

# **Assessing Performance Management Systems' Efficiency in Local Government Greater Amman Municipality As A Case Study**

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## **1.1 Introduction**

Municipal performance management has seen a sea change in the way it was conducted through classic systems of bureaucratic systems based on procedural adherence to modern systems based on the outcomes, public happiness and learning in the organization. This phenomenon demonstrates local responsiveness of the situation of governance and indicates general trends of the development of the state administration. The municipalities also tend to face implementation challenges of institutional capacity, organizational culture, and staff involvement, limiting the effectiveness of systems, and affecting service delivery outcomes, despite official support of modern performance structures.

This research examines the performance management systems of GAM within the peculiarities of its organizational context by examining implementation processes, motivating forces and cultural factors that influence the efficacy of the system across departments. The research develops a comprehensive understanding of the dynamics of performance management within the municipal government by looking at the relationships between the formal frameworks, implementation strategies, and organizational outcomes. Such a holistic approach builds some handy insights in the promotion of improvement of the municipal government as well as bridging important research gaps on the application of performance management to the administrative situations in the Middle East. The findings contribute to our theoretical insights on the performance management within the public sector and our actual knowledge on the topic of administrative change within municipal system of governance.

## **1.2 Background of the Study**

### **1.2.1 Greater Amman Municipality Background**

Greater Amman Municipality is a special urban administration in the Middle East because it began as a small city administration, but over time, it expanded to become a metropolitan organization with the responsibility of managing one of the fastest-growing urban centers in the region. The rapid development of Amman has transformed it into a large metropolis having a population exceeding four million people of diverse geographical features. Due to this tremendous growth, GAM has been forced to continually transform its institutions so that it can deal with increasingly complex urban problems. The municipality is facing the problems of population growth, availability of resources, and social changes, and needs to balance its conventional administration functions with innovative approaches to urban government (Abu-Dayyeh, 2024). This regional and demographic condition is what gives rise to a unique operating environment in which performance management can be utilized.

More recent reform initiatives aimed to enhance institutional effectiveness and efficiency in service delivery along with more traditional elements of bureaucracy could be considered in the organizational structure of GAM. The municipality is managed in a hierarchical system under the council and headed by the mayor who is assisted by specialized departments that deal with social services, infrastructure, urban planning, and environmental management. Implementation remains patchy in most municipal departments but recent attempts at restructuring have aimed at streamlining operations and the integration of modern management practices. Organizational assessment research reports that traditional administrative practices continue to affect institutional culture and level of operation, despite the inclusion of contemporary managerial concepts through reform programs (Abdel Jawad, 2022). The availability of possibilities and challenges associated with this hybridity of organizations makes the implementation of a performance management system a challenging task.

The municipality exists in a special political economy that is shaped by both neoliberal urban policies and foreign development relations as well as centralized system of governance in Jordan. Operating within the national systems of policy and maintaining the links with the institutions of royalty, GAM is characterized by high levels of administrative freedom. The financial resources would provide a complex fiscal environment in terms of operational planning, as the central government transfers and local revenue generation would contribute to it. Research asserts that such political-economic environment significantly influences the process of municipal administration, the priorities of resource allocation, and decision-making (Bataineh, 2022). The relationship between the national supervision and the local autonomy determines the parameters within which the performance management systems are to operate.

### **1.2.2 The Municipal Performance Management Challenges**

Cultural variables, through their influence on improvement projects, feedback systems, and assessment procedures within the organizational environment of GAM, affect the performance management success to a substantial degree. The contemporary performance methods that are characterized by the reference to the results and continuous improvement may conflict with the administrative cultures that are characterized by the focus on hierarchy and adherence to the procedures. Studies of the management control processes in organizations in the Middle East reveal that collectivism, power distance, and uncertainty avoidance are cultural dimensions that determine the nature of performance systems utilization and implementation (Alsharari and Aljohani, 2024). These cultural aspects are manifested in assessment processes that may elevate social peace over significant performance assessment, and establish barriers to free feedback processes that are required in organizational learning.

Performance systems offer special challenges when administering human resources because of the limitations in the techniques of evaluation, development linkages and alignment of incentives. No relationship is present between the results of the evaluations and valuable developmental opportunities in the profession, and the existing employee assessment procedures often focus on the procedural adherence rather than the final achievement. A study on the HRM practice in Jordan has shown constant gaps in career development options, performance-driven reward structures, and people management models that would facilitate effective performance cultures (Mohammad and Darwish, 2022). These human resource constraints affect the trust of employees in the performance system and limit the capacity of the organization to translate the outcome of the assessment into operational improvements.

Technical problems in measurement significantly affect the performance management since it becomes hard to develop meaningful indicators, collect reliable data and perform efficient analysis of the information on all the activities of the municipality. The quantitative problems are unique to GAM because they measure service quality, social consequences and long-term effects that cannot be readily identified using quantitative indicators. The lack of research on performance assessment tools in poor countries is accompanied by recurrent issues with measurement validity, relevance to the context, and consistency in the application of these tools, which undermines the quality of results (Na-Nan et al., 2022). These technological measurement limitations are crippling the accountability systems and evidence-based decision-making processes on which strategic municipal administration is founded.

