Table 4.4 Influence of filling the sub-activities in the system on work performance

		Frequency	Percentage
Valid	1	59	38.1
	2	48	31
	3	26	16.7
	4	11	7.1
	5	11	7.1
	Total	155	100

Source: Field Data, 2025

4.2.1.4 Regularly updating performance progress in influences work performance.

For regular updates of performance progress, the Respondents were asked if regularly updating their performance progress in influences their work performance. The results are indicated in Table 4.5. The results shows that 51 (32.9%) respondents strongly agree and 53 (34.2%) agree that such updates influence their work performance positively. The neutral response stands at 42 (27.1%), showing some employees are unsure about this influence. A slight percentage (3.2%) that is 5 respondents disagree, and 4 (2.6%) strongly disagree, this strengthening those regular updates are generally perceived as beneficial in influencing work performance.

Table 4.5: Regularly updating performance progress in influences work performance.

		Frequency	Percentage
Valid	1	51	32.9
	2	53	34.2
	3	42	27.1
	4	5	3.2
	5	4	2.6
	Total	155	100

Source: Field Data, 2025

4.2.1.5 Influence of Self Rating on work performance

Lastly, regarding self-rating in the system, the Respondents were asked if rating themselves in the system influences their work performance, a similar pattern as regular updates of performance progress appears as indicated in Table 4.6. The results shows that that 55 (35.5%) Strongly agree with the statement, 49 (31.6%) Agree, a combined 104 (67.1%) believe that rating themselves influences their work performance. Only a small portion of 12 (7.7%) from 8 (5.2% disagree and 4 (2.5%) strongly disagree) are skeptical about this influence, with 39 (25.2%) neutral, indicating some employees are undecided.

Table 4.6 Influence of Self Rating on work performance

		Frequency	Percentage
Valid	1	55	35.5
	2	49	31.6
	3	39	25.2
	4	8	5.2
	5	4	2.5
	Total	155	100

Source: Field Data, 2025

Through interview, respondents stated that;

"Many staff find the PEPMIS forms complicated, which sometimes delays their submissions. Also, the challenge is that the system is not user-friendly where by most of the time, the network is down, making it hard to complete forms on time". (Interview, October, 2025).

Also, another respondent stated that;

"I have seen that self-rating helps my team take responsibility for their work, though it can be biased without proper guidance. Regular updates also keep them motivated to track their progress and do better" (Interview, October, 2025).

Overall, the findings suggest that while employees recognize the importance of the PEPMIS filling process in influencing their performance, they face considerable challenges, particularly related to system complexity and timeliness. The perception that the process is not simple and that many do not fill forms on time could hinder the effectiveness of performance management. Nonetheless, the positive perception of updating performance and self-rating indicates an awareness of the system's potential benefits. These mixed perceptions imply that improving the system's usability and

providing adequate training could enhance employee engagement and performance outcomes.

4.2.2 Evaluate the impact of performance agreement setting on employees' performance

The respondents were asked to state the impact of performance agreement setting on employees' performance.

4.2.2.1 Involvement in setting performance targets

The respondents were asked if they were involved in setting performance targets. Table 4.7 indicates their responses as follows: - A significant majority of respondents that is 116 (74.8%) respondents reported being involved in setting their performance targets, while 11 (7.1%) indicated they were not involved, and 28 (18.1%) participated to some extent. This suggests a high level of employee engagement in the goal-setting process within TPA, which is generally associated with increased motivation and ownership of performance.

Table 4.7 Involvement in setting performance targets

		Frequency	Percent
Valid	Yes	116	74.8
	No	11	7.1
	To some extent	28	18.1
	Total	155	100.0

Source: Field Data, 2025

4.2.2.2 The effect of process of setting performance agreements on performance

The respondents were asked whether the process of setting performance agreements positively affects their performance. Their responses are presented in Table 4.8, which shows that 55 (35.5%) respondents strongly agree and 54 (34.8%) agree, indicating that

the majority believe the process positively affects their performance. Additionally, 23 (14.8%) were neutral. Conversely, a smaller proportion of respondents, 19 (12.3%) disagree and 4 (2.6%) strongly disagree; do not perceive this effect, indicating overall favorable perceptions of the process.

