

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Yeung Suet Yee	Student ID number:	1812880
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Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

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Part 1 Evaluation of current research

1.0 The selected journal applying the qualitative research method

The article chosen is “Can enhanced performance management support public sector change?” published on Journal of Organizational Change Management, Vol. 28, No. 2, 2015 pp.271-289.

Authors: Fiona Buick, Deborah Ann Blackman and Michael Edward O’Donnell, Janine Louise O’Flynn and Damian West. The impact factor for the Journal of Organization Change Management is 1.185¹. The article allocates the research gap that performance management can increase the Australian public servants' adaptability of change.

1.1 The philosophy and theoretical perspective being employed

In qualitative research, researcher can develop it into three stages: Phase 1, the researchers will come up with a research area that he/ she is interest. Phase 2, researcher will review related literature and make up the philosophical statement and research direction. The research will figure out his/ her view of reality, that is the ontology of the research and the way to verify the reality, that is the epistemology and methodology of the research. This paradigm makes up the research philosophy.(Crewell & Poth, 2018)

The researcher figures out that not too many studies examine the influence of performance management on change, the research gap come up draw the interest of the researcher. The researcher goes through the literature review to figure out the relationship between performance measurement and change management, in addition, how the change management will influence

¹ Journal Impact: <https://www.bioxbio.com/journal/J-ORGAN-CHANGE-MANAG>

the overall organizational performance.(Buick, Blackman, O'Donnell, O'Flynn, & West, 2015) In the article did mentioned one of the characteristics of the public servants is risk avoidance. It is better to having some literature about change management and its effects. Suggested to have include the theories related to change management like Kurt Lewin's Theory of Change. There are three stages under Kurt's Theory of Change - "Unfreezing"; "Movement" and "Refreezing"(Hussain et al., 2018). The Change Theory explain why change management will affect the organizational performance as in the "Movement" stage, the majority of employees alter that the current strategy or procedure no longer competitive, changes is needed even though it is difficult to have the full picture of the situation. During this stage, an organization's leaders need to focus on clearly communicating to employees the reasons for change and the steps needed to achieve it. This is the opportunity for leader to implement the change as most of the people eager to take the risk, communication and feedback seeking is important as this stage as it is the stage to the formation of the new corporate strategy.(Hussain et al., 2018) The focus on the performance management should be different at different stage of change and it is directly related the successful implementation of change management. By a wider spectrum of literature review, it will strength the ontology of the research.

The research goal is the fill up the research gap of the relationship between change management and performance management and figure out some new directions. The researcher first outline the initiative for high performance in public sector, then figure out the potential problem of change management and how performance management is one of the tools for successful change implementation.(Buick et al., 2015) The researcher formed his/ her epistemology. By applying the grounded theory, the research designed to explore both possible mechanism on how performance management support the achievement of high performance and support the successful change implementation. The data collection will be done by personal interviews and focus group. Lastly, through data analysis with the assistance of NVIVO, the researcher come

up with a conclusion and insights on the influence of performance management on change management and its successful implementation.(Buick et al., 2015) The research paradigm is clear described, however, as there are two foci for this research – the impact of performance management on change management and the impact of performance management on successful implementation of change management, it is easy to confuse the reader as the foci are too close. Suggested that a clearer definition on the difference between the foci or a clearer division of discussion like separate it clearly into two parts will be better.

1.1.1 Methodology

Grounded theory is applied in this research, by interview and focus groups with the expertise work in public sector. Through the interview and focus groups, researcher able to support the findings with relevant literature to fill the research gap. The respondents are invited from different public organization in Australian, they are work in different organization size and the organization are recognized as highly efficient organization. The samples draw from a wide spectrum with different variety, it increases the representativeness and significance of the research.

1.2 The data collection method(s) used

It will be divided into two parts, the sampling and the data collection method.

1.2.1 Sampling

The survey has applied the purposive and convenience sampling, the convenience sampling are volunteers of public service organization and the purposive sampling method targeting the respondents from public service organization with different degree of effectiveness, including

low, medium and high. The information of the organization effectiveness are refer to the report from the Public Service Act and the APS Employee Census. (Buick et al., 2015) The purposive samples draw from 101 Australian Public Service (APS) organizations and the distribution as follows:

<u>Size of the organization</u>	<u>Number of organizations participated in the survey</u>	<u>Total number of organizations under APS</u>	<u>Remarks:</u>
Large	4	23	More than 1,000 APS employees, under APS, there are 23 organization classified as this category.
Medium	2	31	251-1,000 APS employees, under APS, there are 31 organization classified as this category.
Small	1	47	20-250 APS employees, under APS, 47 organization classified as this category

The purposive samples cover a wide spectrum of public organizations in different size, however, the distribution of the sample collected is a bit disproportionate, from the information given by APS, the small size public organization is the majority in Australia, but the sample drawn from this category is only one, and large public organization is the minority and the largest samples size is drawn from this category. The data will be more representative if the largest samples size draw from the largest population. In this survey, the largest sample lot is driven from the

smallest population.

The percentage or ratio of the sampling size for qualitative research is based on the approaches applied in the studies, like the grounded theory will suggested to have 20-30 respondents while for phenomenology, the range can be 5-20 respondents.(Crewell & Poth, 2018) One golden rule is: the larger number of samples drawn; it will cause the problem of generalization in coding. Some scholars advocate that there is a risk of convenience sampling in qualitative research, if the samples are drawn by convenience sampling, the sample variety is board, it will create a problem of generalization. (Robinson, 2014) For example, if we are going to have a research on the service quality of public transport, the respondents are invited in street, the data collected will have a wide spectrum and it will be caused generalization problem in coding. For examples, respondents may normally drive their own cars that they seldom use the public transport service. Some respondents may only take one kind of public transport, the responds given cannot reflect all kinds of public transport. Besides the disadvantages of convenience sampling is it properly will create biases as the samples are collected in the most convenience way instead of the most representable population and feedback properly collected from outliers that might cause biases. (Etikan, Musa, & Alkassim, 2016) The respondents invited from convenience sampling may be not familiar with the research topic, it will create a problem of the information or data collected may not reflecting the real situation of the research area, it create the diversify of the research focus and the quality of the data will being challenged.(Etikan et al., 2016) In addition, the respondents are collected in the same area, it might also create a problem that the data collected is not representative for whole population. It is better to indicate the number, or the proportion of samples is collected by convenience sampling so that readers can judge on the representative of the data collected.

