Performance Measurement Systems in Public Organisations; The case of PART in Oman

Thesis submitted in accordance with the requirements of the University of Liverpool for the degree of Doctor of Business Administration

by

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February 2018

Declaration

I declare that this Thesis was composed by myself and it was not submitted as a whole thesis or in part to any previous academic institutions for a degree and the work presented in the thesis is entirely mine except where stated by other references and citations.

Signature: Suad Al Ishaqi

Acknowledgement

My decision to pursue DBA came from my love of continuous learning. I chose DBA because it facilitates continuous reflection on knowledge and develops the required skills to better manage change in an organisation. I was not sure how things will be managed financially alongside work and family responsibilities, but one of the learning outcomes I have gained from the DBA journey is commitment toward my goals. This commitment allowed me to manage my priorities and tasks in a way that assured a balance among them.

There are many who have contributed positively during this journey, and I cannot avoid awarding them some of the credit of my achievement. The first is my husband Dr. Ghalib who believed in my ability to achieve, my children (Al Julanda, Tamara and Said) who inspire me to succeed so I can be a role model for their future success, my mother who has always looked to me to fulfil her dream of pursuing education, and all my family members who kept encouraging me to the last moment. Also, I would like to thank my first supervisor Dr. Hossein Sharifi, who contributed to my learning process during the research, and gave me all the support required to develop the research to higher level. In addition, I would like to thank my second supervisor Prof. Jeff Gold for the valuable comments given for this research that helped in developing and improving it.

Other people I must thank are HE. Dr. Abdulla Al Harrasi, the Chairman of Public Authority for Radio and Television, and Mr. Abdullah Al Adawi who encouraged me and supported me in finishing my studies, and gave me all the support I needed to focus on the research. Also, I would like to thank all my lovely friends and family members who kept praying for me and encouraging me.

Finally, I give special thanks to staff to the Advisory Team and Staff of News sector, for their collaboration and support, and their continuous effort to provide me with all the information I needed during the research. In this journey, I had the chance to know how many wonderful people are in my life who believe in me and in my ability; a million thanks to all of you.

Abstract

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Title of Thesis: "Performance Measurement Systems in Public Organisations: The case of the Public Authority for Radio and Television in Oman"

Background: Since the establishment of the Public Authority for Radio and Television (PART) in 2010, the latest technological infrastructure and solutions have been introduced and adopted in Oman. In addition, the workload and employment level has grown within few years, which encouraged PART to prioritise taking action towards enhancing the performance of the organisation to serve the different PART stakeholders. The board members of PART recommended that PART's management develop Key Performance Indicators for the organisation, in order to enhance its performance and achieve its objectives. However, enhancing performance requires an understanding of the organisation, and identification of the right model for capturing the important factors of PART's mission and vision. Therefore, the performance measurement system (PMS) prototype model was developed using an action research, to help in developing a comprehensive system for managing and enhancing organisational performance.

Aims of the Research: The aim of the research was to explore PART's readiness to adopt PMS, to the suitable model for addressing the different stakeholders' perspectives, and to explore how this system should be developed and implemented.

Design/ Methodology/ Approach: A participatory action research was conducted under the umbrella of a pragmatic and interpretivist philosophy of research. The action research was supported by case study methods including semi-structured interviews, observation and document gathering. Action research learning teams were formed for two action learning cycles to achieve the research objectives.

Finding and Results: Identification of both the challenges and the requirements for developing performance measurement system for a PART as a public sector organisation in Oman. A prototype model for developing PMS at public organisations such as PART is developed with consideration of the context and critical factors that can affect its development.

Key Words: Performance measurement System PMS, Action Research, Public sector.

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Abbreviations and Glossary of Terms

Public Authority for Radio and Television	PART
Head of Sector assistant for News affairs	HSNA
Head of Sector assistant for News affairs in Salalah	HSNAs
Head of Sector assistant for Governorates affairs	HSGA
Key Performance Indicator	KPI
Performance Measurement System	PMS
Performance Prism	PP
General News Headlines	Headlines
The Reporter who reads the news bulletin	News anchor
Any graphic work added to the news bulletin such as template, using video wall in the background, Map or CG which is the information displayed on screen about the event or speaker)	Graphics
Out of Vision or Live Voice Over which is video included the news anchor reading news about it	OOV
Caption or Still store where a picture displayed, and the reporter read a news about it	CAP

Chapter One: Research Introduction

1.0. Introduction

Both public and private sectors undergo high pressure and are engaged in ongoing debate on how to enhance their services with the minimum cost possible (Metawie and Gilman, 2005; Grigoroudis, Orfanoudaki and Zopounidis, 2012). Many studies have taken different perspectives to study relevant fields of performance management and measurement in the public sector to understand how this can be properly managed. According to the studies, there are different external and internal factors that make performance management and measurement system implementation in the public sector to be harder compared with the private sector (Micheli and Kennerley, 2005; Buschor, 2013; Mensah and George, 2015). Van Helden and Reichard (2013) identified three major elements a researcher needs to understand planning to investigate performance in the public sector. These three elements are known as “three Es” which represent economy, efficiency and effectiveness, which can be explained as the public values that are used to make sense of performance measurement and management (Otrusinova and Pastuszkova, 2012). These elements bring to attention points to consider when planning performance management in the public sector to avoid pitfalls when aiming for targets (Otrusinova and Pastuszkova, 2012). The ability of the organisation to create a Performance Measurement System (PMS) that provides useful information and accurate data will allow for better decision-making when developing and enhancing the performance of the organisation. The gathered information is essential in planning, and gives an element of control that allows us to learn from previous flaws (Van Helden and Reichard, 2013). This helps in attaining sustainable improvement in the organisation, which is supposed to be a continuous process of learning and progress. It is a way to integrate the organisation’s strategy with the daily actions that are taken by the employees (Armstrong and Baron, 1998), by setting a coaching system that drives results to meet the strategic targets of the organisation (Martinez, 2000).

On the other hand, the growing amount of public outcry and demand for better services creates a need for public organisations to implement several resource management systems such as a performance management and measurement system (Hsiao and Lin, 2008). In addition, the continuous nature of global technological developments requires rapid organisational changes to cope with the pressure created by the public to develop the organisation's services (Metawie and

Gilman, 2005; Hsiao and Lin, 2008). This demand is sometimes hard to meet due to the limitations of either financial or human resources. Since there is a strong link between an organisation's performance and the availability of resources, performance management is crucial in overcoming these limitations without sacrificing the quality of services and the plans for development (Carmeli and Tishler, 2004; Diana, 2010; Ramseook-Munhurrun, Lukea-Bhiwajee, and Naido, 2010). These necessitates the adoption of a quality-focused approach, where an organisation prioritises quality of service and maintaining a better performance despite resource limitations to reduce the level of risk and failure that may usually be associated with a shortage of resources. Proper performance management enhances the quality of services which would help in effectively managing the organisational resources (Diana, 2010; Ramseook-Munhurrun, Lukea-Bhiwajee, and Naido, 2010).

In fact, it was not long ago that measuring performance in the public sector was considered impossible (Martinez, 2000). However recent developments in the literature have shown the importance of measuring performance when reaching for better results in employee performance (Figlio and Kenny, 2009). In addition, measuring performance helps public managers adapt to persistent pressure and maintain a high quality level of service despite challenges in acquiring resources (Arnaboldi, Lapsley and Steccolini, 2015). The literature considered different models and frameworks for doing this, but how can an organisation select the right model and implement it successfully within its unique context? Can an organisation implement a ready-made model and try to adapt its system to it? If the organisation were to develop its own system, how should it be done, what are the requirements and from where should we start? I tried within the timeframe of this research to explore answers to these questions, by studying a particular case of one of the public-sector authorities in Oman which is Public Authority for Radio and Television (PART). In general, there exist very limited studies which aim towards understanding performance measurement and management in general in the Arab world and specifically in Oman, which improves the chance that this research can provide something new to the research field of performance measurement and management especially for the field of Performance Measurement System (PMS). Examination of the existing literature shows that most of the research about performance measurement in Oman is limited to certain fields such as performance measurement in hospitals, libraries or academic institutions (Al Hijji and Cox, 2012; Ramanathan, 2005; Al Barwani and West, 2011). Although some researches have been done on this subject in other countries in the region, such as UAE and Qatar, but those studies were conducted in different context and for specific type of organisations that cannot be generalised (Behery, Jabeen and Parakandi, 2014; Al Raisi, Amin and Tahir, 2011; Elbannaa, Eid, and Kamel, 2015). Therefore, this research reflects a unique case of PART as an organisation specialized in broadcasting by considering the context of Oman and different factors that affect the development of a successful performance measurement system

1.1. Background of the Research:

In the case of Oman, a country that is heavily dependent on oil revenues for national income and development (Nereim, 2014), performance management and measurement systems are considered to be a new field of emphasis (Times of Oman, 2014). The recent oil price drop forced the public organisation to confront a shortage in funding, undergoing several austerity actions (The World Bank Group, 2017). These actions affected development plans, necessitating the organisations to focus on performance, and its development and improvement, to meet public needs (Gulamali, 2015). Cutting expenditure in the public sector in Oman affected development of human resources in terms of promotions, bonuses and other privileges (Arabian Business, 2016; Times of Oman, 2016). This situation deepened the need to develop a model that can consider in its scope critical conditions and changes, and at the same time lead to better performance management with limited resources (Micheli and Kennerley, 2005). The government initiated several national projects to diversify the national economy and enhance the performance of the public sector, especially for those projects that are linked to the business environment such as the initiative Tanfeedh (Tanfeedh, 2016). The program is developed by identifying sectors which most impact the national income, followed by setting strategic plans and key performance indicators connected to initiatives and actions in each sector (Tanfeedh, 2017). To support this changing path in public performance, the government also initiated several national programmes for developing the leadership and competitiveness of Omani executives in both public and private sectors, for example the national leadership and competitiveness program (NLCP, 2017) and the national CEO program (NCP, 2016). These projects are established to develop and enhance public-sector performance and shift it toward a results-driven management.

Public Authority for Radio and Television (PART) recognized the need for developing a performance driven culture, and the board recommended that the organisation begins to develop key performance indicators to enhance its performance in 2015 (Omandaily, 2015). However, exploration of the possibility of developing PMS for the organisation was limited. This lacuna is the main driver of this research. We came to help PART evaluate its situations and identify its requirements as well as shortcomings for the development of key performance indicators for PART. This was done by developing a preliminary model for developing key performance indicators that fit PART's unique context. In addition, the research intended to help PART management in deciding which measures to implement in alignment with the organisation's strategy, to create an effective performance measurement system (PMS) that will lead to a better management actions and decision (Kaplan and Norton, 2006).

The research addresses the requirements and challenges related to managing performance, and setting measurement systems in the public sector by studying the case of PART. It presents additional knowledge about performance measurement and the challenges posed to it by the nature of the public sector in a country like Oman. By taking into consideration contextual information about the country, such as the economy, culture and society, and pairing this with an understanding of how the organisation is performing and how it is supposed to be managed, it is possible to achieve a higher level of performance and provide a high quality of service (Ramseook-Munhurrun, Lukea-Bhiwajee, and Naido, 2010). It aims to create a performance measurement system that can be easily followed and implemented by different departments and units at the organisation by providing a prototype model, of how to develop a PMS can be developed to help PART achieve its objectives and mission.

1.2. Importance of Performance Measurement System for PART:

Public radio and television in Oman after the establishment of PART has developed technically, and the infrastructure has been enhanced over the years since it was established in 2010. This technological and infrastructural development has contributed positively to the overall performance of the organisation. However, this development needs to be matched in the field of performance enhancement, and without a proper system that can help identify the real areas of improvement crucial for development, goals become more complicated and difficult to attain, especially with the limited financial and human resources. Therefore, choosing the right model for developing PMS for PART is key to facilitating the development plans and assure their success.

The research presents a practical example for developing a PMS that is based on the organisation's objectives, and with consideration of its context. It provides a prototype model for the use of the performance prism in a real public sector case, incorporating both theory and practice.

1.3. Action Research as the Approach in the Study:

This research is designed to examine PART's organisational elements, and use this analysis to develop a PMS, with PART serving as a prototypical example of a public sector organisation in Oman. It aims to develop a PMS prototype model that takes into account the uniqueness of the organisation's context and culture, which are significant factors in organisational performance (Mensah and George, 2015; Micheli and Kennerley, 2005). Since this project would drive changes in how PART operates and performs, action research provides the best method of practice for facilitating the introduction of change, by allowing relevant parties in the organisation to contribute to the project (Marshall, de Salas and McKay, 2006; Brydon-Miller, Greenwood, and Maguire, 2003; Greenwood and Levin, 2007). Implementing an action research approach forthe research allows for self-reflection in a systematic and scientific way (McKernan, 1996) and encourages a communicative and reflective relationship between the participants, bringing disparate ideas and perspectives together in order to solve a problem or make a change (Cassell and Johnson, 2006).

1.4. Research Questions:

1. What are the requirements for developing a PMS in public organisations like PART, considering its social, political and economic context?
2. What are the shortcomings and barriers to developing an appropriate PMS for PART?
3. What initiatives and actions are required in order to overcome shortcomings and barriers in developing an appropriate PMS for PART?

1.5. Research Objectives:

1. To explore the literatures and develop a conceptual model for developing a PMS in PART as a public organisation.
2. To discover the organisational strategies, structures and functions required to provide a foundation for the development of a PMS in PART.

3. To develop a prototype model for developing a PMS for a selected sector in PART as an example, and to determine the best approach for the implementation process (as a change programme) for the purposes of identification of barriers/obstacles and solutions to them.
4. To test the developed PMS framework in a function/department in PART and follow it through to implementation. Findings from this stage will be used as the benchmark for extending it across the organisation (and producing the provisional plan for this purpose.

1.6. Thesis structure:

The thesis is written in six main chapters that have several subsections each. Following this introductory chapter, chapter two presents a literature review, with a review and critical reflection about the different researchers' outcomes in the field, especially in the public sector, and the sector's requirements and challenges. It introduces the different models of Performance Measurement Systems (PMS) and their focus and differences, whilst chapter three presents the conceptual framework for the research. In this chapter, a justification for the performance model selection and the proposed development on the model, are provided, to consider other factors that are essential in developing PMS in a public entity such as PART in the context of Oman such as economic, cultural and social factors.

Chapter four presents the research's philosophical and research paradigm which is a mixture of both constructionism and interpretivism. It addresses the actions and methods used throughout the research, the most common of which is action research, supported by case study methods.

Chapter five presents the story of this research and its findings, in addition to a discussion and personal reflection about the initial findings from the inductive research cycle. This chapter will be followed by Chapter Six, which presents the action research cycle, and the implementation of a conceptual framework in creating a prototype model for developing a PMS model for the public news sector, as well as a reflection on the change and the action conducted.

Chapter Seven will present the conclusion, recommendations and personal reflections on the research, in addition to suggestions for further research and studies in the same field.

Chapter Two: Literature Review

2.0. Introduction:

This chapter aims to explore the theoretical and conceptual models for performance measurement systems (PMS) in the public sector. Its purpose is to delineate how performance measurement conceptually underlines the achievement of organisational objectives. In addition, conceptual model of PMS is helping in developing a tailored appropriate model that can attain PART's needs and consider its mission, vision and objectives. In addition, the chapter discusses the important aspects to consider when developing a PMS model for a public body.

2.1. Importance of Performance Management and Performance Measurement in Public Organisations:

Public sector organisations are primarily established to provide service and achieve goals that are beyond profitability and financial returns, in contrast with private institutions that prioritise profits in their conception of success. These differences highlight the importance of approaching the development of a PMS in public sector differently than with private sector companies. The management of both financial and human resources are difficult, complex and convoluted compared to with private institutions, who focus on profitability, and are hence easier to measure and manage. However, it is essential to bear in mind that performance measurement and management in the public sector is affected heavily by political and social factors; the PMS needs to reflect this in its framework to achieve its goals (Micheli and Kennerley, 2005).

Previously, performance management and measurement in the public sector was mainly about setting rules and controlled procedures to manage an organisation, but nowadays the concept of performance measurement in the public sector has evolved (Ambalangodage, 2016). It is now geared towards helping define employee attitudes and their relations, in order to achieve organisational objective and goals (Speklé *et al.*, 2014). Performance management and measurement are also considered essential for management of an organisation's inputs and outputs (Buschor, 2013). Moreover, the performance reports, reviews or indicators are not the elements that will drive the Best Value of the organisation, but the whole cultural change within the organisation (Williams, 2010). The cultural change in the organisation can occur by adopting Best Value processes of HR practices (Williams, 2010). In public sector, Best Value can be achieved by putting the concept of creating a value out of the money rather than just reducing the spending or the services' cost (Bowen, *et al.,* 2007). Therefore, combing both performance management and performance measurement can help in creating the value out of money and should be aligned with an organisation's strategic plan, if it is to create real value for their services and products (Buschor, 2013). This alignment should be generated by a feedback system, which aids performance development and creates a base of accountability (Speklé *et al.*, 2014). The ability to evaluate and measure performance assists in making better decisions that are aligned with organisational strategy (Buschor, 2013). Budhathoki (2004) states that an organisation's effectiveness depends on employee performance, and the employees' ability to produce better results. In other words, enhancing employee performance is crucial when trying to attain organisational goals and targets. Bowen, *et al*., (2007) stated that Best Value rely on four Cs which are;

1. Challenge: understanding and making sure that all stakeholder are meeting their need from the service.
2. Compare: setting targets or KPIs to be reach and achieved as a measurement tools.
3. Consult: Assure that all stakeholders are involved in addition to employees and management
4. Compete: complete with external competitions to enhance internal performance.

Public organisations are mainly focused on transforming money into value, but this transformation cannot take place without proper performance management, which helps organisations deliver their services in a sustainable way (Diana, 2014). As such, performance management is now taken seriously by public organisations, as an essential tool for generating values (Hsiao and Lin, 2008). By using good leadership style with continues improvement and development, accountability, ownership and transparency, the organisation can create a best value (Bowen, *et al.*, 2007). Literature has emphasized the importance of measured performance evaluation processes, and how developing them leads to better organisational performance (Taticchi, Tonelli and Cagnazzo, 2010). Radovic and Karapandzic (2005) stressed the importance of measurement by considering the proverb, *"If we want to improve something, we need to measure it"* (Velimirovića, Velimirovića and Stankovića, 2011, pg. 65). This points to the importance of recording relevant information in order to measure how successfully a public organisation provides its services or products to stakeholders. Since the primary target of public organisations is to meet public needs, measuring their performance will lead to the increasing satisfaction of the public, who are the stakeholders (Balaboniene and Vecerskiene, 2015). Researchers state that in order to create value and values for a public organisation, two major steps are required to be undertaken. The first step is a PMS which provides "*determination, estimation and assessment*" (Van Helden and Reichard, 2013, pg. 11). The second step is performance management, which takes this data beyond the level of identification, and applies the findings to management of the organisation (Van Helden and Reichard, 2013). Performance management uses collected data in required managerial actions such as; planning, controlling, decision making, etc., manifesting the potential that performance measurement offers (Macbryde and Franco-Santos, 2007; van Helden and Reichard, 2013). It is described as managerial activities that are designed to monitor, measure and adjust both individual and organisation's performance (Mackie, 2008).

Initially, organisations used performance measurement only with quantitative financial indicators, but performance measurement developed to cover qualitative indicators too (Fryer, Antony and Ogden, 2009; Striteska and Spickova, 2012). Qualitative indicators are considered to be challenging and harder to measure compared to quantitative measures, due to multiple considerations and actions being needed to ascertain the correct method of measurement. Nevertheless, management studies have emphasized the importance of measuring and managing both types of indicators for better performance management (Kaplan and Norton, 1992). Kaplan and Norton have summarised the importance of performance management for helping in achiving the following (1992):

1. The real desire of achieving the strategic plans and goals of the organisation.
2. The highly competitive values of organisations, which depend more on performance rather than control and inspections only.
3. Balancing performance measurement with financial measurement.
4. Developing performance and the resultant outcome of organisations.

Nevertheless, organisations must ensure that they identify indicators relevant to either financial performance or decision-making quality, or both, for better performance when performance management is being planned and enacted (Fryer, Antony and Ogden, 2009). This necessitates the elucidation of different types of indicators that can be set up in organisations, a topic that has been addressed by the literature. Indicators can be classified as qualitative and quantitative, or both, depending on the strategy of the organisation (Fryer, Antony and Ogden, 2009). But, the big questions in this process are: What kind of indicators do we want to measure? What indicators can be measured? (Striteska and Spickova, 2012). A clear set of objectives that are designed to serve strategy can help in answering these questions.

2.2. Definitions of Performance Management and Performance Measurement Systems:

Performance management and performance measurement are interconnected terms that are of interest to researchers in the field of organisational performance. These terms are associated with each other and required to be developed together in order to enhance an organisation's performance (Lebas, 1995). In fact, performance management cannot be successful without a system that measures this performance and evaluates its strengths and weaknesses. Therefore, a PMS is crucial for successful performance management of the organisation. A clarification of the differences between and the definitions of performance management and performance measurement systems respectively, as well as how they interrelate, are addressed in this section.

By the late seventies and the beginning of eighties, many western governments started to think of developing their services in order to reduce the public resistance toward the taxation that was initiated by these governments due to the financial crisis (Ferlie, 2017). Therefore, the concept of performance management has been considered as a tool to develop the quality of public services, and increase the level of the stakeholders' satisfaction to ease frustration about tax payment (Blackman, *et al.*, 2012). Many definitions have been offered for performance management and performance measurement. Fowler (1990) defined it as the organisational work that is designed to achieve the best results, highlighting the fact that performance management is not a system but a day to day practice that cover all aspects of the organisational work (Fowler, 1990; Martinez, 2000). However, this definition did not explain how performance can be developed or managed. About two years later, other definitions began to elaborate on these initial explanations by addressing the appropriate characteristics of performance management. The Institute of personnel management in 1992 considered performance management as a strategy that connect every activity in the organisation with the human resources policies, cultural, style of the organisation, and the communication system" (Martinez, 2000). The Institute of personnel management highlighted the need of taking into consideration the organisational context that can vary between organisations, and hence the importance of building a system that is flexible and adaptable to different contexts. However, it still doesn't explain how to do this and where to start when trying to make it happen. Later on in the same year, Fletcher gave a wider definition of performance management, which tried to connect performance management with the vision and aims of the organisation and the employees' work (Fletcher, 2001). It addressed the role of employees in achieving organisational objectives, elucidating and how they can from their side contribute effectively to achieve these aims by enhancing and managing their performance (Martinez, 2000). The definition of performance management kept evolving through different researchers as they were tried to hone in on the best and most comprehensive description for performance management. Neely (1995) defined performance management systems as *"a dynamic, integrated set of metrics for measuring and evaluating the efficiency and effectiveness of business operations that can be used as a support in making suitable decisions to enhance the competitiveness of the firm"* (Chalmeta, Palomero and Matilla, 2012, pg. 716). Storey and Sission gave another definition to performance management in 1993 that provided an insight on the role of policies and practices in the organisation. The definition is given as *"….an interlocking set of policies and practices which have as their focus the enhanced achievement of the organisational objectives through a concentration on the individual performance"* (Martinez, 2000, pg. 3). They focused on developing the individuals' performance, recentring employee performance as the primary main element in achieving the organisation's objectives. But the procedure and techniques to be used remained unclear, despite the measuring practices being known since the 1940s and 1950s (Star *et al.*, 2016). Researchers have more recently tried to develop a framework that can help us understand how performance management can be executed and controlled; Otley developed a framework in 1992 that considered five main elements for developing performance management systems (Broadbent and Laughlin, 2007). These consist of the following:

1. The key objectives of the organisation.
2. Strategies and plans to ensure the attainment of these objectives.
3. The level of performance required for success.
4. The rewards that will be offered to employees once the target is achieved, and the penalties if there is no achievement.

5. The feedback loop in the organisation that allows it to learn from the experience for better performance.

Whereas the developed framework of Otely tried to clarify the understanding of how to develop a performance management system, but the set of characteristics where not comprehensive enough to clarify the relationship between the organisational vision and the employees' daily tasks and how can be related. This however, was developed in a better level later by Armstrong and Baron (2005). The characteristics of the performance management system that were clarified by Armstrong and Baron (2005) came up with a set of comprehensive characteristics for a performance management system, which were identified as:

1. It should communicate the vision and its objectives to the employees.
2. It should set targets for all department, units, teams, and individuals to meet the broader objectives.
3. It should evaluate and review progress towards targets.
4. Given data should be used to decide training, development and employee reward strategies.
5. It includes an evaluation of the whole process to help in developing it.
6. It defines the managerial structure and how both employees and manager are assigned with their responsibilities.

Then, the Otley framework was further developed by Ferreira and Otley (2003) to expand the reward concept so that it serves a long-term performance development plan, rather than just rewarding good performance in the short term (Broadbent and Laughlin, 2007). Ferreira and Otley (2003) defined eight important elements that should be considered in order to develop the right performance management system. These eight were similar to the previous effort done by other researcher but with further emphasis on rewarding and measurement financial and non-financial measures. The eight elements are:

1. The vision and mission of the organisation and employee awareness of these.
2. The key success factors for the organisation's future.
3. The processes and activities that should proceed from the strategies and plans to ensure their success.
4. The organisation's structure and design and how this influences the strategy implementation process.

5. The key performance measures that serve the organisation’s objectives, strategies and plans.
6. The required level of performance (performance targets) in each of the objectives or tasks.
7. The evaluation processes used for individual, group, and overall organisational performance, and the consequences of these evaluation processes.
8. The financial and non-financial rewards in addition to the penalties that may result from an employee's performance level.

These eights elements are designed to consider both the context and culture of the organisation, which are crucial when trying to develop a successful performance management system (Broadbent and Laughlin, 2007). Amaratunga, Baldry and Sarshar (2000) defined performance management as *“a process that involves the quantification of efficiency and effectiveness of an action”* (Nouara, 2015, pg. 12). It is clear from the literature that there are different points of view on how performance management should be defined, but there is an agreement that performance management is a result of different day-to-day communications between human factors at all organisational levels. It requires organisational factors including strategy, missions, vision, objectives, tasks and measures in order to be managed.

2.3. Performance Measurement Systems as part of Performance Management:

It is important to understand the conceptual background of the performance management system before starting to develop any PMS. To have a clear approach helps to develop a proper PMS for an organisation. It is important that whatever PMS model is developed for the organisation, it is able to serve the initial purpose, which is having a successful system of performance management (Broadbent and Laughlin, 2007). Performance management is bolstered by a PMS, as this system tells us the actions and practices necessary for attaining better performance. Performance management and measurement come hand in hand, moving in parallel across time, as shown in figure 1 (Lebas, 1995 cited in Jan Hemmelskamp, 2010 pg. 27). Decisions made in order to develop better performance management practices are based on the outcome of a good planned PMS, which can develop the actions and inform the decisions to be made for its development (Neely *et al.*, 1997). The continuous relationship between performance management and performance measurement can be conceptualised as a learning loop where they feed and sustain each other symbiotically.

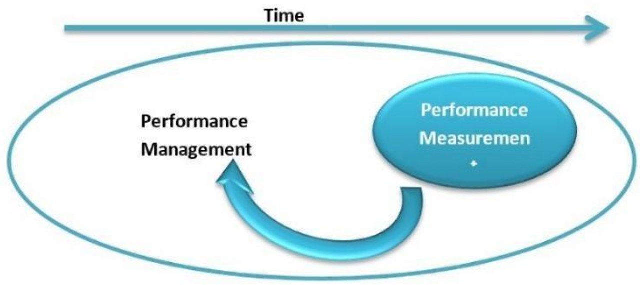

Figure 1: The Relationship between Performance Management and Measurement Source: (Hemmelskamp B.A., 2011, pg. 27)

Therefore, performance measurement can be considered a strategic system that helps an organisation to measure, observe and plan its performance by identifying quantitative and qualitative assessments (Macbryde and Franco-Santos, 2007 cited in Ambalangodage, 2016). It is defined by Seang (2003) as the process of determining that the individual and wider organisation succeed in attaining their set objectives. PMSs play a crucial role and important effect on the whole scenario of performance management in the organisation, becoming a core practice in the field of performance management and its development (Folan and Browne, 2005; Neely, Gregory, and Platts, 2005; Nouara, 2015; Shackleton, 2007). Shackleton (2007) asserts that performance measurement is a way of evaluating organisation strategy, and that it consists of four important features which are providing the required information for the decision, evaluating the effectiveness of an organisation's strategy, measuring the development of an organisation and providing the information in a numeric or quantitative format. However, the changing nature of an organisation's work, from a sole focus on accounting systems to attending to the importance of labour performance too, the raising the competition level, which accompanies good quality of service and innovations in customer, the increasing initiatives of performance measurement including initiatives related to the Quality Management, Production or Manufacturing processes at both national and international recognition boards by launching awards on quality had developed the concept of performance measurement to support better human resource management. In addition, the technological development allowed data about the performance of the organisation to be easily gathered and controlled which contributed in the evolution of performance management and performance measurement (Neely, 1999).

On the whole, a PMS must be comprehensive and consider the context of an organisation to be able to serve multiple purposes for the organisation at the required level (Mensah and George, 2015). Throughout the history of performance management and measurement, there have been many models and systems for performance measurement. The reason for having different models comes from the development of the organisation's context and its style of work, which influences development of a PMS. Its development began a long time ago in the 1940s and 1950s, and eventually was integrated into the organisation's accounting system (Star *et al.*, 2016). However, it was further developed to help organisations achieve their objectives and create a performance based data analysis system that can help decision makers to develop their performance and make better decisions (Star *et al.*, 2016). Performance measurement systems created a new type of work style at the organisation, one that is based on quality rather than only based on quantity as it was before (Harbour, 2011; Star *et al.*, 2016).

As a result, both performance measurement and performance management are among the most discussed and researched topics in management (Van Helden and Reichard, 2013) and can be considered as a trend in the field of organisation management (Speklé *et al.*, 2014). Researchers in management fields have widely discussed the importance of performance in assuring that an organisation's strategy is attaining its goals (Luu *et al.*, 2008). Performance measurement as defined by Neely (1999) is *"the process of quantifying the efficiency and effectiveness of past actions through acquisition, collation, sorting, analysis, interpretation and dissemination of appropriate data"*. Many authors have tried to produce the best definition that describes the performance measurement most accurately. Seang (2003) defined performance measurement as *"the process of determining how successful organisations or individuals have been in attaining their objectives"* (Shackleton, 2007, pg. 4). This definition shows how performance measurement is used to evaluate the extent to which objectives are achieved, which means that performance measurement is not only concerned with goal achievement, but also with the way of achieving it, and attempts to achieve at the required level or better. Interoperability Clearinghouse came out with a definition of performance measurement that considers it as a process of developing measurable indicators that can be tracked systematically to assess the achievement of its goals (Shackleton, 2007). It began by setting quantitative targets and indicators which can be easily measured. It is a process of measuring performance against set targets over time, a process which should contain the following features (Shackleton, 2007):

1. A specified life cycle of the measured process.
2. A benchmark to compare the results with.
3. A reporting system for the result that will help the decision maker.