### **1.2.3 Regulatory and Policy Framework**

The national legislative framework of Jordan through a number of legislative tools that define the institutional roles, operational boundaries as well as accountability mechanisms provide the necessary legal basis of municipal governance and performance management in the Greater Amman Municipality. The legal identity of Local Governments Municipalities, their territorial boundaries, and their internal systems of governmental structures, including council make-up, mayoral authorities and administrative structures, are determined by law and its subsequent amendments. Although there are specific stipulations which recognize the special position of the city of Amman as the capital city with augmented responsibilities and jurisdiction, the same national laws form the fundamental legal system upon which GAM operates. Surveys examining the administrative changes in Jordan reveal how this legal structure is focused on establishing primary performance benchmarks to the municipal operations and balancing operational independence and the monitoring of the central government (Todd, 2022). This legislative base defines the institutional identity and scope of operation of GAM.

Decentralization policies have a significant influence on the regulatory environment of GAM through policies that aim to redistribute part of the decision-making authority of the federal government on local units and establish new accountability frameworks. Recent decentralization efforts have created new tiers of government like governorate councils with oversight responsibilities which can liaise with local authorities. These changes along with new reporting requirements and performance standards of municipal operations also alter the administrative relationships between the country and municipal levels. The studies on the Jordan decentralization design indicate that the implementation paths due to political factors have led to complex governance systems that affect the municipal performance systems with overlapping powers and reporting relationships (Karmel, 2021). These dynamics of decentralization complicate the implementation of performance management.

Administrative control systems that are in place by the legislation of the country play a significant role in the performance oversight systems by having specialized authorities that carry out the responsibility of having an eye on the management of finances, effectiveness in the conduct of operations and compliance of procedures that occur in institutions of the states, including the municipalities. Jordan Administrative Control Bureau, Audit Bureau and Integrity and Anti-Corruption Commission perform diverse oversight functions through regular audits, special investigations and compliance requirements, which affect municipal activities. Research on these control authorities indicates their evolving roles in advancement of sustainable development by enforcing accountability and monitoring performance (Al-Billeh et al., 2023). These oversight bodies act as major external impacts on performance management of municipalities through their regulatory enforcement and assessment activities.

### **1.3 Problem Statement**

Though the Greater Amman Municipality has already introduced the performance management systems, between the formal structures and informal performance, there are still huge gaps which complicate the realization of the desired governance outcomes. Even though GAM has developed formal elements of performance measures, the research has demonstrated that these systems often do not fully incorporate themselves into decision-making and organizational culture (Abdeljawad and Nagy, 2023). New concept of performance management whereby emphasis is put on the result, as opposed to adherence to procedural mannerisms, is incompatible with the persistence of traditional administrative methods. As Mahmoud and Othman (2023) state, the performance systems within the public institutions in Jordan tend to act as an administrative activity rather than a strategic management tool that limits their capacity to promote organizational growth and quality of services.

The high rate of urbanization, population changes and shortage of resources have complicated municipal government in Amman and therefore, it is important to apply flexibilities in running the government using frameworks on good performance. However, current structures have poor coordination with strategic objectives and unbalanced departmental performance (Arabeyyat et al., 2024). Because the lack of coordination between the working processes and the formal performance systems, other systems have been developed where the informal evaluation processes can exist with formal ones. Such deviation impedes using performance data, as well as limits the use of feedback in decisions. Kalaldehy and Tarawneh (2025) indicate that the digital transformation of performance systems remains incomplete as there are still significant gaps in data integration and analytical ability.

Studies indicate that sufficient associations between assessment processes and efficient professional growth/recognition programs are lacking, and as a result, the motivation of employees is one of the key spheres where performance management systems demonstrate peculiar flaws. Mor, & Ravindra, (2023) indicate that performance appraisals are common in Jordanian state sector businesses that lack equivalent incentives systems or career development paths that would accommodate performance improvement. This motivational gap causes employee disengagement in formal assessment processes, and deterioration in corporate adherence to performance objectives. Unless they take into consideration motivating factors, then the performance systems will not be able to facilitate the behavioural changes that are necessary to enhance the organization.

### **1.4 Research Objectives**

1. To examine the correlation between employee motivation variables and the performance management performance in the organizational environment of GAM.

## 1.5 Research Questions

1. What is the correlation between factors that can motivate employees and performance management effectiveness in GAM?

## 1.6 Scope of the Study

In a bid to give a detailed image of efficacy of implementation, the study examines numerous performance management dimensions, including technology systems, processes, philosophies of leadership and employee experiences. The approach of multifacetedism acknowledges the fact that performance management is a multifaceted concept that includes organizational culture, motivational variables, and institutional procedures, which have an overall impact on system effect beyond technical assessment (Al Naimat and Liang, 2023). The paper examines both formal and informal evaluation processes and recognizes the fact that informal evaluation procedures often co-exist with formal systems and can have a tremendous effect on operational outcomes and organizational behavior.