Besides the convenience sampling, purposive sampling has been applied in this survey. The

purposive sampling also named judgement sampling, it means the researchers has pre-set the criteria of the respondents, for example: respondents should have certain professional background like accounting or marketing; working in a certain size of organization or in a rank of middle management etc. In another words, the researchers figure out the respondents that able to share the knowledge or experience in desired research area.(Etikan et al., 2016) The foundation of purposive sampling is based on respondents with a-prior theoretical knowledge on the research area, this sampling method, it can ensure the quality of the data collected are significant for data analysis.(Robinson, 2014) Regarding purposive sampling, there are seven classification: Maximum Variation Sampling; Homogeneous Sampling; Typical Case Sampling; Extreme/Deviant Case Sampling; Critical Case Sampling; Total Population Sampling and Expert Sampling.(Etikan et al., 2016) Unlike quantitative research method, most of the researcher focus on the background of the respondents instead of the total number of respondents. It will be better if we can indicate the category of the purposive sampling method applied. In this study, it should be a typical case sampling. In addition, a brief curriculum vitae is important to provide a clear picture to readers for a brief idea of the background of the respondents, it will increase the representativeness of the data on certain research topic.

The research article has total interviewed 226 respondents, 90 individuals semi-structured interviews and 136 respondents participated in semi-structured group interviews. The number of respondents is far greater than recommended. As mentioned before, there is no information to classify the number of respondents is from convenience sampling and purposive sampling, it is difficult to judge the representativeness of the sampling.

1.2.2 Data collection method

Two researchers are responsible for all the interviews and pairing, it allows a better understanding

of the data for coding and analysis. The researchers first go through the documentary analysis of the organization that its employees will participated in focus group or individual interview. The researchers will review the internal reports; the performance appraisal documentations and published annual reports etc, it is to let the researchers got a brief idea on the organization. After that the documentary analysis, the research goes ahead with the semi-structured individual and group interview. (Buick et al., 2015)

The individual interview held on August and November with average one hour per interview. 90 respondents are interviewed. While for group interview, the article did not mention if the interview period is same as individual interview. The group interview involved 136 respondents; each group consist of six to eight respondents. The members of each group are coming from same organization with similar background like the rank at work and geographic allocation. The average leading time for the group interview is around two hours, one of the researchers as a leading moderator of the interview asking for the main questions and the other one responsible for the follow up questions and record of the main points of the interview.(Buick et al., 2015) As the interview held on August and November, it is better to add some remarks why there is a two months' time gap between interviews. There may be other factors that will affect the respondents thinking and believes e.g. any political or economic incident will make a big differentiation on the response.

Extensive data are collected from qualitative research no matter it is through individual interview or focus group. This process involved lots of ethical issue as it is related to data privacy, as more the data collected, more ethical issues will be created. Researchers have responsibility to ensure the research is proceed in an ethical way. The ethical issue like the consent from participants and other stakeholders (e.g. the organization); the way to keep the confidentiality of the data and the respectfulness of the respondents will be a concern and a reflection if the

researcher is professional or not. (Crewell & Poth, 2018)

1.3 A critique of the method used

The researcher described the data classification; however, the data privacy and the research ethics is not described in detail. There are four major aspect of the research ethical issues:

respondent's privacy and consent; risk avoidance(Crewell & Poth, 2018) Intellectual ethics

(Shaw, 2008) and unbiased and include the widest spectrum as possible.(Crewell & Poth, 2018)

1.3.1 Respondent's privacy

In the article, we are unable to locate if the researchers have provided written or verbal consent form signed or agreed by the respondents.(Buick et al., 2015) It is better for the research to state out that mechanism to protect the respondent's privacy to demonstrate respectfulness like the anonymity of respondents' identity, the research data confidentiality and handling. Where the data will be kept and will it when the data will be destroyed. It is important to protect the respondent's privacy as a professional research as any data leakage will cost risk to respondents and a proper handling on the research data to avoid the unpublished information is disclosed. As the respondents are voluntary contribute to the research, they have rights to quit at any time under his/ her own will. The article did not mention if there are any mechanism for the respondents to quit the focus group or interview, it is better to state clearly in the article.

1.3.2. Avoiding Risk

As mentioned above, it will cause serious problems if the personal data handled in an improper way. The personal data will be used by unauthorized people for illegal purpose and will cause

money lost or even involve in legal case. In addition, researcher has the responsibility to protect the feedback from the respondents will not be disclosed to the unexpected person. In this case, if the respondents comment on the performance management system is being disclosed to his/ her management, that might cause some bad effect on employers' impression. Researcher is responsible to avoid any possible harmful effect to the respondent.

On the other hand, the proper data protection procedures especially the data collected from survey, it is reducing the risk of the information leakage before the article is being published. It is not only protecting the researcher benefit but also protect the data accuracy. If part of the data is being lost or missing, the analysis and the research finding is not accurate and the significance is low. It will be good if the research and state how to lower the risk.

1.3.3 Intellectual ethics

The respect of the intellectual properties is very important in academic field.(Shaw, 2008) The article have proper citation and quote for the information source. It perform a professional intellectual ethics.

1.3.4. Unbiases

In order ensure the significance of the research result, researcher should be neutral and did not take any preference. The unbiased attitude not only important in data analysis stage but also important in the research preparation stage. During the research survey design, the questions will not drive the respondents to answer in one direction, open-ended and it is better to consultant with profession for advice to ensure the neutrality of the questions.(Crewell & Poth, 2018) Since the article do not attached with the questions for the focus groups and individual interviews, it is

unfair to comment the researcher is taking care on the unbiased issue, it is better to attach the questions as an attachment.

After the data collection, the coding process and analysis stage, it is important for the researcher putting the unbiased attitude, proper interpretation of data ensure a reflexive coding and analysis, bringing in the voices of the respondents and it will contribute to the trustworthiness of the research.(Crewell & Poth, 2018) In this area, it is hard to reflect in the article, however, as the research is carried out by two researchers but with over hundred of respondents, it is better to let the reader if the researchers have any mechanism for counter checking on the data accuracy and how to ensure the interpretation on the respondents' responses do not have any biases.