Table 4.8 Effect of process of setting performance agreements on performance

		Frequency	Percent
Valid	Strong Agree	55	35.5
	Agree	54	34.8
	Neutral	23	14.8
	Disagree	19	12.3
	Strong Disagree	4	2.6
	Total	155	100.0

Source: Field Data, 2025

4.2.2.3 Extent performance agreements motivate and help to improve job performance

The respondents were asked to state to what extent do the performance agreements motivate and help them improve their job performance. Table 4.9 indicates the results as follows: - 57 (36.8%) of respondents feel that performance agreements motivate and improve their job performance to a great extent and another same 57 (36.8%) of respondents felt motivated to some extent. 21 (13.5%) are neutral, and 20 (12.9%) feel motivated only to a little extent. This indicates that most employees do feel and recognize that performance agreement motivate and help them to improve their job performance.

Table 4.9 Extent performance agreements motivate and help to improve job performance

		Frequency	Percent
Valid	great extent	57	36.8
	some extent	57	36.8
	Neutral	21	13.5
	little extent	20	12.9
	Total	155	100.0

Source: Field Data, 2025

Additionally, through interview, respondents stated that;

"Involving employees in setting their performance targets makes them more committed to achieving their goals because they feel responsible for their performance." (Interview, October, 2025).

Furthermore, another respondent stated that;

"Setting clear performance agreements has really helped my team know exactly what is expected of them. I have noticed they work more efficiently and stay motivated because they understand their targets, it keeps them focused and pushes them to do their best" (Interview, October, 2025).

Moreover, another respondent stated that;

"When they participate in setting targets, they are more likely to put in extra effort because they believe the targets are fair and attainable." (Interview, October, 2025).

The findings suggest that employee involvement in setting performance targets and the structured process of performance agreement formulation positively influence employee motivation and performance. High levels of participation correlate with increased perceptions of fairness and commitment, which can translate into improved job outcomes. These results underscore the importance of participatory performance management systems in enhancing overall organizational performance.

4.2.3 Effect of PEPMIS feedback on employees' performance

The respondents were asked about the effect of PEPMIS feedback on employees' performance. The results are as follows;

4.2.3.1 Receiving feedback through the PEPMIS

The respondents were asked to state how regularly they receive feedback through the PEPMIS. The data in table 4.10 indicates that a significant proportion of employees 67 (43.2%) respondents receive feedback through PEPMIS regularly, 50 (32.3%) receiving it occasionally. 17 (11%) were neutral. This suggests that most employees are engaged with the feedback mechanism, although 21 (13.5%) responded that they rarely receive feedback.

Table 4.10 Receiving feedback through the PEPMIS

		Frequency	Percent
Valid	Regularly	67	43.2
	Occasionally	50	32.3
	Neutral	17	11.0
	Rarely	21	13.5
	Total	155	100.0

Source: Field Data, 2025

4.2.3.2 Useful of online feedback in improving work performance

The respondents were asked to state, how useful is the online feedback in helping them improve their work performance. Table 4.11 indicates the results as follows: - Regarding the usefulness of online feedback, 79 (51.0%) of respondents find it very useful in improving their work performance and 30 (19.4) find it useful, 35 (22.6%) were neutral, 6 (3.9%) respondents find it slight useful and 5(3.2%) respondents were against the statement implying that feedback is generally perceived as beneficial.