Accordingly, a PMS should involve a pre, during and post evaluation process, which allows organisations to identify the main factors that influence their performance. It can be considered a tool that allows an organisation's strategies and goals to be transferred and transformed into measurable targets that can be managed and achieved (Chaichan, 2002 cited in Luu *et al.*, 2008). It also allows for the evaluation of the ability of an organisation to achieve its strategic goals (Star *et al.*, 2016; pg 153) and it acts as "a process of quantifying the efficiency and effectiveness past organisational actions" (Neely, Adams and Kennerley, 2002). In fact, it shows how the organisation can manage its process in a way that allows it to fulfil the stakeholders' expectations of the performance of either services or products (Moullin, 2002 cited in Ambalangodage, 2016). It will be easier to adjust, develop and enhance its performance if an organisation can translate its conceptual processes into a practical road map or a success map. In fact, identifying critical success factors for the organisation is an essential part of the successful implementation of a PMS (Ariyachandra, and Frolick, 2008).

A PMS relies on identifiable measures and indicators that are used to track the performance and achievement of an organisation. These indicators take different formats and styles, but in general, they form measurable and quantifiable information that is essential for evaluating organisational success (Star *et al.*, 2016). These measures are identified using different terms, which focus on different angles and elements of performance. For example, Parmenter (2007) in the book "Key Performance Indicators" identified four important types of measures that are important for performance management in an organisation. Each indicator pertains to a certain level of performance depth, but all provide important information for the development of organisational performance (Behzadirad and Stenfors, 2015; Star *et al.*, 2016). These indicators are: Key result indicators (KRIs) that address information about how things have been done in a perspective or critical success factor, Result indicators (RIs) that explains what have been done to reach the targets, Performance indicators (PIs) that identify what to do to achieve targets and the most critical type which is KPIs that identify what to do in order to increase the performance in a dramatic way (Parmenter, 2007).

There are other measures that are also identified, and each of them are geared towards either specific or multiple objectives such as *"lead indicators, critical success factor (CSF), key result areas (KRA)"* (Star *et al.*, 2016). The purpose of these types of indicators is to differentiate between the types of measures that are to be managed. What they share is that all of them are meant to help decision makers understand the performance of the organisation, and hence develop it if required. There must be a conceptual basis for selecting a specific model of PMS to achieve the required targets. These models and their difference are discussed in the upcoming sections.

2.4. Performance Measurement Systems Models

Each of the PMS models try to highlight specific aspects of performance measurement, however none has provided a complete and comprehensive model for performance measurement (Sorooshian *et al.*, 2016), because each organisation differs from another and hence it is not possible to unify the model among all different businesses and contexts (Buschor, 2013; Mensah and George, 2015). PMS models are commonly used to help identify the measures and indicators that will be considered, and they vary in the depth of their measurement (Shackleton, 2007). The selection of any of these different models depends on both the kind of data required, and the purpose and goal of measurement. Therefore, there is no right or wrong model. Nevertheless, there are different perspectives to be considered when selecting a model that will meet objectives (Star *et al.*, 2016; Sorooshian *et al.*, 2016). The following section reviews the most popular PMS models (Shackleton, 2007; Sorooshian *et al.*, 2016), highlighting the important features of each model so as to help us identify which model would be best suited to this research:

1. Balanced Scorecard (BSC): BSC is one of the most popular PMSs (Shackleton, 2007; Sorooshian *et al.*, 2016). It was developed by Kaplan and Norton in 1992 for the purpose of providing a better model for performance measurement in organisations by identifying a different range of indicators (Fryer, Antony and Ogden, 2009). It focuses on four perspective indicators which support the vision of the organisation: financial perspectives, learning and growth perspectives, customer perspectives and internal process perspectives that provide knowledge on "opportunities, threats and translating the organisation's strategy in achievable targets" (Kaplan and Norton 2008; Striteska and Spickova, 2012). It also provides information about activities done in the organisations, the processes involved in these activities, and the outcome of these processes. What is more, it combines "short

and long-term goals, financial and non-financial indicators and internal and external performance perspectives” (Star *et al.*, 2016). However, this model has a key flaw that makes it impractical for use by organisations that work in a rapid, high risk and day to day performance effect such as PART. This model fails to directly link the operation of different processes to the strategic objectives of the organisation (Star *et al.*, 2016). It has also been criticised for not involving relevant and key people in its development (Star *et al.*, 2016).

2. The Performance Measurement Matrix: The PM matrix is a model that was established in 1989 by Keegan *et al*. in order to integrate the hierarchy of the organisation with the employee performance, by covering both financial and non-financial measures, and internal as well as external measures (Sorooshian *et al.*, 2016). However, it is criticized for not addressing how these are linked together in a reciprocal relationship (Sorooshian *et al.*, 2016).
3. EFQM Excellence Model: The EFQM model was established based on Total Quality Management (Sorooshian *et al.*, 2016). It was initially designed for the purpose of evaluating the European Quality Award (EQA), which was then commonly believed to be adequate for measuring all aspects of organisational performance (Sorooshian *et al.*, 2016). The model divides subjects for improvement into two types. The first is enablers, which includes people management, leadership, strategy and policy, and results, which mainly focuses on both excellence in performance and the sustainability of results (Sorooshian *et al.*, 2016). European organisations used this model not for winning the award, but for creating a benchmark against which to measure achievement and organisational performance development. However, it is criticised by applying a wide range of dimensions that are hard to be measured and focus on current practices and not for future development (Agbanu, *et.al*, 2016).
4. The SMART Performance Pyramid: was developed by Cross and Lynch in 1991, and was built on the basis of four main levels which interconnect strategy with business units and operations (Sorooshian *et al.*, 2016). The levels are:
    - First: the organisation’s vision is transformed into objectives to be achieved by the organisational units.
    - Second: the short and long-term targets that will help the organisation achieve projected profits and growth.

- Third: this level focuses on handling the operational level, including customer satisfaction and organisational productivity.
- Fourth: the key performance indicators that will be used by business units, and help manifest the vision of the organisation which were identified through the previous three levels.

The model however, like many other PMS models, does not provide a clear mechanism for identifying key performance indicators.

5. The Performance Prism: it was developed in 2001 by Neely and Adam (Shackleton, 2007; Sorooshian *et al.*, 2016; Star *et al.*, 2016; Susilawati, Tan and Bell, 2013, David and Joseph, 2014). It gives a wider view of performance perspectives than that provided by the BSC model and other models. The good thing about this model is that it focuses on stakeholders as the primary starting point for designing the PMS (Star *et al.*, 2016). Those stakeholders are not only shareholders; the term is extended to include all parties who may expect to benefit from an organisation, such as employees, regulatory organisations, local communities, etc. (Star *et al.*, 2016). It has been criticized for not explaining how performance measurement can identified and how key performance indicators are identified.

6. SERVQUAL Model: This model is the most widely used model to measure the service quality toward the receiver and has been constructed by using a special scale which is known as SERVQUAL scale (Bradya, *et al.*, 2002; Kulašin and Santos, 2005). SERVQUAL model was introduced by Parasuraman and his peers (Parasuraman, Zeithaml, and Berry, 1988). It is a customer-oriented model which focuses on the expectations of the service receiver as main concept (Ramseook-Munhurrun and Lukea-Bhiwajee, 2010). It actually provides a comparison between the receiver's expectation and perception toward the provided services (Ramseook-Munhurrun and Lukea-Bhiwajee, 2010). The literature shows that there is no real agreement on the number of dimensions this model is tackling, and it varies among different authors from five to more than twenty elements and needs to adopt to each organisation's context to be used effectively (Bradya, *et al.*, 2002; Ramseook-Munhurrun and Lukea-Bhiwajee, 2010). Although this model seems useful and widely used to measure the service quality from the customer's point of view, but it doesn't' provide a

wide view of other organisation's stakeholders such as regulators and funders when it comes to public organisation such as PART. This model can be useful for PART if a further research to be conducted in understanding the media programs audiences' perception and expectations. The model has been criticized by its shortage in capturing the whole picture of service provided and focuses only on the service receiver and also for the difficulty in using the scales (Banahene, Ahudey, and Asamoah, 2017).

Of course, there are many other models not mentioned above, such as Activity-based Costing, Sink and Tuttle, Integrated Performance Measurement System (IPMS), Medori and Steeple's, ISO 9000, ISO 14000 and Improvement System Assessment Tool (ISAT) (Shackleton, 2007). They vary in popularity of usage, and each is formulated to serve different purposes. Overall, PMS develops organisational culture by aligning the business process with the organisation's strategy (Barbuio, 2001). However, it should be simple in a way that can be appropriate, adaptable and valid for the unique objectives of an organisation. It should be carefully designed because it can benefit the culture of an organisation by improving performance, or damage it by acting as a barrier between an organisation and its targets and goals (Shackleton, 2007).

2.5. Key Performance Indicators (KPIs) in Public Sector:

As addressed in previous sections, a PMS is an essential for initiating the enhancement of an organisation's development plans, due to the transparent and accurate results it produces if managed correctly. Mainly, a PMS provides a model for how to "appraise, budget, control, inspire, encourage, celebrate, acquire knowledge, evaluate and improve" (Mensah and George, 2015). These actions are transformed into KPIs at the operational level of an organisation, which will be tracked and measured (Shackleton, 2007). Parmenter (2007, pg. 3) defined KPIs as "*a set of measures focusing on those aspects of organisational performance that are the most critical for the current and future success of the organisation*". They have a long term purpose, and implications that are required to be cascaded through all organisational levels to create the necessary state of supportive accountability (Shackleton, 2007). The selection of KPIs should be made based on certain criteria, as highlighted by Henry and Dickey (1993):

1. The relevance of the KPIs to an organisations' operations.
2. Relevancy of the KPIs in achieving organisational goals and objectives.

3. Avoid having too many irrelevant KPIs that won't suit the organisation's strategy.
4. Identify the exact key performance processes which comprise the KPI.
5. Looking into the long-term effect of these KPIs, and what exactly their effects are.

For a broadcasting organisation such as PART, there are different types of KPIs as suggested by Barbuio (2001). The KPIs suggested by Barbuio (2001) identified ten types of measures that are most relevant to a broadcasting organisation. The KPIs outlined range from strategic to operational, and from quantitative to qualitative indicators, covering all important aspects of a broadcasting organisation. Barbuio (2001), as shown in figure 2, suggested five areas of focus for developing KPIs for a public broadcasting organisation, which are:

1. Organisational level KPIs: The author suggested KPIs that can be set for both the strategic and operational level of the organisation. For the strategic level, the author suggested a KPI that measures the local content broadcasted in the TV and Radio channels compared to the international content. While in operational level, Barbuio recommends focusing on the efficiency of production processes of the news and media content by setting the proper set of KPIs as addressed in table 1.
2. Result or driver's KPIs: This type of KPI is recommended for driving performance towards required objectives. The author gave a few examples, such as audience reach level or the television programs transmission schedule.
3. Operational KPIs: the author gave examples of both lead and lag KPIs, such as past or future maintenance spending, and their impact.
4. Qualitative or quantitative KPIs: the author argued that some KPIs could be qualitative, for example rewards and industrial recognitions. This kind of KPIs usually based on criteria set by the reward organizer, designed to drive an organisation's performance to achieve set standards. A quantitative example is number of broadcasting hours on the channels.
5. Effectiveness and efficiency: the author gave the example of audience feedback as an effectiveness KPI measure, and hourly broadcast cost as a KPI for measuring efficiency.

Type	Main Focus – example
Strategic	Level of local content
Operational	Effectiveness in the content production process
Result	Audience Reach
Driver	Television program transmission schedule
Lead	Level of maintenance spending and impact on future capital expenditures
Lag	Financial results showing the financial impact of past decisions
Qualitative	Industry recognition - awards
Quantitative	Broadcast hours
Effectiveness	Community feedback
Efficiency	Cost per broadcast hour

Table 1: Different Types of KPIs and Their Examples. Source: (Barbuio, 2001, pg. 11)

However, organisations may choose not to apply all of these suggested KPIs, based on organisational strategy and the important stakeholders and their preferences which can be different. Each organisation should identify its KPIs based on the most important stakeholders, and other influential factors which vary from one broadcaster to another (Barbuio, 2001). Therefore, to select the most relevant KPIs for PART, this research will present a prototype model that can assist in identifying the right KPIs based on the organisation's priorities.

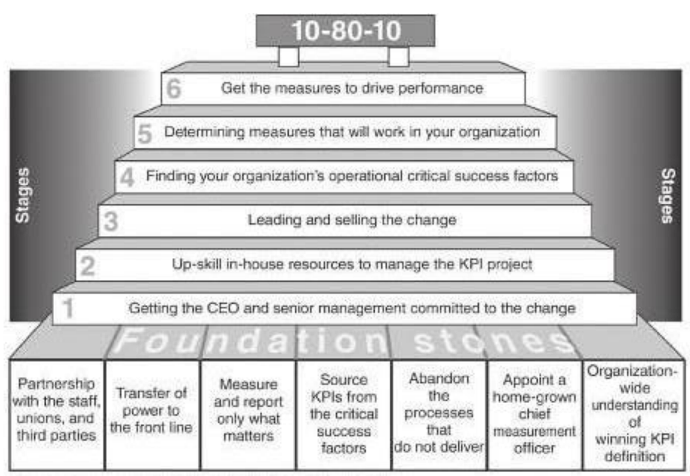

Figure 2: Seven Foundation Stones of Implementing KPI. Source: (Parmenter, 2015, pg. 108)

In addition, Parmenter (2015) addressed in his book seven foundation stones for implementing KPI in the organisation, as illustrated in figure 2. These seven foundation stones focus on relevant parties and their roles in an organisation, which are summarized as follow:

1. Stakeholders including employees, other national organisations, and the public.
2. The transformations required, including the empowerment of employees on the front line.
3. Selecting key important measures that serve the organisational strategy.
4. Choosing KPIs based on the Critical Success Factors (CSFs) of the organisation.
5. Ignore process that does not add value to performance and strategy.
6. Assign a measurement officer who is well trained in encouraging partnership between management and employees, and ensuring a correct understanding of the whole measurement process.
7. Educate all employees in the idea of KPIs and the benefits it promises for an organisation and its employees.

Overall, the process of identifying KPIs for PART as a public broadcaster has to be linked to the organisation's strategy in order to maximize the value and goal achievement the development of KPIs can lead to (Barbuio, 2001). This research attempts to understand PART's case as a public broadcaster, and the factors contributing to its performance. Chapter three presents the conceptual framework that forms the foundation of this research and the preparation of a PMS prototype model for PART.

2.6. Key Criteria for Developing PMS and KPIs:

The organisation must consider three important facets in developing KPIs which are: productivity (mainly about creating value), adjustability (due to the change happening in the work environment), and competitiveness (can positively affect longer term development) (Kaplan and Norton, 2001; Shackleton, 2007). Therefore, the development of KPIs won't be beneficial unless they are grounded in organisational strategy (Shackleton, 2007). The organisation has to undergo a gradual process of defining the correct measures, which should be realistic and based on organisational strategy (Gtierrez, *et al.*, 2015).

PMS should be strategic, holistic, relevant to decision-making needs, timely in a way that supports the decision-making process, and consistent (Barbuio, 2001). Flexibility in designing a PMS is essential when adapting to the required changes that are going to lead to development of performance (Striteska and Spickova, 2012; Fryer, Antony and Ogden, 2009). Performance measurement systems should identify outcomes that can then drive future results, by applying proper management actions based on them (Barbuio, 2001). Barbuio (2001) suggests that for public broadcaster organisations, the developed PMS and KPIs should do the following things (and this is directly applicable to PART):

1. Provide information or reports about both positive and negative outcomes.
2. Help recognize the areas in which improvement is required.
3. Help identify errors and evaluate the quality of the business process.
4. Give stakeholders a chance to evaluate and give feedback on broadcasted programs, independent from the organisation.
5. Set measures for enhancing organisational performance.

2.7. Obstacles and Challenges in Developing Key Performance Indicators (KPIs) in Public Sector:

In an organisation that provides services, and is not wholly focused on a profit-generation philosophy in its operations, challenges may arise, and these challenges differ in their depth and complication. Some obstacles that affect the development of successful KPIs in organisations in general related to the absence of organisational strategy, lack of organisational vision and mission, proper, well-defined objectives or performance measurement and appraisal (Mucha, 2011; Manoochehri, 1999). Also, some obstacles are related to Objective redundancy and overlapping, the dominant routine and style of work or the planning of short-term planning only rather than long-term planning (Mucha, 2011.). Also, some obstacles are related to Objective redundancy and overlapping, the dominant routine and style of work or the planning of short-term planning only rather than long-term planning. However, Diana (2014) recognized that there are ten obstacles when it comes to measuring performance specifically in public organisations, which are:

1. Limitation of PMSs used in the public sector. Most of the PMSs focus only on financial factors and ignore the social and environmental contributions of these organisations to the community (Diana, 2014). Therefore, Diana (2014) suggested expanding these limited systems to include factors outside of those related to economy, efficiency, effectiveness, environmental and equity factors, and focus on value management rather than money management.
2. Low level of transparency. A good, clear accountability and reward system can highlight good practice as well as any defects.
3. High level of bureaucracy and corruption in decision-making.
4. Lack of relevance of measurements to the desired final result.
5. Lack of employee experience in performance development.
6. Lack of resources which support this process such as technology, facilities, experts etc.
7. Lack or absence of interest from the decision makers or senior managers.
8. The cost of the performance measurement.
9. The complexity of the work.
10. The resistance of the staff.

Overall, these obstacles can be managed through a keen and persistent desire for change in an organisation. It won't be easy to make the required changes; however, formulating the process in a step by step format would help facilitate it. What is more, allowing relevant parties from all different levels of the organisation to contribute to change will reduce the level of staff resistance (Caldwell, 2003; Marquardt, 2007).

However, despite the challenges and obstacles mentioned, performance management and measurement has recently become the most applied practice in the public sector (Zakaria *et al.*, 2011). The need for managing performance has become an essential matter organisations, and choosing to apply it is no longer an option as much as a matter of necessity.

2.8. Research Gaps in Performance Measurement Systems at Public Organisations:

Most of the existing literature on performance management and measurement related to the public sector is limited and based on specific practices. There are plenty of models that have been developed and introduced to the literature about PMS, but only a few have been tested and showed how they can be practically introduced in organisations. The field of performance management and measurement in the public sector needs more research to reach a holistic view of the uncertainty situation in the public sector and the effect of this instability, and how performance management should be implemented accordingly (Arnaboldi, Lapsley and Steccolini, 2015). The importance of political, social, and economic factors in decision-making, and how these decisions can affect both human and financial resources, highlights the importance of PMSs being thoughtfully planned and designed for the public sector. Exploration of PMS models needs to consider both external factors (politics, social, economic) along with the internal organisational factors (capabilities strategy, process, organisation size and type), whereas the existing research is limited in addressing a comprehensive view of these factors as a complete system that can be influenced by both sets of factors. PMSs in the public sector still up for debate in the research, and thought to be a more complicated matter than private sector PMSs (Borst, Lako and de Vries, 2014). Borst, Lako and de Vries (2014) argued that those working in the public sector should consider several factors when designing the PMS, which are summarized as follows:

1. Public sector usually is responsive to different political needs
2. The relationship with stakeholders is not only based on payment and services, but is extended to include further responsibilities related to social and cultural needs.
3. Understand that the driver in the private sector is effectiveness and efficiency, while in the public sector it is the accessibility of the government services to the public, with decent and fair treatment of the stakeholders.

Such a gap highlights the importance of considering how PMSs is crucial to be tailored to the context of each organisation, and not identified as one template that can be applied to all public organisations identically (Buschor, 2013; Mensah and George, 2015). The context of each organisation contributes to the success of implementation, and so what works for one organisation may not work for another (Buschor, 2013; Mensah and George, 2015). There is therefore a real need for more evidence and data on the application of a performance measurement model in the public sector, and its benefits (Micheli and Kennerley, 2005). PMS models need to be updated from time to time due to the rapid change of the organisation and the impact of varied political and economic factors which can change the interests and focus of these organisations. Therefore, PMS research needs to consider the variation in factors and context when attempts to develop PMS model that is capable of simulating the reality of organisations and enhance its performance.

In the case Oman, as discussed earlier in chapter one, the PMS literature is limited to certain fields such as hospitals, libraries or academic institutions (Al Hijji and Cox, 2012; Ramanathan, 2005; Al Barwani and West, 2011). Furthermore, Oman as a developing state is establishing various organisation and authorities to serve the state's development plans and needs, and as discussed in the literature on the importance of PMS for public sector, this research aims to extend and fill an important gap in the existing body of knowledge on how such organisation can attempt adopting such practices. Performance management and measurement as a managerial concept is not yet developed in Oman public sector. The government had tried several initiatives to develop the performance by setting KPIs for the national projects through a national initiative called Tanfeedh (Tanfeedh, 2016). However, this initiative so far has treated all the public organisations quite similarly, ignoring their specific context and the range of critical internal factors for each organisation such as human resources, financial capabilities and infrastructures. There is slow development in the project progress report most of which are due to such internal factors and the setting of KPIs that don't reflect each organisation's context (ISFU, 2017). Therefore, based on my finding and exploration of existing literature on PMS both locally and globally, I believe that exploring the topic of PMS about public organisation in Oman will assist in successful assurance of creating a value out of the money spend in the development of plans.

2.9. Chapter Summary:

Literature in the field of performance management and performance measurement is still exploring its different applications in the public sector, and especially in unstable systems" (Arnaboldi, Lapsley and Steccolini, 2015). There is still discussion and debate among researchers in the field of performance management and measurement, who stress how performance management in public sector is more complicated than in the private sector, especially with issues related to remuneration, reward and incentives (Arnaboldi, Lapsley and Steccolini, 2015). The performance measurement model should be flexible and continuously updated in alignment with the situation's changes and development, in order to keep its efficiency (Micheli and Kennerley, 2005). It is necessary to provide a guideline or procedure for development and implementation of performance measurement in a public sector organisation. The guideline should be comprehensive enough to cover all aspects required by an organisation (Micheli and Kennerley, 2005) retaining consideration towards each organisation's uniqueness and sensitivity.

The performance measurement model was formulated to fulfil the following criteria in terms of what it offers an organisation*: "a balanced picture of the business; provide a succinct overview of the organisation's performance; be multidimensional; be comprehensive; be integrated both across the organisation's functions and through its hierarchy; and explain how results are a function of determinates"* (Neely, Adams and Kennerley, 2002 cited in Micheli and Kennerley, 2005). However, evidence of its use in the public sector is limited. As such, this research applies this model to the purpose of studying and developing a special prototype for PART, and identifying a suitable PMS that is practicable and geared towards the benefit of stakeholders and their satisfaction (Micheli and Kennerley, 2005). This approach is integral, since PART exists chiefly to provide the community and state with the necessary media coverage at a level of performance that meets their expectations and serve their needs.

In this research, the conceptual framework of performance measurement model is adopted, which is suited a public broadcast organisation and specifically PART because of its focus on stakeholders and their satisfaction. The model deals with both external and internal stakeholders (such as employees, audience, and government), as well as internal organisational elements such as strategies, processes and capabilities (David and Joseph, 2014). Overall, this model covers all the important factors for developing successful KPIs at PART.

The performance prism model is adopted in this research to assist in the development of a prototype model that can be used to identify and refine the KPIs of PART. The research will focus on exploring the possibility of developing strategic KPIs that are formulated with regard to the vision of the organisation, which can then be developed into set measures that work at the operational level of the organisation. The research explores how a strategic mission can translate into practice using individual performance measures to meet stakeholder satisfaction (Najmi, Etebari and Emami, 2012). Managing the development of KPIs will help to clarify which actions and initiatives should be developed (Bauer, 2004).

The research takes into account PART's strategy, vision, mission and objectives, examining the possibility of using the performance prism to generate better outcomes. The focus will be on

PART's role of delivering and living up to its stakeholder's expectations. It investigates the potential performance prisms offer for linking targets with practices, for better performance and higher satisfaction of stakeholders. Performance measurement, as mentioned, is a recent field of research, and requires more practical research to validate it in different organisational contexts (Neely, Gregory and Platts, 1995).

The next chapter provides a detailed explanation of the reasons for selecting the performance prism as the conceptual framework of the research, and thus the development of a PMS model for PART.

Chapter Three: Conceptual Framework of the Research:

3.0. Introduction:

Over the last three decades, performance management and measurement has become an important topic for researchers (Van Helden and Reichard, 2013; Grigoroudis, Orfanoudaki and Zopounidis, 2012; Metawie and Gilman, 2005). There have been many models developed in the interest of discovering the best way to enhance an organisation's performance to attain organisational goals and objectives. Most of the PMS models that are addressed in chapter two focus on strategy as a starting point for setting up the PMS, and identifying which key practices will be measured for better performance management. Beginning from strategy when developing a PMS may work for many organisations, but it may not serve organisations which consider stakeholders as an essential factor to consider in their planning. In fact, beginning from any perspective other than stakeholders' preferences and interests is defined as incorrect practice by some researchers (Neely, 2007). The idea is that using anything other than the stakeholder as a starting point for developing a PMS fails to manifest the real value and purpose of the organisation, which is providing a product or service to stakeholders (Neely, 2007). Especially with organisations that have a broad range of stakeholders, like PART, it is necessary to identify the most important stakeholders in order to strategise and prioritise based on the preferences and desires of each of them. These types of organisation have encouraged researchers to attempt to develop models that take stakeholders as the starting point for creating a PMS framework; one example of such a model is the performance prism model (PPM). PPM directs the development of a PMS system towards the needs of stakeholders, instead of emphasising strategy alone (Neely, Adams and Crowe, 2001). However, this model requires further validation through investigations in different contexts, to clarify its contribution to the development of performance management and measurement in public sector organisations (Rompho and Boon-ittm 2012), since very limited data exists on the application of the Performance Prism in practice (Agbanu *et al.*, 2016).

In this research, PPM is selected as the reference model for developing a PMS prototype for PART, and also developing KPIs for a specific sector in the organisation as a pilot implementation attempt. This chapter provides an explanation of PPM and its five facets, and their relevance to PART's circumstances as a public organisation. It also presents a developed version of this model, which has been honed to capture other factors that also affect PART’s performance, and is more generally relevant to public sector organisations in Oman.

Before addressing the conceptual framework, its features and characteristics, and the suggested PMS model, the research must offer a brief presentation about PART and the factors affecting and contributing to its performance in order to set the context for an explanation of why PPM was selected.

3.1. Case Presentation:

PART is one of the largest cultural organisations owned by the state in Oman. It operates five radios and four television channels, in addition to a growing number of internet platforms consisting of applications, websites and over thirty social media accounts which relate to their broadcasting channels. The structure of PART is a traditional hierarchy type; big and scattered (See Appendix A). It consists of seven sectors with tens of department and sections, and over two thousand employees. Other departments are also reporting to offices of the Chairman and Vice-chairman, in addition to regional offices at other governorates in Oman which are nine offices. Due to time constraint, this research focuses on one sector, the News Sector, to act as a case study for developing a prototype PMS model and identifying KPIs in PART. This sector is considered to be the most critical sector of PART due to the sensitive nature of the type of media content they are working to produce. There are around 272 employees in total who are based in the headquarters of PART, and at the nine provinces offices, in addition to hundreds of out sourced contracts. The complexity of the News Sector is similar to other sectors of the organisation such as Visual, Audio, Drama Production, and Electronic Media Sectors, however, the News Sector carries out a sensitive operation, where any errors are taken seriously by not only the officials at PART, but also by the government and the whole international community, especially if the error involves misinformation being distributed as news.

Based on a survey done by National Center for Statistics and Information in 2015 (NCSI, 2015), news products including news bulletins and news programs are considered to be the most consumed media products of PART by Omanis, compared with other regional media channels and platforms. The reason Omanis trust Oman TV as a source of news is due to its unbias news`, especially when it comes to political issues. What is more, Oman news focuses on local content, which forms 80% of the news bulletins and programs. As a state-owned organisation, PART is financially supported by the government; however, reduction of the budget due to a drop-in oil price affected it, just as it affected other public-sector organisations (PWC, 2017). This reduction must be managed efficiently, by directing focus onto the most important projects and success factors, if PART's overall performance is to remain unaffected.

The reduction in budget affected the development plans of PART, necessitating much reduction in development spending. This heightens the importance of performance measurement as a tactic for managing priorities and directing focus onto what is most important to stakeholders. The wide range of PART's stakeholders with their different preference and satisfaction interests and topics address several threats derived as obstacles for better performance level, which vary between different stakeholders, depending on their interests and preferences. The challenges that each stakeholder poses means PART must consider multiple directions for its media services and products, to enhance the satisfaction level of those different stakeholders. Therefore, identifying the various stakeholders and their preferences is the first step toward creating a successful performance strategy that will achieve the required results (Kenny, 2014). This practice is important for preventing the organisation from ending up with a large list of stakeholders, which can be critical especially with financial constraints (Kenny, 2014). Therefore, prioritization is crucial in this case.

PART is a state-owned organisation. It is argued that these organisations may have a political bias towards serving the political elite of the state (Tambo and Dahl Gabel, 2014). This argument addresses the PART's complicated position as a national media broadcaster, which faces pressure from its different stakeholders. Therefore, the planning of a PMS framework necessitates the precise identification of who the most relevant stakeholders are, and who the strategy of PART is going to chiefly serve. Stakeholders are not to be identified on a commercial basis as in the case of business owners or customers, but rather are to be selected from a wider range, which extends to include social, economic, political and cultural stakeholders in the public sector, private sector and government (Tambo and Gabel, 2014). Although much of the literature addresses the difficulty in implementing PMSs in the public sector, real cases show that these organisation can be measurable (Tambo and Gabel, 2014). This gives us hope for successfully implementing a PMS model for PART, by understanding PART's stakeholders and therefore the nature of actions, initiatives and indicators which it would be most wise to measure. There are over ten categories of stakeholders as addressed by Hastings (2004) in relation with similar public service broadcasting organisations. These can be citizens, regulators, advertisers, business customers, funders, etc.

In the case of PART, the selection of relevant stakeholders is identified based on the objectives of PART, which are addressed in the Royal Decree of PART's establishment in 2010 (Royal Decree 108/2010) and the following Royal Decree that was issued in 2011 (Royal Decree 100/2011). It states that PART aims to raise public awareness, to consolidate its liberal values with those of citizens of the state, their heritage and their modern development. It also seeks to develop the public's abilities in various fields, and to enhance its knowledge of the world and events that are taking place in other countries. The Royal Decree defined the primary objectives of PART as such:

1. To highlight the policy of the State in various sectors and fields, and to inform citizens of the state's point of view and its core principles.

2. Explain the objectives of development plans and projects, the possibilities and results expected from them, and to educate citizens about their roles within these development projects.

3. Promote and consolidate the values and concepts of a productive community that is based on tolerance, dialogue, and moderation.

4. Promote the value of work amongst citizens of the public, especially the youth, and teach them to respect all different professions and jobs.