1.4 Analysis and implications

Tree diagram is included in this research which is an important part for qualitative research (Buick et al., 2015) The tree diagram is a quick reference for reader to get the brief idea on the research finding as the researcher is based on grounded theory for this research. The researcher also quotes the script on the analysis part.(Buick et al., 2015) Since it is direct quoting and easy confused, it may be better if the researcher can tidy up the information and categorize according to the tree diagram. It will be easier for readers to get and judge if they will agree with the analysis with the researcher. The implication that the researcher pointed out that poor change management is due to the insufficient preparation to the employees about the changes will be and the management should take the role to support the employees for the changes will be taken. Agreed that the result and analysis demonstrated that it explained the research gap between organizational change and employee's performance management. The researcher did not mention the limitation of the study but he/ she did mention for the future research direction, the researcher tends to take an in-depth empirical study on the impact in different aspects of the

impact of the change outcome with performance management.(Buick et al., 2015) As the research is done in Australia, if adding the characteristic of the culture of Australian public sector, it will let reader or other researchers who interest in this area can get more background information and judge if culture will influence on the impact.

Part II Research Proposal

2.1 Abstract

The public sector reform started in 1989 in the era of colonial government, the purpose of the reform is to implement the concept of “result-orientated” and “customer satisfaction” in the public sector, the public sector reform called the New Public Management. (Cheung, A. B., 1996) Increase the motivation of public servants is one of the key successful factors to reach this goal. The higher degree of employees’ motivation on work, it will finally affect the organization overall performance. With reference to Herzberg Two-Factors Theory, there are two factors (the motivators and the hygiene factors) that will affect individual’s motivation. The motivators (intrinsic factors) included: recognition; achievement; prospect; advancement; responsibility and work context. While for Hygiene factors (extrinsic factors) include: Pay, supervision; coworkers, working condition; job security and status.(Tietjen & Myers, 1998) In private sector, the Performance Management System (PMS) is an effective tool to provide a systematic and quantified data to leaders and supervisors on the performance of the employees. It is a valuable indicator for management to allocate the reward, future training plan and the overall human resources planning. Successful PMS will sustain the core competence of organization. This research is going to study if the PMS in private sector to provide similar strategic data to the management in public sector and get the purpose of increasing the public servant motivation.

Keywords: Performance Management System; motivation, public sector reform.

2.2 Research question

Does the concept of performance management system in the private sector improve the public servants' motivation?

2.2.1 Aim and Objective

- To evaluate the difference in employees' attitude towards the PMS concept under NPM and traditional way under traditional public administration.
- To evaluate if PMS will let public servants provide a platform for leader members exchange (LMX) and improve the level of understanding of the organizational goal and strategy.
- To investigate if the PMS will be treated as a recognition of employees' performance.
- To investigate the PMS is a tool to let leaders/ supervisor understand more about subordinate's strength and weakness.
- To figure out if the PMS can be a good reference index for planning the employees' training.

2.3 Research Philosophy

Under the traditional Weberian bureaucracy, the priority is given for consistent public service and procedure orientated. To ensure the impartiality and fairness, the public employees' salary will be based on year of service and education. The first criteria of employee's promotion will be based on year of service in that position, the performance is the second criteria to concern.(Scott, 2010)

Under the public sector reform, the implementation of managerialism, customer orientated and centralization strategies, the front line public manager gain more authority and flexibility in job allocation and manage their subordinates.(Koehn, 2001) The PMS in private sector also implemented in public sector, the PMS for different people will have different effect and thinking

under the same organization, it is interesting to know more about the PMS in different perspective in public sector in different work levels as less researches is done in the context of Hong Kong. We try to figure out if PMS will fulfill the purpose stated in our research objectives.

Ontology refers to the nature of reality, based on relativism, we study the individuals who work in public sector in different work level on their own opinion on PMS to figure out the reality in current situation.(Crewell & Poth, 2018) With the epistemological postulation, we will conducting a qualitative research method, focus groups will be conducted to get the information from the insider. By conversation and observation to analysis if PMS able to improve public servant motivation. Grounded Theory is applied as the methodology in this study. The Grounded Theory explores social phenomena through the development of theoretical explanations that originated from the study of the reality. The Grounded Theory is a systematic approach to develop a behavioral theory based on the data collected instead of hypothesis testing.(Walsh et al., 2015) There are three elements of Grounded Theory, they are:

1. ***Iterative study design:*** The plan for data collection and analysis. (Walsh et al., 2015)
2. ***Purposive sampling:*** As qualitative research method is the study of reality, the respondents should have extensive experience or knowledge on the research area so that they are able to provide the insider point of view.(Walsh et al., 2015)
3. ***Data comparison for data analysis:*** After the data collection, the researcher will compare the similarity and difference of the data and draw out the conclusion as a behavioral theory to explain the phenomena of the research objective. (Walsh et al., 2015)

The study will be based on the captioned research philosophy, this study will evaluate different public servants in different position comments on PMS.

2.4 Literature review

Performance Management System (PMS)

Performance management system refers to compromised goal setting between employers and employees, through a systematic review and benchmarking, it will improve the efficiency of individual employee and support for career development. The PMS is the measurement of employee's output on the objectives, task and performance. In addition, it is a good checkpoint for supervisor to monitor and develop the training pathway to individual subordinate. It provides information for organization development based on the existing human resources. Leaders review the performance reports and make up the direction of five different aspect: Strategic planning, organizational structuring; direction; overall monitoring system and rewarding. Moreover, PMS contribute to figure out the gap and the weakness of the organization, it will help the organization to sustain the core competence. Through the improved efficiency and effectiveness of service delivery to reach the performance pledge in PMS, it will improve the overall public service quality and accountability. In addition, with the increasing involvement and commitment at employees' level, the PMS able to act as a tools for effective communications between leaders and subordinates in public sectors and increase the motivation of the public servants.(Yong, 2019)

Motivation Theory

Herzberg two-factors theory has two factors, one is the motivators and the other is hygiene factors. Herzberg suggested that satisfiers are associated with the work nature (hygiene factory) and rewarding system (motivator). The most powerful satisfiers to the adoption of individual's need for self-actualization and self-realization on his/ her work. (House & Wigdor, 1967)

Motivators (intrinsic factors) include recognition; achievement; prospect; advancement;

responsibility and work context. Hygiene (extrinsic factors) include: Pay, supervision; coworkers, working condition; job security and status.(Tietjen & Myers, 1998) With reference to Herzberg, the hygiene factors will only cause interruption in the external work context while the motivators will have influence on individual thinking. If employers promote individual without increasing his/ her salary, employer realize his/ her good work and the contribution to the company. Planned to assign more challenging job to him/ her, This kind of action improve the individual motivators, however, if the employers do not put any effort on improving the hygiene factor, e.g. no salary increment and the supervision relationship is bad, the individual employees will not satisfy with his/ her current job. There is no trade-off effect between two factors, each will directly affect the individual emotional feeling. (Smerek & Peterson, 2007). As it included two factors (motivators and hygiene factor, it also calls Two-factor Theory). By understanding the Herzberg two factory theory, leaders are able have a strategic move to motivate the employees and sustain the competitiveness of the organization.