The research examines the performance systems at three levels of government namely departmental evaluation systems, which measures unit achievements; individual evaluation processes which measures contributions of the employees; and institutional performance systems which measures the success of the entire city. Though the implementation success can often vary between the levels of governance, this multi-level strategy recognizes the integration of the performance of the various organizational levels (Al-Zu'bi et al. 2023). In a review of such connections, the paper identifies inconsistencies in the alignment between departmental priorities, institutional objectives, and individual evaluation that affect the level of soundness and effectiveness of the system in general.

## 1.7 Significance of the Study

The research has practical implications on the municipal managers through its comprehensive analysis of the present performance management systems and where specific areas of improvement are identified that cater to both the organizational and technological factors. The research develops strategic recommendations that may enhance the performance system effectiveness and connection to organizational processes through examining implementation challenges across the departments and identifying effective practices at some of the units (Alkilani, & Loosemore, 2022). These practical lessons contribute to the evidenced-based decision-making regarding the development of performance systems, resource allocation and capacity-building initiatives addressing the identified barriers to implementing the local governments.

The analysis of how Institutional structures, governance relations, and regulatory systems influence the adoptions of performance systems in complex municipal settings in the study indicates policy significance. Using the way national policies are applied in local government practices the study identifies structural factors that enable or hinder the process of decentralized administrative systems performing efficient performance management (Tbaishat, 2021). These observations can be used to design policies to do with accountability practices, performance norms, and municipal governance models that are more responsive to the realities of operations and can promote the agendas to improve the state of public service at every level of government.

## Literature Review

### 2.1 Introduction

The chapter is structured in such a way that it progressively builds up understanding as it advances with the theories to practical implementation. It begins with the analysis of theoretical premises of contemporary strategies of municipal performance management, including the institutional theory, the stakeholder theory. These theoretical positions provide opposing perspectives in relation to which it is possible to study the establishment, growth, and functioning of performance management system in a complex urban environment with numerous stakeholder interests and institutional pressures.

The chapter also examines real research on many key areas of municipal performance management after considering the theoretical basis. The creation and application of key performance indicators to urban contexts, stakeholder interaction methods in performance analysis processes, application of technology to performance management, case studies that demonstrate real-life implementation of the performance management system, and experience analysis of the implementation of performance management systems is

all this. This is empirical research indicating trends, barriers, and success factors influencing the effectiveness of performance management in a number of municipal settings.

## **2.2 Empirical Literature**

### **2.2.3 Performance Evaluation Stakeholder Engagement**

Being a strategic advantage that enhances the quality of assessment and the effectiveness of the implementation, and a procedural requirement, stakeholder participation has emerged as an important part of the successful performance evaluation within the municipal government systems. Organized stakeholder participation strategies are also finding their way into the municipal performance review processes and turning previously technocratic processes of assessment into a cooperative governance effort. These participatory approaches accept that measuring performance in civic contexts may involve passing of value judgments that make reference to a diversity of opinions and domestic experience. As Ndoko (2021) notes, high levels of stakeholder participation in the process of municipal planning generate contextually more relevant performance measurements and increase the validity of the findings of subsequent analyses. With this participation, measurement systems are created that more adequately reflect the interests of communities and make performance data more useful in the complex municipal decision-making environment.

The participatory and representational approaches should be put into a serious consideration when integrating the views of stakeholders in the performance evaluation systems. Asantewaa (2021) demonstrated that inclusive participatory approaches are very effective in enhancing the quality and utilisation of performance data in terms of identifying key success factors in engaging stakeholders in the monitoring and evaluation of infrastructure projects. Based on their study, the approaches to engaging stakeholders should be within the scope of a compromise between the level and scope of involvement when coming up with the mechanism that would consider a variety of perspectives without being unrealistic due to the constraints of municipal resources. Connecting resource allocation choices and the results of performance in transparent evaluation arrangements, participatory performance evaluation creates accountability feedback loops that enhance municipal governance in the context of the analysis of stakeholder engagement practices in the process of the creation of local budgets conducted by Nunoo (2021).

Effective stakeholder management techniques have a substantial effect on the quality and the impact of the performance assessment systems in the municipal contexts. The correlation of stakeholder management strategies and the project performance outcomes has become evident by showing that the municipalities that implement systematic stakeholder engagement strategies are rated higher on a variety of assessment parameters (Kiongo, 2023). Their findings allow noting the importance of carefully designed stakeholder mapping processes that help to determine a number of stakeholder categories with diverse interests, levels of impact, and information needs to assess municipal performance. Through the examination of the stakeholder expectations regarding municipal project management offices, Mothowamodimo (2023) helped us gain better insights. He indicated that to ensure that the performance evaluation frameworks are still relevant in the municipal stakeholder ecosystem, the frameworks have to consider the multiple evaluation priorities and information requirements of different stakeholder groupings.