5. Promote the values of social solidarity, developing a sense that citizens are inseparably part of society, and that any effort done by individual citizens will benefit them not only personally, but their families and their community.

6. Help the public stay abreast of local and international events and activities in Oman, Arab countries and the wider world in general, with a conscious openness to global cultures and celebration of literary, artistic and scientific achievements.

7. Revive interest in and develop Omani musical heritage without losing its character, and support national interest in the entertainment and sports' fields.

The above-mentioned objectives address the most important stakeholders of PART, who canbe classified as follow:

1. The public audience, especially the youth.

2. The regional and international audience.

3. Social media audience as a source of news, interaction and feedback.

4. Beneficiaries from Public and state-owned institutions and organisations that benifit from PART's media service (all government organisations that ask PART to cover their development projects, national or international events).

Regulators

5. The funder of PART which comes the government and specifically from Ministry of Finance.

6. The regulator which comes from top authorities in the country which are Ministerial Council, Royal Office and Ministry of Information.

7. PART's employees, since they are the ones who will attempt to meet the expectations of the other stakeholders (Springman, 2011); their development, satisfaction and contribution is essential for better results.

8. Suppliers and private sector including commercial producers and service providers for broadcasting services.

3.2. Characteristics of the Performance Prism Model for PART

Organisations should develop their strategic plans with key success factors, which drive stakeholders' needs and wants, in mind (McAdam, *et al.*, 2005). Since PPM is considered one of the most comprehensive models for developing a PMS that addresses the importance of stakeholders (Jacka *et al.*, 2010), it is selected as the model for developing the conceptual framework of a PMS for PART.

PPM is defined as designed to *"[give] a balanced picture of the business; provide a succinct overview of the organisation's performance; be multidimensional; be comprehensive; be* *integrated both across the organisation's functions and through its hierarchy; and explain how results are a function of determinates"* (Neely, Adams and Kennerley, 2002; Micheli and Kennerley, 2005). PPM is designed for developing strategy and organisational processes in a way that serves stakeholders, and allows continuous development and changes in a dynamic response to variables (David and Joseph, 2014). PPM addresses questions that are mainly stakeholder-oriented, and are concerned about stakeholder satisfaction and contributions to develop organisational strategy (David and Joseph, 2014). It also focuses on what is required and demanded by the stakeholders, in addition to emphasising the critical internal elements within an organisation that will help to manage good performance, such as strategy, process and capabilities. This research combines practical knowledge to the benefits of using PPM, since this model has been less investigated compared with other PMS frameworks (Jacka *et al.*, 2010).

PPM provides a practical explanation of how to identify the measures that matter to an organisation, and develop a suitable PMS for the organisation based on its important factors (Neely, Adams, and Crowe, 2001). Neely, Adams, and Crowe (2001) explained that this model provides a practical guide for determining what should be measured. The model consists of five facets, and each facet presents an important perspective on PMSs. Performance is measured based on five aspects, as shown in figure (3), which are as follows:

1. Stakeholders' satisfaction: Stakeholders are any relevant parties that are critical to the organisation's work. They include the regulator, public society, customers, suppliers, employees, etc. The category is extended to cover all important stakeholders in an organisation. The major questions addressed in this facet are: who are the stakeholders? How can we raise their satisfaction level?

2. Strategy: The second facet is focusing on and developing strategy. It is a secondary procedure, to be done after identifying the stakeholders, what they want the organisation to achieve. The question asked at this stage is: what kind of strategy helps to satisfy those stakeholders?

3. Processes: strategising must be supported by a multitude of different processes to achieve targeted goals. Therefore, the third facet of this model is to develop the right method for executing the previously defined strategy. The question addressed here is: what are the processes that will allow the implementation of the agreed strategy?

4. Capabilities: Identifying the resources required for executing the tasks and initiatives that will help to achieve strategic goals. The capabilities may be in the field of infrastructure, human resources, financial resources, or the technological requirements necessary for executing the processes dictated by the strategy. This facet addresses the question: what skills and abilities do we need to have available if we want to enhance these processes?

5. Stakeholders' contribution: since this model considers stakeholder needs, it also addresses how stakeholders can contribute effectively through their relationship with the organisation. This facet addresses the question: what contribution is required from the stakeholders for continuous development of either services or products.

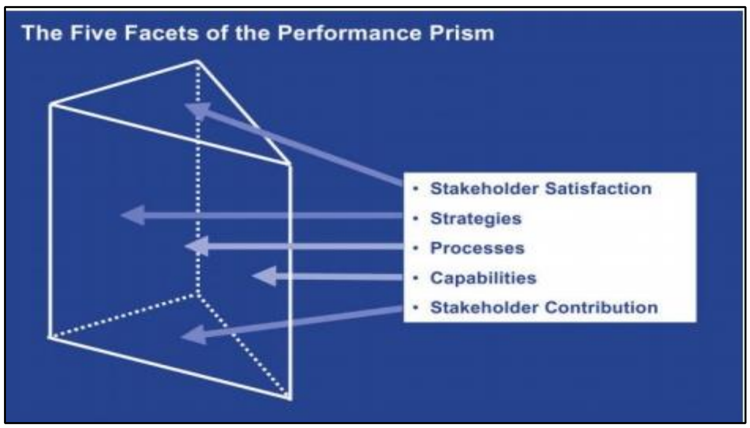

Figure 3: Performance Prism Model (PPM). Source: (Neely, Adams, and Crowe, 2001, pg. 12)

This model is relevant to the case of PART, because PART's stakeholders' opinions and feedback are critical to the process of developing performance, and consequently developing a PMS and setting indicators for measurement (Hastings, 2004). The primary objectives of PART, as addressed by the royal decrees, explain that the purpose of PART's establishment was stakeholder-oriented. There are plenty of academic and professional papers published about PPM as a measuring standard for performance, but very little has been published showing how PPM can be used for development in a real life situation (Neely, Adams, and Crowe, 2001).

Neely, Adams, and Crowe (2011) elaborated the *"Strategy Map"* of the Balanced Scorecard, developed by Kaplan and Norton, which addresses both the successes and failures of an organisation, into two maps which provide a wider view of the organisations and its actions. The first map is called the “Success Map”, which addresses success factors related to each of the five facets. The other is named the “Failure Mode map” which addresses the five facets that lead to organisational failure. The “Success Map” helps the organisation in setting measures for activities and actions that are important for organisational success (Neely, Adams and Crowe, 2001). The Success Map is made with regard to each identified stakeholder, as they are most important to an organisation’s success. In this research, a Success Map is prepared with consideration of the most important stakeholders, with a focus on providing performance measures related to the news product and its services.

The initial step in PPM is identifying the stakeholders, to pin down the sector’s critical success factors for better performance, which is used to construct a Success Map for the sector. The Success Map is then used to clarify the link between targets, the organisation’s relationship with the stakeholders, and the organisation’s strategies, processes and capabilities; however more practical evidence of the practical implementation of PPM is required to support the concept (O’Boyle and Hassan, 2013). This model requires careful monitoring in tandem with adoption of the required changes to the measures, in order to achieve the strategic objectives of the organisation (O’Boyle and Hassan, 2013). An organisation’s failure to identify relevant critical success factors for its Success Map can result in a failure in the implementation of the PMS (Ariyachandra, and Frolick, 2008).

3.3. Developed Performance Prism Model based on PART’s Case:

The PPM doesn't include external factors such as political, economic and social factors which affect the public sector’s performance (Micheli and Kennerley, 2005; Tambo and Gabel, 2014). Therefore, this research proposes a developed model for the Performance Prism, which considers other factors that are also important to consider in the performance management and measurement of PART. These factors are critical, and can have either a negative or positive impact on organisational performance, and so cannot be ignored in the scenario (Micheli and Kennerley, 2005; Nowak, 2014). The management style adopted should be based on such ideologies and other important factors such as political, social, cultural, etc. (Nowak, 2014; Mba Sr and Teresa, 2013). In fact, media regulation in any country is likely to be determined by those factors (Nowak, 2014). It is argued that due to a *“pervasive and powerful traditional administration culture”* in the Arab culture, the rate of failure for implementation of western management styles in the Gulf and Oman is high (Charles and Shafiqul, 2014). This argument stresses the importance of considering these factors when developing any management system, including a PMS. An understanding of the external factors that often play a crucial role in any management system is essential to reduce the side effects of implementation.

By drawing on the discussion about different stakeholders and their preferences, based on organisational documents and interviews conducted during the course of this research, this research adapts the PMS model for the case of PART, meanwhile considering external factors too. PART, as a public broadcaster reports to the same regulatory system as other public organisations in Oman. Any decisions, or new procedures adopted by the government are to be implemented by all government institutions, including PART. The initial Royal Decree of PART's establishment gave PART full authority to be financially and administratively independent, but due to the financial situation Oman is facing, all the public organisations' payment systems were unified, and this was issued by a Royal Decree number (78/2013) on the 23rd of December 2013. This brought PART under the civil service payment system, including its reward, promotion and punishment legislations. This change made PART dependent on both the ministry of finance and the ministry of civil services for any changes in payment, incentives, rewards or compensation. The Sultanate of Oman was affected by the Arab spring, which made the government take immediate decisions to tackle the situation at that time. One of these decisions was to decrease the unemployment rate by providing fifty thousand jobs, more than half of which were in the public sector (Aljazeera and Agencies, 2011). The increase in employment created another dilemma for public organisations, because it caused wage spending to rise, employee numbers were increasing in the public sector despite an inability to train them (Bertelsmann, 2016). This decision was made in the interest of managing the demonstrations which were happening in 2011 as an effect of the Arab spring (Bakri, 2011). This employment increase affected the public organisations in either positive or negative ways. It solved the extreme shortage of human resources in the public sector, however it created new issues such as "*hidden employment",* where employees in some sectors are not needed or do not have the required training and qualifications to fulfil the demands of their role, which induces a high cost in performance management and employee development (Johnson, 2014).

In general, these factors affect performance management plans because they can restrict or escalate the risks that may be involved. Therefore, despite performance prism offering a comprehensive framework, further development is necessary in order to consider and include these external factors that can affect implementation.

3.4. Initial Process for PMS Development:

The initial step in the process of designing the right PMS for PART is to identify the most relevant stakeholders for PART, and hence for the selected sector for the research, which is the News Sector. As has earlier been discussed, the wide-ranging nature of PART's stakeholders necessitate prioritization in order to set logical and fruitful measures for PART. A list of priorities was prepared with reference to interviews conducted with top management at PART during this research, the stakeholders of a generic public broadcaster identified by Hastings (2004), and the stakeholders mentioned in the royal decrees of PART's establishment. The prioritized list combines this information to present the important stakeholders, on whose needs and wants the PMS designed is based on.

Table (2) shows a template that was used by Neely, Adams and Crowe (2001), based on PPM, to identify how stakeholders' satisfaction be attained by addressing key five questions.

Stakeholders satisfaction	Strategy	Processes	Capabilities	Stakeholders Contribution
Who are the key stakeholders?	What strategy to implement to satisfy their needs?	What process to implement for strategy execution?	What is required from human and other resources for executing the strategy?	What is required from the stakeholder to sustain the development of the work?

Table 2: Key Question for Developing PMS. Source (Neely, Adams and Crowe, 2001, pg. 9)

I have modified the PPM model that has been developed by Neely and Adam to cover all important and influential elements of PART performance. The context of PART made me think of adding an additional focus on the scenario of satisfying stakeholders in relation to external factors. The PPM becomes then based on six facets, as shown in figure (4).

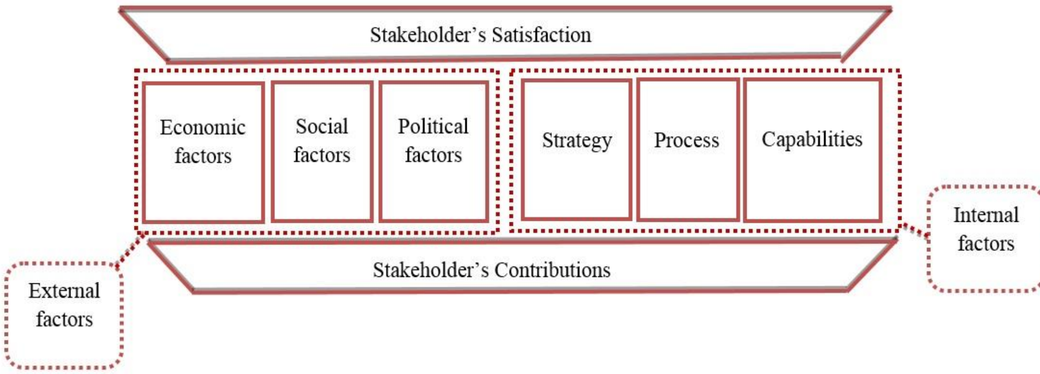

Figure 4: A Developed Model from the Performance Prism

The six facets of the model consider external factors to be important in the decision-making process, and progress toward stakeholders' satisfaction and the organisation's performance plans. The new model provides a better overview of the factors and requirements for better performance at PART as a public broadcaster in the country. It addresses six key questions the organisation needs to be considered in order to design the right PMS. Using the PPM as a framework for PART's case, each facet of the model addresses the following aspect of PART:

1. Stakeholders' Satisfaction: Because PART is a public broadcaster, it follows that stakeholders are government regulators, funder, the audience who are watching the different channels of PART (especially the local audience) and the private or public institutions who broadcast advertisements about their campaign, services or products through PART's different channels. Another perspective might consider the primary stakeholders to be the audience, especially the youth, who make up more than two thirds of Oman's population (NCSI, 2016), and who consider internet platforms their primary source for news, information, and leisure. The audience is demanding more transparency in addressing shortages and issues related to government developmental projects; however, PART's business philosophy style is to avoid exaggeration in news reporting, to prevent an adverse reaction from the public toward the government. PART tries to report the facts realistically and calmly, as explained by senior managers at PART during the interviews conducted during this research. Open media platforms on the internet have created competition, making it harder to retain an audience, especially with the technological features and tools used to present the media content in an interactive and attractive ways.

This situation requires an intensive level of effort to enhance the quality of the work and develop the employees' skills. The development requires sufficient funds and a well established organisational culture that encourages speed, and pushes talented employees to achieve (Naranjo-Valenciaa, Jiménez-Jiménez, and Sanz-Valle, 2016). The challenges are different from one stakeholder to another, which highlights the need for thinking deeper when identifying stakeholders and their concerns, in order to serve all of them without causing detriment to the others.

2. Strategy: PART was established in the interest of becoming the number one source of news for Omanis citizens. It is also determined to preserve Omani national identity, and market Oman's culture and knowledge to the world. Such strategic goals need to be translated and transformed into clear plans and actions. These actions must be designed to enhance the stakeholders' satisfaction level.
3. Processes: The research will study the case of PART's News Sector, to provide an example of how different processes can be modified to allow better performance in the achievement of work goals. The focus will be on the process of new peoduction as a tool to monitor and identify the performance gap.
4. Capabilities: The implementation of a modified PPM will help also in investigating PART's capability to develop a successful PMS. Identifying the capacities and the shortages of the organisation is one of the mandates of this research. The PPM helps in identifying required capabilities, and creates the possibility of fulfilling the requirements for better performance. PART has invested millions of dollars since it was established in 2010 to enhance its technological infrastructure. The number of employees has also twice to cover the shortage in human resources and the expansion demand. During the last few years, a lot of investment has been made into building capacity and developing employees' skills. However, those training programs were not managed with regard to real performance measurement and evaluation, and hence failed to address PART's real needs.
5. Stakeholders' contribution: The PPM allows for continuous development and learning, because it emphasizes the role of stakeholders in the success of the organisation. This research looks at stakeholders' contributions at PART, in order to perform according to their expectations. Each of the stakeholders is expected to contribute differently to the development of PART's performance. However, their contributions may be affected by

external factors such as political, economic, cultural and social realities, which is the reason this research develops the PPM to include a new facet, which addresses external factors.

6. External Factors: Organisations can be affected by several external and internal factors which comprise their uniqueness and form their context (Mensah and George, 2015; Micheli and Kennerley, 2005; Buschor, 2013). Therefore, isolating the organisation from external factors, and focusing on internal factors only, limits the chance of creating comprehensive plans for development. Therefore, PART must align its strategy with stakeholder preferences concerns as well as with these external factors and the possibility of their changing over time. Awareness of external obstacles such as unemployment rate, change in regulations and decisions made to unify payment systems among public institutions and other factors are key for organisations like PART. Consequently, they will be able to prepare appropriate action plans to overcome the barriers and assure consideration of all stakeholders, particularly those external to the organisation.

The research analyzes the readiness of PART, through examining several factors such as strategy, vision, mission and objectives; as well as processes, legislations and regulations, to develop a suitable system for measuring performance. It examines the ability of the PPM to help in creating a superior PMS that will allow the News Sector to meet its goals, objectives and responsibilities towards stakeholders. This research aligns the identified KPIs with strategy by considering the importance and contribution of PART's stakeholders. Table (3) presents a template of the six key questions for developing the PPM that has been used in this research.

Stakeholders satisfaction	**Internal Factors**			**External Factors**	**Stakeholders Contribution**
	strategy	**processes**	**Capabilities**		
Who are the key stakeholders?	What strategy to put in order to satisfy their needs?	What process to implement for strategy execution?	What are the requirements of human and other resources to execute the strategy?	What factors that are going to impact with PART's ability to execute the strategy?	What is required from the stakeholder to sustain the development of the work at PART?

Table 3: Template for Using Six Key Questions to develop PMS at PART

The research explores these factors in relation to PART in general, and breaks it down in further detail by using the News Sector as a research sample with which to develop examples of KPIs. The conceptual framework of this research is shown in figure 5.

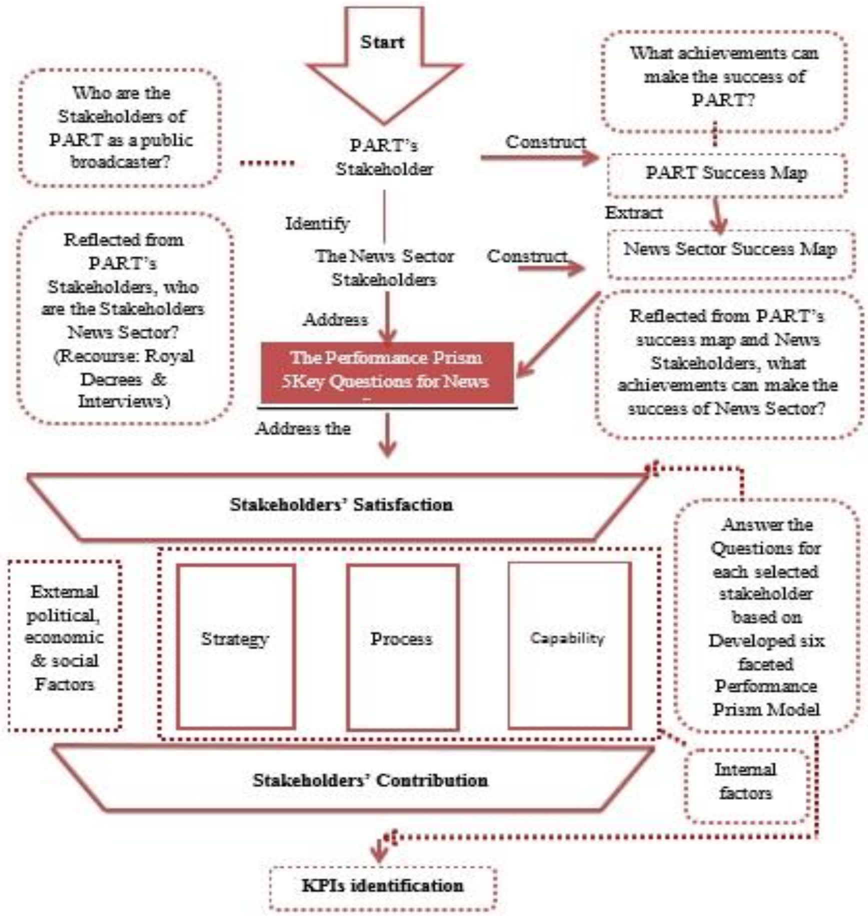

Figure 5: The Research Conceptual Framework

3.5. Chapter Summary:

Identifying the right stakeholders is the first step towards developing winning KPIs for PART. The conceptual research framework brings attention to the most crucial elements to consider when developing KPIs for PART's News Sector. By using an action research approach, I had the chance to investigate the possibility of creating a clear path for PART to take when determining KPIs.

This chapter explained how the conceptual framework for a PMS has been developed for PART’s case. The next chapter will clarify the research philosophy and methodologies that have been used to answer the research questions and achieve objectives.

Chapter Four: Research Methodology

4.0. Introduction:

The "*methodology*" is defined by Henning (2004, pg. 36) as "*the epistemological home of inquiry*", which emphasises the importance of defining the right methodology when pursuing knowledge creation and epistemology. Therefore, this chapter addresses the different philosophical assumptions used to develop this research, including ontological and epistemological philosophy that directed the selection of the research methodology. In addition, the chapter explores how queries should be designed and managed to answer our research questions and attain the research objectives.

This chapter also explains how different methods have been used to transform data to sense-making information which can then drive the decision-making process during the research (Easterby-Smith, Thorpe and Jackson, 2012). The research intended to make an intervention and allow participants to be part of the process of developing solutions; therefore, an action research approach was undertaken, and was supported by case study methods (Easterby-Smith, Thorpe, and Jackson, 2012; Creswell, 2013). This chapter provides an explanation of the rationale behind the use of each method, sample selection and how relevant parties from PART were involved in developing a practical prototype model of a PMS for the News Sector. Furthermore, the chapter clarifies the ethical procedure that has been considered during the research, and recounts the issues faced as well as how these were overcome.

4.1. Research Philosophy and Paradigms

The purpose of this research is to provide a guide, in the form of a prototype model, of how to develop a PMS that can help PART achieve its objectives and national mission. It aims to create a PMS that can be easily followed and implemented by different departments and units at the organisation. Studies reveal that research questions drive the identification of a research philosophical paradigm, allowing the researcher to consider all the different assumptions that will underpin the research and help in planning and shaping the research methods (Creswell, 2013). A philosophical paradigm gives the researcher guidelines with which to distinguish a research perspective, and guides the researcher in understanding how to act as an insider researcher within the organisation to capture the knowledge by discussing different values and biases of the research in order to overcome them, and how a contextual understanding of the organisation will help in describing the gathered data to form knowledge (Creswell, 2013). Accordingly, the philosophical paradigms should be selected in a way that guides the researcher in investigating the researched sample (Saunders, Lewis, and Thornhill, 2009). They determine data collection methods for the research, including the type of data to be gathered and analytical procedure to be used for this data (Johnson and Duberley, 2000). Therefore, identifying philosophical paradigms is important to the development of an epistemology for the research, and will help in identifying the data to be collected and managed (Johnson and Duberley, 2000). Using different philosophical approaches in the research encourages different levels and types of reflexivity, which helps clarify the relationship between the researcher and the researched object (Coghlan and Brannick, 2010).

The research was influenced by different elements and factors that shaped its philosophical assumptions, and this is reflected in the selection of research methodologies too. The ability of the researcher to create a realistic epistemology depends on an understanding of the relevant parties, which in turn requires an accurate and appropriate research style and methodology (Johnson and Duberley, 2000). By considering the research objectives and questions, it was found that interpretivism and pragmatism are the most suitable philosophical paradigms for this research. The interpretivism paradigm allows us to interpret what research findings, as well as knowledge taken from the experience and knowledge of the researcher as a practitioner, during the process of developing the research outcome (Creswell, 2013). Dealing with human factors requires a mode of interpretation with different elements, with no single version of the facts or reality, and interpretivism encourages the use of multiple methods to understand the whole picture of the organisation (Burrel and Morgan, 1979). The pragmatism paradigm, on the other hand, helps in understanding the problems or the changes required, and then acting to manage them (Vogt, 2005). The pragmatic paradigm recognizes the role of the researcher in obtaining knowledge about the problems and their solutions (Gert, 2010). It is best selected for research that focuses on the interplay between knowledge generation and the taking of actions (Goldkuhl, 2012). Therefore, both philosophical paradigms influenced the designing of this research, and the selection of methods to explain, understand, interpret, intervene and create change (Goldkuhl, 2012). Accordingly, several research methods were used in this research to help answer the research questions. Understanding the organisation’s style of work and its culture requires an in-depth understanding of people's contribution in the process (Creswell, 2013; Nabukenya, 2012; Easterby-Smith, Thorpe, and Jackson, 2012). The need for exploratory and descriptive information about PART, which is based on a practice-oriented approach, encouraged me to choose mode 2 of knowledge creation, which is trans-disciplinary and allows direct engagement with the human factors of the research (Easterby-Smith, Thorpe, and Jackson, 2012). Therefore, this type of research is applicable to management research where employees are regarded as essential (Easterby-Smith, Thorpe, and Jackson, 2012). The following sections discusses these methods and their uses.

4.2. Research Management:

Using the two philosophical paradigms of the research, a plan was set for collecting the required data. The research questions and research objectives were addressed using case study based, qualitative methods through an action research approach. Different case study methods were used to understand different interpretations of both the human factors and processes (Burrel and Morgan, 1979; Hooff, Bart. and Schipper, 2008). This combination helped in understanding the role of both human and process factors in achieving the organisational goals. Combining different methods assisted in answering questions of "why" and "how" to serve the purpose of the research, rather than just providing insight into the "what", "when" and "where" of processes (Milena, Dainora and Alin, 2008). Systematic, semi-structured interviews, documentation, record gathering, and observation were used to gather data and obtain an in-depth knowledge of the organisation (Blaikie, 2000). In addition to this, the formation action teams', and their subsequent participation helped form the findings, and contributed toward achieving research objectives.

4.3. Research Approach and Methods:

The identification of changes required within the organisation was the first step in the research, which was the foundation from which both research questions and objectives were designed. Since the research was investigating certain context (a developing state, Oman) and organisation type (a public organisation with a highly dynamic characteristic and surrounding environment, including a complex web of influential stakeholders), the research was in need of first developing an overall and generalised picture to set as the foundation for practical development of solutions and their implementation. This approach falls within the domain of inductive research approach, which according to Saunders, Lewis, and Thornhill (2009) is used to develop a theory or a concept by observing a certain context. Therefore, the research used inductive approach to develop a proper conceptual PMS model for PART based on analyzing and observing its situation. This was predicated on a critical literature review in order to explore the findings of previous studies in the development of PMSs, particularly for the public sector, and get a sense of the challenges and limitations and mixed case study methods. For this purpose, an initial case study method of the organisation was applied which resulted in developing an appropriate conceptual framework for the research to assist in gathering the required data. Data collection of the study was undertaken in two stages, first the case study research method, which fed a follow up stage of action research approach. The case study method, which involved interviews, observation of existing practices, examination of documents and archival information available in PART, allowed an in-depth understanding of PART and its context, which led to the identification of key dimensions and themes for the required PMS model. The approach and method of action research was deployed during the development of PMS model for the News Sector.

The following sections provide details about the action research and case study methods involved in this research.

1. **Case Study Methods:**

In order to ensure rigorous research, case study methods were also applied in this research (McManners, 2016). The case study as a research approach allows the researcher to manage the type of data and its gathering according to need, unlike other methods which may require sampling research (Tellis, 1997). However, this doesn't mean that this type of research has no sampling, but rather that the sample is managed according the progress of the research, and the clarification required to be done during the research. It is a selective approach, which focuses on selecting the sample that can best help create the required knowledge (Tellis, 1997). Therefore, case study methods are the best approach for exploration of an organisation's context, through application of an empirical investigation (Yin, 2003). Case study was selected out of different methods of qualitative research because it assists in the complex process of carrying out an in-depth, empirical study through observation of the selected case (Feagin, Orum and Sjoberg, 1991 cited in Ham, 2009). It allows detailed study of the selected case, providing an accurate demonstration of an organisation's current situation, and hence allows the researcher to propose the best scenario and plan for development (Creswell, 2013). It allows the researcher to accurately and comprehensively capture the circumstances of a complex and dynamic phenomena, such as public policy, participation and governance, as in the case of PART, by applying investigative ways of gathering data. Case study can be applied different situations or for understanding different senarios such as to explain a compicated interventions of a real-life, to describe a context that occued in a real-life intervention, and to explore options of evaluation of a certain intervention (Yin, 2003). Therefore, the case study approach allows for multiple data collection methods to be used to enrich data findings, such as documentation, archival records, interviews, direct observation, participant observation, and physical artefacts (Yin, 2003; Creswell, 2013).

2. **Action Research:**

Action research in management is defined as *"an involvement with members of an organisation over a matter which is of genuine concern to them"* (Eden and Huxham, 1996, pg. 75). It is "*a disciplined process of inquiry conducted by and for those taking the action. The primary reason for engaging in action research is to assist the "actor" in improving and/or refining his or her actions"* (Sagor, 2000, pg. 1). It is used to develop a visceral understanding of the different factors of a studied case, which is useful for developing a PMS prototype model in the case of PART. In fact, some researchers argue that action research should not be considered a research method, but *"an orientation to inquiry"* as described by Bradbury (2013, pg. 3), because it facilitates the inquiry and learning processes (McManners, 2016). It introduces a change-making initiative that requires cautious practice and maximum involvement with relevant parties, and is one of the best method for introducing a change in an organisation through research (Marshall, de Salas and McKay, 2006). Action research has been given different definitions based on its various meanings and uses (Argyris and Schon, 1989). There are four types of knowledge that are created through action research, which are: *"(a) diagnostic, understanding an issue; (b) participant, understanding a perspective; (c) empirical, evaluating a program or intervention; and (d) experimental, evaluating a program or intervention using a control group"* (Young and Kaffenberger, 2013, pg. 4). Therefore, action research is designed to turn knowledge into practical knowledge (Coghlan and Brannick, 2010). Action research's characteristics have been summarized by Argyris *et al*. as follows (1985 cited in Coghlan and Brannick, 2010):

1. Involves change.

2. Iterative cycles.
3. Re-education and learning process.
4. Facing challenges and status quo.
5. Contribution to social science hand-in-hand with contribution to everyday work life.

The relationship between case study methods and action research conducted using learning sets to develop the PMS model is illustrated in figure 6 below. The findings and outcomes of the case study methods and News Team workshops were presented during different research phases to the Advisory Team for evaluation and feedback. In summary, cycle 1 represents a wider overview of PART's case, while cycle 2 was directed towards exploring the selected example of the News Sector.