Concept of New Public Management

The implementation of the concept of New Public Management (NPM) in Hong Kong in late 1980s, the driven force is from the global economic downturn and recession. It draw up the attention on the efficiency of the public service in Hong Kong. The main ideology of NPM highlighted in three “E”s – Economy, Efficiency and Effectiveness.(CHEUNG, B. L. A. & Lee, 2001) To improve the efficiency, the public manager are given more power and autonomy. The Hong Kong government has established the Customer Liaison Groups and Performance Pledges, it demonstrate the Hong Kong government focus on improving the public service quality.(CHEUNG, B. L. A. & Lee, 2001) After Hong Kong’s sovereignty handover to China, our first Chief Executive – Mr. Tung Chee-hwa eager to gaining the legitimacy, the HKSAR government putting more effort to improve the customer satisfaction on public service. In order to reach the goals of 3E, public sector tends to adjust the human resources policy like increase the

number of employees in contract base, implementation of the PMS to collect data for promotion and strategic human resources planning like training. The below figure showing the major difference between traditional public administration and new public management.



2.5 Description of the context and participants

The purpose of the research is to study if the performance management system under the concept of new public sector reform will enhance the employees. The qualitative research method is applied. Quantitively research method is better to describe the norms of the population and the relationship between variables while for qualitative research method provides a flexibility of variation, express the characteristic of the population and explain the causal relationship. In addition, the qualitative research method allow a deeper exposure on a specific phenomenon.(Mack, 2005) Individual interviews will be the best way to explore the areas in depth for analysis, however, due to the limited time constrain, focus group are applied. Focus groups also effective to getting the data with a comprehensive outline of concern to the specific groups with homogenous background.(Crewell & Poth, 2018)

The stratified purposive sampling method is applied in this study. Fifteen respondents who are employees of one of the local universities in Hong Kong are invited for focus group, final eleven of them attended. The distribution of the respondents as follows:

	Operational Level (Research assistance/ clerical support)	Middle Management (Project officer/ executive)	Senior Management (Project Manager/ Consultant/ Research Fellow)
Focus Group 1	4	0	0
Focus Group 2	0	4	0
Focus Group 3	0	0	3

Figure 1: Respondents distribution of Focus Group

2.5.1 Sample Category

Operational Level: Entry level position in the organization, the employees at this level will work under supervision on routine tasks. Normally, no subordinates for this level and employees' performance appraisal will be done by immediate supervisors.

Middle Management: Employees at this level normally have extensive involvement in day-to-day operation and have authority on daily operational problem. For example, approve the purchase of office equipment under certain amount, the approval on level application of the subordinates at operation level. Employees at this level responsible for judging the performance of their subordinates and their performance will be reviewed by senior management. This group of employees are the one review their subordinates and reviewed by their supervisors.

Senior Management: The population is least at this level; they are the employees monitor the whole organization; making the strategic plan and financial planning. Normally they will overlook all the performance appraisal for all employees to make the strategic and training plan.

2.6 Explanation of data collection steps

The focus group was conducted on 4th October 2019 in the common room of the local university.

The focus group has divided into three different groups based on the hierarchical level in the university to ensure the homogeneity of the focus group for discussion and evaluation. The respondents are drawn from different hierarchy in same organization can reflect the value of the same PMS in different perception.

Semi-structured questions were desired for this research and the interview questions were listed in appendix 1. The semi-structured interview means the researcher will prepare a set of an open-ended questions, it allows both researcher and respondents to have additional opinion or topics based on the discussing area, it is to explore more information for coding stage. (Lingard & Kennedy, 2010) Semi-structured questions allow flexibility of evaluation for researcher have follow up questions, the data drawn from semi-structured questions will be relatively objective and representative and high degree of trustworthiness.(Kallio, Pietilä, Johnson, & Kangasniemi, 2016)

The questions are desired by the researcher and reviewed by a human resource executive with extensive experience in PMS of the local public sector. The invitation of the focus group where sent via e-mail together with the consent form. The consent form declare that the study is for academic research only, all data will not disclose to their supervisors nor the organization. In order to protect the privacy of the respondents, the signed consent form is advised to return to the researcher on the day of the focus group. The reduction on the number of data transaction is a better way to protect the data privacy. In addition, in the consent form, respondents are declaring the respect the individual privacy, the content of the focus group will not be disclosed. It is to ensure that the organization or supervisors will not get the information from 3rd parties that may be harmful to the respondents. Respondents are free quit the focus group anytime on their own wish. All the data will be kept in an anonymity way, the data will be collected and handled by the researcher herself only.(Crewell & Poth, 2018) Recording process is done by voice

recording and written notes. All the data collected will be destroyed or deleted once the marks of the assignment is announced.

Before the focus group start, all the potential respondents are provided a brief information about the purpose of the study, before the starting the focus group, a three minutes briefing is provided to respondents to understand more about the purpose of study and provide an interactive session for enquire on the study.(Crewell & Poth, 2018) The briefing session is to avoid deception and conflicts of interest. The researcher declares during the briefing session that the study is only for academic assignment, it will not be published or disclose to individual who are not academic staffs or classmates of UWSTD. The signed consent forms are collected after the briefing session. It will also share with the respondents upon the request. All the respondents agreed to have voice recording for researcher in the coding process. The sequence of the focus group started with the group of operational level then middle management the last group is the senior management. The average time for each focus group is around one and a half hour.

For the pilot interview, it is recommended to have around five to seven open-ended questions. (Crewell & Poth, 2018) There are 13 open-ended questions are prepared for the focus group in this study, it is to prepare in the case that the respondents are passive and not eager to share too much. It will be more contributive to the coding and analysis stage.