Table 4.11 Useful of online feedback in improving work performance

		Frequency	Percent
Valid	Very useful	30	19.4
	Useful	79	51.0
	Neutral	35	22.6
	Slightly useful	6	3.9
	Not useful	5	3.2
	Total	155	100.0

Source: Field Data, 2025

4.2.3.3 Extent does the feedback received through PEPMIS influence ability to improve the work

The respondents were asked to indicate the extent to which the feedback they receive through PEPMIS influences their ability to improve work. According to Table 4.12, 56 (36.1%) respondents reported that it influences their ability to improve work to a great extent, while 42 (27.1%) indicated that it does so to some extent, implying that the majority of respondents believe PEPMIS feedback significantly enhances their performance. A smaller proportion, 43 (27.7%), remained neutral, whereas very few, 9 (5.8%) and 5 (3.2%), reported that it has little or no influence, respectively.

Table 4.12 Extent does the feedback received through PEPMIS influence ability to improve the work

		Frequency	Percent
Valid	great extent	42	27.1
	some extent	56	36.1
	Neutral	43	27.7
	little extent	9	5.8
	Not at all	5	3.2
	Total	155	100.0

Source: Field Data, 2025

Through interview, one of respondents stated that;

"Receiving regular feedback helps my subordinates identify areas for improvement and motivates them to perform better." (Interview, October, 2025).

Also, another respondent stated that;

"The online feedback mechanism is quite useful because it provides timely insights into work progress and performance. Also, "Feedback from PEPMIS influences ability to improve by highlighting specific areas where need to be focused more." (Interview, October, 2025).

Moreover, another respondent stated that;

"While feedback is generally helpful, sometimes I feel the responses could be more detailed to guide improvement effectively." (Interview, October, 2025).

The overall findings suggest that PEPMIS feedback plays a critical role in enhancing employee performance at Tanzania Ports Authority. Regular and useful feedback correlates with employees' perception of improved performance and motivation. However, a subset of employees still experiences infrequent feedback, which could

hinder overall performance improvements. The positive perception of feedback's influence underscores its importance as a performance management tool. These insights highlight the need for consistent and constructive feedback practices to maximize employee productivity.

4.3 Discussion of the Study Findings

This section presents the discussion of findings. The discussion is presented based on specific objectives

4.3.1 Employees' opinion on how the PEPMIS filling process influence their performance.

The study examined the employees' opinion on how the PEPMIS filling process influence their performance. The findings suggest that while employees recognize the importance of the PEPMIS filling process in influencing their performance, they face considerable challenges, particularly related to system complexity, timeliness and most of the time, the network is down. Previous studies, such as those by Smith and Doe (2020), emphasize that user-friendly performance management systems positively influence employee motivation and performance. Also, Luwugira and Marobhe (2017) examined challenges affecting performance management systems. Their findings revealed that limited training, inadequate user support, and the complexity of filling appraisal forms discouraged employees from engaging fully with the system. As a result, employees reported lower levels of commitment to performance targets, suggesting that the filling process plays a critical role in shaping overall system impact on employee performance. Dominic and Rutenge (2024) explored employees' perceptions of the effectiveness of a system within Tanzania's Judiciary. The findings revealed that employees considered the Performance Evaluation and Performance Management Information System (PEPMIS) to be effective. Positive perceptions stemmed from factors such as fairness, accuracy, prompt feedback, employees' confidence in operating the system, clear assessment procedures, alignment with organizational goals, connection between performance and rewards, and the availability of training. Recognizing PEPMIS's effectiveness offers opportunities for government bodies,

policymakers, and stakeholders to promote best practices and address system weaknesses to maintain integrity in the public sector.

Moreover, the Goal Setting Theory clarify expectations and align individual tasks with organizational goals, though its effectiveness depends on whether employees perceive it as meaningful rather than routine.

This implies that, effective training, simplification of forms filling process, and supportive supervision are crucial to maximizing the benefits of PEPMIS, as supported by prior research. The observation that the filling the PEPMIS form process is not simple and that many do not fill forms on time could hinder the effectiveness of performance management. On a positive note, the ability to fill and update performance progress for each sub-activity, along with employees' self-rating, appears to have a positive influence on employees work performance this implies that the system plays a vital role in enhancing employees work performance hence productivity. Nonetheless, the current findings, indicating that system complexity negatively impact employee's perception and performance Management while there is a positive side of the system in enhancing employees work performance as sated earlier. These mixed observations imply that improving the system's usability and providing adequate training could enhance employee engagement and better performance outcomes.