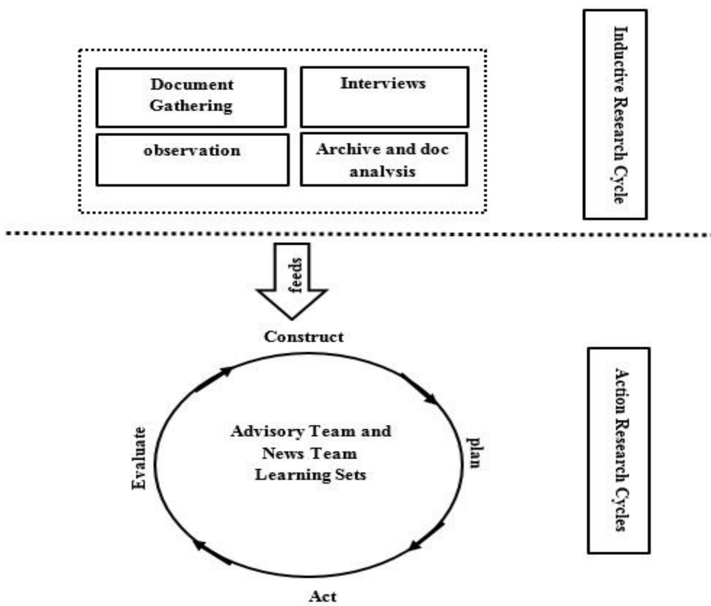

Figure 6: Inductive and Action Research Cycles of the Research

Both cycles (inductive and action research) were essential in capture a macro and micro level of the case of PART, understand its context and develop the better solution for PMS.

4.4. Research Sample:

PART was selected for this research, aside from being my workplace, due to the significant level of change and improvement it needed. As a key national organisation, it creates potential for extending the ideas and findings to other similar organisations in Oman, and generally in developing contexts, in future. As indicated in chapter one, this research provides the required information for PART to develop relevant KPIs for better performance management. The purpose of this research is to explore PART's readiness and requirements for developing PMS, and to find the best suitable model that suits its unique culture and work environment, in consideration with both external and internal factors as discussed in chapter three.

As mentioned previously, PART is considered one of the largest cultural organisation in the country. It has eight sectors, in addition to the Chairman and Vice-Chairman Sectors, which have different departments and offices. The sectors are divided into three main categories which are:

First: Top management sectors:

1. Chairman Sector: this sector includes the chairman office and its reporting departments.
2. Vice-chairman Sector: this sector includes the Vice-chairman office and its reporting departments.

Second: Administrative and supportive sectors:

1. Administration and financial affairs sector: responsible for financial allocation for other sectors, managing PART's budget and employment
2. Engineering Sector: responsible for providing technical support to all different sectors such as information systems, broadcasting facilities, and any other sectors with technical requirements.
3. Planning and Development Office: responsible for setting development plans; however, it is not yet fully activated and few tasks are being done in this sector as of yet.
4. Electronic Media Sector: a supportive sector at this stage, but is intended for producing electronic media products and platforms. Currently, it manages all social media accounts reporting to PART, which includes over 30 accounts, in addition to managing the different websites of PART.

Third: Specialized Sectors:

1. News Sector: responsible for producing all news coverage and bulletins, and news programs for all 9 of the different audio and visual channels at PART.
2. Audio Sector: manages 5 radio channels

3. Visual Sector: manages 4 TV channels
4. Drama Production Sector: responsible for producing Omani Dramas series for both radio and television channels.

Due to the large and scattered structure of PART, and its different specialized sectors, in addition to the limited timeframe for the research, this research focuses on one sector (News) as the subject for the development of a PMS prototype model. The News Sector is selected because it combines three major work styles which are present in PART's different sectors. These are department dedicated to administrative tasks, departments responsible for media tasks, and departments responsible for technical support tasks. All three of these types play a major role in the success of the News Sector. The News Sector is a relatively newly established sector, instituted immediately after PART was launched. It used to be a department when radio and television were part of the Ministry of Information before 2010. The News Sector is politically very important for PART and for the country, and its level of work has increased rapidly and intensely during the last few years. This sector provides a good case study for the research, which demonstrates the factors affecting the News Sector's performance, and explores the possibility of creating a solution that can enhance the level of performance and achieve the organisation's objectives.

4.5. Data Collection:

First part of the research applied inductive approach associated by qualitative methods using case study methods for data collection. Semi-structured open interviews, observation and documents' gathering were used in this research (Zakaria, *et al.*, 2011). The interviews were conducted with different PART employees from different organisational levels, on the topic of the development of performance development needs and key indicators. Participation in these interviews was clearly explained to be voluntary. A consultancy team of experts and decision makers from PART was formed to create a learning set that will produce reflective feedback in order to conduct the action research fruitfully. They discussed the initial steps required for developing a prototype model for PMS that would lead to identifying key KPIs for PART, as well as the suggested factors affecting organisational performance, and their effect on PART's overall performance. In addition, a participatory action research was conducted using a working team from the news sector was formed to work on developing and implementing a practical example of the suitable PMS framework based on continues evaluation and reflection.

Important collected documents constituted supportive data for understanding how to develop a PMS framework for PART that is aligned with its strategy and objectives and can be cascaded to the operational level with proper indicated KPIs. These collected documents are statements of the vision and mission of PART, job descriptions, terms of references for sectors, departments and sections. It is important to mention that some of the important data for the research was not documented, and documentation of this data will occur as part of this research, for example process mapping for some of the important processes in the News Sector.

Table 4 illustrates the case study methods used in this research, an account of data collected using each method, and the justifications for selecting each method.

Method	Collected data	Justifications
Documents	Different documents were gathered for this research, which varied between the literature and organisational documents.	To understand the history of PART's establishment, its role, mission, vision and objectives. Understand PART's organisational structure, especially in the News Sector, and the different jobs and tasks involved in each sector.
Archival records	Records about performance, work schedules, processes, follow up templates used in the News Sector, etc.	To understand the management style of the News Sector, and its performance management initiatives.
Interviews	Different types of interviews at different levels of the organisational structure of PART.	To explore all the data that is not documented in writing, but is important to PART's management and development, so as to understand PART's obstacles, challenges, development plans and initiatives.
Direct observation	- Visits to the news sector to observe the different work activities and processes present in the sector; attending daily meetings and observing processes.	To explore the management style at the news sector, its challenges, obstacles, and problems

Table 4: Summary of Type of Methods and Collected Data for the Research

Although the interviews were used as the main source of data for understanding the case of PART, the use of other data sources such as documentation, records and observation were crucial for reaching a deeper understanding of the situation, and what different stakeholders' expectations of PART consist of. The data also allows us to identify PART's CSFs, which were used to develop the PMS prototype model for the News Sector during the action research cycle. Multiple data sources are used to get a holistic overview of the case. By adopting the research methods to answer each of the research questions, different methods were used to answer each research question. The selection of each method is based on the method's capability to answer the research questions (Westbrook, 1994). Table 5 illustrates the questions and methods used for each research question.

Research Questions	Methods			
	Documentation Analysis	Interviews	Archival record	Observation
What are the requirements for developing a PMS in public organisations like PART, considering its social, political and economic context?	X	X	X	X
What are the shortcomings and barriers to developing an appropriate PMS?	X	X		
What are the actions needed for overcoming the shortcomings and barriers to developing an appropriate PMS?		X		

Table 5: Research Question and Data Gathering Methods

Some of the questions presented in Table 5 took several methods to answer, such as the question "*What are the requirements for developing a PMS in public organisations like PART, considering its social, political and economic context?"*. A desire to understanding the different factors which should contribute to the development of a PMS for PART motivated the use of different methods for gathering the required data. Since there this is the first initiative made towards developing a PMS for the organisation, in-depth researching methods were required. The conceptual framework developed after analyzing and understanding the case of PART and was used to further develop the action research methods conducted at a later stage of the research to develop the PMS framework for the News Sector and to PART.

In the following subsections, a description of each method used in this research and its management is given:

4.5.1. Interviews:

There are three types of interviews usually used in this kind of research which are; structured interviews, semi-structured interviews and unstructured interviews (Easterby-Smith, Thorpe, and Jackson, 2012). The process of data gathering in this phase targeted different organisational tiers. The reason behind this strategy was the desire to understand the organisation from different perspectives. The data was gathered from different organisational tiers, as illustrated in figure 7, which is divided into three tiers:

1. Strategic level: data sources from interviews with top management, gathering documents including royal decrees and PART's mission and vision statements, organisational structure and the different specifications of each sector and department and legislation and regulation documents.
2. Tactical level: data sources from interviews with senior and middle management at the News Sector, and observation and documents from the sector.
3. Operational level: data sources from interviews with employees, observation, process mapping and re-interviews with senior and middle management at the News Sector.

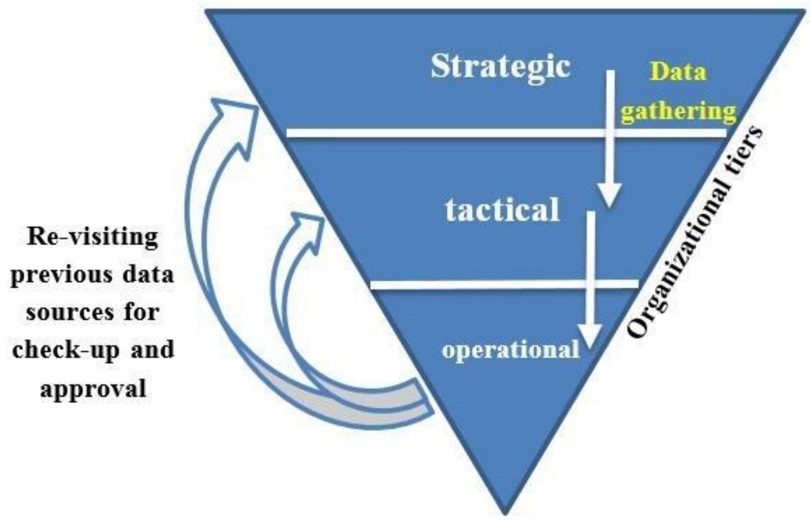

Figure 7: The Data Gathering Process, using Different Organisational Tiers at PART

The process of data gathering in this phase began from strategic tier of PART, and followed by the administrative sequence of management at the organisation. However, one of these sources were revisited to check in with some of the data and information identified during the data gathering process in other tiers. I used each of the interviews to structure the interviews that followed, because I was trying to capture the whole picture of PART by understanding different perspectives and thoughts at different organisational levels. The information gathered in the interviews helped me to identify the key questions to ask from the next tier interviewee. There was a knowledge generation process in relation to the organisational challenges, obstacles and requirements at different organisational tiers, which were crucial for establishing a proper PMS at PART. In this phase, effort was directed toward understanding the case of PART by understanding its mission and vision, objectives, capabilities, challenges and different stakeholders. Therefore, semi-structured interviews were used to gather the required facts and details which were used later on to understand and gather data about critical tasks that may affect performance. The data used in identifying critical success factors for PART was extracted from the supportive participants to identify a PMS for the News Sector. The information was used during the action research to help learning groups brainstorm in order to develop their thoughts and ideas about the PMS project.

Seventeen interviews were conducted with people at different levels in PART, as explained above. They were selected based on their responsibilities in the organisation, and the information it is expected they can provide to the purpose of this research. Table 6 illustrates the interviewees' positions, numbers and the justifications for their selection.

Position	No. of interviewees	Selection Reasons
Strategic Level (Top Management)	6	▪ To understand the mission and vision of PART. ▪ Find out their point of view on PMSs, and how their implementation can develop performance.
Tactical Level (Middle Management)	8	▪ The sample will be narrowed to cover the News Sector for in-depth interviews, as it is the sector that will be targeted in this research for preparation of KPIs. ▪ To understand tasks and their categorization based on importance. ▪ To find out more details of about their tasks.
Employees (operational level)	3	1. Selected from sections that are critical to the performance of the overall product and organisation.

Table 6: The Research Interviewees' Positions, Numbers and the Selection Justification

Using in-depth and open-ended semi-structured interviews provided rich data that represents both the concerns and complexities of developing a PMS at PART. It is selected as the method for data collection because it allows for direct communication and interactions with the interviewees (McClure, 2002). It is considered to be the most effective tool for conducting case study research due to its ability to create a flexible conversation structure that allows for a higher level of response (Kohlbacher, 2006). However, this method is criticized for being time consuming, especially if the interviewees has to be selected due to their organisational position to fulfil the research requirement, as in the case of this research (Alshenqeeti, 2014). This caused a delay several times during the data gathering process, because an interviewee was not available or was too busy to conduct the interview. The interviews were conducted in Arabic, and took a minimum of one hour. To reduce the risk of interviewees being unclear or dishonest due to different personal concerns, official written approval for the research at PART was obtained from the chairman and presented to them. In addition, the interview protocol was followed and explained to each participant to assure them of their confidentiality. Some challenges were faced during the research in relation to the process of transcribing and translating the interview transcripts into English for analysis, which was long and time consuming.

Involving senior management in developing a PMS is crucial since PMSs should be aligned with the strategic objectives of an organisation (Richardon, 2004). Therefore, semi-structured interview questions were designed for the research in order to gather the required knowledge from each selected participant from senior management. The semi-structured interviews focus on four main themes which are (Wu, 2009):

- Organisations details: This includes details about PART, such as PART'S structure and strategy, its mission and vision, and the objectives of the organisation.
- Performance determinants: This includes identifying factors affecting performance, the resources and capabilities key to PART's core competences, etc.
- Performance Management Implementation: identifying a PMS that can serve the organisation effectively, choosing the model and its requirements.

The questions were designed to address different organisational characteristics, its mission, visions, most important stakeholders and processes. The questions were built based on the research questions and the need to answer them in order to capture a clear context of PART and develop the right conceptual framework of the research, and the type of information required. In addition, it was designed differently for each of the interviewees based on the participants' organisational position and the type of data that are required to be gathered from them. The interview was open and allowed additional questions to be addressed during the interviews. Below is an explanation of the differences between each of the interviewees set.

First: Strategic Level:

The interviews targeted at this level focused on understanding the following:

1. PART's mission, vision and objectives.
2. PART's strategic, tactical and operational organisational development.
3. PART's stakeholders and competitors.
4. The satisfaction level and the expectations of stakeholders towards PART's performance.
5. The different technological, financial, human resources required, and other challenges faced in the process of enhancing performance.
6. Examine PART, in general and with a focus on the News Sector, through field work to identify its shortcomings and the barriers to a successful PMS, and the actions (new strategies, policies, investment, formal systems, etc.) the organisation must take.
7. Present a framework for development and implementation of a PMS in PART, with detailed focused on the News Sector.

Second: Tactical Level

The interviews, as mentioned, were conducted with the middle management of the selected sector (News Sector) to understand the following:

1. Sector's role in alignment with PART's role.
2. Sector's critical success factors for delivering stakeholder satisfaction.
3. Sector's work policies and processes.
4. Evaluation processes used to enhance the performance.
5. Shortcomings and requirements for better performance.
6. Challenges encountered by different departments.
7. Sector's different services and products.

Third: Operational Level

The interviews targeted employees who work on the production of daily News Sector products and services, which are news reports and bulletins. The interviews focus on understanding the following:

1. The process map of the most important tasks of the sector, and how things are done.
2. The different factors, elements and parties involved in the processes.
3. The challenges and requirements for better achievement.

4.5.2. Observation

In addition to the interviews, there was a need to conduct field visits to observe the work processes in use at the News Sector, in order to understand the information that has been gathered from the interviews by seeing the reality of processes described in practice. These visits were managed and arranged with the management of the News Sector, in order to facilitate the access to the data and access the possibility of attending daily meetings as observer. The purpose of this observation is to collect data about the whole situation, by observing interaction at the sector during discussions or doing tasks, providing an overview of the case (McClure, 2002). The process of observation was used to develop process mapping for the News Sector, which helps to identify the different activities, decisions, tasks and departments involved in the process of producing news coverage, both in the sector and outside of it. In addition, it was used to closer to the daily issues faced by employees at the News Sector during news bulletin preparation. I used a non-participant observation method, observing the discussion among News Sector members and writing notes about the different issues addressed in these meetings (William, 2008). This method had its limitations, since employees were conservative about speaking freely in front me during the meetings, despite it being made clear that the observation was research-based and not for evaluation. They were concerned about the possibility of my reporting to the Chairman’s office, and this resulted in an unwillingness to address the issues they face at work. Several discussions were held with top and middle management at the News Sector with the goal of clarifying to them the purpose of the research, and alleviate their concerns, which resulted in positive interactions in subsequent sessions.

4.5.3. Learning Sets

Case study methods were used to gather the required data, in line with the action research approach which has been pursued in this research. Using several research methods encourages further communication and team work, and allows feedback and interactions (Creswell, 2013). Therefore, the action research approach was used to further develop the PMS prototype model and the KPI identification process in a collaborative and engaged way with the News Sector. Implementing this approach created continuous learning cycle that spread amongst both the participants and myself as a researcher. The learning cycle consisted of planning, acting, observing and reflecting (Coghlan and Brannick, 2010), and elicited valuable feedback and comments and helped me to create a deeper knowledge of the organisation, and the different factors affecting this project in practice. It also encourages participants to consider different factors when assisting in designing a PMS model.

Whether the researcher is aware of it or not, personal beliefs and assumptions comprise an element of research (Creswell, 2013). This is especially true in my case, due to my time as a practitioner and an employee in the same organisation. As such, a neutral team called the 'Advisory Team' was formed at the beginning of the research, in order to create reflection and learning with the generated data. In addition, another learning set called the 'News Team' was formed in the News Sector to act as a practical example of how to develop a PMS prototype model for one sector, in this case the News Sector.

1. Advisory Team (1st Learning Set):

The purpose of this team was to create interactive actions with relevant parties at PART, who are aware of PART's context, challenges, and objectives and can contribute to the research output. The team was involved from the beginning of the research, and was invited to comment on the research plan, conceptual framework, data gathering methods and the results extracted using the case study methods. The purpose of this learning set was to provide reflections on the result, and modify our practice as per their suggestions to achieve a better result from the research. This team was formed to create a diversified look at the case of PMS development at PART. It aimed to provide a wider perspective and a balanced point of view on the case. The team helped to reduce the effects of my personal assumptions on the research, especially

considering the fact that I am an employee at PART.
The advisory team was formed in the initial phase of the research and before the beginning of data gathering, except for the literature exploration period. Three meetings were conducted with this team, concerning the outcome and findings gathered from the case study methodologies that were conducted in the first phase of the research. The contribution of the advisory team was used to prepare for the action research cycle conducted in the News Sector which was conducted after the case study data was gathered.

The team's contribution took the form of meeting scripts that contain the discussion conducted among the team members and myself during the research, and the data generated was used during the analysis to clarify or modify any of the data I collected. This team represented a neutral point of view in the case of PART, which was used to validate the data I gathered from the interviews and other methods. In addition, evaluation and feedback forms were collected from each member after discussing progress of the research in these meetings. The forms were a way of getting written reflection from the team members, and included space for their suggestions for development and modifications (See Appendix C). The team was supposed to consist of five members from five different sectors at PART, but due to some constraints, the number was reduced to cover four sectors which are the Chairman's Office, the Planning and Development Sector, the Audio Sector and the News Sector. The reason behind the selection of each member is as follows:

- Chairman's Office: this Sector represents the top management of PART, and is involved in strategic-level planning of PART's management.

- Planning and Development Office: This sector is responsible for development plans in addition to quality control and performance monitoring of different sectors of PART.

- Audio Sector: This is one of the specialized media sectors at PART.

- News Sector: This is one of the specialized media sectors at PART and the selected sector to develop a practical prototype model for developing KPIs in this research.

There was a plan to involve the Visual Sector in this team, but due to the busy schedule of the employees in this sector it was not achievable. However, having members from both the Audio and News Sectors was sufficient to represent a specialized media sector at PART that may have similar contexts and challenges. In addition, the having a decision maker in the News Sector in this team facilitated the process of conducting the workshop with the News Team, acting as a connection party between both cycles.

2. News Team (2nd Learning Set):

In order to develop a prototype model for developing PMS in practice, an action learning team was formed in the News Sector, where a collaborative action research approach and an appreciative inquiry were undertaken (Coghlan and Brannick, 2010). The findings from the case study methods were used to move to the action cycle. The appreciative inquiry involved appreciating what is available, dreaming of what can be enhanced and be better, and understanding what should be done and developed and sustained to keep it ongoing development (Coghlan and Brannick, 2010; Boyd and Bright, 2007). The formation of the News Team was made in coordination with decision makers at the News Sector to ensure the relevancy of the participants to the work, and ascertain their ability to make decisions as well as understand the requirements. It was explained clearly to all that this work is done on a voluntary basis, and if someone has no interest in participating they can withdraw with no complications. However, all the team members were excited and motivated to be part of the team because they understand how this project is going to allow them to develop a practice-oriented proposal which they will have a say in. Eight employees, mostly from top and middle management at the News Sector, participated in the workshop. Due to the workload of others, six of the directors and head of sections continued to attend the complete sessions of the news team learning set. The number of participants was considered sufficient, as they represent all the important departments in the sector, and all possess a strong conviction about and awareness of the case of News production and its objectives. The participation of top management at the sector was a big motivator for the rest to participate and contribute to the workshop. In addition, it made them feel more comfortable to discuss problems, challenges, shortcomings and issues in the sector.

The outcome of the News team workshop was presented to the advisory team in a validation and evaluation procedure. The different phases of the action research cycle, beginning with the construction phase, and moving on to the planning, acting and evaluation phases, were applied in consideration with the management of this research (Coghlan and Brannick, 2010). I used *"reflexive awareness"*, as described by Coghlan and Brannick (2007) to amend and adapt to the different scenarios that I was faced with during this intervention. The research was handled with caution, and awareness of the challenges that may be encountered by an insider researcher (Coghlan and Brannick, 2007). Figure 8 demonstrates the research flow chart and the steps taken throughout the research:

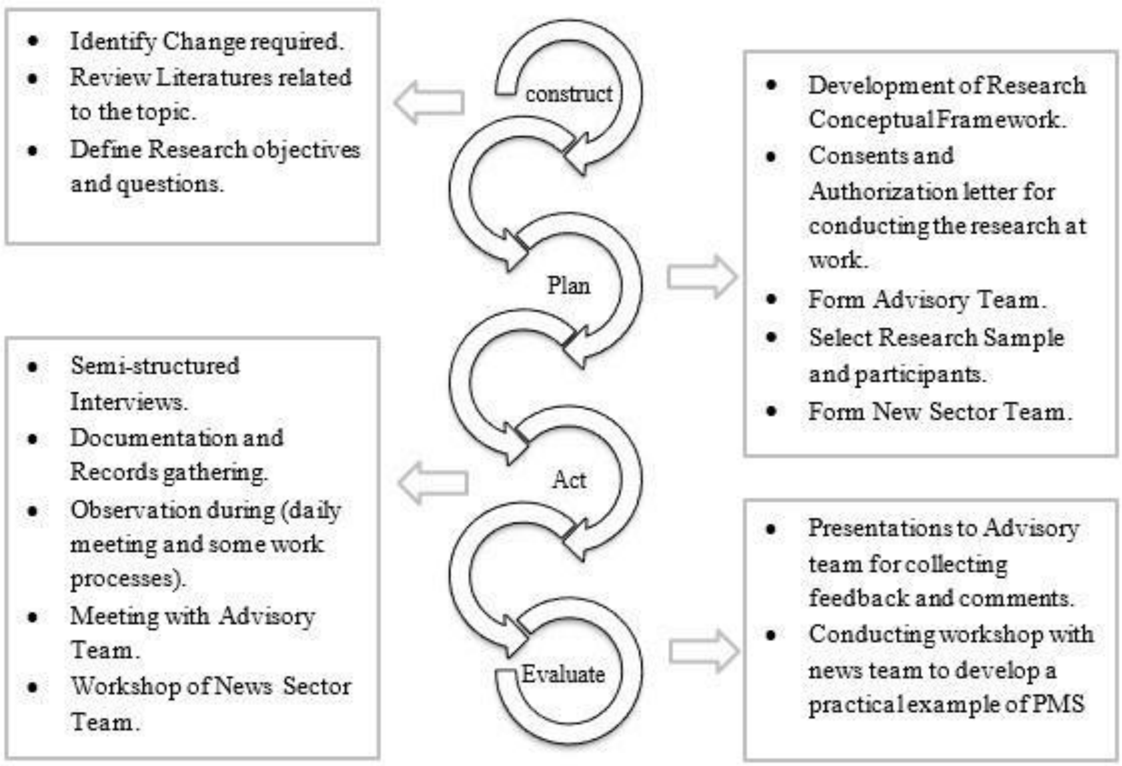

Figure 8: The Methodology Framework

A Rich Picture, which is a structured method of displaying communications and interactions among humans in terms of exchanging information, shows human interactions within the organisation and with its different stakeholders (Berg, 2015). This tool will be used to examine relationships between PART and its stakeholders, in order to facilitate the presentation of PART's case and its challenging relationships. It is a way to facilitate an understanding of the context of the organisation, with consideration of all the different elements and parties that are involved (Monk and Howard, 1998). It shows an unstructured map of information flowing between relevant parties within the organisation and outside it (Berg, 2015), which provides a comprehensive model for understanding the organisation (Monk and Howard, 1998). The Rich Picture is constructed as part of the preparation and planning phase for the new team workshop, to introduce the information to both the advisory team on one hand, and the news team on the other. The use of the Rich Picture was used to analyse the data gathered about stakeholders and their relationship with PART, while understanding the other important elements to the development of a PMS model for PART.

4.6. Research Ethics:

This research applies the University of Liverpool's terms of research ethics. An ethical approval was issued from the committee, allowing me to conduct the research at the selected organisation in Oman. There is no authority that provides local ethical approval in Oman for external students. I visited and contacted several organisations such as the Research Council, Sultan Qaboos University and National Statistic Centre for approval, but they informed me that they don't provide this to employees of other organisations. There is also an ethical internal committee at the Ministry of Health, but they only give official approval to their employees. Therefore, an official request was submitted to PART to get consents and approval for conducting this research. The approval letter is signed and approved by the chairman of PART. Additionally, all the research participants read and signed the research information sheet and the consent forms I prepared (See appendix D).

There were issues faced during the research that forced minor modifications to the research participants. One top management member from the Visual Sector was too busy to attend interviews, and so were his assistants. His participation was supposed to explore the impact of news bulletin and news programs on stakeholders' satisfaction, as these are broadcasted by channels under his supervision. However, the news bulletin and news programs are also under the supervision of the head of the News Sector, who was interviewed in the research. I also invited one member of middle management in the Visual sector to be a member of the advisory team, but due to the intense work of this Sector, and the absence of certain employees who were on study leave, it was not possible. As such, I proceeded with the selection of the participants in a way that would serve the research objective, so that the absence of this sector would not affect the scenario of the research or the quality of the data.

Personal assumptions were present during the research due to my dual role as researcher and decision maker at PART, however this conflict was overcome by the practice of action learning conducted with the Advisory Team at the beginning, and the News Team at a later stage of the research. However, I utilized being an insider researcher by using my "*at hand*" knowledge to understand the data available, and use it fruitfully for the research (Coghlan and Brannick, 2010; pg101). My prior knowledge about the case helped in designing the research and managing participant contribution and research flow in the interest of achieving objectives. Despite this, I retained awareness that being an insider may incur some political issues within the organisation, which requires the researcher to be "*politically astute*" when conducting the action research (Coghlan and Brannick, 2010).

4.7. Researcher's Involvement:

The initial stage of the research used several methods of data gathering to understand the case of PART. The data was used to build a framework for action and guide the research towards effective management, and allow participants to be involved in identifying a practical model for developing a PMS for the selected News Sector. To transfer the research from a descriptive and diagnostic approach, which was used during the first part, to a practice-oriented approach, an understanding of the different roles an insider researcher can play was necessary (Wittmayer and Schäpke, 2014). There are five different roles for insider researchers, as stated by Wittmayer and Schäpke (2014, pg. 483), which are "*change agent, process facilitator, self-reflexive scientist, knowledge broker and reflective scientist"*. The researcher has several roles to play in this stage in order to create a sustained process of planning for successful change (Wittmayer and Schäpke, 2014). Four issues identified by Wittmayer and Schäpke (2014) which are normally encountered with the practice-oriented approach, coincide with the different stages of the research. These issues relate to ownership, sustainability, power and action. I maintained an awareness of these roles and their implementation within the context of this research to create the required results and outcome. Clarification on their implementation is discussed in chapter six.

4.8. Chapter Summary:

The required data and the resources to be explored are identifying the right methods to be applied in the research (Creswell, 2013), therefore in this research several approaches were used to gather the required data. The first approach was a comprehensive exploration of the literature which addresses performance management and PMSs in the public sector, and the obstacles and challenges associated with them. The investigation was made at the beginning of the research, in order to understand the research's progress and development in this field, and hence to identify the most suitable model for the case of PART. The exploration contributed in building the knowledge about PMSs and the relevant models, and resulted in the preparation of a conceptual framework model for developing a PMS at PART. The research required an in-depth study of the organisation to gather data, especially about the selected sector of the organisation. The second approach of the research was mainly about data collection using case study methods, which are semi-structured interviews, informal and formal meetings, observation and document gathering. Case study methods were undertaken using an action research approach. The action research approach was used to develop a practical prototype model for developing a PMS for the News Sector, while allowing PART teams to participate in its development, and the research to absorb feedbacks and suggestions for modification.

This chapter has demonstrated the research methodology that has been followed in this research. The main data sources were gathered using different methods, and from different organisational levels. The limitations I confronted during data gathering and with participants have been explained, in addition to the ethical protocol followed to assure contentment and approval from the organisation.

Chapter Five: Findings and Discussion of Inductive Research Cycle

5.0. Introduction:

This research, as discussed in previous chapters, was an attempt to develop a prototype model for developing a PMS for the public sector in Oman, by studying the case of PART and taking into consideration its uniqueness as a public media organisation that has multi-stakeholders who play major roles in its strategic planning. This chapter presents the research findings and discusses them in connection with the research questions, to provide a comprehensive overview of the results and the objectives that were targeted in this research.

Literature exploration and intensive readings of previous studies offered insight into the different opinions about which factors affect the successful development of a PMS, and the process of identifying the right KPIs in any organisation, especially in a public organisation. The literature review was used to understand the latest opinions and challenges in this field, which were necessary to consider in the development of this research. The idea was to develop something that meets the need of public organisations in Oman, by examining the case of PART and by understanding the contextual factors that can affect it. Therefore, understanding different point of views was one of the key steps in identifying the suitable scenario for the research. However, this is a single case research, which means that the suggested scenario and prototype model may not suit other organisations, because there are internal and external factors which are unique to this scenario, and contribute to finding the right model of PMS (Mensah and George, 2015; Micheli and Kennerley, 2005; Buschor, 2013). This research adopted the participatory action research approach, because it allows relevant parties to contribute to problem solving practically (Whyte, 1991). In this chapter, I present a descriptive analysis of the collected data from inductive research cycle, and discuss how the data gathered from interviews, observations, documents, in addition to the advisory team meetings.