2.7 Explanation of data analysis

After the focus group, the research first works out with the handwritten note for the key categories, then go through the voice recording for details and verification of the categories. Since the data is not huge, the analysis is doing manually instead of using the software. The sharing from the focus group, we will figure out that a big value gap between different working

level on the performance management system. The direction and the value towards to the PMS appear a big different between senior management level and operational level.

2.8 Preliminary Findings

Eight categories and summarized as the diagram below:

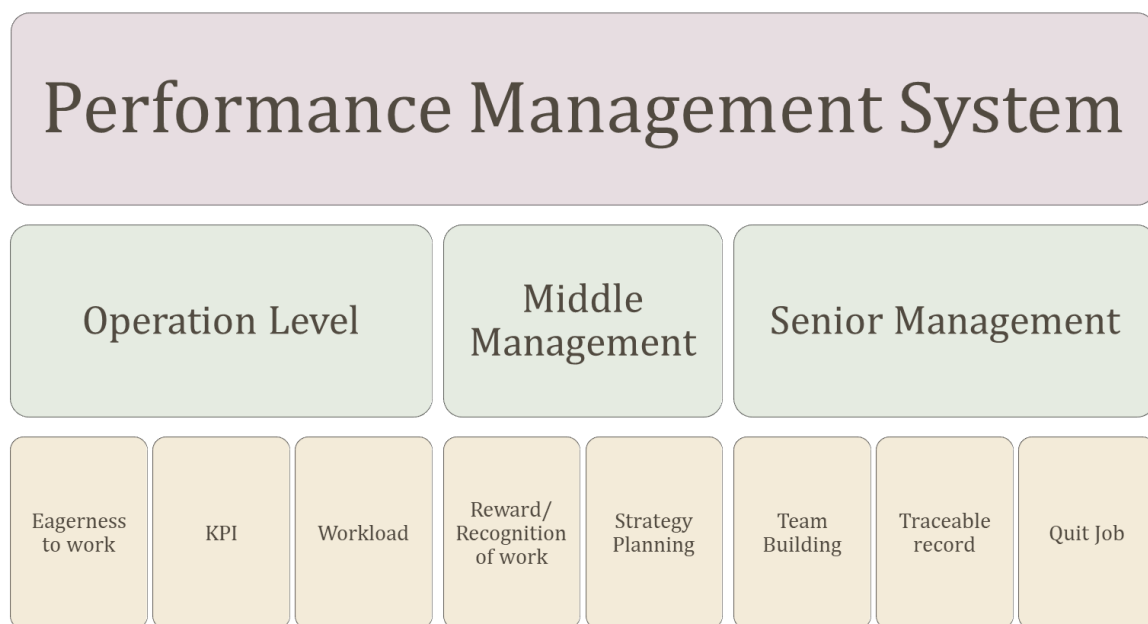


Figure 2: A framework of the performance management system at different work leave in a local university.

Remarks: The summary of discussion of the focus groups are listed in appendix 2.

2.9 Discussion that emerged from findings

There is a big gap between management and operational level about the score or the comment in PMS as a recognition of work. The implication of the operational level of PMS is a benchmarking for contract continuation but no meaning for any other extrinsic reward. However, in the level of senior management the higher the marks in PMS means higher recognition of the work by the subordinates. The gap in the area of reward will decrease the motive of the

employees by PMS. In management level, PMS treat as a significant reference for strategic planning, however, in operation level treat PMS as an unpleasant workload, it will lead the employees at operational level not too eager to share the actual opinion and comment during the performance review section and it will affect the training and strategic direction planning.

The employees at management level adopted the concept of PMS under public sector reform as they believe it will help to improve the efficiency and improve the service quality. However, the operational level eager to keep the classic public administration stick on procedure orientated. In this area, it reflects the characteristic of risk avoidance in operational level.

The study reflected that senior management and the operation level have a large gap on the focus on both motivator and hygiene factors under the concept of Herzberg's Two Factors Theory, especially in the area of recognition and work context. This providing an inspiration for future research, we can further evaluate the possible factors that can alliance the management and operational level of employees about PMS.

2.10 Appendix with your personal reflections.

It is a very good experience for this assignment even the preparation time relatively short. For future research, try to have even distribution on gender as there is only one male respondent in two focus group. Gender may have some influence in some aspect. The study only distinguishes in work level, however, during the discussion in focus group, one main criteria on the purposive sampling is the year of service in public sector as one of the respondents of each group only work in public sector after the implementation of NPM, they have no idea on the previous PMS before the public sector reform. More criteria setting on the purposive sampling will increase the significance of the research.

2.10.1 Limitation for this research

This research only carries out with the employees in one local university of Hong Kong, it cannot reflect all the situation of other public sectors e.g. NGOs, health care institute

The spectrum unable to reflect all the real situation of the public sector in Hong Kong as the samples are draw from one local university only. The different organizational culture will directly affect the employees' attitude towards PMS. An extensive information research on the PMS in different public sectors will increase the significance of the research. In addition, in-depth interviews are suggested for future research as it will provide more informative data for analysis.

Appendix 1

Questions for the semi-structured focus group

1. How long your supervisor will have the performance appraisal with you/ how long you will have the performance appraisal with your subordinates?
2. Any preparation work like pre-filled reports or questionnaire before having the appraisal meeting with your supervisor?
3. Share something about the appraisal meeting with your supervisor/ subordinate? (like it is a very formal meeting, leisure sharing?)
4. Compare with the appraisal system before (your ex-company/ before the implementation of the public sector reform) what is the major difference?
5. Which part you think it is the most meaningful for you? Share some details with us?
6. Which part your think it is the most nuisance for you? Share some details with us?
7. Do you think it will help you/ your subordinate understands more about the strengthen and weakness at your work?
8. Is it a chance that to communicate with your supervisor/ subordinate during the appraisal meeting?
9. You agree that it can treat as a “reward” or “recognition” if positive feedback is given during the appraisal?
10. Any following up meeting or training after the appraisal meeting?
11. Do you think the new performance appraisal system increase your workload or stress?
12. You think the performance management system will increase your work motivation?
13. Have you ever considered to change your job? Do you think the performance management system will works better in private sector?