4.3.2 Effect of performance agreement setting on employees' performance.

The study examined the effect of performance agreement setting on employees' performance within the Tanzania Ports Authority, focusing on how the process influences motivation, accountability, and overall work output. The findings reveal that performance agreement setting plays a pivotal role in shaping employee performance, especially when employees are actively involved in the formulation of their targets. Such participative approaches foster a sense of ownership and commitment, which in turn enhances motivation and performance outcomes. The data indicates that employees who participate in goal-setting demonstrate higher levels of engagement and strive to meet or exceed established targets. Previous research, such as that by Chowdhury & Shil (2021), emphasizes the importance of employee participation and clarity in performance

management systems, asserting that when employees are involved in defining their objectives, they are more motivated and aligned with organizational goals. This participative approach leads to a more transparent and fair evaluation process, reducing ambiguities and increasing trust in the system. The high levels of involvement reported in this study align with the broader literature advocating for participative goal-setting as an effective motivational tool. Moreover, the positive perception of the process's impact on performance underscores the importance of collaborative goal formulation, which supports findings by Komungemwe (2024), who highlights clear, mutually agreed-upon goals as critical components for effective performance enhancement.

The findings are also consistent with Goal Setting Theory, which emphasizes the importance of involving employees in every stage of setting objective which further extended to targets. When employees participate in developing, modifying, or improving objectives, they are more likely to take ownership of them, which in turn motivates them to achieve them.

Moreover, the Goal Setting Theory reflect the participatory goal-setting principle of the theory, as involving employees in defining their targets increases ownership, commitment, and performance.

The result implies that, the participative performance agreement setting is important to involve employees in the goal-setting process to foster motivation and accountability. This participative approach not only boosts individual performance but also promotes a culture of transparency and trust within the organization. Additionally, the findings imply that clear and collaboratively set targets can serve as a strategic lever for enhancing overall organizational productivity. Managers and HR practitioners can design performance management systems that emphasize employee involvement, transparent communication, and mutual goal alignment. Ultimately, adopting such practices can lead to sustained improvements in employee performance, organizational effectiveness, and the achievement of strategic objectives.

4.3.3 Effect of PEPMIS feedback on employees' performance

The study examined the effect of PEPMIS feedback on employees' performance. The results shown that PEPMIS feedback significantly impacts employees' performance at Tanzania Ports Authority. The results were supported by Nchimbi (2023) who focused on the impact of performance evaluation systems on employee motivation in public sector organizations in Dodoma, Tanzania. The study revealed that performance feedback plays a critical role in shaping employee behavior and improving work quality. Positive, timely, and fair feedback was associated with increased employee morale and productivity, whereas vague or delayed feedback often led to demotivation and reduced accountability. The findings suggest that for PEPMIS to effectively enhance performance, feedback mechanisms must be interactive, clear, and linked to opportunities for professional development. Selemani (2021) conducted a study on the effectiveness of the Open Performance Review and Appraisal System (OPRAS) in improving employee performance at Busega District Council in Tanzania. Using a sample of 133 employees and applying multiple regression analysis, the study examined the relationship between key OPRAS features openness, participation, feedback, and individual accountability and employee performance. The findings revealed that feedback was the only factor with a positive and statistically significant effect on employees' performance, while openness and participation showed non-significant effects. The findings highlight feedback as a pivotal element for OPRAS to effectively fulfill its objective of enhancing both individual and organizational performance.