### **2.2.4 Incorporation of Technology in the performance management**

The integration of technology in performance management within municipal government has brought about a radical change in the system, which has created new hitherto unexplored options of data collection, data analysis, and visualization to enhance efficiency in operations and decision making. To enhance the system of performance management, modern cities get increasingly interested in digital platforms, automation tools, and analytical technologies. They are also abandoning paper-based reporting systems and the digital ecosystem that enables them to have responsive governance and live monitoring. As Jaramillo (2023) explains, municipalities that implemented comprehensive data governance systems achieve significant benefits in cross-departmental collaboration, effectiveness of reporting, and accuracy of performance monitoring. These technology advances mean that municipalities can now develop more elaborate performance measures, reliable data collection systems and navigable dashboards that can democratize performance information to stakeholders and organizational hierarchies.

Smart city technologies have provided new opportunities to the municipal performance management by enhancing the extent and depth of already existing performance information. Itair (2024) reviewed how

intelligent technology and participative scientific approaches can be leveraged to respond to the complicated urban issues by enhancing monitoring capacities that deliver performance feedbacks that were inaccessible before. Their article established the ability of rich data ecosystems created by sensor networks, Internet of Things (IoT) deployments and citizen reporting applications to enable more advanced performance assessment in a variety of municipal service sectors. Similarly, Zaman et al. (2024) reviewed the development of IoT-based smart cities, highlighting the fact that networked infrastructure technologies create continuous data streams to convert regular performance audits into living monitoring systems capable of identifying new issues with service delivery before it becomes severe enough to require expensive remedies.

The advanced analytical capabilities are one of the technical features of the municipal performance management systems that are highly revolutionary. Nilashi et al. (2023) demonstrated that in their exploration of the impact of big data and predictive analytics on waste management performance, municipalities with advanced techniques of analytical tasks achieve superior operational outcomes through the distribution of resources and application of proactive intervention strategies. Based on their research, municipalities can shift towards the reactive models of performance management to the anticipatory models of governance that can identify potential issues with performance before they lead to service failures due to the predictive ability. Such competencies are especially applicable in municipal environments that have scarce resources, where narrow-based interventions achieve the best utilization of limited resources by addressing emergent performance problems early, when the cost of remediation remains very low.

## **2.3 Theoretical Literature**

### **2.3.2 Organizational Performance and the Institutional Theory**

Institutional theory is another theoretical framework that could be applied to understand the performance of an organization through normative, regulatory and cultural-cognitive-based mechanisms of analysis of the influence of institutional environments on organizational structures, practices and performance management strategies. Institutional theory focuses on how firms implement some practices to receive legitimacy in their institutional environments, and places legitimacy first over technical efficiency, unlike performance-focused theories, which focus more on efficiency and effectiveness. This school of thought takes into consideration that organizations operate within complex institutional spaces, which are characterized by shared meanings, formal and informal conventions and presumption that transcend the issue of logical efficiency to influence organizational decisions. By demonstrating how the institutional theory might be used to explain the adoption of performance management practice as reactions to the institutional pressures instead of being solely rational efficiency-seeking actions, Aljaber (2024) provided valuable information about the reasons why organizations follow the similar structure regardless of the varying context of the operations.

Regulatory institutional forces play a significant role in the implementation of performance management in cases of municipal governance. Mathias (2023) in his research on the role of institutional factors on the performance of public procurement in state enterprises discovered that formal requirements, established by legislative systems, directly affect the design and implementation of performance monitoring systems. Their research revealed that regulatory compliance is often the primary motivator of the implementation of performance systems which may at times override the focus on technical efficiency in the initial stages of implementation. This institutionally motivated adoption puts the applicability of the institutional theory in the determination of what seems to be an inconsistency between apparent implementation of formal systems and the actual performances outcomes since they generate performance structures that are compliant with the regulatory provisions without necessarily ensuring optimal operations. This insight is one of the reasons as to why it is often so easy to find towns maintaining sophisticated performance systems that are seldom applicable in the decision making of operations.

Mimetic institutional processes can further be used to explain the adoption patterns towards performance management systems in the municipal context particularly during uncertain times. Ngo (2023) in her study of environmental management practices in Vietnamese SMEs demonstrated how companies that face uncertainty usually take the approaches of their perceived successful colleagues instead of personally assessing their effectiveness. Johnsen et al. (2024) observed similar mimetic patterns in the design of municipal performance management systems, where organizations faced with uncertainties of implementation rely on ready-made measurement frameworks of presumably successful municipalities rather than designing context-optimal strategies in their investigation into the relationships between strategy

formulation and the design of performance measurement systems. In spite of the significant variations in the strategic purposes and the challenge of operation, this mimetic aspect helps to clarify the tendencies in the performance management standardization within municipalities.