Appendix 2

Abstract from Focus Group – Operation Level

Code	Indicative Quotation from focus group
Traceable record	All respondents reflect that too many information need to fill in. Most important is it is meaningless to ask how they perform for the self-assessment part as they will satisfy what they did themselves. This is just increasing their workload to fulfill the management need.
Traceable record	All reflect that the system before the public sector reform is better. The supervisor will advise their comments with a grade. Subordinates no need to take part in the marking process
Traceable record	One of the respondents said that he needs to answer for 35 questions about his work in the annual performance review and the questions are very similar, he preferred a simple and easy understanding form of appraisal. The best situation is his supervisor can work out together at the same time.
Team building/ workload overview	Two respondents reflect that they did suggested how to improve the working condition by changing the computer that can perform fast and will not hangout when too he/ she open too many working files or do some graphic work. However, they have wait for two years, the reply from supervisor is NO budget. After that they not eager to suggest too many plans for efficiency improvement.
Team building	All reflect that they have the strategy of "saying less, doing less" They will avoid too many opinions hence increasing their own workload.
Team building	One of the respondents say that talk less to end up the performance review section is the most secure way to let the supervisor figure out he feel unsatisfied with his working condition.
Team building	All respondents agree that the performance review meeting is a kind of time wasting as most of the time they are keeping silent and listen to their supervisor word.

Code	Indicative Quotation from focus group
Team building	Two respondents express that organization already have a well planning for all stuffs, interevent too much will make the supervisor dissatisfaction. In addition, most of the department have the standard procedure and work format, it is not easy and not authorize to change. It is better to keep the current workflow rather than request on change.
Team building	Two respondents express that all their work are routine work and not related to decision making. They are unable to contribute too much on the efficiency enhancement. The best they can do is to follow the instruction given by the supervisor. It is no meaning for them to give too many comments on other non-work relate aspect.
Workload	All respondents express that it is too time consuming to fill in the performance review form and having a long meeting with supervisor for performance review.
Workload	1 respondent express that they are not strong in expression, especially if the information needs to write in English. It doubled up the time as need to think and check out how to express.
Workload	All respondents reflect that they not eager to reflect the difficulties in their routine work and they think it will let the supervisor think they are incapable.
Reward/ Recognition	2 respondents express that all the marks are 3 (full mark 7) and they did discuss with teammates nearly all around the marks 3-5, therefore it is natural to all until you are very bad. Cannot treat as a recognition of work.
Reward/ Recognition	All respondents mentioned that extrinsic reward, therefore salary increment and promotion is the only reward to recognize their good work.
Reward/ Recognition	All respondents agreed that performance review is a necessary process for continuation of employment contract
Eagerness to work	All respondents agreed that the PMS given a clear KPI for them, they will work just based on KPI.

Code	Indicative Quotation from focus group
Quit Job/ Change Job	All the respondents express that they will not consider quit the current job due to the PMS. However, if the mark of the PMS is low, they will consider change the current job as it reflected that their supervisor dissatisfied with their performance.

Appendix 3

Abstract from Focus Group – Middle Management

Code	Indicative Quotation from focus group
Traceable record	All respondents agree that the questions in the questionnaire provide a guideline and pathway for discussion.
Team building/ workload overview	All response express that they will not take any follow up action until it is necessary. For example, extreme case that need to monitor the improvement.
Team building	2 respondents agree that it is a good opportunity for them to discuss with individual teammates regarding the direction of work and general discussion on their work
Team building	1 respondent reflect that it is a good chance for his subordinates to talk with him. He expresses that he is too busy during the office hour and seldom have room for his team to talk to him for the topics that is not an ad hoc issue.
Team building	2 respondents express that during the performance review meeting, it is a good platform to have discussion with their subordinate about their career expectation and any difficulties in the current job
Team building	All participants agreed that is necessary to go through the performance appraisal and discuss for the future work plan, the PMS did contribute to team building
Team building	Two respondents express that as the marks in PMS will affect the contract continuation and the % of salary review, it will enhance the motivation of the subordinates
Team building	All respondents agree that the PMS provide a systematic platform to have a quick understanding the strength and weakness of the subordinates.
Workload review	1 respondent said that the PMS gave an overall picture of the workload distribution, it will let him to have a regular review on the workload and the team efficiency.

Code	Indicative Quotation from focus group
Workload review	2 respondents think that the PMS quantify the workload of the subordinates, it is easier to judge if some subordinates are overload, some are low loading.
Strategy planning	All respondents agree that the PMS helps for training plan. Data will reflect the previous training is helpful for work or not, it can be reflected in the work performance of the subordinates. In addition, during the performance review, subordinates can suggest the training they eager to take. It is a valuable reference.
Workload review	All respondents reflect that it is absolutely increase the workload as they need to go through the performance record with subordinates one by one regularly. Tightly the performance record and report to the senior management.
Reward/ Recognition	All respondent agreed that if they give a high mark in performance review, it is a kind of recognition of his/ her good work.
Eagerness to work	2 respondents indicate that the PMS will increase the eagerness to work better to the subordinate as there is a clear bench marking scheme.
Quit Job/ Change Job	All respondents think the PMS is NOT the major consideration that the subordinates will leave the organization. But it is an alter for the subordinates who get a low mark will consider leave as this might upset him/ her or reflecting some incapability.

Appendix 4

Abstract from Focus Group – Senior Management

Code	Indicative Quotation from focus group
Traceable record/ Strategy planning	One respondent mentioned that the pre-set questionnaire actually is some area that the management eager to know and investigate. It will provide a traceable record for future and it is useful training material for newly appointed management team. Two other respondents agree this view
Traceable record/ Team building	The questions stated in the questionnaire provide a framework to start the conversation on the performance review meeting. Another respondent agree that it is a good starting point of the conversation
Team building	Two respondents mentioned that the performance management system provided a platform for management to understand the subordinates working performance, strengthen and weakness
Team building	One respondent express that it is a good opportunity to talk to the subordinates, especially important to talk to junior staffs.
Team building	One of the respondents said that it is a opportunities for supervisor to express their expectation and the area that his/ her subordinates to improve.
Team building/ KPI	One of the respondents who is the department head of the research institute mentioned that he expected the front-line manager will follow up with individual subordinate to ensure improvement is made and improve the quality of communication.
KPI	Three of the respondents agreed that the performance management system provide a good bench marking to compare the performance among subordinates. All the respondents agree that it is the most important and valuable part for the PMS
KPI	All respondents agree that the performance management system is a good reference and indicator to adjust the KPI for the service quality. The KPI will be reviewed and adjusted based on the capability of the team.