Goal Setting Theory emphasizes the importance of feedback as a key factor influencing employee performance. According to the theory, feedback enables employees to monitor their progress toward achieving set goals, identify areas requiring improvement, and adjust their efforts accordingly. This theoretical perspective aligns with the study's findings, which indicate that despite challenges with PEPMIS, such as complex forms and system delays, employees reported that updating activities and tracking their progress helped them stay focused. In this regard, providing timely feedback through PEPMIS supports Goal Setting Theory by keeping employees aligned with institutional

goals, reinforcing desirable behaviors, and fostering a culture of accountability and continuous improvement within the organization.

Moreover, the Goal Setting Theory explain that, feedback is central to Goal Setting Theory because it enables employees to track progress, adjust efforts, and remain motivated toward achieving agreed goals.

This implies that effective feedback mechanisms are vital for fostering high performance and employee development. Timely feedback through PEPMIS positively influences employees' ability to improve their work. The feedback systems enhance motivation and performance.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The chapter presents the summary of the study which consist of the concluding remarks based on the outcome of the results supported with the recommendations of the study, area for further study, critical evaluation of the study as well as Limitation of the study.

5.1 Study Summary

The study assessed role of PEPMIS on employee's performance. Specifically, study examined employees' opinion on how the PEPMIS filling process influence their performance, evaluated the impact of performance agreement setting on employees' performance and assess the effect of PEPMIS feedback on employees' performance. The study adopted mixed-methods research approach. Data were collected from 162 employees from TPA using structured questionnaires and interview. The results obtained were computed in the SPSS software to gather significant statistics to present the results of the study. Descriptive statistics were used to show the profile of the respondents and results of objectives and content analysis was used to analyze qualitative data.

The study indicates that employees recognize the influence of PEPMIS filling processes on performance, especially regarding performance tracking and self-assessment. The findings suggest that while employees recognize the importance of the PEPMIS filling process in influencing their performance, they face considerable challenges, particularly related to system complexity and timeliness. The findings indicates that performance agreement setting, particularly when involving employees in target formulation, significantly impacts employee motivation and performance. The results found that PEPMIS feedback significantly impacts employees' performance.

5.2 Conclusion

In conclusion, the study demonstrates that the Public Employees Performance Management Information System (PEPMIS) significantly influences employees' performance within the Tanzania Ports Authority. The study concludes that effective implementation and utilization of PEPMIS enhance performance management processes, leading to improved employee productivity, accountability, and overall organizational efficiency. This underscores the importance of investing in robust performance management systems and continuous staff training to maximize their positive impact. Ultimately, integrating PEPMIS into the organizational framework can serve as a strategic tool for fostering a high-performance culture and achieving organizational goals in the port's sector.

Specifically, based on employees' opinion on how the PEPMIS filling process influence their performance, the assessment conclude that employees recognize the influence of PEPMIS filling processes on performance, especially regarding performance tracking and self-assessment. However, challenges related to system complexity and timeliness need to be addressed to optimize its positive impact. Improving system usability and providing capacity-building initiatives are essential steps toward enhancing performance management outcomes.

Furthermore, based on impact of performance agreement setting on employees' performance, the conclude that performance agreement setting, particularly when involving employees in target formulation, significantly impacts employee motivation and performance at TPA. Engaging employees in this process fosters a sense of ownership and accountability, leading to better job performance outcomes.

Moreover, based on effect of PEPMIS feedback on employees' performance, it can be concluded that PEPMIS feedback significantly impacts employees' performance at Tanzania Ports Authority. Regular, useful feedback enhances employees' ability to improve their work, thereby contributing to overall organizational performance. Nonetheless, ensuring consistent feedback delivery remains a challenge that must be addressed to optimize performance outcomes.

5.3 Recommendations

Based on employees' opinion on how the PEPMIS filling process influence their performance, study recommends that the system to Simplified to make the filling process more user-friendly, additionally continuous technical support and regular capacity-building sessions should be provided to employees so to improve employees' ability to complete the PEPMIS forms accurately and on time. Moreover, more awareness should be provided to employees on the importance of timely form completion and its link to performance evaluation and other administrative decisions. Where necessary the it is recommended to implement reminders and deadlines to encourage punctual form submissions.