## **Methodology**

### **3.1 Research Design**

The study adheres to a pragmatic philosophical paradigm, which recognizes that integrating methodological techniques yields useful answers to research issues (Morgan, 2014). This paradigm acknowledges that knowledge is both created and grounded in the actual environment in which individuals live. Without the time limits of longitudinal research, cross-sectional data gathering takes place over a four-month period to provide a glimpse of current performance management techniques. To thoroughly describe the efficacy, efficiency, and perceived worth of current systems while pointing out possible areas for development, the design combines descriptive, correlational, and interpretative components. This multifaceted strategy guarantees thorough coverage of both subjective stakeholder viewpoints and objective performance metrics.

### **3.2 Population and Sampling**

All Greater Amman Municipality employees, representing a range of departments, levels of hierarchy, and years of service, make up the research population. This comprises about 23,000 workers in 22 administrative districts, including frontline personnel, supervisors, middle managers, senior management, and technological specialists. A thorough understanding of how performance management systems operate in various organizational contexts within the municipality is provided by this diversified population (Al-Qudah et al., 2020). Understanding how performance systems ripple across the municipal structure and how policymakers and implementers may differ in how they are implemented requires taking into account a variety of organizational levels.

To guarantee representative data collection, a sampling strategy with many stages is used. The population is first separated into discrete organizational strata (departments and hierarchical levels) using stratified random sampling. To ensure representativeness, proportionate samples are then taken from each strata. Using Krejcie and Morgan's (1970) approach, a sample size of 200 respondents with a 95% confidence level and a 5% margin of error is established for the quantitative component. Purposive sampling is used to choose 25 key informants with specific expertise in municipal performance systems for the qualitative phase. These individuals include department heads, performance management experts, and human resource managers. In addition to avoiding selection bias, this combination of probability and non-probability sampling strategies increases statistical validity and information richness (Etikan et al., 2016).

### **3.3 Data Collection Methods**

Several techniques are used in the data gathering procedure to obtain thorough information on the performance management systems of the municipality. The 378 randomly chosen municipal employees are given standardized questionnaires to complete in order to gather primary quantitative data. To provide for workers' varied degrees of digital access and choice, these surveys are distributed both electronically (via secure institutional email) and on paper. To increase response rates, the survey is implemented using Dillman's (2014) Tailored Design Method, which calls for pre-notification, many follow-ups, and unambiguous confidentiality guarantees. In order to analyze the potential effects of these characteristics on views of the efficacy of performance management, demographic information such as department, job level, years of service, gender, and educational background are gathered.

Depending on participant availability, semi-structured interviews with the 25 purposively chosen key informants are either performed in-person or by secure video conferencing as part of the qualitative data collecting process. Every interview is audio recorded with consent and lasts between sixty and ninety minutes. The interview methodology allows for freedom to explore new subjects while covering specified themes. In order to record group dynamics and collective insights, representatives from various organizational levels also participate in three focus groups, each with eight to ten members (Krueger & Casey, 2015). These conversations make it easier to examine points of agreement and disagreement about performance management procedures. Each focus group session follows a pattern of guided conversation and lasts around two hours.

### **3.4 Data Analysis Techniques**

The methodical process of quantitative data analysis starts with data preparation, which includes coding, cleaning, and missing value screening. Central patterns and distributions of responses across performance management dimensions are characterized by descriptive statistics such as means, standard deviations, frequencies, and percentages. Depending on the features of the data distribution, inferential statistical studies use both parametric and non-parametric tests. Disparities in perceptions between departments and organizational levels are examined using independent t-tests and one-way ANOVA. While component analysis validates the measuring scales' basic structure, multiple regression analysis explores the connections between demographic factors and the perceived efficacy of performance management systems (Field, 2018). SPSS version 28.0 is used for all statistical analyses, and significance thresholds are set at  $p < 0.05$ .

The six-step framework developed by Braun and Clarke (2006) is used to thematically analyze qualitative data: becoming acquainted with the data, creating preliminary codes, looking for themes, evaluating themes, identifying themes, and creating the report. To enable methodical coding and theme development, verbatim transcriptions of focus group and interview recordings are loaded into NVivo 14 software. Both inductive coding, which lets themes arise from the data, and deductive coding, which is based on the theoretical framework, are used. Three cycles comprise the coding process: open coding at the beginning, focused coding to find patterns, and theoretical coding to determine how categories relate to one another (Saldaña, 2021). In order to find trends in policy and practice documentation, document analysis employs qualitative content analysis techniques, methodically classifying textual data.

### **3.5 Ethical Considerations**

Strict ethical guidelines are followed in this study to safeguard the rights and welfare of participants at every stage. Both the Greater Amman Municipality's study authorization committee and the university's Institutional Review Board provide thorough ethical approval before work may begin. The Belmont Report's emphasis on beneficence, fairness, and respect for humans (National Commission, 1979) and ethical concepts from the American Psychological Association's ethical guidelines are included into the study design. A key component of the ethical framework is informed consent, which requires that all participants be fully informed about the goals, methods, possible risks and rewards, confidentiality safeguards, and their freedom to discontinue participation at any moment without consequence or justification. Consent forms that are available in both Arabic and English guarantee full comprehension regardless of preferred language.