5.1. Initial phase of Inductive Research Cycle:

This section contains a detailed descriptive analysis of the outcome of the interviews, document gathering, and observations conducted in the inductive research cycle. The data gathering in this research took the shape of an inverted triangle, where top management were first interviewed to understand the strategic level of PART, and were then followed by tactical level interviews. This allows the formulation of the PMS to begin, because it allows us to understand in detail the case of the New Sector, and then to follow up by interviewing at the operation level in order to understand the different tasks that can be used in action research cycle to develop a sample KPI set for the News Sector. Seventeen interviews were conducted during the research, which were divided into three categories based on the interviewees' organisational roles and positions. In addition, I conducted follow-up and informal interviews and meetings with the same interviewees to review information and details addressed during the initial interviews. The strategy implemented during the interview phase was based on the conceptual framework developed for the research, which indicated six facets for PMS model development, as discussed in chapter three. The semi-structured interviews were designed using the case study method, and were geared towards investigating PART's case and the factors affecting its performance. Before analyzing the data, recorded interviews were heard several times, translated, and written up into English scripts. The scripts were managed in a selective way, to focus on the information I was looking for without ignoring any information that could offer different perspectives and ideas. Therefore, the scripts were categorized based on fields of interest, as shown in appendix (E). Appendix E illustrates the initial stage of interviews script categorization into nine themes which are: strategy, objectives, processes, capabilities, obstacles, external factors, stakeholders, challenges and opportunities. This information was then used to provide answers for the six key questions for developing PMS framework and its different pillars.

In the initial phase of the research, I explored the performance measurement and management literature, and I geared my actionable research towards answering the research questions. In addition, an in-depth exploration of performance management and measurement literature was done in chapter two, in order to understand the different types of models developed so far, which guided my research plan and the conceptual model I adopted. Moreover, I formed the first learning set team which is called the Advisory Team, which represents several of PART's sectors as explained in chapter four. The purpose of this team, as discussed earlier, is to evaluate my findings and provide reflective feedback on the generated data from interviews, observations, and documents, and debate different point of views within the team. This team helped me in forming the PMS conceptual model for PART; I applied reflective learning to enhance my understanding of the generated data from the different methods I used, and the team allowed a deeper understanding of PART's situation and its context (Leitch, Day and Leitch, 2017). The Advisory Team met three times during the research with the following purposes:

1. 1st meeting to introduce the research plan and understand the challenges, and get feedback and comments, which was why this was held at the beginning of the research before conducting any field work for data gathering except the literature review.
2. 2nd meeting to address the data generated and the model proposed for the PMS, and to explain the action plan to be carried out in the News Sector. This was done after conducting all the interviews and after the initial data analysis was done.
3. 3rd meeting to address the result of the action, evaluate the outcome and get their feedback and comments. This meeting was done to show the *Advisory Team* the results from the workshop I conducted at the News Sector. I explained the outcome of the workshop, how the initially developed PMS evolved, and how we can use the same principles to develop comprehensive PMSs for the entire News Sector and other sectors at PART.

The research plan was modified due to the initial outcome from the first group of the interviewees (Top Management). I felt that I need to add more interactive and participatory actions to the research tools, especially to develop the PMS prototype model at a later stage. The conceptual framework addressed in chapter four identified the questions that must to be answered through the research, and identified the elements for analysis based on these elements. These elements are the factors that are key to developing a PMS at PART. Chapter three explained the logical reasons behind selecting the performance prism for developing a PMS model for PART, and what are the key elements to be explored and fullfilled. Therefore, this chapter will address these answers and their contribution to making a suitable PMS model using the facts found during the course of the research.

5.1.1. Strategic Level Interviews:

Six officials from PART's top management level were interviewed to understand the case of PART, and to take into consideration all the factors involved in developing a PMS. The outcome of these interviews provided a broad base for carrying out the action research later to develop KPIs for the News Sector. In this phase of the research, the focus was on building knowledge about

PART’s main targets, mission, vision, objectives and its responsibilities toward the different stakeholders from wider perspectives. In addition, this stage intended to understand the challenges and obstacles that face top management from their perspectives as decision makers. The chairman and vice-chairman were interviewed at the beginning to form a broad picture of PART’s mission, and to understand performance management and its challenges from the point of view of decision makers. Then, selected heads of sectors were interviewed in order to build an understanding of the circumstances of the sectors that produce PART's media content for both radio and television. These interviews focused on the sectors’ missions in relation to PART’s overall mission and vision, and how these translate into media products for both radio and television. These interviews were a way of understanding what concerns decision makers about managing performance. The interviews revealed different concerns related to achieving PART’s objectives, and touched on different challenges and obstacles that affect these missions.

5.1.2. Advisory Team Meetings:

As explained previously, the Advisory Team was formed to support the initial stages of the research, and to reflect on case study findings independently of the learning set from the News Sector. The meetings conducted during the research had different objectives each time. The team met three times during the research, at intervals. The first meeting was conducted at the beginning of the research and discussed the initial research plan, addressed the obstacles that are likely to be encountered during the research, and provided comments on the objectives and processes adapted to this research, based on their practical personal experiences at PART. The second meeting was conducted at the point when data gathering, and the interview process was guiding the development of a conceptual framework for PART's PMS model. The meeting planned to introduce the framework, discuss actions to be taken, and receive feedback on the prepared plan. The final meeting was conducted after the news team workshop was done and it was aimed at reflecting on the findings and absorbing CSFs, KPIs, and the processes proposed into the performance enhancing plan.

5.1.3. Documents Gathering:

Documents were gathered from different organisational levels to provide comprehensive information about the organisation, its mission, vision, processes, regulations, and any other useful data helps create a clear picture of PART. As a decision maker at PART, it wasn't a challenge for me to access the data, however the documents were managed cautiously due to their confidential nature.

5.2. Findings and Analysis:

The research process involved reflective action, where I revisited participants and discussed the results of the research with them, as well as actions taken by me to develop the prototype model for PMS at PART. The four phases of action research were conducted throughout data collection and analysis. There have been changes made to the research scenario as a result of a revised look at the gathered data. The following sections will present the findings of the research and my personal reflection, by explaining the decisions, actions and even thoughts that accompanied each stage.

1. An Overview of PART

PART was launched in 2010 by a royal decree (108/2010) (PART, 2017). Both public radio and television channels have existed in Oman since the 1970s as part of the Ministry of Information before 2010. The reason for PART's establishment was to empower and strengthen the field in order to cope with the developments and political needs of the country (PART). PART was initially made administratively and financially independent by royal decree (2011/100) before royal orders were given to amend laws and standardize grades and salaries for all government institutions such as ministries, authorities, centres, etc. (Muscat daily, 2013), which places PART under civil service laws and regulations. This amendment meant PART confronted a limited authority over both financial and human resources, which now follows civil service law, and makes it more crucial to plan and develop proper performance management at the organisation to achieve its objectives and goals.

Over 800 new employees joined PART during the past three years. This number is almost half of PART's employees, which now numbers 2000 employees. PART addressed the need to enhance performance and develop different services which satisfy the different types of stakeholders. As a result, in 2015 PART's board recommended the development of KPIs for the organisation, in order to enhance its performance and achievement of objectives. However, the project has not been activated, due to a lack of the financial and human resources needed for this project.

PART has grown and evolved since the royal decree was issued on the 22nd of October 2010. There are departments that grew into sectors due to their growing importance to the organisation, as in the case of the News Sector. In addition, several sectors that have been added to the structure, such as an Electronic Media Sector and a Planning and Development Sector. Development is still progressing, and won't stop, as stated by one of the respondents who said:

"But are we satisfied? No…we aim for better."

There has been tremendous development in the technological infrastructure of PART, and it is considered to be one of the best in the region as explained by another participant. However, development in processes and regulations has not yet met expectations and is still progressing. One of the participants said:

"We actually worked hard on establishing a regulation specially designed for PART that will solve a lot of administrative issues, however, this was refused and rejected"

The participant addressed the fact that PART doesn't have the full authority to make required changes unless approval is given by other authorities in the government. There will be obstacles related to implementing PMS at PART, and connecting it with promotions or rewards, due to both the administrative and financial limitations of PART. There were changes in civil service organisations and other government authorities in Oman that halted administrative and financial independence of PART, due the royal order to standardize grades across different public units and authorities (Muscat Daily, 2013). The royal order also ordered the formation of a ministerial committee to study current civil service laws and identify its shortages, and proposed further development (Muscat Daily, 2013). Therefore, PART's administrative and financial development has not yet met expectations set by the royal decree of 2010. However, this is the case for all public organisations in the country. Public organisations in the country are commonly dealing with similar financial and administrative challenges, and similarly PART confronted limitations when trying to develop a comprehensive PMS that relates to reward, promotions and punishment.

2. The Mission and Vision of PART:

The interviews showed the importance of PART and its mission at the national level. They indicated its role in the current state of media tension, which gives PART the important role of delivering Oman' message of peace toward the world. This does not conflict with the policy of maintaining transparency, but is merely a way of creating a balance that reflects Oman's responsibility towards maintaining a stable situation in a turbulent environment made up of different parties and political views. One of the participants explained by saying:

"We adopt transparency in broadcasting news, which is not biased, and aim to meet the national interests."

The development plans of PART's decision makers take into consideration Oman's general philosophy, and hence they do not follow any media trend that is based on excitement, escalation or exaggeration. A participant replied when asked about this by saying:

"Our media philosophy is based on being an intermediary. We don't adopt a style of work that follows each media speech and replies to it."

This philosophy makes it important for development plans to serve the main mission cautiously, and compete with what is happening in the media industry without contradicting its beliefs and values. This philosophy was apparent when the discussion turned to the competitors of PART and how they are categorized, which evidenced PART's focus on maintaining its values by focusing on the Omani identity and things that matter to Omanis, despite maintaining the target of attracting audiences from outside Oman to learn about Oman's culture, values and features. Another participant addressed PART's mission to retain the national audience and attract more from the outside too:

"We are working to retain the Omani audience with the available resources, in addition to attracting audiences from outside Oman."

The development of media organisations in Oman caused the government to separate radio and television from the Ministry of Information, to allow its development and to empower it by creating a specialized institution that works toward its development. The need for public radio and television development was identified by the government, and hence PART was established. Development of PART has taken several stages, and is still developing as a new organisation that was only established nine years ago. It is important to mention that PART is a non-commercial institution and is not aiming to make profit, therefore achieving organisational objectives are more important than making profits. A response by one of the participants on media development in the field of radio and television was illuminating:

"The existence of radio and TV sectors under a separate authority gives them flexibility with their administrative structure and financial independence, compared with the difficulty of working under one ministry that has many different sectors and fields to focus on."

Nevertheless, this progress faces obstacles and challenges that are related to internal and external factors. Both factors are elaborated in more detail in the upcoming sections of this chapter.

3. PART's Long-term and Short-term Objectives:

PART is gradually developing based on the national need, as indicated by one of the respondents:

"*We need to look at PART as one of the entities that forms the whole community and national system. And whatever the plan is at a national level, we are working on to meet the expected goals and objectives."*

This highlights the importance of considering the different national factors that may affect PART's strategic plans and projects. For example, they may give more attention to specific stakeholders or create special content that serves special topics, as mentioned by one of the participants:

"For example, there is at a national level a focus on developing the tourism sector and diversification of sources of income in Oman, and this will of course be reflected in our plans too. From another perspective, we may also in the future need to establish a special Arabic channel that is directed to the Arab people, since the current ones are mainly targeted at a national audience".

4. PART's Main Stakeholders and Beneficiaries:

There are different stakeholders that are considered to be important for PART. The royal decrees (108/2010) and (100/2011) identified PART's main stakeholders. The interviews revealed additional details about the stakeholders. They may differ based on need and national priorities, however, PART aims to serve a variety of the members of Oman's community. One of the participants said:

"PART is a group of radio and TV channels that represent the states' voice, and this doesn't mean the government only, but all the stakeholders in the community including people, private sectors, NGOs, etc. All of them are represented in the media products of PART."

It is essential to PART's strategy to reflect the Omani community and deliver the message to them, rather than focusing on one type of stakeholder.

"We don't specifically focus on one stakeholder. [PART] is a reflecting mirror for Oman's society."

This doesn't mean that they will not need to develop different product packages which are suited to different types of stakeholders. In fact, there are plans to move towards fulfilling the objectives identified in the royal decree, as stated by one of the respondents:

"PART is working on meeting the objectives set by the government, to serve the whole state with all its levels and layers."

This means that plans can be changed and developed according to need. One respondent supported this by saying:

"Part of our work is to build the capacity of Omani youth, and develop the SME who are working in the field of media production."

Another said:

"We are working on establishing packages of channels that are customer-oriented for all community levels, and can meet all the national objectives." And:

"For example, we broadcast special programs for students prior to exam periods"

All the participants from top management interviews had their own arguments about who the most important stakeholders are. However, one of the participants identified each according to their role. He said:

"*The audience for sure is a major stakeholder. Well of course the government as a funder is important too, since we rely on the funding we receive from them. In addition to this is the* *importance of the private sector and other government institutions, who use our channels to advertise their projects or products."*

Based on the literature and other specialized reports about broadcasting organisations, there are several types of stakeholders. As mentioned in chapter three, based on the royal decree, interviews and the action learning sets of this research, the following are the most critical and important stakeholders for PART:

1. Public audiences especially the youth: the focus was on youth because most of the Omani population are in this category, as mentioned by one of the respondents, and it is supported by the National Center Statistical and Information reports (NCSI, 2017). There are different programs targeting other categories too, but the focus is on the youth.
2. Regional and international audience
3. Social media as a source of news, market research, audience interaction and their feedback.
4. Government institutions: PART is supposed to allow state organisations to introduce their development projects to the public.
5. Funder: the government institution that funds PART and approves its budget. Currently PART relies on one source of funding, which is the Ministry of Finance. Currently, income created from other sources such as advertisement and services do not cover the expenses and financial requirements of PART, as explained by one of the respondent when he said: *"The income doesn't cover even a small part of the expenses"*
6. Regulator: PART reports directly to the ministerial cabinet, however it doesn't have its own regulations and law; they follow both the Ministry of Finance and Ministry of Civil Services' laws in terms of employments, incentives, promotions, rewards and other regulations related to administrative and financial management.
7. Employees: PART has grown rapidly since it was established, and the number of employees increased by double between 2010 and 2017, which fulfils the human resource requirements for executing PART's development plans as stated by one respondent: *"There is an addition of almost 1000 employees since 2010"*.
8. Suppliers and private sector: PART is required to educate its audience about the different development projects happening in the country, and to communicate the benefits that can

be gained from these projects and how citizens can contribute effectively. In addition to suppliers such as broadcasting producers and service providers for this service.

Stakeholders	Descriptions
Public Audiences	Oman and non-Omani citizens, regional and international
Social media	News agencies, market research Inc., audience
Government institutions	Ministries, authorities, public centres, etc.
Funder	Ministry of Finance
Regulators	Ministry of Civil Service, ministerial cabinet, ministry of information
Employees	PART employees
Supplier and Private Sector	Companies contributing in the national income and companies providing different services to PART

Table 7: PART's Critical Stakeholders

5. PART's Competitors:

Competition in PART's strategy is not financial but is rather about toward the message to be delivered to the audience. The media content varies and hence the audience does, which makes it necessary for the media organisation to understand what factors are important for choosing the right strategy. One of the participant explained this by saying:

"We can't satisfy all types of audiences. There is news, cultural, sport etc… so what we are aiming to compete with is the message we would like to deliver to people, in addition to the picture we show them."

It is clear from the participants responses that top management don't look at competition as a major issue compared to the values and mission of PART. PART is in competition with other channels in the field of technological development, but is simultaneously focused on keeping its own identity, as stated by one of the interviewees.

5.3. Second phase of Inductive Research and Planning for Action:

The learning set formed was to work on developing the process identified from initial research phase, which are currently used at the organisation. Its goal was to identify the ideal processes for enhancing performance, which can then be transformed into measurable indicators for monitoring and planning purposes. As mentioned in the first section of this chapter, the need to address the selected PMS model of the performance prism and its modified version, guided me towards looking for data during the interviews that answers the questions posed by the developed conceptual framework.

Action research was planned based on data gathered from the different sources. This data facilitated a comprehensive understanding of the case of PART from different perspectives and angles, helping to form the plan for taking the action. The strategic level interviews, the first advisory team round, and the literature review, resulted in making initial steps toward the development of a PMS model that suits PART's case. The PPM was selected as a reference model for PART because of its stakeholder-focused orientation. This model was adopted as a conceptual framework for the research, as discussed and elaborated, in chapter three. However, the PMS model was expanded to include other factors that are essential to the case of PART, but are not addressed in the PPM. These factors (social, economic and political) were introduced as a sixth facet for the prism, as discussed in chapter three. The developed model provided a road map for the research. The initial gathered brought to light the complexity of PART, and influenced me to consider the different factors which interfere with the process of developing a PMS. The information of different factors provided by the six factors highlighted in the prism was important in guiding the development of the research, and the way learning sets and working teams were managed. It was essential to deliver this knowledge to participants to allow an effective process for developing a PMS for the News Sector. The research provided the teams an analysis of PART's situation, and the different factors affecting its performance. The evolved PPM identified six main questions to be addressed for each of PART's identified stakeholders, as listed in Table 8 The table shows a matrix of these questions and the answers generated were gathered from different resources for each type of stakeholder.

Stakeholders satisfaction	Internal Factors			External Factors (social, economic and political)	Stakeholders Contribution
	strategy	**processes**	**Capabilities**		
Who are the key stakeholders?	What strategy will satisfy their needs?	What processes should be part of strategy execution?	What are the human and other resources required to execute the strategy?	What factors will interfere with PART's ability to execute the strategy?	What is required from the stakeholder to sustain the development of the work at PART?
Public organisations (Benefiting from PART's Media services)	Inform society about the responsibilities of these organisations, their efforts and achievements.	Produce high caliber analytical programs supported with graphic features and highly skilled presenter.	1. Technical support, which is available. 2. Professional training for a graphic designer, a TV programmer with analytical skills and a presenter.	1. A lack of trained employees and an inability to hire skilled ones because employment is stopped temporarily. 2. A lack of financial support to conduct high level professional training.	1.Allowing PART's employees to access their data. 2.Collaborate with PART's employees in transparent discussion.

Regulator	Maintain a moderate and tolerant style of media coverage.	Prepare a written guidebook for PART's employees and for New Sector employees to ensure clear understanding of these policies.	Experts are required to share their knowledge in preparing this guidebook, to ensure a consistent. Style of work and knowledge distribution.	1.Knowledge distribution is difficult. 2. Unclear guidelines because it keeps changing and frequently updated. 3.Limited legal authority for PART to modify the job specifications and descriptions, and the work schedule according to need, due to Civil Law.	Provide an open floor for discussing these policies in order to provide a written document for a sustainable work style at PART.
Funder	Effective cost management.	Reduce number of contracts.	Clarify job specification amongst employees to avoid overlaps in jobs and responsibilities.	Limited financial & legal authority for PART to provide special incentives for employees.	Consider the work style of PART and the required steps for reducing or using the amount spent on contracts in another, more efficient way.

Public Audience especially the youth	Open channels of dialogue between youth and officials via news programs to address their issues with transparency.	Using interactive communication with the public through social media platforms	Provide the department of electronic news with sufficient employees, and coordinate with the news program department to allow interactive communications before, during and after programs	1. Limitation of the topics to be freely addressed in media show. 2. Limited financial resources for sourcing employees for the task.	Suggestions and contributions are required from the public on what they value in news programs, which PART can consider and develop further.
Employees	Continue development plans in both financial and career paths for employees in technical and specialized jobs	1. Identify a clear reward system for employees. 2. Identify weakness and provide proper training. 3. Provide a job	1. Provide a reward system, that is not necessarily financial, to encourage and motivate employees. 2. Provide in-house or outside training programs to develop their skills.	Limited financial & legal authority for PART to provide special incentives for employees.	Self educating, learning and commitment towards achieving a high level of work.

		specification and classification, to avoid overlap between different jobs and encourage career growth.	3. Work on finalizing job specifications, and clarify job classifications.		

Table 8: The Developed Model of Performance Prism Identified Six Main Question

5.3.1. Interviews with Tactical and Operational level:

From the tactical level and downward, the participants were selected from a single sector, the News Sector, to provide a detailed information towards developing a prototype model for a PMS for PART. Following the first set of interviews, senior management, who can be considered to be the tactical level at PART, were interviewed as part of a continuous process of trying to deeply understand the sector, its structure and the different processes involved in its work mission. These interviews were intended to clarify the News Sector's organisational structure, and the different processes and regulations that support its organisational success. In addition, these interviews intended to elucidate the challenges this sector is facing, and the options available for developing successful performance results. The interviews conducted on the strategic level were considered as initial data for understanding the News Sector, because these interviews were essential in building the knowledge about this sector. Eight additional interviews were conducted with directors and heads of sections, who represented middle management in the News Sector. Those participants are involved in the process of interpreting PART's objectives into News products that satisfy stakeholders and their interests and are considered as a main understanding source of the News Sector and its operation. In addition, the research required me to revisit each interviewee twice and sometimes more, to understand the different processes and operations at work in the sector.

As explained earlier, the interviews conducted with the participants ranged from strategic management, to middle and senior management, all the way down to the operational level. The interviews conducted on the operational level were meant to understand the employees' practical tasks and missions, and how the strategic mission is interpreted by those who are responsible for delivering the product. The participants were selected based on their tasks and roles in producing news content, since this is the core work of the news sector and its daily operations. This information was used to prepare for the participative action research that was later conducted in order to adapt the PMS prototype model for the News Sector.

5.3.2. Observations:

I visited the News Sector several times to understand the different tasks involved in producing news reports, which included discussion and communication with operational level employees. In addition, I attended several of their daily editorial meetings, where they decide which news stories to broadcast, and discuss any difficulties or issues related to producing the daily news bulletin. During the visits, I gathered much information that contributed to the reflective actions I took during the research. I used a special form to take notes of information gathered during the observation. Figure 9 illustrates an example of the form I prepared to record my findings on each visit.

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An Observation and discussion Report

Date:	28 February 2017
Time:	4:pm
Purpose:	Clarify the mapping process done and understand the organizational structure of the news sector
Visited office:	Head of news sector office Director of local news
Results:	1. Review the process mapping of news request from the letter sent for coverage until being ready to be broadcasted. 2. Identify the activated departments and sections and the one that are not yet activated. There is some overlap between the departments of local news and the department of audio news editing department and this is causing an obstacles and some administrative errors such as decisions made to assign one employees to manage a section in local news department and instead it is issued to manage a section that named similar to in audio news editing department.
Action done or to be taken by the researcher	Finalized the process mapping as per the decision. Review the organizational structure of the news sector to identify the gaps and overlap which can affect developing of a performance measurement and management system.

Figure 9: An Observation and Discussion Report

5.3.3. Document Gathering

Additional data were collected related to the process within the selected sectors in the organisation, which was followed in different phases of the research. Some documents were issued during the course of the research, leading to the generation of a greater understanding of PART. Several documents have been collected from observational visits such as samples of news report evaluation forms, job specification of the News Sector employees, organisational structure of different sections and department at the News Sector. This process was used until the end of the research, to ensure that the information accessed and used by the researcher about the organisation is up-to-date.

5.4. A Rich Picture of PART

Therefore, a Rich Picture was created, which captures all the important factors that affect or contribute to the work context of PART, as illustrated in figure 10. It was developed to explain all the different elements which contribute to the operation, communication and regulation of PART. Rich Picture illustrates the different stakeholders, their relations and PART's concern toward each of them. The Rich Picture was designed after the first phase of interviews, and used to facilitate the discussion that took place with the action learning set of news team to develop the PMS/KPIs. It is a useful tool which allows participants to understand the different factors which contribute to the work environment of PART, and hence recognize how each affects the overall system in the organisation.

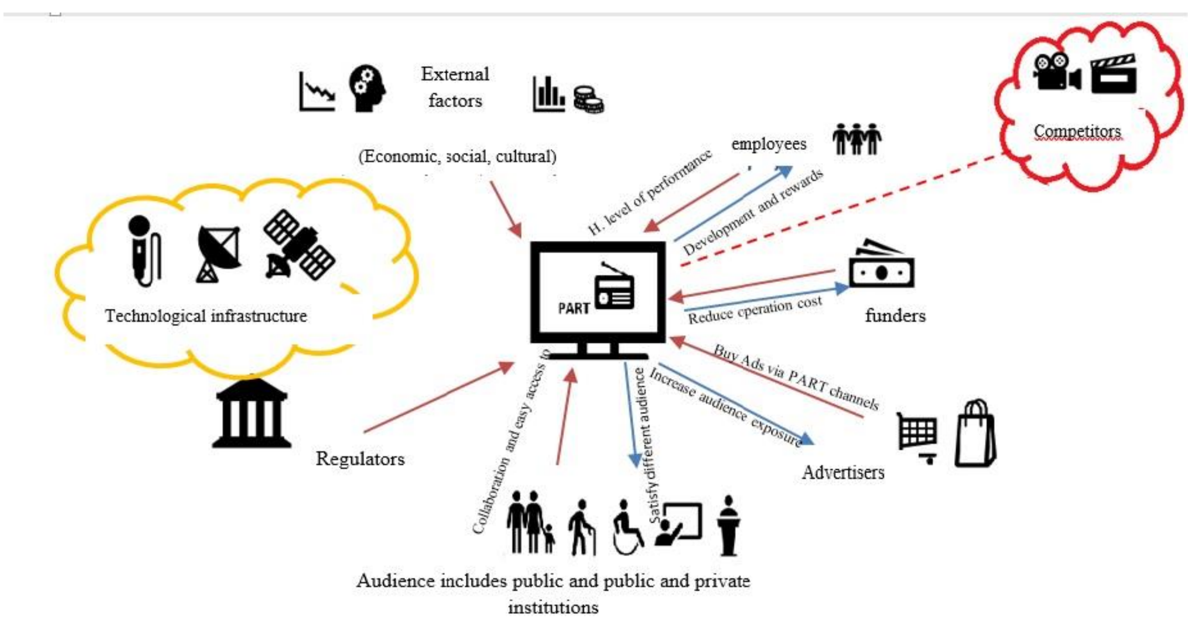

Figure 10: Rich Picture of PART

The Rich Picture was used during the brainstorming sessions that took place at the first meeting with both learning set 1 (the Advisory Team) and learning set 2 (the News Team), to encourage the participants to see PART from a wider perspective and take a richer view. It is a way to initiate good communication between participants, and allow them to see the different factors that are important for PART (Berg, 2015). Drawing the Rich Picture also assisted in considering PMS models from the literature and studying their potential for implementation in the case of PART.

In this section, a presentation of data will be organized based on the following:

5.5. Findings and Analysis of Second Phase:

1. News Sector's Mission and Visions:

News Sector's mission is a practical reflection of PART's vision. It is agreed upon by all members interviewed in the News Sector that it should serve Oman's community, as stated by one of the respondents:

"*...by giving them all the information of local and international news through our different channels"*.

Its vision is to allow Omani and non-Omani audiences to be in touch with the news and happenings at a national level, without conflicting with the Sultanate's principles of non-escalation, and unbiased news coverage. The News Sector delivers different news products that can meet the interests of different audiences with a variety of preferences, e.g. political, economic, sports, etc.

2. Organisational Structure of News Sector

The organisational structure of PART has been developed in keeping with the growth and development of PART's responsibilities and objectives. The News Sector was transformed from a department into a whole sector, which is evidence for the importance given to news by the authorities under the umbrella of the new organisation (See Appendix B). The new organisational structure for news supports growth in news coverage, and increases the diversity of the products the sector needs to produce. News Sector was formed based on functional type of structure that emphasized on the specialized fields and function. One of the respondents from the News Sector said:

"*To develop the media work and bridge the relation between the local audience and the government, they started to focus on local news",* which eventually turned from a section into a department that provides 70-80% of PART's news products, as indicated by the respondents. The head of the News Sector, to whom two sections report to, has three assistants who each manage different departments and sections, and who are specialized in serving different purposes. Technically, Head of Sector assistant for News affairs (HSNA) is the one responsible for producing the news and providing technical and editorial support. However, other offices that report to Head of Sector assistant for Governorates affairs HSGA are also responsible for providing news reports from different regions in Oman except news from Muscat and Salalah. The headquarter of PART is located in Muscat and its news coverage is done by HSNA, while there is another Head of Sector assistant for News affairs specially dedicated to Salalah city called (HSNAs) which is located in Salalah (See Appendix B). The research covered HSNA because HSGA and even reports delivered by HSNAs are managed by HSNA, and there is no executive assigned for HSGA as of yet, which as mentioned, is managed by different department which report to HSNA at PART. There is one department that reports to the head of sector's office, which are the administrative and financial operations departments, who are responsible for all the contracts and financial work of the news organisation. Additionally, two section report to the head of the News Sector: the news exchange section, and the coordination and follow-up sector. The news exchange section is responsible for exchanging news with international news agencies. There are six main departments that have several sections managed by HSNA. Each department is responsible for specialized tasks that serve the production of news bulletins and news programs. The departments, as indicated by the organisational structure, interviewees, observations and other resources and documents, are seven in total, as illustrated in table 9 (Al Shibli, 2017).

Department	Mission and Department Structure	Different job titles
Local news department	Covering all national events for both private and public sectors, community events, following these with local issues and topics to be discussed in the news bulletins. This department has seven sections, of which only three are activated, which are the visual editing section, the sport news section and the audio news section, while the audio correspondent, visual correspondent, economic audio news and economic visual sections are not yet activated. However, the tasks for other non-activated sections are done by the activated sections, which means that the task of producing economic news for both audio and visual channels is undertaken by the sections of visual news editing and audio news editing despite this situation.	News Editor (Covers the local news and prepares the reports) Correspondents (Not activated, supposed to carry out local news coverage, which is currently done by editors) Head of sections (supervise the specialized people in the activated sections in this department)

Visual editing department	Editing the news reports and building up the news bulletins. In addition, this department is responsible for coordinating with international correspondents who are contracted to give international news reports. It has three sections, two of which are activated, which are the Arabic editing and English editing sections. The external correspondents section (which refers to international correspondents) is newly activated, and communication and coordination is currently done through the editors from either the Arabic editing or English editing sections, as indicated by the interviewees. The situation, as in other departments at HANA, is in need of setting the terms of reference for the whole department and every section, in addition to clarifying the job descriptions of the employees so as to sort out responsibilities.	News Editor (edits international news reports and reviews the local news before it is broadcasted, builds news products using the I.news software) Electronic Typewriter (Prepare the text for displaying in the screen) Head of sections (supervise the specialized people in the activated sections in this department)
Audio Editing department	Similar in its structure to the visual sector, but specializing in audio.	News Editor and translator Head of sections
News programs department	Producing the news programs, currently three programs broadcasted once a week on the television, and one weekly program broadcasted on the radio. These programs are produce political and economic analysis of different national and international events and news. This department is responsible for three sections, which manage the audio and visual programs in addition to carrying out coordination and follow-up tasks.	News Editor Head of sections: - Political programs: prepares topics and scripts for this type of programs. - Programs follow-up and coordination: coordinates the program requirements

		including the guest communications, technical preparations etc. - Visual news programs: manages the programs that are broadcasted in TV channels.
Electronic News department	Responsible for news social media accounts, and to transform the news broadcasted through TV and radio into internet content. Additionally, part of its role is to produce news and programs too. However currently this department just publishes what is broadcasted on TV and radio, and is not producing special electronic news. It has four sections which are the news ticker, program editing, news editing and technical support sections. However, these are mainly not activated due to the shortage in human resources.	Electronic news editor: prepares news for posting in social media Electronic news ticker: prepares news for broadcasted in the news ticker at the screen. Head of sections: one section only is activate and is responsible for posting news in social media accounts.