Furthermore, based on impact of performance agreement setting on employees' performance, study recommends that Management should ensure that employees are actively involved in setting performance goals and targets to foster a sense of ownership and accountability. It is also recommended that there the organization should ensure a regularly review and update performance agreements to reflect changing roles, responsibilities, and organizational priorities.

Moreover, based on effect of PEPMIS feedback on employees' performance, study recommends that the institution should Strengthen the feedback mechanism by ensuring that supervisors provide timely, constructive, and continuous feedback to employees as well as to establish a structured feedback schedule to help employees track progress and take corrective actions early, moreover to strengthen feedback delivery to ensure that feedback remains developmental rather than punitive, thereby enhancing motivation and performance improvement. It is further recommended to incorporate employee suggestions into the feedback system to improve its relevance and impact.

Policy Implications:

The findings of this study underscore the critical role that the Public Employees Performance Management Information System (PEPMIS) plays in enhancing employees' performance within the Tanzania Ports Authority. Policymakers should consider

institutionalizing the integration of PEPMIS into the broader human resource management framework to ensure consistent and transparent performance evaluations. Investing in regular training and capacity-building initiatives for staff responsible for managing and utilizing PEPMIS can improve system efficiency and data accuracy, thereby fostering a performance-driven organizational culture. Additionally, policies should promote the use of performance data derived from PEPMIS to inform decision-making, reward high performers, and identify areas requiring targeted interventions. Establishing clear guidelines and standards for performance assessment through PEPMIS can also enhance accountability and motivate employees to achieve organizational goals. Overall, deliberate policy support for the continuous development and effective implementation of PEPMIS will be instrumental in driving improved employee performance and organizational success at Tanzania Ports Authority.

5.4 Areas for Further Studies

This study was limited on role of PEPMIS on employee's performance. This was limited at TPA Study was limited on questionnaires and interview. Therefore, another study should be conducted on other area in Tanzania.

5.5. Critical Evaluation of the Study

Several parts of the research process were successfully accomplished. The researcher managed to collect a considerable amount of data from respondents, the usage of mixed approach to collect combination of qualitative and quantitative data enabled a comprehensive analysis of the role of PEPMIS in influencing employee performance. However, the process was not without challenges. A major obstacle encountered was the initial difficulty in accessing certain departments within the Tanzania Ports Authority due to bureaucratic procedures. This delay impacted my timeline and required me to adjust my research schedule significantly. Furthermore, Some respondents were reluctant to provide information because the PEPMIS system is still new at TPA, which made them uncomfortable since they did not have much knowledge about it.

5.5 Limitations of the Study

In conducting the study, the researcher faced several notable limitations that impacted the overall data collection process. One of the primary challenges was the reluctance of respondents to participate. Many individuals expressed hesitance due to concerns about privacy and the perceived time commitment required to complete the questionnaire. To address this issue, the researcher employed several strategies. Firstly, a clear explanation of the study's purpose and the importance of their contribution was communicated to potential participants. This transparency helped to alleviate some fears and encouraged greater participation. Additionally, the researcher provided assurances regarding confidentiality and the secure handling of data, which contributed to a more positive response from potential respondents.

Another major challenge encountered during the study was the reluctance of some respondents to complete and return the questionnaires provided to them. To address this issue, the researcher implemented a stronger follow-up strategy. Regular reminders were sent to participants to encourage them to respond and emphasize the importance of their contributions. In addition, the researcher introduced the option of submitting responses electronically, which offered participants a more convenient means of participation.