All data is de-identified using coding mechanisms that isolate identifying information from replies as part of confidentiality and privacy safeguards. Only the main research team has access to the encrypted, password-protected servers where electronic data is kept. In facilities with limited access, physical papers are kept safe in locked cabinets. Protecting potentially sensitive viewpoints about organizational procedures that might put participants at risk for harm to their careers is given special consideration. Members in focus groups also sign confidentiality agreements, recognizing their need to protect the anonymity of their fellow members' contributions. In order to avoid identifying specific people, demographic data is given in aggregate form when results are reported. Extra care is used when presenting remarks made by high officials who may be recognized by their distinct positions.

### **3.6 Limitations of the Study**

Social desirability effects, which cause participants to answer based on perceived expectations rather than real experiences, can inject bias into self-reported data from surveys and interviews. Even with guarantees of anonymity, workers could be reluctant to voice concerns about the procedures their managers have put in place. Additional difficulties arise from language and cultural factors, as Arabic-English translations could miss subtle regional representations of performance notions. Participant honesty may be impacted by the researcher's status as an outside academic investigator, especially for lower-level staff members who could feel that there are power disparities in the study relationship (Creswell & Poth, 2018). Furthermore, the date of the study aligns with municipal budget planning, which may have an impact on participant availability and involvement in the study.

The study's capacity to carry out longitudinal follow-up or incorporate thorough external stakeholder viewpoints, such as those of citizens and service beneficiaries, is limited by resource restrictions. Informal behaviors that have a big impact on real performance results may be overlooked in favor of formal performance management methods. Although the sample frame is methodologically valid, it leaves out

consultants and temporary employees who might provide insightful alternate viewpoints on municipal performance strategies. Notwithstanding these drawbacks, the study's overall validity is less affected by methodological triangulation, open presentation of limitations, and careful interpretation. These restrictions also provide guidelines for further study to fill in knowledge gaps about the efficacy of municipal performance management in various settings, eras, and stakeholder viewpoints.

## Data Analysis

### 4.1 Introduction

This chapter presents the data analysis and discussion of research findings on performance management systems that are utilized by local governing bodies to improve service delivery. The chapter's three main parts are descriptive statistics, inferential statistics, and qualitative data analysis. It also offers an analysis of the study's results based on the previously assessed theoretical framework and empirical literature.

### 4.2 Descriptive Analysis

This section provides an analysis of the study's response rate, respondent demographics, and participating municipal departments. The data is summarized using means, percentages, and standard deviations. Additionally, by providing descriptive data for each topic area based on the study criteria, this section concentrates on performance management strategies and their efficacy in municipal governance.

#### 4.2.1 Analysis of Response Rate

200 participants who worked for various departments in the Greater Amman Municipality were asked to provide information for the study. Both paper and digital surveys were sent, particularly to hard-to-reach respondents. Out of the 200 questionnaires distributed, 160 (80%) were completed and returned, and 40 (20%) were not.

### 4.3 Descriptive statistics on Performance Management Strategies

The descriptive statistics provided provide light on the performance management strategies used by municipal institutions, especially in relation to addressing governance concerns during administrative changes. The strategies used by municipal departments to maintain service quality and efficiently manage their performance systems are clarified by these findings.

Table 4. 1: Descriptive statistics on Performance Management Strategies

		Mean	Std. Deviation
1	Our organization follows a balanced scorecard approach with comprehensive performance metrics.	3.99	0.532
2	We maintain benchmark standards and comparative analyses with peer municipalities.	4.08	0.734
3	Our performance targets are determined by strategic planning and stakeholder consultation.	4.18	0.624
4	We segment our performance management policies based on service categories (e.g., higher standards for critical services).	4.12	0.700
5	Our organization practices integrated performance management across departmental networks.	3.07	0.726
6	We use citizen feedback mechanisms or participatory assessment strategies in our evaluation frameworks.	4.11	0.732

Stakeholder input and strategy planning serve as the primary information sources for performance management choices in municipal organizations. With the highest mean score of 4.18, this indicates that many municipal departments rely heavily on collaborative techniques when making choices on performance management. The relatively low standard deviation of 0.624 suggests that several departments are routinely utilizing similar tactics. This emphasis on collaboration demonstrates a proactive approach to performance management, which may be particularly crucial during administrative transitions when objectives may abruptly and drastically change.

Interestingly, the data indicates a strong tendency toward upholding benchmark criteria and comparison assessments with peer towns, with a mean score of 4.08. This tactic appears to work well with balanced scorecard techniques, which also have a high mean score of 3.99. There is more variation in the way benchmarking is implemented across departments, as seen by the benchmark standards standard deviation (0.734) being higher than the balanced scorecard standard deviation (0.532). Variations in analytical resources, data availability, or assessment capabilities might be the cause of this variability. The scores for benchmarking and balanced scorecards are also high, indicating that municipal departments are trying to achieve a balance between comparative evaluation and thorough measurement, which is important in governance situations.