News operation department	This is a supportive department that provides other departments with technical support for producing the news, such as directing, montaging, video shooting, graphic supports, etc. It has seven sections that are activated and assisting in the production of news bulletins and programs. One of the responsibilities of this department is supervising the cameramen who report to HSGA, except for the cameramen in Muscat and Salalah because they report to Visual Sector. This is elaborated in more detail in the upcoming sections on the shortcomings and needs of the News Sector.	Montage technician Montage follow-up technician Broadcast technician News Director News Archive technician Monitor and news picker Graphic designer Graphic specialist Graphic technician Head of sections
Reporters section	This section is responsible for all different tasks related to news reporters. It supervises employed reporters, and coordinates with part-time reporters who produce either news bulletins or news programs. This section is not responsible for the news correspondents who prepare the news reports, but only the reporters or in other words the news anchors.	The correspondents are employed by temporary contracts

Table 9: News Sector Departments and their Role

There are nine regional offices distributed all over the country which report to HSGA. However, there is no managers assigned to directly manage these offices, therefore the tasks and responsibilities associated are distributed between different departments at the News Sector at PART's headquarter. While HSNAs is responsible for preparing news about Salalah, and supervises one department dedicated for news, in addition to three another sections which are news reporters, monitoring and coordination of tasks.

3. News Sector's Products and Services:

The News Sector is responsible for producing news bulletins and news programs in both audio and visual formats to support their radio and television channels. In addition, it operates a new channel called Oman live, that broadcasts live event and news when needed. Although there is no special news channel under the umbrella of PART, the news service has increased from 488 hours in 1990 to 1501 hours, in 2016 (Al Shibli, 2017).

Currently, there are six news bulletins broadcasted through the general TV Oman channels (five Arabic and one English). The length of these news bulletins varies between short bulletins of about 15 to 20 mins, and long bulletins which can reach 45 to 60 mins (Al Shibli, 2017). In addition, there are three headlines before the main news bulletin, which takes less than 5 mins to convey a brief of the headlines upcoming in the news bulletins (Al Shibli, 2017). Table 10 illustrates the timing and length of the news bulletins and headlines.

Type of Daily News Bulletins (Timing)	Length
11 am	15-20 mins
2 pm	20-30 mins
5 pm	45-60 mins
7pm (English Language)	20-30 mins
10 pm	45-60 mins
1 am	20-30 mins

Table 10: News Bulletins Timing and Length

In addition, PART is under growing pressure from other Public institutions to cover their events and news, which places strain on existing resources. So far, PART hasn't implemented a payment system for events coverage. Therefore, the news sector tries to prioritize requests and make decisions based on political importance, sensitivity of the news or event, and its national contribution. During the research, I produce a process map for the decision making processes involved in news coverage, which is based on interviews, observations and document gathering. I used this map to understand the decision-making process, and challenges in the process of conducting the research and preparing to conduct a workshop with the news team. This process mapping helped me and the news team to visualise the daily processes that are part of media coverage, and to explore scenarios in order to reach a consensus on the ideal process for producing quality-controlled news bulletins, as discussed in chapter six.

4. News Sector's Operations

Operations in the News Sector are very tense and rapid, as described by one of the respondents, and observed during the research. They often require immediate action and processing, without the opportunity for pre-planning in some cases. News coverage requests can come from three main sources which are the chairman's office, the vice chairman's office or directly from the head of the News Sector. Decisions are made based on direct orders PART's top management, or on discussion within the news sector about the importance and sensitivity of a story or event. According to one of the senior participant, the decision is made based on knowledge gained through years of experience in working with the type of topics that are covered in news.

"We don't write them down in a manual for many reasons, because news work is a rapid style of work. In addition, we have a daily editorial meeting with editors and news workers to review the work done and discuss upcoming work too" one of the top management participant said. During research observation, it was noted that news coverage policies are updated on a continuous basis and therefore, no written guideline can be successfully distributed among the employees because the only way to understand how things are done is to be in the sector for a certain amount of time. However, this creates a risk of mistakes and delay in some cases, because the decisions can be changed every time and for every event which is not serving the fast rhythm of news work that was addressed by the participants.

Daily meetings are conducted in the news sector to review reports that are to be covered in the news bulletins, especially for the 5pm news bulletin, which is called Oman News. This bulletin is dedicated to local news, events and issues only. The meeting is usually conducted at 12 pm.

The meeting starts with a review of the news reports being prepared by the local news department, and the different reports that are ready or nearly ready for broadcast in the upcoming news bulletin. The discussion that follows restructures the news based on the importance of each report. Some of these reports may be postponed for another day, especially with the features reports which tells stories which are not breaking, and not urgent. While interviewees informed me that this meeting addresses issues related to performance and quality, and it was called *"a daily evaluation meeting"* by one of the participants, during my observation I noticed a hesitation to address these issues. Therefore, very little data about issues being addressed were gathered during these meetings. This obstacle was overcome by forming a learning set with the cooperation of the decision makers of the News Sector, which allowed the team to freely address problems and suggest solutions, which is discussed in detail in chapter six.

One of the senior participants addressed the importance of having process mapping for different operations at PART if we are keen to enhance the performance of the employees and the performance of the organisation in general. The news sector used to operate through inherited practices, and hence news production processes are still managed according to accumulated experience. This can be useful, but not in a sustainable way, because if the experienced employees are not available performance will rapidly drop, and the outcome may not be of the necessary standard. I had to visit the News Sector several times to understand the important process done in the sector, and how they can be managed to develop process mapping that can become part of the cycle of the PMS. Figure 14 illustrates the process mapping developed for news coverage requests, and the processes that emerge from this one. This step helped in identifying the different parties involved in the process of making news at PART, and their relationship. It was then used for further research processes, especially with identifying the CSF and KPIs of the News Sector.

The news bulletin is based on a team work process that involve tens of people every day. Each broadcasted news report within the bulletin is produced by two employees at least. The process of creating the news bulletin consists of tens of communications and decision-making processes which begin from a media coverage decision, which is followed by preparing each news report, building the news bulletin structure, and directing and broadcasting the news bulletin. These processes are repeated several times a day, making the News Sector like an active beehive. However, failure to adjust these operations may result in frequent and repeated errors. In addition, the inability to register the processes and people involved in each process make identifying the reason behind any decline in performance a challenging and inaccurate task. Since there are no officially approved procedures and processes that can be followed, different processes in news production can take different formats and steps, which can mean the quality of the result varies from one person to another.

5. Quality Management in the News Sector:

There is a Quality Control Department that reports to the chairman's office and comes under the umbrella of the planning and development office (see Appendix A), but it is not activated, and has no employees. Therefore, there is currently no unit at PART in general that is responsible for appraising radio or television quality. However, there is a committee formed for selecting programs, and these might contribute in one way or another by delivering comments about the quality of programs. However, this doesn't apply to the news bulletins. Several quality control practices were employed at the News Sector, but since the processes were not complete or effective they were halted, and were not requested by employees at the sector. One of senior participants said *"I wish we had a special unit to provide written evaluation reports on the media content in a professional way to be submitted to each department".* An evaluation scheme was previously in place for news reports which was prepared by news correspondents, but because the evaluations did not offer development plans or adjustment measures, it meant and the employees felt they were only being criticized as stated by one of senior participants: *"This is not working when the evaluation is just for evaluation's sake".* The evaluation format (See figure 14) was comprehensive and focused on both technical and linguistic elements of the news report, but it was ineffective. During the action phase of the research, this format was reintroduced to the team and was discussed and agreed upon, but within the framework of the developed PMS.

A classification system is used at PART for reporters and anchors, in order to distinguish the experienced from the inexperienced. These categories are used to design the payment system for subcontract reporters, and doesn't include hired freelance reporters in its scope. This system is also applied to news correspondents to determine their experience or professional level, but is not formally recorded and comes with no incentives or special payment system. In the interviews with two of the News Sector executives, they explained this system is used to classify the correspondents so the highly qualified can be assigned important missions and reports, as indicated by one of the participants: *"[it is] a profession classification to know who is the right correspondent for each coverage mission*". Although another participant said that they apply this classification, it was described by him as a *“sensual classification”*, but not written down in a way that is known among decision makers of the News Sector.

With there being no activated special unit dedicated to quality control, the News Sector was encouraged to conduct several trials for performance management measures. However, these trials were not effective and were not sustainable, due to a lack of specialized staff to manage it, and because the evaluation system was incomplete and not useful for identifying the organisation’s requirements for better performance development.

The news structure is challenged by a lack of both financial and human resources, as both are considered to limit the amount of growth this sector needs to achieve to fulfil its goals and responsibilities. Although employment has almost doubled at PART and in the News Sector as indicated by the interviewees, a lack of qualifications remains a concern for officials in the sector. The News Sector's responsibility is high since represents the state’s political and economic views. Creating news requires skill, but it also requires knowledge, which is not easily attained as discussed by another senior manager:

“In news, we need qualified people who know what to write, being cautious of political and protocol guidelines”.

“We have a few qualified employees that we can depend on, but they are not enough” said one of top management participant, and was agreed by another senior participant when asked a similar question:

“Some of them still don’t understand how a news report is supposed to be structured, and they need further training”

However, news executives are aware of this shortcoming, and are working toward creating qualified employees which as argued by one of them, *“takes time to be achieved”.* Although this is considered a challenge in the news, Different tasks and mission are done in a team format rather than through the administrative and structural format of the sector. A shortage in both human and financial resources play a major role in the delayed activation of inactive sections which could specialize in creating diverse products.

5.6. Acting phase: Developing Prototype Model for PMS at News Sector

The previous sections of this chapter were an attempt to explain how initial stages of action research was managed, by discussing in detail the construction and planning phases involved in the research. The outcome of these phases was used as a basis for proceeding with action research, with participants from the News Sector and myself working together to propose a suitable PMS and identify the right KPIs for the News Sector. The initial results presented to the participants from the News Sector to support the process of thinking, developing, and identifying a proper PMS and associated KPIs that can suit the news sector.

Chapter five provided answers for the first two questions of this research, which are about requirements for a PMS in a public organisation like PART, and the shortcomings and barriers against developing the PMS. This chapter answers the third question, about which actions are required to overcome these shortcomings and barriers. Action learning was a way of forming a reflective team to develop a PMS prototype model, by using knowledge gained from the first phase of research which I introduced to them.

5.7. Evaluation Phase:

Evaluating findings and adopting change was an important part of this research. The Advisory Team's contributions, in addition to my personal interpretations and reflections, made me reconfigure the process and change the way I handle the research to get a practice-oriented result from the research. Therefore, the decision to conduct a workshop at the News Sector came as a result of the findings in this phase, as well as a need to explore how a prototype model for a development process can be enacted with the involvement of relevant employees.

5.8. Chapter Summary

This chapter presented data findings from the inductive research cycle, which used case study methods to gather the data through interviews, gathering documentation, observations and advisory team interactions. The data generated in this phase formed the basis for producing an actionable plan for developing a PMS for PART.

Chapter Six: Developing a Prototype Model for Developing a PMS for the News Sector

6.0. Introduction:

This chapter presents a description of and analytic discussion about the second action learning cycle that resulted in creating a prototype model for developing a PMS for the News Sector, based on the findings of action learning cycle 1.

6.1. Action Research Cycle:

6.1.1. Construction Phase:

The construction phase aimed to involve participants from the News Sector in the development process of the PMS prototype. The results from cycle one was used to address the importance of having a systematic way of working with identified targets, which will allow the sector to improve its performance. The initial stage of this phase was an attempt to sell the idea of the importance of PMS to PART employees and managers, and explain how they can be part of this development. Workshop sessions, including the evaluation sessions, were conducted in a condensed manner during a seven-day period, interspersed with the weekend and Eid holiday. The workshop was configured to suit the intense work system of the News Sector, which made a longer period of sessions harder to maintain, because it would make it harder to retain participants and benefit from their involvement. It was difficult to retain all participants during the period of the workshop, due to the News Sector's work routine and schedule which is based on shifts, and the accelerated nature of news work which prevented them from being available every day in the same numbers. Due to the time limit of the research, the workshop provided one scenario of CSFs which led to specifying KPIs, in order to provide the prototype model for developing a PMS for the News Sector. The following subsections present the outcome of the workshop, my different roles as an insider researcher, and a reflective analysis of the procedures implemented during the workshop. The results are classified based on outcome rather than consecutively, for an easy and focused discussion that is based on important factors for progress that must be highlighted.

1. Workshop Finding:

The first three days were the most challenging part of the workshop, because they required me to play several roles and use different techniques to engender a useful response from participants. The workshop started with a presentation about the research, its objectives and the outcome of the construction phase where semi-structured interviews and observations took place, in addition to the outcome of the Advisory Team meeting and their recommendations. An explanation of the conceptual framework for developing a PMS for PART, and the reasons for its selection was also given. Additionally, the constructed Rich Picture of PART was used to explain the different contributions of PART's stakeholders, and their interrelated concerns. I presented the result of the first phase and explained the different factors contributing to the work process and communication in PART, which facilitated engagement with the participants and encouraged them to suggest solutions for the issues that may affect the development of a PMS for the sector.

I also presented an explanation of the PPM and its different facets, and clarified my reasons for adding an additional facet. I introduced certain suggested CSFs and KPIs for public broadcasters based on the outcome of the phase 1 of the research (literature review and executive reports on public broadcaster management) to inspire the participants to think of possible factors that can be applied to the case of the News Sector to elucidate the intended and unintended consequences of applying a PMS to an organisation. Examples were addressed such as diverse news bulletins, exclusive content, entertaining news bulletin, online and off-line interactive news bulletin, reaching for all audiences and access for all audiences, neutrality, reliability, transparency, the importance of being youth-oriented, visual identity, creativity, quality, and the importance of being linguistically and technically error free. Some of these factors are already being maintained as priorities at PART, including local exclusive content, neutrality, reliability, and transparency. In addition, there are initiatives to make sure that the news bulletin is accessible to disabled people such as deaf people, who currently are offered one bulletin supported by a sign language interpreter. It was important to create awareness of the project, its purpose and the different terms that would be used during the workshop. The outcome of the brainstorming sessions resulted in identifying the following obstacles and requirements for PMS development, which could develop the performance of the News Sector and guarantee achievement of its CSFs. These obstacles are:

a. Limited Policies and Regulations:

The first three days of the workshop were tough because participants were addressing the obstacles, challenges and shortcomings in the sector which interfere with any plan of development. One of the executives expressed his opinion and said:

"We need before thinking of all of this (referring to developing performance) to have organized work, a job description, develop the organisational structure, [and] identify the missing positions that we need to have at our disposal", while another said:

"We are motivated to work with this project, but there are obstacles, requirements and facilities that are not available, and this is restricting us", which was supported by others, one of whom said:

"There are employees who don't perform at all; KPIs should be connected with both reward and punishment systems".

This forced me to play the role of change agent, which is encouraging participants by allowing them to express freely their fear and discuss their requirements (Wittmayer and Schäpke, 2014). During the interviews conducted in the first part of the research, there were several participants who addressed similar issues to those mentioned in the workshop, such as the need to have a well-structured sector. Similar requirements are suggested by Ferreira and Otley (2003). Ferreira and Otley (2003) identify eight elements, which were mentioned in chapter two, and which were apparent during the interviews and the workshop. The literature and previous studies supports the participants' concerns, which confirms the importance of introducing changes, and developing elements that are lacking, for successful PMS development (Broadbent and Laughlin, 2007; Ferreira and Otley, 2003; Shackleton, 2007).

During the workshop, several issues related to legislations, and the need to adapt to them as they develop, were addressed. Updating the legislation is taking a long time, which does not support the News Sector's plan of action. There are new processes that have been introduced to the sector due to technological development, which have no terms for reference or job titles to define their tasks. This issue highlights the need for change in policies, regulation and legislation to align with technological development (Metawie and Gilman, 2005; Hsiao and Lin, 2008). This change can be managed by establishing units, new jobs and/or legislations that can support change and required developments.

"It is very important to establish new jobs that can keep up with technological development at the organisation" said one of the participants.

On the other hand, there are existing sections of the organisational structure that are important in managing critical roles and employees in the sector, in order to enhance the outcome of the work and achieve the targeted objectives, but they are not activated. An example that had been discussed in the workshop in addition to interviews, was the need to activate the news correspondents section:

"The news correspondents section is not activated, even though this section is the heart of the fieldwork of news, and they are the ones making the news".

The team also discussed the need to employ full time proof-readers, as is done by other news channels in the region, to assure the linguistic readiness of the bulletins before they are broadcasted. Currently, there are part-time proof-readers who are working for news by contract, but their work schedule does not suit the News Sector's requirements because they are not available throughout the news preparation period. This means that some of the reports are being broadcasted without being proofread.

"Establishing a specialized unit as a section in the sector for proofreading is important for achieving the identified KPI (referring to the 'zero linguistic errors' KPI suggested by the team)", said one participant and was supported by another who added:

"The section of proofreading doesn't exist in the organisational structure".

They explained that they need skilled employees to be hired as proof-readers. *"We cannot rely on fresh graduates for this job, we need experts who knows how to proofread news bulletins and news reports"* said one of the participants. The need to hire highly skilled employees is associated with the need to increase their payment, which can be a restriction. They suggested the establishment of a special unit or section, which performs this task for the News Sector.

"We need a system that focuses on the performance of the person, rather than their presence at the office for certain hours", said one participant, who was supported by another one's comment:

"The human resource system does not serve the work style at PART and the News Sector. We thought the establishment of PART would solve this issue, but nothing happened".

The discussion addressed the importance of adapting the human resource system to the work environment, and highlighted the need to create a flexible system that can be adapted according to the organisation's tasks and work requirements.

b. Undefined Operations and Processes:

During the first part of the research, and during the action cycle, process mapping was prepared for two main daily processes at the News Sector (See Figure 14 and Appendix G). The two processes were selected because they are interrelated, and considered to be the main processes at the News Sector since they are mostly repeated every day. Mapping the processes helped in understanding the flow of work. Since there is no clear map or guideline for these tasks, they can differ from one employee to another, which makes monitoring and evaluation challenging

(Jacka and Keller, 2012). In addition, process mapping was useful for recognizing the obstacles to achieving specific tasks, and identifying any requirements, missing elements and any other factors that may be important for developing a PMS. The mapping was used to understand how employees do their jobs, and find alternatives or solutions to any problems for them (Galloway, 1994). It encourages an organized work environment, where everyone knows how important missions are supposed to be accomplished, which increases the commitment level of the employees (Jacka and Keller, 2012). Process mapping was discussed during the workshop to identify the areas where change is required. It was a technique that gave a perspective of the whole process, and encouraged participants to evaluate the current scenario and envision a better one. According to the outcome of the middle and operational level interviews, there tends to be no unified process or procedure, so not all the reports are going through the same steps of production. This brought about discussion from the participants on the risk of making mistakes, and the low quality of some of the news reports due to a lack of revision or monitoring.

In general, most of the work processes in the News Sector and at PART in general have no defined process mapping. This means that the work is done according to the previous knowledge of the employees. However, this style may make the identification of errors, shortcomings and obstacles harder. One of the objectives for this workshop was to learn as a team how identified KPIs can be achieved by designing or developing an ideal process map that can be adopted as part of the PMS system in the sector.

c. Shortage in Human Resources:

On the issue of human resources and their qualifications, the discussion moved between the need for additional jobs, training of existing employees, reducing the number of subcontracted external or internal correspondents, and hiring permanent ones so as to better control and develop them.

"We lack qualified reporters in investigative reporting, who serve the community and PART's purpose" one of the participants said. Another stressed *"a need for special training for reporters, so they know how to gather ideas and produce the story"*. Others added to this by saying *"a lot of the employees at the news sector are new and lack experience and skills"*. These comments demonstrate the importance of having indicators that can help the sector to formulate its employees' development plans. Identifying shortage without proper evaluation does not provide accurate results, and would lead to training plans that may not serve the real developmental needs of the sector. They aim to develop the news bulletins to a high in quality which can compete with other news programs broadcast on other regional and international

channels. But achieving this aim is challenging with the current style of work, and may not be sustainable, as was the case for past evaluation initiatives which were halted due to incomplete factors and elements.

The discussion touched on the lack of the authority of some of the people working for the News Sector, such as those working on a contract basis, and those who report to other sectors at PART, such as cameramen, who report to the Visual Sector. The inability to control these human resources causes several issues related to operations and quality control, as explained by one of the participants:

"We have a department of operation that has all the technical jobs, but there are no cameramen, despite about 80% of the live TV broadcasting coming from the News Sector".

There is an agreement among the participants that developing the News Sector's job lists according to its need is vital. They addressed the need for jobs that are essential to enhancing performance at the News Sector, which allows career path growth for employees based on their experience and skills, and not only through managerial roles like editor, senior editor, editor in chief, etc. However, some regulations can act as a barrier against rapid change, due to external factors relating to centralized employment and payment systems within the Ministry of Civil Service and the Ministry of Finance, which may hinder selection of the right employees for the right positions, or attracting talented and highly skilled employees from outside of PART. In addition to this, there being no proper management system for identifying employees' limitations and the sector's developmental needs, makes the situation harder at the News Sector.

During the workshop, the team was motivated to be involved in the process of developing a PMS prototype for the sector, and creating a change in practice which is "*task-oriented*", as described by one of the participants. PART is organisationally developing, although this development is not fulfilling the expectation of employees, as stated several time during the research by the participants. Currently, there is a committee for preparing job specifications for all the different jobs at PART, including jobs in the News Sector. Decision makers from each sector are involved in this process to ensure that the specification is aligned with the real work need.

However, some improvements may take a longer time to develop, such as developing career paths for some jobs, due to regulatory and/or financial constraints. The participants pointed out the importance of introducing career paths in some of the specialized jobs at the News Sector, such as editors, as discussed above. The current system has no career development path, which means that the editor will remain the editor until retirement or moving to another job.

By contrast, other news channel offer a clear career path where editors can be promoted to senior editor, and then to editor in chief and so on. The career path development of this job will enhance the development of the employees, because they could then compete for the chance of being promoted to the next level of editing.

d. Limited Financial Resources:

The News Sector, along with other sectors at PART, is required to manage with limited financial resources. The limitation of financial resources was seen by the participants as a major obstacle to obtaining qualified employees, specialized guests, and developing additional services and other requirements for better news products.

The financial resources are sufficient to maintain the work at the sector, as explained by the participants, however it is not enough for any addition development projects. Therefore, using these resources for anything other than operational purposes and without real planning can be risky. Participants agreed that training must be a continuous practice, and hence sufficient financial resources should be allocated for this purpose. However, since there is no proper evaluation system or PMS in place for identifying the elements needed for enhancing performance, it is very difficult to formulate proper development and training plans (van Helden and Reichard, 2013; Armstrong and Baron, 1998).

6.1.2. Planning Phase:

After an insightful discussion during the workshop, my support allowed them to think outside of the box, and start focusing on how to develop performance by identifying their objectives. The learning process within the team included several formats and styles in order to formulate a proposal for how a PMS which meets needs and provides solutions can be developed for the News Sector. An appreciative inquiry approach, which was undertaken during the workshop, allowed me to encourage the team to thinking positively, and to identify solutions and good practices, focusing on the objectives rather than the shortage and obstacles (Coghlan and Brannick, 2010). The process of change that illustrated in figure 11, as addressed in Coghlan and Brannick (2010; pg. 65), requires the team to:

i. Determine the change required.
ii. Define the future situation.
iii. Assess the present situation.
iv. Manage the transition.

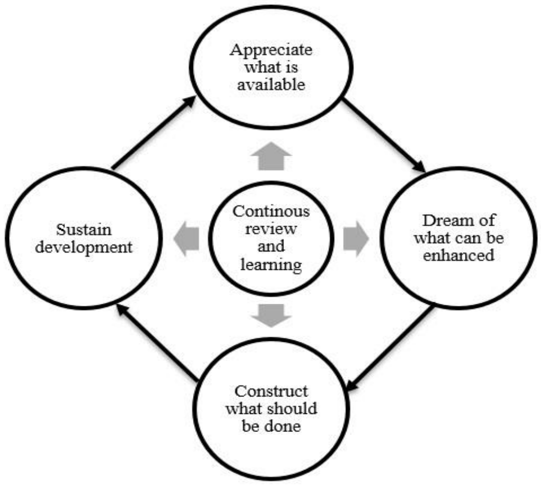

Figure 11: The Process of Change. Source (Coghlan and Brannick, 2010; pg 66)

The PMS developed during the workshop was a result of identifying the most important objectives, and focusing on how to achieve them. The team agreed to take it step by step, first developing and solving issues related to better products, and then expanding to cover other factors in future. The developed PMS prototype is an initial proposal for developing a comprehensive PMS for the News Sector. The developed model focuses on real facts drawn from practice; it is a practical and task-oriented approach. I supported the team by introducing the suggested model for developing PMS which I based on my evolved version of the PPM. The reason for this selection was explained to the team members, and in addition modifications or changes were welcomed from the team.

Team members appreciated the whole project, saying they were enthusiastic to work in a real scientific way to develop their work and enhance performance (as stated by one of the participants). Their positive attitude was apparent as they were able to contribute and share their thoughts within a teamwork style, which gathered people from all the different parties of the sector, as mentioned by one of the participants. They felt motivated and kept working on the proposal even outside workshop meetings, and communication continued even after the workshop ended. They were communicating with me in groups or individually to make suggestions for development and highlight factors that are important for this project. Additionally, several documents that supported the workshop suggestions were submitted to me to enrich the thoughts and ideas obtained. Motivation spread from top management to the rest of the news team, because they felt that they had control over the case. I made effort in my role as researcher to encourage the team to consider themselves as part of the issue, and therefore to start thinking of solutions (Pedler, 2008). It gave everyone the ability to consider different perspectives and opinions, and consider how they themselves could be contributing to problems, which empowers them in solving them, giving them the ability to learn and develop better actions in the interest of developing solutions (Pedler, 2008). This process caused team members to better reflect on the situation, allowing them to think from different perspectives for a better analysis of the situation (Marquardt, 2007). During the workshop, I encouraged them to ask insightful questions in order to reach a better understanding about the sector, its challenges, processes, and available resources, and so to develop suitable solutions that can be adopted easily (Rigg and Trehan, 2010). One could call the workshop a vehicle, as described by Pedler (2008, pg.42), because it provided a gateway to critical reflection on the case of the News Sector, and became a tool that helped in learning. Solving a work based problem is not an individual task and can never be. It is a group of multi-thoughts working together to develop solutions based on reflective thinking and insightful question (Pedler, 2008). This was noted during the workshop, where the flow of ideas started when someone suggested the introduction a problem-solving unit to develop a comprehensive scenario of processes. During the workshop, the team agreed on the final list of the most important stakeholders for the News Sector. During the workshop's brainstorming sessions, the major stakeholders of PART were identified based on the result of the initial phase of the research, and a main list of the News Sector's most important stakeholders was created. When applying the developed matrix of six key questions for measurement design to PART, some of PART's stakeholders remained the same for the News Sector; nevertheless, the new list revisited the process of categorization. The major stakeholders for the News Sector are:

- Government institutions: this stakeholder remained from the previous assessment, because the news is expected to cover all the country's different developmental projects. Government institutions are a major stakeholder and source for news. The news bulletins produced primarily address this category of stakeholders. But with this, many different types of audience are simultaneously targeted too because of a duty to the focus on the different national activities the government institutions are doing for all different kinds of audience, both locally and internationally. Those stakeholders are keen to receive an accurate, well developed and mistake-free news bulletin.
- Public audience: These stakeholders can be appeased by providing different news packages that can meet their different interests, such as economic, sport, weather, tourism, culture news etc.

PART's other stakeholders are also important, and many plans and news coverage packages are based on the regulations and requirements of regulators, funders and the national mission of PART. The six key questions were used to identify which actions, processes, and capabilities must be developed for news bulletins and programs to meet stakeholder satisfaction, as well as to identify the stakeholders' contribution to developing performance.

A discussion was had about how these stakeholders have important roles to play in order to contribute effectively to the development of news products. The information extracted from the matrix was used to develop a success map for the News Sector, based on factors relating to each of the News Sector's identified stakeholders. This was developed through the contribution of the News Sector participants, and their reflections on the different factors, in addition to the data gathered during the initial phase of research from both the interviewees and PART's documents. Introducing this matrix facilitated the process of thinking, and encouraged insightful contributions from the team towards identifying challenges and how to overcome them in order to achieve their goals. The upcoming sections explain in further detail the CSFs illustrated in the success map in figure 12, the expected challenges and requirements for overcoming them.

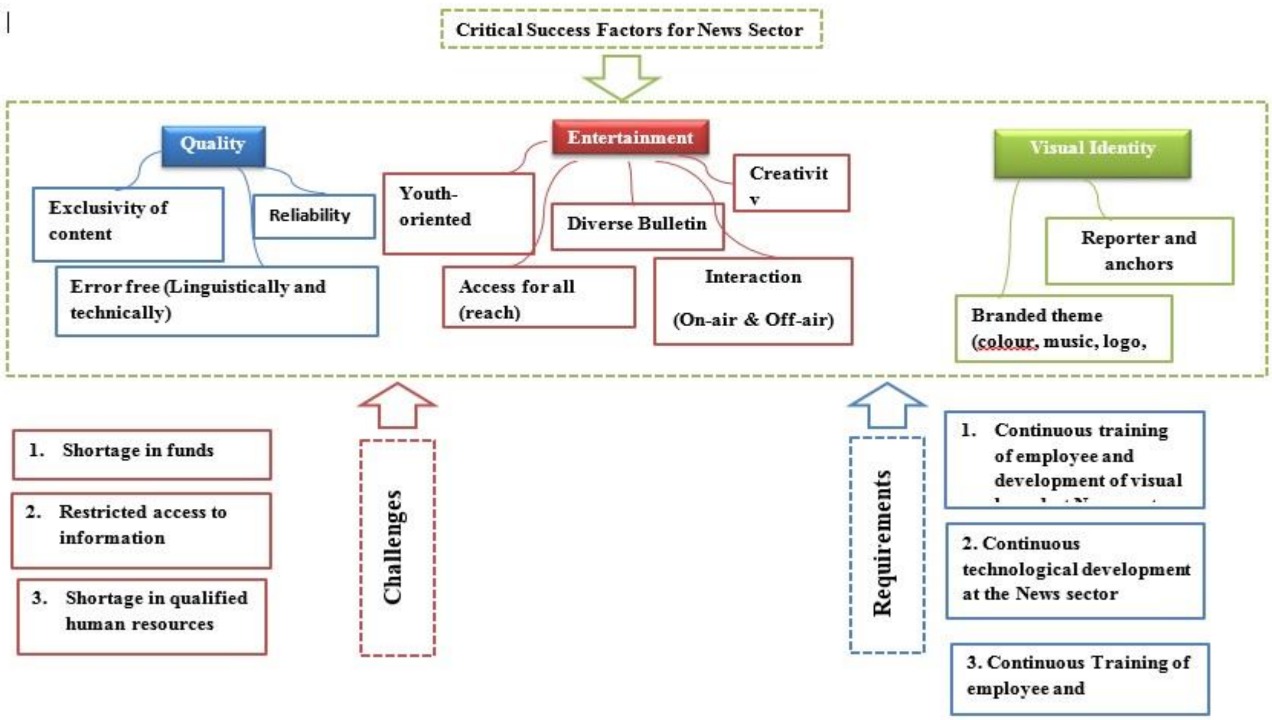

Figure 12: News Sector Critical Success Factor Map

6.1.3. Acting Phase: Identifying CSFs for the News Sector

I introduced information during this process which was gathered from the interviews conducted in the first phase of research, and encouraged the news team to think deeper about elements outside of what they usually consider when trying to enhance work at the News Sector.