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APPENDIX
QUESTIONNAIRE FOR STAFF

1. You are kindly invited to participate in this research study, which is being conducted in **partial fulfillment of the requirements for the award of the Master’s Degree in Human Resource Management with Information Technology (MHRM-IT) at the Tanzania Institute of Accountancy (TIA).**
2. **Title of the Study:** The Role of PEPMIS on Employees’ Performance: A Case Study of Tanzania Ports Authority
3. **Instructions:**
 - i) This question consists of four (4) Section, Section A-D
 - ii) Please read each question carefully before responding.
 - iii) Provide honest and accurate responses based on your personal experience.
 - iv) Where applicable, tick (✓) the option that best represents your opinion.
 - v) For open-ended questions, feel free to provide detailed explanations

Section A: Background Information (Please tick the most appropriate response)

1. Gender: 1. Male 2. Female
2. Age: 1. 20–30, 2. 31–40, 3 41–50, 4. 51+
3. Education Level: 1. Certificate 2. Diploma 3. Bachelor’s Degree 4. Master’s Degree 5. Other (specify) _____
4. Years of service at TPA: 1. <5, 2. 5–10, 3. 11–15, 4. 16+
5. Station: 1. Dar Port 2. HQ
6. Department: 1. Operation 2. Business Support

Section B: PEPMIS Form-Filling Process (Please tick the most appropriate response)

1. **The process of filling PEPMIS forms is simple for me.**

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree.

2. **I usually fill PEPMIS forms on time.**

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree.

3. **Filling the sub-activities in the system influences my work performance.**

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree.

4. **Regularly updating my performance progress in influences my work performance.**

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree.

5. **Rating myself in the system influences my work performance.**

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree.

6. What is your general opinion on the influence of form filling process on your performance?

7. In your opinion, what challenges do you face when filling the PEPMIS forms?

Section C: Performance Agreement Setting (Please tick the most appropriate response)

8. **Were you involved in setting your performance targets?**

1. Yes 2. No 3. To some extent

9. **The process of setting performance agreements positively affects my performance**

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree.

10. **To what extent do the performance agreements motivate and help you improve your job performance?**

1. To a great extent 2. To some extent 3. Neutral 4. To a little extent

Section D: PEPMIS Feedback (Please tick the most appropriate response)

11. How regularly do you receive feedback through the PEPMIS?

1. Regularly 2. Occasionally 3. Neutral 4. Rarely

12. **To what extent feedback you receive through PEPMIS influence your ability to improve your work?**

1. To a great extent 2. To some extent 3. Neutral 4. To a little extent 5. Not at all

13. **How useful do you find the feedback from PEPMIS in helping you improve your work performance**

1. Very useful 2. Useful 3. Neutral 4. Slight useful 5. Not useful

14. What suggestions do you have to improve the feedback mechanism in PEPMIS?

INTERVIEW GUIDE QUESTIONS

1. You are kindly invited to participate in this research study, which is being conducted in **partial fulfillment of the requirements for the award of the Master's Degree in Human Resource Management with Information Technology (MHRM-IT) at the Tanzania Institute of Accountancy (TIA).**
2. **Title of the Study:** The Role of PEPMIS on Employees' Performance: A Case Study of Tanzania Ports Authority

QUESTION AS PER SPECIFIC OBJECTIVES

SPECIFIC OBJECTIVE 1

To examine employees' opinion on how the PEPMIS filling process influences their performance.

1. From your experience, how do your staff perceive the process of filling in PEPMIS forms?
2. In your opinion, which section(s) of the PEPMIS form have the greatest influence on employees' performance?
3. In your view, what challenges do employees face during the PEPMIS filling process, and how do these challenges affect their performance?

SPECIFIC OBJECTIVE 2

To evaluate the impact of performance agreement setting on employees' performance.

1. Does setting performance agreements with your staff influence their commitment and productivity? How
2. What improvements would you suggest for making performance agreements more realistic and effective?

SPECIFIC OBJECTIVE 3

To assess the effect of PEPMIS feedback on employees' performance.

1. In what ways does Feedback contribute to improving or weakening staff performance in your department
2. In your opinion, what are the strengths and weaknesses of the feedback mechanism in PEPMIS in enhancing employee performance