Service segmentation in performance management strategies is another often employed strategy, with an average score of 4.12. By upholding higher standards for essential municipal services, this approach demonstrates an awareness of the necessity to prioritize some services above others. The rather high standard deviation of 0.700 indicates that there could be some variation in how different departments use this segmentation, possibly due to differences in their respective risk assessments, resources, or service priorities.

Participatory evaluation techniques and citizen feedback channels also show high adoption rates, with a mean score of 4.11. This suggests that municipal agencies are interacting with residents more and more in an effort to better control performance. There appears to be substantial variation in the way these tactics are applied, as indicated by the high standard deviation of 0.732. This variability might result from differences in community features, communication routes, or methods for engaging citizens.

It's interesting to note that integrated performance management across departmental networks has a very high standard deviation (0.726) and the lowest mean score (3.07). This demonstrates that alternative ways are still more widely utilized in performance management, even though certain departments are utilizing this more advanced technique. The lower acceptance rate may be due to the difficulty of implementing such systems, a lack of funding, or the focus on other performance management goals.

These findings indicate some noteworthy advancements in municipal performance management methodologies. Strategic planning and stakeholder participation make it evident that choices are made using cooperative methods. Through service segmentation, departments are also trying to tailor their approaches while balancing comparative evaluation (benchmarking) and complete measurement (balanced scorecards). Participatory evaluation and citizen input are becoming more and more common. The differences in acceptance rates for some strategies, particularly the more complex ones like integrated performance management, suggest that there may still be space for improvement and uniformity in the Greater Amman Municipality. As departments continue to improve their performance management plans, we may see a rise in the application of these more sophisticated approaches.

The results indicate that a wide range of strategic methods are being used by municipal departments to solve performance management issues. The high adoption rates of a number of strategies demonstrate a proactive attitude to governance development. However, given administrative changes and changing public expectations, the inequalities in some sectors highlight the need for continuous learning and practice optimization for performance management in municipal administration.

#### **4.4 Inferential statistics**

Research concepts were tested using regression analysis. To make sure the data satisfied the threshold and the study's underlying assumptions, it was wise to do a number of diagnostic tests before to the regression analysis. This made it simpler to assess if the data was suitable for drawing conclusions and inferences.

##### **4.4.1 Diagnostic test**

Before analyzing the data, the regression analysis's assumptions should be verified. This aids in locating and correcting any violations of the multiple regression analysis's underlying assumptions that could result in skewed relationship estimates, inaccurate regression coefficient precision calculations, and poor confidence level selection. Before analyzing the data, the researcher checked for homoskedasticity, linearity, multicollinearity, and normality.

#### 4.4.2 Normality test

To determine if the data was normally distributed, the Shapiro-Wilk test was employed. Researchers might determine whether a variation from normalcy was caused by skewness, kurtosis, or both using the Shapiro-Wilk test. When the data was found to be normally distributed, the null hypothesis (H0) was validated. The null hypothesis is rejected if the P-value is less than 0.05, indicating that the data are not regularly distributed. Zero to one is the range of the statistics. The data is consistently distributed if  $P \geq 0.05$ .

Table 4.2: Shapiro-Wilk Test Statistics

Variable	Statistics	Df	Sig.
Performance Management Strategies	.913	160	.368

Based on the Shapiro-Wilk test results, Table 4. 2 offers crucial information regarding the normality of the data distribution for each of the study variables. To ascertain whether parametric statistical techniques can be suitably applied to the data analysis, this test is required. When the significance level (p-value) is higher than 0.05, the null hypothesis cannot be rejected, confirming the assumption of normality. To run the Shapiro-Wilk test, it is assumed that the data is normally distributed.

The Shapiro-Wilk test score for the "Performance Management Strategies" variable is 0.913 with 160 degrees of freedom and a significant value of 0.368. Once more, because the p-value is greater than 0.05, the null hypothesis of normality is not rejected. This finding suggests that the performance management strategy data has a normal distribution, which permits additional analysis using parametric statistical methods.

### Conclusion And Recommendations

#### 5.1 Introduction

The main conclusions of the study on performance management systems that the Greater Amman Municipality uses to improve service delivery, particularly during administrative transitions, are compiled in this chapter. It builds on the in-depth data analysis and empirical findings previously mentioned, methodically analyzes the key findings, investigates their theoretical and practical ramifications, and offers specific policy and practice recommendations. It also points some possible directions for future study to expand knowledge and enhance local government. The objective is to provide useful information to scholars, decision-makers, and local officials who are working to improve governance through efficient performance management.

#### 5.2 Summary of Findings

The Greater Amman Municipality benefits from a highly educated, experienced workforce with a balanced gender distribution, which provides a strong basis for performance management initiatives, according to the study's descriptive analysis. The 80% response rate from various municipal agencies offers a trustworthy source of information for examining present procedures.

Maintaining consistent performance standards during leadership transitions was found to be a major difficulty, with mean scores of 4.22 and 4.13 for the lack of trustworthy key performance indicators (KPIs) and inadequate technology infrastructure for monitoring. Strategic project delays (mean=3.29) and a general drop in service quality (mean=3.70) resulted from these difficulties. These appear to be systemic issues impacting the municipality as a whole, based on the low variation in responses.