The first phase of the research developed a suitable conceptual model that can be followed to develop PMS at PART. The second phase was to apply the proposed PPM by leading a change project in the News Sector, and develop an example of a system based on this model. The plan was not to implement a definitive and comprehensive system within the limited time I had for research, but to develop a scenario that can be easily applied by the News Sector after this research, and subsequently by other sectors within the organisation. To help the team identify the right CSFs for the News Sector, a success map was developed (Neely, Adams, and Crowe, 2001), which was used to identify the practices and processes that need to be improved. The success map, as explained in chapter three, was used to facilitate reflection on how to satisfy the most important stakeholders for the News Sector.

The team identified three key milestones for success in the News Sector. These milestones are quality, entertainment and visual identity. The interconnected CSFs that the News Sector needs for each one is illustrated by figure 12. It identifies the success factors that will contribute to creating success for the News Sector. The CSF identification process was based on the different needs and interests of the identified stakeholders. Their preferences were already known by the team based on comments received from those stakeholders either officially through written letters, through informal and direct contact with decision makers or news sector employees or via the social media accounts of the news sector. The success map in figure 12 addresses the challenges the News Sector faces in working towards achieving the identified CSFs.

"We are a small community in Oman, so if there are any serious comments it is delivered easily by direct contact." Said one of the participants, which illustrates the ease of receiving feedback from different stakeholders.

In addition to the data I gathered during the initial phase of the research, the success map was a result of knowledge contributed by all team members based on their experiences and roles in the News Sector. The CSFs were categorized based on their focus points, which are quality of news product, entertainment and visual identity of the news product. Each of these affect the other CSFs, as all are interconnected to each other. The success factor of quality can be attained by pursuing factors such as content exclusivity, error-free bulletins and news reliability. The quality of the news can also be enhanced by attaining the second critical factor, which is the entertainment. The entertainment would focus on delivering quality news to meet the different interests of stakeholders, by providing diverse bulletins, youth-oriented programs, and access for all including differently abled people, providing creative news products and creating both online and offline interactive news. The third CSF was visual identity, which will support the other CSFs in terms of creating a strong visual brand for PART based on its identity and mission. This factor considers the appearance of reporter and anchors, in addition to theme music and logos, as tools for reflecting creativity and the national brand.

For the purpose of this action research, the team tried to focus on one CSF to identify the KPIs that are essential for meeting a specific goal. The scenario can be replicated by following the same practice and principles for other CSFs. The idea of selecting a CSF was about reaching to the operational level, where we can easily identify the required KPIs. This was a good way to motivate the participants and show them that they actually have the means to provide solutions and have control in the sector. This allowed them to think about achieving goals in a systematic way, by using a task-oriented approach. The main CSF of quality was selected, which is supported by other success factors which are error free linguistic, editorial and technical news bulletins. The selection was based on the team's discussions and their identification of the essential steps to be taken before addressing other CSFs. They believed that without quality, none of the other CSFs are achievable. Therefore, we agreed to focus on this. However, the team are willing to continue developing the other CSFs after the research is over, and to put them in practice in the sector.

1. High Quality News Bulletin:

"If we are weak in linguistic skills that means we have a low quality of news products" said one of the participants.

There are different elements that ensure the news bulletin has no linguistic errors. Several departments at the News Sector are responsible, as clarified by one participant, however employees from the Visual Editing department are responsible for ensuring no linguistic errors in the news bulletin are broadcasted. They described it as a team effort, with everyone having their own contributions. However, there was no system for tracking this process and monitoring performance to identify and address weaknesses. Although the team agreed that the Visual Editing department are responsible for this, errors can be made by employees from other department, such as reporters, or news anchors reading the news. The error can be either in the news script displayed on the screen, or in the diction of the news anchor. This encouraged the team to develop an evaluation form for tracking errors in the bulletin, to create a record of improvements required of relevant departments. But before developing the form, it was first necessary to model an ideal process for enhancing the quality of news reports and news bulletins, as illustrated in figure 15. Currently part of this process is followed, however, the developed version of this process introduces two main steps, which are:

- First: Reviewing the reports by proof-readers before doing the montage and graphics work.
- Second: Evaluating the editor's reports with an evaluation form before sending reports to the news producer for broadcasting preparation. The evaluation form, designed previously by the News Sector, was used before to identify linguistic, editorial and technical errors in the news reports. However, the use of this form stopped because, as indicated by the news team, it didn't contribute to development plans. They say that the form itself, without a complete system for managing performance, was being misinterpreted by the news correspondents. One of the participant said: *"We used to fill out the form with all the*

comments about the news report every day and send it to them [news correspondents], but this didn't work because it was just for the sake of the evaluation without development plans". I restored the form and suggested it be used, but not by the directors of the Local News and Visual Editing departments, as some of the interviewees mentioned it was previously used. Instead, it was for the editors to use, following the process proposed in figure 14. The editor, as indicated by the participants, is the one who is supposed to approve news reports for broadcast. Although there are no clear written terms of reference for the employees at the News Sector, but it is common knowledge in the sector that reviewing and editing the news comes under editorial responsibilities. The form is comprehensive, will help them with an evaluation process, and because as mentioned by one of the participants, the current evaluation process is not based on clear criteria and can differ from editor to another. The form supports the evaluation process, as shown in figure 13.

Report title										
Name of the Correspondent										
Text Quality	**Language**					**performance**				
	Poor	**Fair**	**Average**	**Good**	**Excellent**	**Poor**	**Fair**	**Average**	**Good**	**Excellent**
Video	**Poor**		**Fair**		**Average**		**Good**		**Excellent**	
Montage	**Poor**		**Fair**		**Average**		**Good**		**Excellent**	

Evaluation before broadcasting	
Accepted	**Rejected**
Notes:	

News Editor's Name:..

Figure 13: Evaluation Form for News Reports

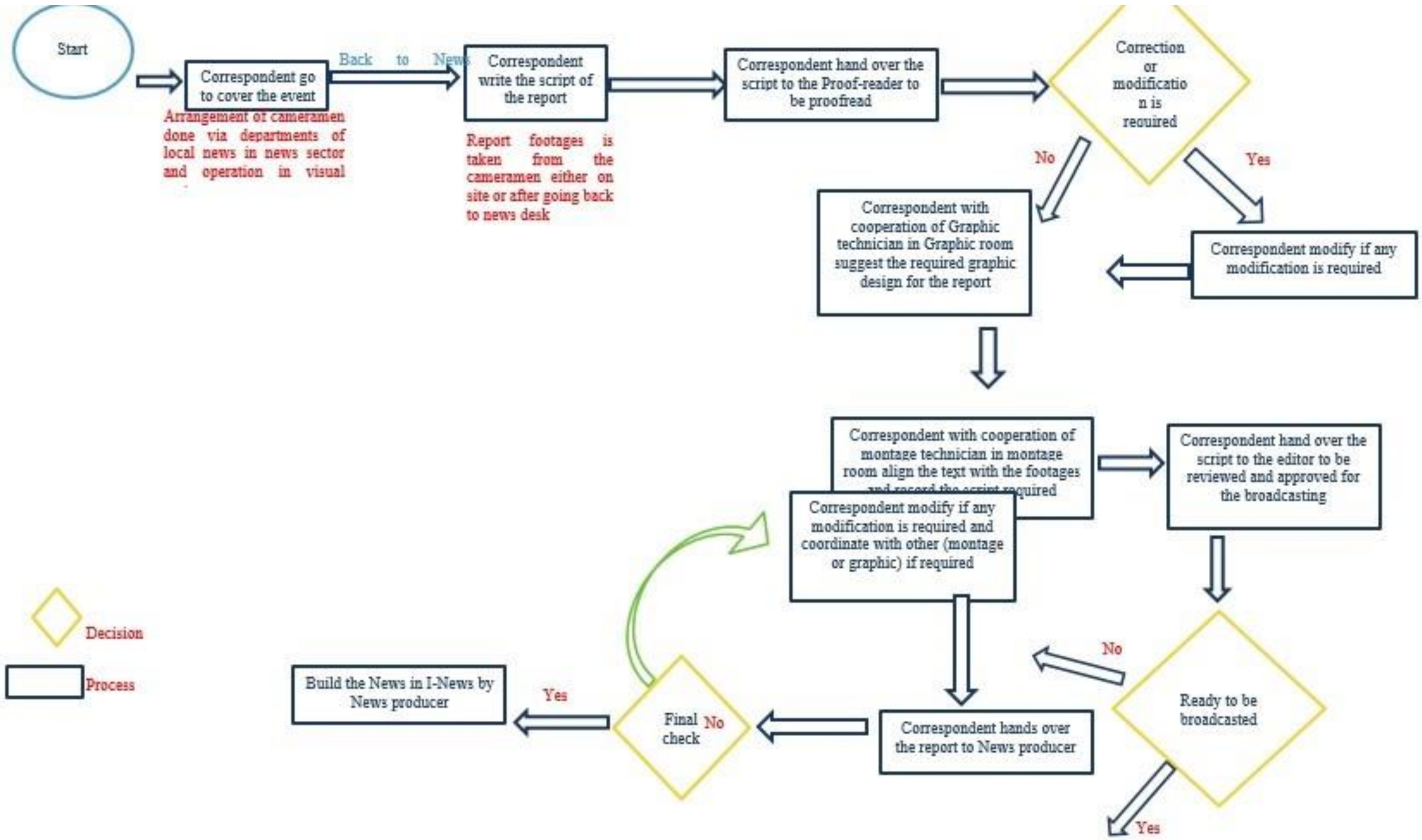

Figure 14: An Ideal Process Mapping for News Report Production (attached a clear copy in page 172)

Following the evaluation form, the team developed monitoring form for news bulletin to identify the error happened and its characteristics as shown in figure 15. The form consisted of ten monitoring elements that identify linguistic error and eight elements that identify technical error (See Appendix F for definitions).

					New Producer:	
Date:					**New Producer:**	
Bulletin time:					**News Director:**	

#	Location of Error	Error made	Editorial & Linguistic Error	Responsible Section/Department	Location of Error per minute	Note
1	Headlines					
2	News anchor					
3	Graphics					
4	VIDEO					
5	report					
6	live Calls, interviews in and outside the studio					
7	OOV					
8	CAP					
9	RECAP					
10	External factor					

#	Location of Error	Error Made	Technical Error	Responsible Section/Department	Location of Error per minute	Note
1	Headlines					
2	Sound					
3	Light					
4	CAMERA					
5	Graphics					
6	live Calls, interviews in and outside the studio					
7	RECAP					
8	External factor					

Figure 15: Monitoring Form for News Bulletin

In addition, a sheet called a KPI record sheet was designed, as shown in figure 16, which is a monthly sheet that records the KPIs for news bulletins errors. This recording sheet is the source that will be used to identify the frequency of errors being registered, their types, and the responsible employees. This helps to identify the development needs of specific departments, whether the need is training, additional resources, or other reasons that may need administrative actions such as accountability or punishment if the errors are due to employee neglect or inaction.

1		Daily KPI Record for Technical Error of News Bulletin										
2												
3												
4	Month	July										
5	Target	0%										
6												
7		KPI Measures Error%										
8	Date	10:00:00 AM	11:00:00 AM	1:00:00 PM	2:00:00 PM	4:00:00 PM	5:00:00 PM	7:00:00 PM	9:00:00 PM	10:00:00 PM	12:00:00 AM	1:00:00 AM
9	01/07/2017											
10	02/07/2017											
11	03/07/2017											
12	04/07/2017											
13	05/07/2017											
14	06/07/2017											
15	07/07/2017											
16	08/07/2017											
17	09/07/2017											
18	10/07/2017											
19	11/07/2017											
20	12/07/2017											
21	13/07/2017											
22	14/07/2017											

Figure 16: Daily KPI record for Linguistic, Editorial and Technical Error of News Bulletin

In addition, the form asks for important information on names of editor, news directors and news anchors. The team thought that these three are responsible for the outcome of the news in the final stage, and hence it is important to have them named in the form for easier follow-up and evaluation. The form is used to calculate error percentage, and the equation for both KPIs is:

*(Percentage of errors= number of error recorder/ number of evaluated elements * 100)*

6.1.4. Evaluation Phase: Testing the Forms and Feedback:

It was difficult to conduct a pilot test for the whole system which includes the new added processes of the forms, and the recording and identification of errors and their frequency. However, a pilot test was conducted using the form to identify any shortages or missed elements in the evaluation process. Ten pieces of feedback were received from the News Sector, where they filled out the form and identified the errors indicated in news bulletins. The form was filled out by different employees in the News Sector. The focal figure responsible for testing the form was one of the decision maker for the news, who communicated with experienced employees at the sector and invited them to test the form and evaluate it. Since there is no active department for quality control of the news, the test was intended to find out if the form was comprehensive enough or not. There is a quality control department that reports to the planning and development office at PART, but it is not yet activated. The test resulted in agreement by all the staff who filled it out that it was fully inclusive, and no further addition is required.

- **Suggested Actions for Meeting Zero Error KPIs:**

There are several actions required for the News Sector to meet the targeted KPIs to do with errors in the news bulletins. These actions are taken from the data extracted during the initial phase of the research, when I conducted interviews with news employees, and during the workshop in which the team identified what can help the News Sector to excel in the targeted KPIs. These are clarified as follows:

1. Process development: Introducing quality control in the process of news production. The process starts from the moment the news correspondent is writing a new report, and continues until it reaches the news producer who will build the news on the specialized software called I-news. The proposed process, as shown in figure 14, offers a quality controlled process. The reports and news scripts are reviewed several times; however, this revision will not delay work, but rather will assure that work is revised in a high-quality process. This process is part of enhancing the written news reports, a process which will develop over time. This will help control the number of linguistic and editorial errors and some of the technical errors, which can be checked for using the proposed evaluation form in figure 15. Each element of the process supports achieving this KPI.
2. Human resources development: The process won’t be activated if the human resources are not trained or well prepared to take on the task. This includes enhancing the career path of the editors, as discussed earlier, which will give them authority in the process, which will in turn encourage the qualified people to review and edit the final reports before being broadcasted. Also, continuous training of the employees is required for developing their skills. The data that will collected from the evaluation and error tracking forms will indicate weaknesses and help in developing the required plans. The KPI owner who monitor and keep updating the record is essential for sustainable monitoring and follow-up. This may be a challenge, as even the pilot implementation was affected by the absence of someone who can do this job. Therefore, the News

Sector will need to take some serious actions toward creating a special KPIs team who reports on and follows up the evaluation and makes decisions for development.

3. Reward and punishment: it will be easier to make the right decision regarding performance development when work can be measured to get an accurate reading of performance (Armstrong and Baron, 2005). It is important that a PMS be supported by both reward and punishment actions to empower the development plans and encourage long-term development (Broadbent and Laughlin, 2007). However, rewards can also be in form of development plans, or recognition and appreciation, if the financial situation is restrictive. Development plans make employees feel more committed and motivated to perform better, because performance measurement acts as agent to remove the development barrier and is not solely a source of criticism (Kandula, 2006)

6.2. Chapter Summary:

This chapter explained my use of a participative action research to develop a prototype model for developing a PMS for PART, by partially implementing processes in one sector. The process started by looking at the sector as a tool for PART to achieve its mission and visions, and then by narrowing the process to specific KPIs which were extracted using the news sector's CSFs. The suggested scenario is a good model for developing a PMS that suits the organisation and its future. In addition, it provided a practical implementation guide in a goal-oriented scenario. These steps can be applied for the rest of the identified News Sector CSFs, and can be implemented in other sectors at PART too. The limited timeframe for the research didn’t allow me to develop a complete set of KPIs for the News Sector, however, the participation of news team allowed me to develop the PMS prototype model that became the conceptual framework for the research.

Chapter Seven: Conclusion and Self-Reflection

7.0. Introduction:

Studying and exploring PART's context as a state-owned media broadcaster, in consideration with different internal and external factors, provided a different perspective on the suitable way to develop a PMS for a public-sector institution. The considered case presents the special context of the public sector in Oman, which is different from other public institutions in other countries. In addition, the development of a PMS for a public media broadcaster is another contribution of this research to the field, where interests, concerns and priorities differ between broadcasters just as countries differs from one another. In this research, I developed a different dimension of practice for developing PMSs for public broadcaster institutions. The research was managed in a politically astute way, since an action researcher I had to play the role of insider researcher, but with consideration of political concerns that contribute to the circumstance of such organisation in the country. The research explored the requirements, shortcoming, obstacles and difficulties of enhancing organisational performance, which was framed by different factors, some of which are beyond the authority of this organisation. Therefore, the research focused on providing a prototype model that investigates PART's case and provides suggestions based on its context. The goal of the research was to provide a theoretical understanding of the researched field, in connection with providing solutions to the business workplace (Tenkasi and Hay, 2004). This was achieved during the research by addressing gaps in the field of PMS, and developing a practice-based model through deploying an action research approach.

This chapter is divided into four main parts, which are achieved research objectives, contributions to the practical and managerial implications of the field of performance measurement, theoretical implications and contributions to knowledge about PMSs, and my personal reflections and learning process.

7.1. Achievement of the Research Objectives

The research objectives addressed in chapter one were set around the core idea of identifying the most fit and appropriate PMS Framework that can be developed for the public broadcasting organisation in Oman. In the following each of the objectives and how they have been addressed and achieved in the research are briefly explained:

1. To explore the literatures and develop a conceptual model for developing a PMS in PART as a public organisation: The exploration of background literature in addition to applying inductive research approach helped in understanding the case of PART and

hence proposing a suitable framework. Both inductive research cycle and action research cycle contributed to the understanding of PART’s case and addressed the issues, obstacles and challenges in developing a successful PMS model. However, the discussion part conducted for learning set 1 and 2 as part of the participatory action research approach, helped in setting the scenarios on how to overcome the issues and barriers identified. By drawing and reflecting upon the findings and discussion in both chapter five and six, figure 17 illustrates the appropriate model for developing PMS for PART that covers all the important elements addressed during this research.

2. To discover the organisational strategies, structures and functions required to provide a foundation for the development of a PMS in PART: As in objective one the case study methods were used to understand PART strategy, its structure and the functions of the research sample which is the News Sector. The discovery of PART’s strategy, strucutres and different fucntions, as the outcomes from the inductive research stage, was fundemental for the planning of the action research and its implementation including how the to engage the relevant people in the process of developing the PMS model. The different methodologies applied in this research assisted fulfilling of each of the objectives set, and answer each of the research questions.

3. To develop a prototype model for developing a PMS for a selected sector in PART as an example, and to determine the best approach for the implementation process (as a change programme) for the purposes of identification of barriers/obstacles and solutions to them: chapter 6 explained how the action research learning set were managed to involve in developing the PMS framework and the processes and actions involved.

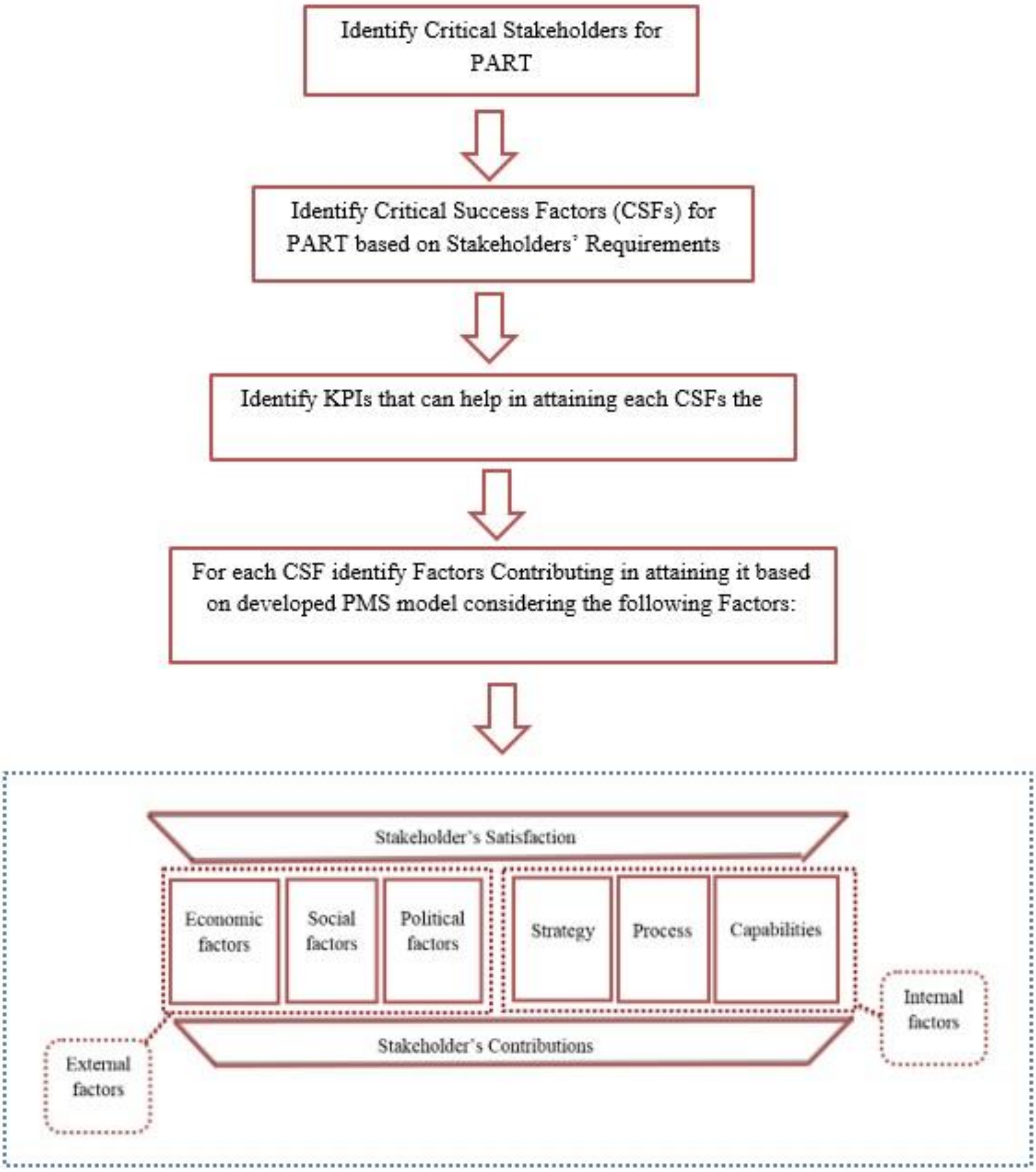

Figure 17: The PMS Framework for PART

4. To test the developed PMS framework in a function/department in PART and follow it through to implementation. Findings from this stage will be used as the benchmark for extending the prototype model across the organisation and producing the provisional plan for this purpose. The evaluations, contributions and feedback received during the research and after assured the impact of this research in directing PART and particular News Sector in enhancing the performance. The ideal process map was developed during the action learning set which was adopted by news sector who implemented it as a benchmark for best scenario of developing news reports. In addition, identified

elements for measuring free error KPIs in the news showroom were adopted as a reference for tracking the error and the change. The limited timeframe of the research didn’t allow to conduct a complete and repeated evaluation for the developed PMS framework, however parts of the developed system were tested, and feedback was collected from the relevant employees at the news Sector. This helped in creating a change in this sector for improved quality assurance. As another notion of impact from the research on PART in general, was the formation of planning and development section in the organisation, which is now activated to control and manage the PMS projects at PART.

7.2. Practical Implications of the findings:

The research questions were answered using different research methods and techniques. During this journey, several contributions have been made to the practice of introducing change and solving problem. The results discussed in chapter five and six addressed what has been done and found during the research. The different methods and techniques undertaken during the research provide a practical example for how similar projects should be managed. The action research approach used in this research was beneficial in encouraging relevant parties at the organisation to develop a practical model for developing a PMS for the organisation in practice. The research had the role of bridging theory and practice, which facilitated the learning process and enhanced its contributions (Tenkasi and Hay, 2004). This may be harder to achieve if the research is done by an outsider researcher; I found my role as an insider researcher enhanced communication with the participants, and helped achieve a more comprehensive result from the discussion. My prior knowledge about the organisation, its social and political culture, and the style of work allowed me to plan the research in a way that encouraged the team’s collaboration and increased their commitment towards formulating solutions for their work problems. The research resulted in the creation of a practical model that can be easily implemented by the staff at PART, without the need of hiring a consultant or specialized agency. The team, including myself as a researcher, conducted a problem-solving process in an actionable manner. Each step taken from the suggested PMS model was used in a collaborative and reflective style. There were developments to processes and procedures as a result of discussions that took place during the research. I created links between participants, the issues and the possible changes that could enhance performance. I used theory-practice linkage to influence management to consider the possibility of changing and enhancing the work environment by using existing knowledge and developing new knowledge to solve practical problems (Tenkasi and Hay, 2004). The theory-practice linkage was done by introducing the developed conceptual PMS model as a base for enhancing organisational performance through exploration of achievement-enhancing practices. Although it was initially challenging to clarify the concept of a PMS to the participants, after discussion and insightful questions asked by participants, they developed the courage to think of solutions and suggest changes.

It was very useful to be an insider researcher as an action researcher in the organisation. Being an insider researcher allowed me to: understand the culture of the organisation, understand the flow of interaction among the parties, and provide accuracy of facts and data (Unluer, 2012). This understanding enhanced my ability to serve the objectives of the research, manage the political nuances of the organisation and know to approach them (Unluer, 2012). My dual role as executive and research insider was challenging but beneficial since it provided me with a deep knowledge of the research topic, as well as about the organisation and its culture. It is not only beneficial for me as a researcher, but it is beneficial for the organisation, which gets a chance to explore different issues within its context in a scientific and actionable way, as stated by participants several times. The research was appreciated by the employees because they find it provides a scientific process for developing performance. I was encouraged by people from the top to the lower levels of the organisation during this research, which assured me that I achieved real results. The level of motivation towards change and problem solving, as stated by participants, was high because they were involved in the decision-making processes that were part of developing the PMS prototype model. A few participants didn't contribute well at the beginning, due to different concerns such as their confidence about problem solving or their fixation with obstacles, rather than thinking in terms of opportunities. This improved after they understood the level of engagement and agency they were being offered in the problem solving. Although there are different advantages and useful outputs that come from being an insider-researcher, there are different issues that can be encountered such as the possible effect of the researcher's prior knowledge that may lead to biased assumptions, and "*wide range of perspectives*" due to different participants' involvement in addition to the researcher's perspective (Unluer, 2012). However, I tried to manage this by encouraging each participant to consider their own role in the process of change, and encourage each to be a leader, and take the lead in the problem-solving process (Raelin, 2010). Each of the members has their own role and responsibilities in the process of change, which allows them to explore their authority as a leader of change, making them consider their role in an accurate way (Raelin, 2003). By encouraging them to see how they can effectively contribute to the process of PMS development, I created coherent thinking among the team, and each contribution complemented the other members' thoughts. I was amazed by the ideas came from the team members when identifying each element of the process of producing the news bulletin. They emphasized each member's role in the production of news bulletins, and how responsibilities can be managed to create a higher quality result. Solipsistic, self-focused perspectives diminished and instead there was a growth of team spirit and enthusiasm for developing the work. I have no doubt that the action research approach enhanced teamwork, which may not have been achieved if my research had only collected data for analysis without interacting with participants.

Furthermore, the research aimed to develop a prototype model for developing a PMS for the organisation for performance enhancement. This resulted in identifying key development areas for PART, in order to successfully achieve their goals and increase stakeholder satisfaction. The elements suggested for developing a PMS in the public sector, and the requirements which have been addressed by several studies, formed a check list for PART's development. Key development areas can be summarized as follows:

- Fully activate quality control departments to take the lead in developing organisational performance and contributing to the change process at PART.
- Develop career development paths for technical and specialized jobs, to motivate employees and enhance their performance based on their achievement rather than how many years of experience they have.
- Re-engineer the sectors at PART in a way that serves both the current and future objectives of PART, facilitating work and reducing bureaucracy.

7.3. Theoretical Implication to the Findings:

The public sector is recognized by its complexity, since many political and cultural factors influence decision making and work processes (Arnaboldi, Lapsley and Steccolini, 2015). I explored different models that have been developed for PMSs in the literature review. Each served the organisation partially, but I did not find a comprehensive model that fits PART's context. I initially found that the PPM was aligned with factors that are also important to PART, especially an emphasis on satisfying stakeholders. However, there was no focus on external factors such as political, cultural, social and economic factors, which are very important for PART to consider in relation to performance and stakeholders' satisfaction. The missing factors, which I found to be essential in the context of a public-sector organisation, especially in Oman and the wider region, were used to enhance the model by including an additional facet, making them six instead of the five named by the PPM. These five facets focused on organisational readiness using three element which are strategy, processes and capabilities, while gave another focus on stakeholders' satisfaction and contributions. However, it leaves out the external political, cultural, social and economic factors which impact the organisation and its plan. How can PART develop special TV or radio programs that satisfy the audience without considering the social issues that surround them? Is the programs have to seek the audience's satisfaction only and what are the borders? The role of a public media organisation is to create a balance between different stakeholder needs, by considering undeniable critical elements of the context they are situated in. Can we hold the employee accountable when he fails to achieve specific goals if his promotion has been deferred due to economic conditions until further notice? These kinds of factors necessitate the adoption of a framework for creating balanced satisfaction plans for different PART stakeholders.

The developed PPM was useful during the second phase of the research, when I increased the level of interaction with PART members in order to develop a PMS and formulate the related actions. Making relevant parties in the organisation aware of other influencing factors made research participants more receptive to addressing PART's situation and the concept developing performance, despite the external challenges that PART faces. This was enough to make them feel that they were solving problem agents, and not merely victims at the mercy of economic and other conditions.

The developed PPM guided the process of identifying critical stakeholders for PART and then the News Sector, which helped to identify which factors can contribute to achieving higher levels of stakeholder satisfaction. This was done by constructing CSFs for the News Sector, and focusing on one CSF as an example for identify KPIs that will lead to performance enhancement. During this research, identifying required changes helped answer the question of how to link theory and practice; researchers are too often paying little attention to the reality of doing business in the literature.

7.4. Personal Reflection on the Research and the Learning Process:

Can we develop an organisation if we have a long list of shortcomings and resources which are not available? This question plagued my mind throughout the research. Initially, I felt that the process of developing a PMS for PART would fail, and I would end up facing a list of obstacles and resistance from the participants. However, the tools I took from the different modules of the DBA helped me tackle the problems. These were tools such as applying leadership principles, using the principles and solutions addressed in Pedler's book on action learning in an organisation, and using other knowledge gained through studying the DBA modules.