Code	Indicative Quotation from focus group
KPI	All respondents prefer the new performance management system in NPM rather than the one under Public Administration as the involvement of subordinates is more and it is more reflecting the actual case.
KPI/ Strategy planning	Two of the respondents mentioned that the performance management system under NPM is better and provide more information for people management as it can tailor made by the needs on each service department,
Strategic planning	One respondent mentioned that the performance management system can get a full picture on the capability of the existing human resources that is useful for strategic planning
Strategy planning	One respondent express that it is a good reference for an overview on the current human resources allocation to design the future human resources allocation
Strategy planning	Two respondents express that it is a good information for budgeting on staffs planning. Like do the team need to increase headcount if it is overload.
Strategy planning	All respondents agree that the performance management system allow management gets a brief idea on the weakness of the team and arrange proper training. One respondent share that she has the experience that one of the subordinate' s complaint it is nuisance to send out the promotional material and occupied her lots of time. The immediate supervisor figures out that the subordinate is weak in MS office function, after the proper training course arranged, she able to handle mail merge individually and the formula for Excel
Strategy planning	All respondents agree that the performance management system provide a quantified information that if the subordinates are worth to be promoted.
Workload review	Two respondents mentioned that the performance management system is a good indicator to reflect if any individual is overloading or underloading. It helps management to fairly allocate the job

Code	Indicative Quotation from focus group
Eagerness to work	All the respondents believe it will increase the motivation of the subordinates as no contract continuation if the performance is poor.
Reward/ Recognition	All the respondents believe if the subordinate get a high mark in the performance review, it is a kind of recognition of his/ her good work.
Reward/ Recognition	One respondent share her experience, when she review on of the subordinate performance appraisal she find that the colleague is good at event organization, her supervisor gave a very good comments on her performance in that area expressing her ability in communication, but that colleague have a relatively low mark on her documentation work, not good at clerical support. After reviewing the performance report, management decided to shift her job natural from clerical support to even management. One year after, the colleague performs very well and reflected in her performance report that she did enjoy the work compare with previous years
Quit Job/ Change Job	All respondents express that the new performance management system will not cause the subordinates to quit the job as the job nature in public sector is totally different from private sector.

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Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

SBPD7002 QUALITATIVE RESEARCH

ASSIGNMENT PART 3

PRESENTATION

PRESENTED BY: STEPHANIE S.Y. YEUNG
STUDENT NUMBER: 1812880



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

SBPD7002 QUALITATIVE RESEARCH

RESEARCH QUESTION :

**DOES THE CONCEPT OF PERFORMANCE MANAGEMENT SYSTEM IN THE
PRIVATE SECTOR IMPROVE THE PUBLIC SERVANTS' MOTIVATION?**

PRESENTED BY: STEPHANIE YEUNG
STUDENT NUMBER: 1812880

Does the concept of performance management system in the private sector improve the public servants' motivation?

Aim and Objective

- To evaluate the difference in employees' attitude towards the new performance management concept under NPM and traditional way under public administration.
- To evaluate if performance management will let public servants provide a platform for leader members exchange and improve the level of understanding of the organizational goal and strategy.
- To investigate if the performance management system will be treated as a recognition of employees' performance.
- To investigate the performance management system is a tool to let management/ supervisor understand more about subordinate's strength and weakness.
- To figure out if the performance management system can be a good reference index for planning the employees' training.

Does the concept of performance management system in the private sector improve the public servants' motivation?

Literature Review:

Performance Management System (PMS)

- The Concept of Performance Management System
- The indication on PMS.

Key Performance Indicator (KPI)

- The indication of KPI

Motivation Theory

- Two Factors Theory

Does the concept of performance management system in the private sector improve the public servants' motivation?

Concept of New Public Management

- Introduced in 80's from UK and Australia
- Implementation of managerialism
- Focus on efficiency and client satisfaction instead of red tapes
- Performance Management system focus on interactive between supervisor and subordinates and the system is learnt from private sector.

Research Philosophy:

Ontology (Relativism)

- The Performance Management System for different people is different even under the same organization, we are going to understand more about the performance management system in different perspective with different employees in different levels.
- The research is going to figure if the public servant have the same effect of the PMS as employees work in private sector.

Does the concept of performance management system in the private sector improve the public servants' motivation?

Research Philosophy:

Epistemology (Emic)

- We are adopted a focus group with the public servants in different work levels. By conversation and observation to analysis if PMS able to improve public servant motivation.

Methodology:

Grounded Theory

- Grounded theory is applied in this research
- It explores social phenomena through the development of theoretical explanations that derived from the practical experience of study participants.

Method

- Focus Group

Does the concept of performance management system in the private sector improve the public servants' motivation?

Purposive sampling method is applied in this study and the information is collected by focus group.

	Operational Level (Research assistance/ clerical support)	Middle Management (Project officer/ executive)	Senior Management (Project Manager/ Consultant/ Research Fellow)
Focus Group 1	4	0	0
Focus Group 2	0	4	0
Focus Group 3	0	0	3

Fifteen respondents who are employees of one of the local universities in Hong Kong are invited for focus group, final eleven of them attended the focus group. The overall participants sample show as the following table

Does the concept of performance management system in the private sector improve the public servants' motivation?

Sample Category

Operational Level: Entry level position in the organization, the employees at this level will work under supervision on routine tasks. Normally, no subordinates for this level and employees' performance appraisal will be done by immediate supervisors.

Middle Management: Employees at this level normally have extensive involvement in day-to-day operation and have authority on ac-hoc daily operational problem. For example, approve the purchase of office equipment under certain amount say HKD5,000.00, the approval on level application of the subordinates at operation level. Employees at this level responsible for judging the performance of their subordinates and their performance will be reviewed by senior management. This group of employees are the one review their subordinates and reviewed by their supervisors.

Senior Management: The population is least at this level, they are the employees monitor the whole organization; making the strategic plan and financial planning. Normally they will overlook all the performance appraisal for all employees to make the strategic and training plan.

Does the concept of performance management system in the private sector improve the public servants' motivation?

Something about the focus group:



- The focus group was conducted on 4th October 2019 in the common room of the local university.
- 13 Semi-structured questions were desired for this research; the questions are open-ended questions that allow interactive discussion among respondents and researcher.
- The invitation of the focus group where sent via e-mail together with the consent form.
- The consent form declare that the study is for academic research only, all data will not disclose to their supervisor nor the organization. The signed consent form are advised to return to the researcher on the day of the focus group.
- All the data will be kept in an anonymity way, the data will be collected and handled by the researcher herself only.(Crewell & Poth, 2018)
- Recording process is done by voice recording and written notes.
- All the data collected will be destroyed or deleted once the marks of the assignment is announced.