Collaborative and organized approaches dominate performance management strategies. Performance target setting based on strategic planning and stakeholder input had the highest mean score (4.18), demonstrating a general emphasis on inclusive decision-making. An effort to strike a balance between comparative analysis and thorough performance evaluation is further demonstrated by benchmarking against peer municipalities (mean=4.08) and balanced scorecard use (mean=3.99). Contextualized service standards and public participation are becoming more important, as evidenced by service segmentation (mean=4.12) and participative citizen feedback methods (mean=4.11).

Integrated performance management across departments, on the other hand, has the lowest adoption rate (mean=3.07) with substantial variability, suggesting coordination or infrastructure issues. Multiple performance measurement frameworks (mean=4.17) and backup evaluation techniques (mean=4.01) are generally recognized in terms of system flexibility; yet, structural variety in performance management

systems (mean=3.59) indicates that it may be challenging to completely realize flexible infrastructure. Strengths include knowledge repositories (mean=3.95), risk assessment (mean=4.02), and thorough transition planning (mean=3.96). However, the governance resilience exercises received the lowest score (mean=3.23), suggesting that further preparedness training is required.

The most important factor affecting governance effectiveness, according to regression analysis, is system flexibility and adaptability ( $\beta=0.133$ ,  $p=0.020$ ). This is followed by leadership engagement ( $\beta=0.112$ ,  $p=0.003$ ), effective performance management strategies ( $\beta=0.063$ ,  $p=0.042$ ), and performance challenge resolution ( $\beta=0.097$ ,  $p=0.031$ ).

### **5.3 Theoretical Implications of the Study**

By highlighting adaptation above stability as a crucial factor in the success of municipal governance throughout transitions, the findings significantly advance the theory of public administration. This calls into question previous frameworks that placed a premium on strict, consistent performance standards. By demonstrating the need for proactive leadership readiness and knowledge transfer in addition to daily participation, the research supports transformational leadership theories. Furthermore, the validation of contingency theory emphasizes the value of situational adaptability and customized problem-solving as opposed to one-size-fits-all methods in performance management. Theories that see municipal governance as a complex adaptive system with numerous interacting components are supported by the comprehensive regression model ( $R^2=0.561$ ).

### **5.4 Practical Implications of the Study**

The creation of adaptable, modular performance management frameworks that can be quickly adjusted to changing administrative and political environments must be a top priority for municipal leaders. Maintaining service continuity in the face of leadership changes is made easier by emphasizing numerous, overlapping measurement frameworks and backup mechanisms. Stakeholder and citizen participation should continue to be incorporated into strategic planning procedures, utilizing balanced scorecards and benchmarking for thorough performance monitoring. It is necessary to improve the cross-departmental integration of performance data systems, possibly by using enterprise-wide digital platforms that make coordination and data sharing easier.

To enhance organizational preparedness and institutional knowledge preservation, leadership development programs should be broadened to incorporate frequent transition simulations, mentorships, and thorough risk assessments. Investing in real-time, user-friendly monitoring and reporting solutions is essential to filling technology gaps, especially considering the significant impact that infrastructure flaws have on performance.

### **5.5 Recommendations for Policy and Practice**

1. To improve performance consistency, create and implement a Comprehensive Performance Continuity Framework with standardized transition procedures, overlapping leadership handovers, required knowledge transfer, and independent transition audits.
2. Invest in cutting-edge technology infrastructures that are backed by specialized IT support teams, such as cloud-based performance management software with automated data collecting and cross-departmental integration.
3. Establish Adaptive Performance Measurement Programs with allocated adaptation teams in charge of continuous innovation and responsiveness, regular metric reviews, and clearly defined core and flexible indicators.
4. Create a Leadership Transition Academy to improve transition management training through mentoring, certification programs, simulation exercises, and official knowledge repositories that document lessons gained.

### **5.6 Areas for Further Research**

Longitudinal studies should be carried out in the future to investigate the long-term effects of various performance management techniques on citizen satisfaction and municipal resilience over several administrative cycles.

To comprehend how contextual factors affect the effectiveness of different performance frameworks, comparative departmental studies are required.

The efficacy and return on investment of governance resilience simulations can be objectively evaluated using experimental designs, which may encourage wider implementation.

Furthermore, mixed-method studies of citizen engagement models throughout leadership changes would shed light on how public involvement affects performance continuity, promoting accountability and better service delivery.

## 5.7 Conclusion

The study emphasizes how crucial adaptable, inclusive, and well-supported performance management systems are to maintaining the efficacy of municipal governance in the face of administrative changes in Greater Amman Municipality. Strategic frameworks, proactive challenge management, and system flexibility and leadership readiness are key components of effective adaptation. By connecting theoretical insights with workable governance solutions in dynamic public administration situations, the suggested techniques and institutional changes provide realistic avenues to improve municipal resilience, knowledge retention, and service quality continuity.

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