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Focus Group:

- One brief session (around 3 minutes) is given, it is provided to respondents to understand more about the purpose of study and provide an interactive session for enquire on the study.
- Confirm with respondents all the finding will not be published or disclose to individual who are not academic staffs or classmates of UWSTD.
- The signed consent forms are collected after the briefing session and the researcher will photocopy the consent form to the respondents by hand after conducting the focus group.
- All the respondents agreed to have voice recording for researcher in the coding process.
- The sequence of the focus group: Group 1 - operational level ➔ Group 2 - middle management ➔ Group 3 - senior management.
- The average time for each focus group is around one and a half hour.

Does the concept of performance management system in the private sector improve the public servants' motivation?

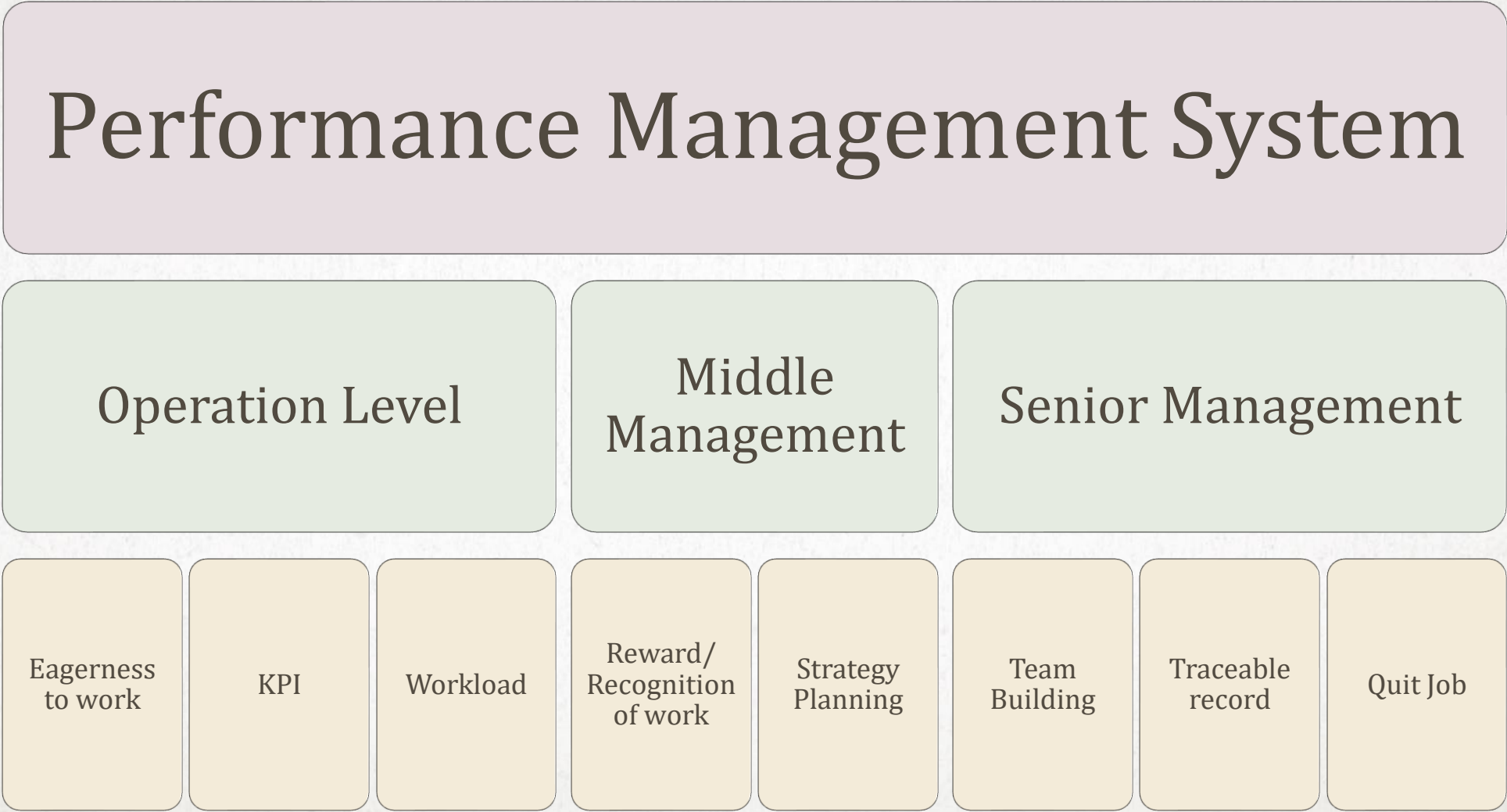
Questions for the semi-structured focus group

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13. Have you ever considered to change your job? Do you think the performance management system will works better in private sector?

Does the concept of performance management system in the private sector improve the public servants' motivation?

Findings

Tree
Diagram



Does the concept of performance management system in the private sector improve the public servants' motivation?

Findings:

- There is a big gap between management and operational level about the score or the comment in PMS as a recognition of work.
- In the level of management, PMS treated as a significant reference for strategic planning
- In the level of operation, PMS is a kind of unpleasant workload
- Important finding: The employees in operational level not too eager to sharing the actual situation of work and comment. It will lower the level of significance for future strategic and training planning
- Important finding: The employees at management level adopted the concept of NPM and targeting at result orientated while the operational level eager to keep the classic public administration stick on procedure orientated.
- Future scope for further research: The key factors to alliance the management and operational level of employees about PMS. LMX is one of the possible directions.

Does the concept of performance management system in the private sector improve the public servants' motivation?

Reflection:

- If possible, try to have an even distribution on gender, two focus groups only have 1 male, in some area, the gender majority will affect the degree of participation.
- Besides the working level, the year of tenure need to consider in this case, as 1 respondents of each group only serve in public sector do not have experience with the PMS under the era of public administration. Need to consider the condition for the purposive sample.

Limitation for this research:

- The spectrum unable to reflect all the real situation of the public sector in Hong Kong as the samples are draw from one local university only.
- Different job nature e.g. health care setting with different culture will have different view with the educational sector.
- An extensive information research on the PMS in different public sectors will increase the significance of the research.