"*Doubt ascending speed wisdom from above*" (Pedler, 2008) and is where I initially found myself, as an insider researcher who lacked a deep knowledge and understanding of PART's context and challenges. Therefore, I used different methods to explore the case of PART in depth, to create a clear picture of the context of the organisation, and hence plan my research further for better results.

Being an insider researcher allows for three levels of engagement in the knowledge creation process, as discussed by Coghlan and Brannick (2010). During this research, I was engaged as a first-person researcher when I used prior knowledge from literature, along with my own personal knowledge and understanding of the case, to develop myself as a researcher and professional. I was also engaged as a second-person researcher when I worked in collaboration with other employees at the organisation to discuss problems and practical solutions. Lastly, I was engaged as a third-person researcher when I linked knowledge to theory using the results gathered from the practices of this research.

At the beginning of the news team workshop, I was keen to make sure that all the participants were involved on a voluntary basis, rather than acting under obligation or thinking they are required to attend the workshop because top management invited them to participate. However, when we started the discussion it became clear that their participation was based on a willingness to be part of developing the project's plans. The participants' information sheet was explained, and their participation was agreed upon by all. When the top management at the News Sector attended the first workshop, it made others feel greater responsibility, and sparked excitement about working with me. I was told that this is the first chance they have had to discuss requirements for better performance at the sector in a systematic way.

I wanted them to think of what they can change and enhance to deliver a better work result, rather than thinking only about obstacles, as it was during the first three days of the workshop. Initially, I sensed a mental glass ceiling in most of the team members, which meant they couldn't see opportunities, and focused instead on either limited resources or the restrictions imposed on PART by regulators. This discussion, which helped address issues and encourage insightful questions, helped to break this ceiling, allowing them to think move towards developing performance and achieving objectives. The first three days consisted of a brainstorming session about how to achieve goals and develop the work despite the challenges and obstacles.

This created a practical process for identifying changes needed, and envision the results of progressive achievement. I was aware of obstacles which affect development plans and performance enhancement. However, these obstacles were not the only issue at hand. The participants, who are decision makers and tactical planners in the News Sector were concerned about the possibility of overcoming these obstacles. Their anxious mindset was directed entirely at obstacles, which required me to play several roles in order to motivate them and encourage them to approach this session with an attitude of ownership and proactivity whilst keeping problems in mind.

As mentioned previously, there are issues associated with being an insider researcher conducting workplace research, but as suggested by Wittmayer and Schäpke (2014), this can be managed by playing the different roles of the action researcher. Table 11 provides a simplified model for the different tasks, and the roles I had to adopt in order to tackle them. It explains how the different techniques I adopted in this research were useful for facilitating a sustainable knowledge creation process.

Key issue	**Researcher roles to overcome the issue**	**Implementation of researcher's role to overcome the issue**
Ownership (the continuousness of the research process and learning with the research stakeholders)	Reflective scientist	• Collecting documents. • Exploring literatures. • Executing initial case study research methods
	Process facilitator	• Forming the news team. • Facilitating meetings and communication between team members. • Initiating ideal process mapping for news production
	Change agent	• Allowing participants to see themselves as a problem solver. • Exploring participants' strengths and power to make change.

		• Encouraging participants to tackle the task at hand with authority rather than focusing on shortcomings.
Sustainability	Knowledge broker	• Providing information and a good introduction to what is meant by PMS, KPIs and their relationships with achieving organisational goals.
	Reflective scientist	• Explaining the role of PART in the country, and the different factors affecting its performance, by addressing challenges faced by PART and how performance enhancement is essential for PART at this stage.
Power	Process facilitator	• Choosing team members. • Allowing issues and concerns to be addressed. • Treating team members as problem solving agents to increase their motivation.
	Knowledge broker	• Encouraging different modes of thinking and new ideas in the team.
Action	Process facilitator	• Presenting processes and solutions to encourage the participants to think of solutions and come up with ideas.

	Change agent	• Encouraging each member to share their ideas and experience, in order to update old processes, for example the news evaluation form again which was updated for better evaluation and assessment.
	Reflective scientist	• Being aware of the contributions of the team members to the progress of the research to develop the research and its outcome by empower them and their inputs.

Table 11: The Activities and Roles of Researchers in Sustainability Science (adapted from Wittmayer and Schäpke, 2014; pg 490)

In the initial stage of the research, I played the role of reflective scientist to analyse PART's situation and to identify the different factors that can affect PMS development. The reflective scientist role was provided a base for actions to be taken. In addition, it was important to reduce the risk of targeted participants shirking ownership towards the research and the plans for change. The semi-structure interviews helped in identifying which participants enriched the outcome of this research and were part of the change initiative. Collecting documents about regulations, legislations, policies, etc. helped me in understanding the case, by providing me with a good basic knowledge of the organisation and its challenges.

Additionally, I played the role of process facilitator during the process of selecting participants for the workshop, to develop a PMS for the News Sector with the assistance of the sector's decision makers. Allowing team participation and discussion when evaluating the situation and finding solutions was had a positive impact on the participants' attitude of ownership towards this research. The participants were encouraged to give reflective comments, speak freely and thus develop their commitment towards developing the situation, which created a double loop of learning (Cunliffe, 2011). This style of communication reduced the participants' resistance level, and could be adapted for further implementation (Stacey, 2011). The facilitating role was important, not only for sparking reflective communication, but for encouraging participants to contribute to the project, and ensuring them that this research is not aimed at testing ability or their knowledge, but rather at creating a solution and enhancing the work (Unluer,2012). The participants were cautious when sharing information or opinions about issues related to the quality of work, because they felt responsible for its improvement, and did not want to seem neglectful in their duties. This forced me to ask insightful questions to show them that the problems are team problems, and not one department's problems. I wanted them to feel comfortable enough to speak without fearing blame or criticism. The fact that I report to the chairman initially prevented them from speaking freely and honestly when discussing problems. Their concern was that their contributions would be relayed to PART's top managemen. I assured them that it is an ethical concern for me as a researcher to keep their participation and contributions anonymous.

Action research is a changing process for both the researcher and the participants, due to a nonstop learning progression (Coghlan and Brannick, 2010). In this section, I address the learning process I went through in the different stages of research. I highlight the techniques and methods I used to enhance my learning and shift from knowing to learning during the action learning journey, such as the ladder of inference, Kolb's cycle, and the Johari window (Coghlan and Brannick, 2010). I also address the research issues that were encountered, and how I overcame them by applying different research tools and techniques related to action research (Coghlan and Brannick, 2010).

I used different resources to generate the required knowledge for the case. Additionally, I played the different roles that come with being an insider researcher, which allowed me to gain the different skills needed by a practitioner researching her own organisation (Wittmayer and Schäpke, 2014). This gave me a pre-understanding of my dual role, how to manage it in order to serve the research rather than obstruct it (Coghlan and Brannick, 2010).

During the research, I learned my research cannot be described as neutral when I am required to be an "*active intervener*" who drives, encourages and facilitates change in the organisation (Coghlan and Brannick, 2010). Being an active intervener required me to develop a certain set of skills by applying different techniques and tools. One of the most important skills is the ability to learn through inquiry, which allowed me to reflect on what I received from participants to challenge my assumptions as well as theirs. The inquiry, as explained by Coghlan and Brannick (2010), is a process crafted to encourage a receptive and active attitude towards gathered information. This process begins with experiencing the situation, which involve listening, feeling and imagining based on received information, and then making additional inquiries to enhance both mine and the participants' understandings through reflective inquiry. The initial methods of data gathering of the research gave me the ability to judge the case using the generated data and evidence I organized, and rationalize my findings and the literature review. This was followed by choosing actions, formulating how they are to be done, who the participants should be, and the behavior I need to maintain in my actions. I found that the process of learning is never over as it is constantly developing and changing as I experience and explore different actions.

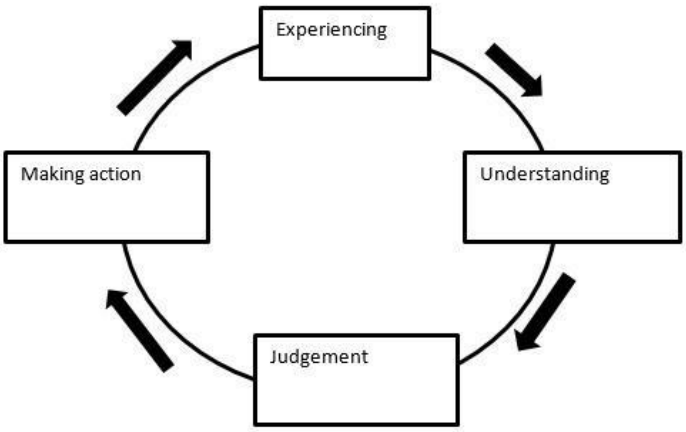

Figure 18: The Cycle of Learning Process. Source: (Coghlan and Brannick, 2010; pg. 19)

I applied the concept of a cycle of learning, which is illustrated in figure 18. The used learning cycle enouncarages an attentive, creative and reflective attitude on a continuous basis, and helped me ensure that I was concentrating in important data, making correct judgements and making inquiries that are "*imperative*" (Coghlan and Brannick, 2010). It wasn't easy to keep myself well focused on the data I was gathering, or to make the right judgement and then execute the right action every time. Therefore, I adopted the learning window technique, which is adapted from Johari window, to guide my reflection in an organized matter (Coghlan and Brannick, 2010). I adopted this technique in the written journal I kept which recorded details of meetings and discussion, to keep track of what I know, and what I knew, or thought I knew about each addressed issue or concern. Table 12 shows an example of one of the notes I recorded, and the actions I took to attain a deep knowledge of the case.

What has been said	What I thought about it
As per the previous discussion and the interviews, you all aim to have a creative and entertaining news reports that is free of error and strong language. All this can be managed by a proofreader. "*Yes, someone who has experience in the language used for news"* said one of the participants. *"We have someone but lately he is not editing the script as he used to do before"* said one of the participants. Yes, because there is no known procedure that makes him officially responsible for this task and accountable for it.	It is surprising that efforts have been made to enhance quality, but they never keep up the commitment due to several reasons, one of which is task allocation and its clarification. I think having this will make it better for everyone. They talked about one proofreader who is a part-time employee and works at the Ministry of Education. They wanted to hire him permanently at the News Sector, but is he willing to move and leave his job? They should not depend on one person; they need to have a whole developed system that supports quality.
"even if the financial situation is preventing hiring employees, when it is urgent there must be action taken by PART to convince the Ministry of Finance to approve hiring of proof-readers." said one of the participants *"the proofreading in the morning time is dependent on the effort of the editor, and there are no proofreaders for the morning bulletins"* said one of the participants	I think there is a need to prioritize the required resources, to identify which is most needed due to the current situation.

Table 12: Glimpse on the Learning Window Used During the Research Meetings

There were additional interviews conducted as a reflective action following the meetings, to enhance knowledge about the case. Due to the time frame, this learning process had to be time limited in order to begin writing the dissertation.

7.5. Limitations of the Research:

There are several limitations I encountered during the research which I can summarize as follows:

7.5.1. Time Constraints:

Doing action research requires time, of which there was not enough in this research. I had to revise the research plan several times to ensure my objectives were achievable within the limited time. There are factors which affected the timeframe I developed for the research and delayed the action work schedule. Media organisations are very intense work environments, and finding a time when participants are free and able to contribute was harder than I expected. Since action research is based on action and an interactive methodology, the involvement of other people who are committed to other responsibilities made it harder to manage the research within the planned timeframe. I managed this challenge by implementing the participatory action research in one sector instead of targeting several sectors of PART, although I would be able to cover more than one sector if time was not a constraint.

7.5.2. Participation Constraints:

Although we achieved a good level of trust and improvement toward developing the research outcomes, some participants remained conservative towards speaking freely. In addition, some were very negative about the changes, focusing insistently on the obstacles, and they kept going back and forth as the team developed the model. There was also some confusion amongst the team members about terms such as KPIs and PMS, and although time was dedicated to explaining them, the confusion was not fully cleared. This made me consider the necessity of conducting an introductory workshop for PART's employees to educate them about these terms and their use before continuing to work on the project, to make it easier for them to work with an insider researcher in developing a comprehensive PMS for PART.

7.5.3. Stakeholders Constraints

Due to the limited time, it wasn't possible to collect a list of different stakeholders and their contribution to the research outcome. Further studies are needed for considering stakeholder's perspectives in depth. This can't be done by listening to one side of the relationship, as was the case in this research. The data gathered in the research was based on the regulations put into place by royal decrees and participants' assumptions and experiences, but there was no attempt to collect data from the stakeholders themselves. This was beyond the scope of the research, and so developing deep knowledge about different stakeholders' needs will require further research specifically for this purpose.

7.6. Further Research

There is an argument that PMSs may not be suitable for the public sector because they commodify the value of the sector, reducing the level of professionalism in the public sector (Adcroft and Willis, 2005). Further applied research is necessary for PMS implementation in the public sector, to assess whether it is possible to align a PMS with the real values of a public service. A research that addresses applied examples could provide an answer to this doubt.

Also, the research focused on organisational readiness for adopting a PMS for performance management. However, this raised other questions related to stakeholder satisfaction and the need to conduct a well-structured research in order to identify their expectations and connect them with the outcomes of this research.

7.7. Chapter Summary

I found DBA research to be a practical tool for overcoming the gap between theory and practice. It allowed the participants and I to create an active learning environment by reflecting on our knowledge and challenging our assumptions. The research looked at the strategies, processes and capabilities required for improvement, in addition to identifying the actions an organisation would need to take in order to successfully implement a PMS that will assist in satifying stakeholders. Also, the methods used during the research created an adaptable and changing environment, where participants started to suggest changes required for developing performance. This style of practical research makes the relevant people feel more responsible and committed towards solving problems and creating solutions. The gathered information was used as a tool to motivate the participants and involved them in the project for change. Therefore, action research can be considered a suitable form of research for creating a change and reducing the resistance of employees.

This research developed my problem-solving skills and skills in participatory management. It helped me to look at the situation from different perspectives, rather than limit myself to my own assumptions and perspectives.

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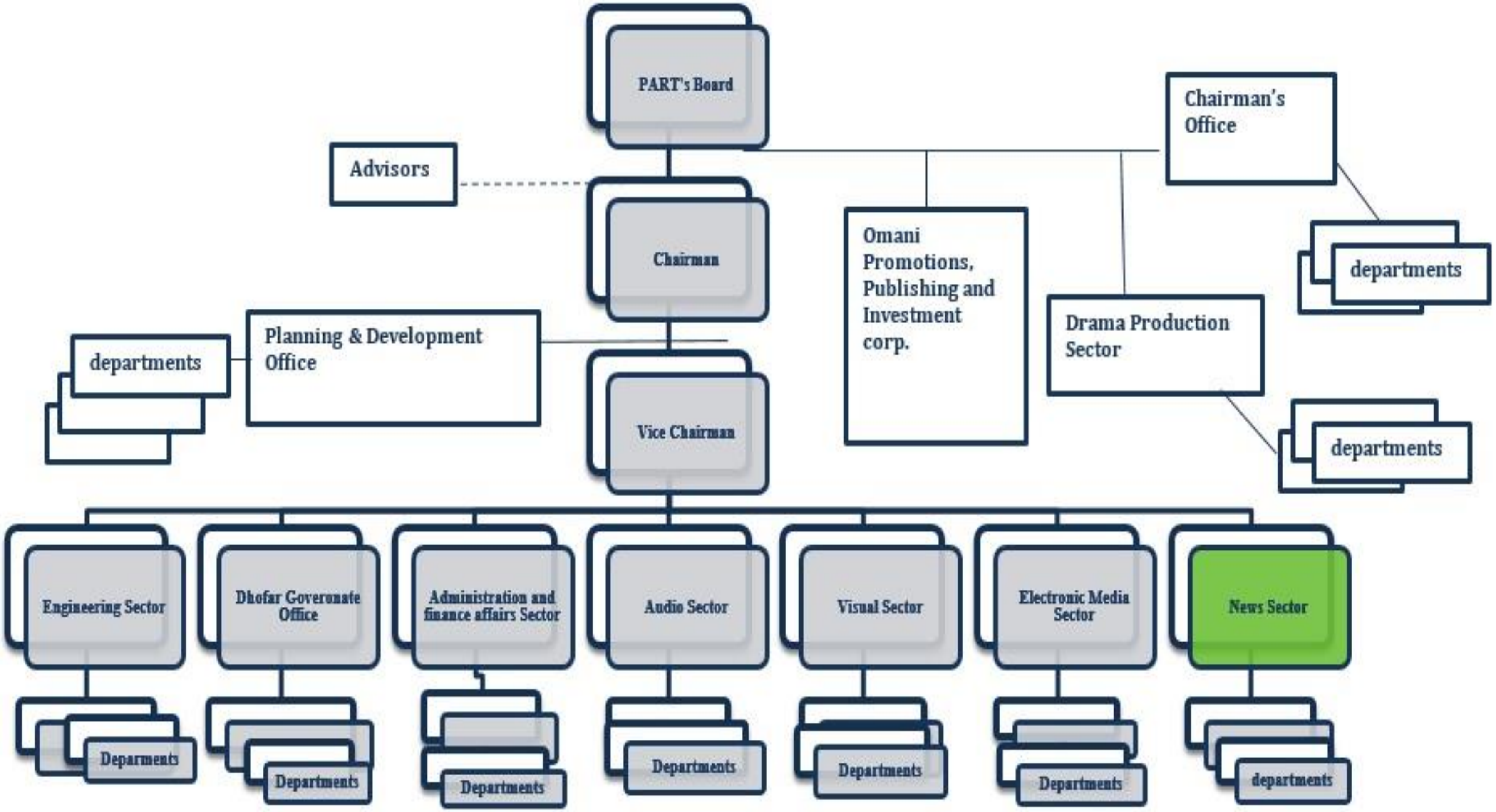
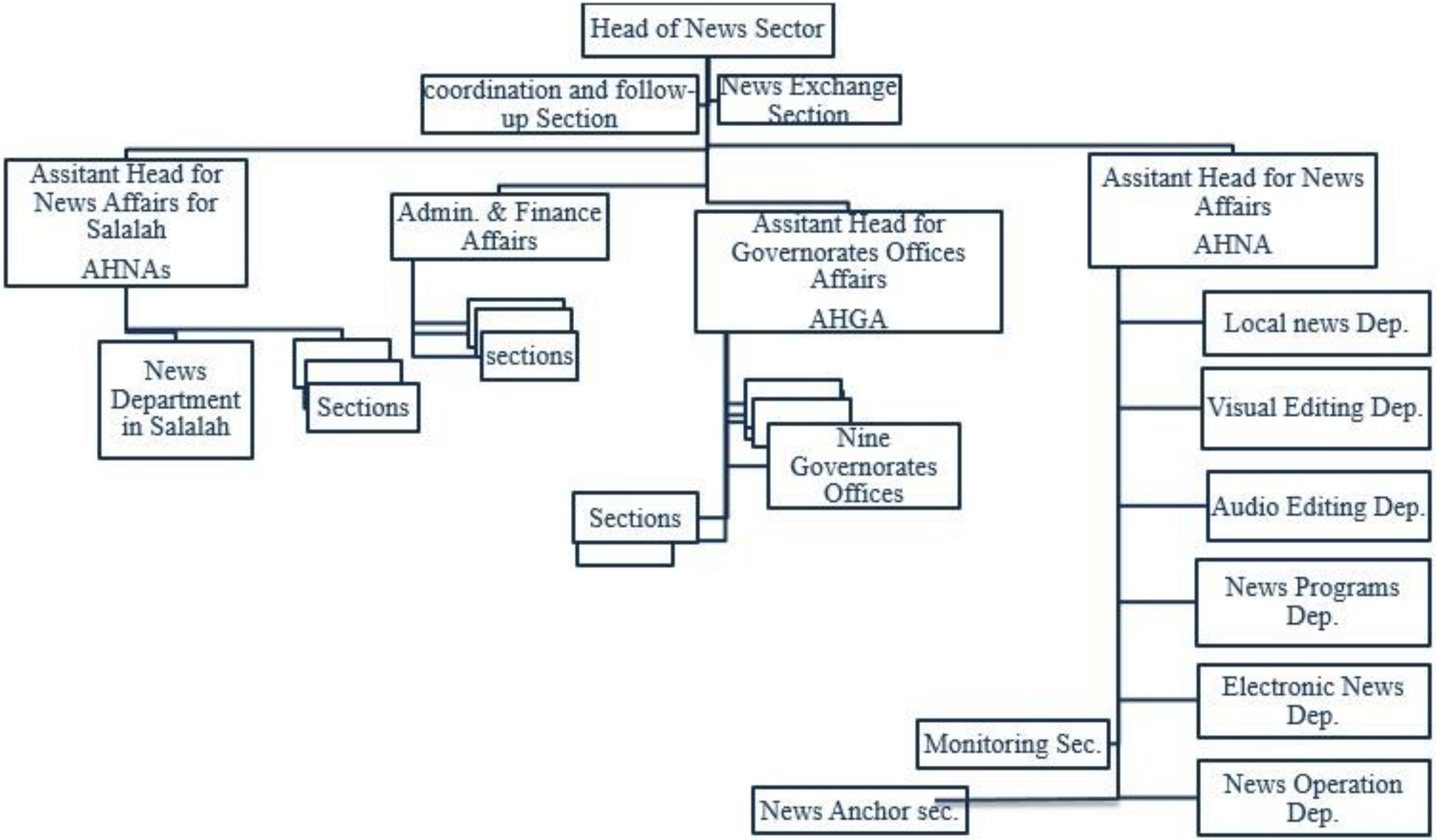
Appendixes

Appendix A: Part's Organisational Structure



Appendix B: News Sector Organisational Structure



Appendix C: Advisory Team Reflection Form

Advisory Team Comments and Suggestions Forms

Name:…………………………………………………………

Your contribution is highly appreciated and valuable for developing a comprehensive framework for the research to provide a useful result for the research and the organisation. The following table represents the most important stakeholders for PART and their needs and wants. In addition, it shows the strategy, process and capabilities required for achieving their satisfaction, in addition to the external factors that should be considered. 1. Please provide your feedback and suggestion on this matrix.

Stakeholders satisfaction	**Internal Factors**			**External Factors**	**Stakeholders Contribution**
	strategy	**Processes**	**Capabilities**		
Who are the key stakeholders?	What strategy to put to satisfy their needs?	What process to implement for strategy execution?	What are the requirements of human and other resources to execute the strategy?	What factors that are going to interfere with PART's ability to execute the strategy?	What is required from the stakeholder to sustain the development of the work at PART?
Public organisations (Benefiting from PART's Media services)	Aware the society bout the responsibilities of these organisations, their efforts and achievements	1.Produce high level of analytical programs supported with graphic features and high skilled presenter.	1.technical support is available. 2.professional training for graphic designer, TV programmer with analytical skills and presenter.	Financial factors: 1. lack of trained employees and inability to hire skilled one because the employment is stopped temporary. 2.Lack of financial support to conduct high professional training.	1.Allowing PART's employees to access their data. 2.Collaborate with PART's employees in transparent discussion.
Regulator	Maintain moderate and tolerant style of media coverage	Prepare a written guidebook for PART's employees and for New	Experts are required to share their knowledge in preparing this guidebook to	1.Knowledge sharing resistant due to several reasons.	Provide an open floor for discussing these policy in order to provide this policy as a

		Sector employees to assure clear understanding of these policy	assure a sustained style of work and knowledge sharing to others	2.unclear guideline to be followed because it keeps changes and updated frequently. 3.Limited legal authority for PART to modify the jobs' specifications and descriptions and the work schedule as per the need of work due to the Civil Law	written document for sustainable work style at PART.
Funder	Effective cost management	Reduce number of contracts	1.Clarify the job specification among employees to avoid conflict in jobs and responsibilities.	1.Limited financial & legal authority for PART to provide special incentives for employees to reduce the contracts instead.	Consider the work style of PART and the required work to reduce the amount spend in contract in another more effective way.
Public Audience specially the youth	Open channels of dialogue with youth to officials via news programs to address their issues with transparency	Using interactive communication with public through social media platforms	Provide the department of electronic news with sufficient amount of employees with coordination of news program department to allow interactive communications before, during and after programs	1. unclear limitation of the subject to be freely addressed. 2.limited financial resources to get enough employees for this task.	suggestions and contributions are required from public to PART toward what can be a value for them in the news programs that can be considered and developed further.

Employees	Continues development plans in both financial and career paths	1.identify a clear rewarding system for the employees. 2.identify their weakness and provide them with proper training. 3. Provide a job specification and classification for them to avoid overlap between different jobs and encourage career growth.	1.Provide rewarding system that not necessarily be financial to encourage and motivate employees. 2.provide in-house or abroad required training programs to develop their skills. 3.Work on finalizing the project of job specification and prepare the required job classification.	Limited financial & legal authority for PART to provide special incentives for employees to reduce the contracts instead.	1.Self educating, learning and commitment toward achieving high level of work.

Please add you comment here:
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2. Extracting from the above answers, can you provide examples of Key Success Factors for News Sector to be a indicators for better performance? (Please note that this is not yet done by the research and the mentioned are examples only)

Type of KPI	Example	Your Suggested KPIs
Strategic	High of local content: 1.One specialized programs for local development projects done by the government.	
Operational	Effectiveness in the content production processes in terms of: time spent in each unit	
Qualitative	Level of the news program presenter in communicating with the guest effectively	

Quantitative	Number of general feature reports about tourism, health, social, etc. topics	
Result	The reach of news programs to locally, regionally and internationally	
Effectiveness	Level of audience's interaction in social media platforms: Shares, comments, likes..etc.	
Efficiency		

1. Do you think the Research Conceptual Framework has considered all the important elements that may affect developing a successful performance measurement system at PART? Please specify you answer:

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2. Do you have any suggestion to better develop the research conceptual framework? Please specify you answer:

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Thank you very much for your valuable time!
Suad Al Ishaqi

Appendix D: Participant Information Sheets and Consent forms

UNIVERSITY OF LIVERPOOL

Committee on Research Ethics

Participant Information Sheet

Title of Study- Developing Key Performance Indicators (KPIs) in Public Sector: A Case of Public Authority for Radio and Television(PART) in Oman

You are being invited to participate in a research study exploring the possibility of developing KPIs at PART by examining PART's organisational strategy, structure and functions related. Before you decide whether to participate, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and feel free to ask us if you would like more information or if there is anything that you do not understand. We would like to stress that you do not have to accept this invitation and should only agree to take part if you want to.

Thank you for reading this.

What is the purpose of this study?

The purpose of this study is to explore the possibility of developing KPIs at PART. The research will examine PART's organisational strategy, structure and functions related. Throughout the research, a prototype model for performance management system will be developing. In addition, it is identifying the obstacles of applications and solutions to overcome them. Examples of KPIs from NEWS sector will be developed as a benchmark in order to be extended across PART after evaluation.

Why have I been chosen?

This study will seek to recruit participants who are in-charged of making, adopting and applying PART's strategy. Therefore, different participants from different organisational level are selected in order to examine PART's strategy and the process of translating it to actions and initiatives.

Do I have to take part?

Your participation in this study is completely voluntary and you are free to withdraw from this study without explanation and without incurring any disadvantage at any stage.

What will happen if I take part?

The participation data will be collected using semi-structured interviews. I will ask questions based on a pre-prepared interview guide and you are free to discuss the issues raised in as much as little detail as you wish. Further follow-up questions will be asked to fulfil more information that serves the research objectives. Please be aware that interviews will be recorded using audio recording equipment.

Interviews will also be transcribed for the purpose of analysis and stored by the researcher for the purpose of this research.

A transcript of the interview will be provided for the purpose clarification of any uncertainties.

Will my participation be kept confidential?

I will be the only researcher to conduct interviews as part of this study. I will also be responsible for the storage and analysis of interview data. Interview data will be stored on secure server at

my personal desktop and laptop and will be accessible to my primary and secondary supervisors.
Collected data may be used in future research projects and may be included in future academic and conference papers.
The study is envisaged to end in **June 2016**. You may request the destruction of data until the write up phase of the research, commencing **31st of December 2016**.

Are there any risks in taking part?

There is no any type of risks in taking part of this research because this is a developmental research of project and interviews are designed to understand the tasks related to PART's strategy and it's important in order to identify the key performance indicators.

What if I am unhappy or there is a problem?

As mentioned above, there are no perceived physical or psychological risks from participation in this study. However, if you are unhappy, or if there is a problem, please feel free to let us know by contacting **Suad Abdullah AL-Ishaqi (00968 99811243)** and we will try to help. If you remain unhappy or have a complaint which you feel you cannot come to us with then you should contact the Research Governance Officer on 0151 794 8290 (ethics@liv.ac.uk). When contacting the Research Governance Officer, please provide details of the name or description of the study (so that it can be identified), the researcher(s) involved, and the details of the complaint you wish to make.

Who can I contact if I have further questions?

Suad Abdullah AL-Ishaqi (00968 99811243)
suad.alishaqi@online.liverpool.ac.uk

24/3/2016

UNIVERSITY OF LIVERPOOL

Committee on Research Ethics

Participant Information Sheet for Advisory Team Members

Title of Study- Developing Key Performance Indicators (KPIs) in Public Sector: A Case of Public Authority for Radio and Television(PART) in Oman

You are being invited to participate in a research study aimed at examining performance measurement system and developing related KPIs at PART, which will be undertaken through examining PART's organisational strategy, structure and functions. Before you decide whether to participate, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and feel free to ask us if you would like more information or if there is anything that you do not understand. We would like to stress that you do not have to accept this invitation and should only agree to take part if you want to.

Please note that no conflict of interests expected in the research and its outcome. The researcher's role is to undertake the study and produce input to the organisation to develop KPIs of the organisation.

Thank you for reading this.

What is the purpose of this study?

The purpose of this study is to examine, collect data and develop the KPIs of PART's performance measurement system. The research will study various aspects of PART including organisational strategy, structure, stakeholders, operations and processes of relevant functions. As the outcome, a prototype model for performance management system of PART including the KPIs will be developed to be tested in selected functions of the organisation and evaluated. Through this the obstacles of application and implementation of the system will be studied to find and apply solutions to overcome them. The focus of this stage will be KPIs from NEWS sector which will be developed as a benchmark for extending across PART after evaluation.

Why have I been chosen?

This study will seek to recruit participants who are in-charged of making, adopting and applying PART's strategy. Therefore, different participants from different organisational level are selected in order to examine PART's strategy and the process of translating it to actions and initiatives. You are chosen for this study considering your position, expertise and experience to assist achieving the research objectives.

Do I have to take part?

Your participation in this study is completely voluntary and you are free to withdraw from this study without explanation and without incurring any disadvantage at any stage.

What will happen if I take part?

The participation data will be collected using focus group research method. I will ask questions based on a pre-prepared questions and you are free to discuss the issues raised in as much as little detail as you wish. Further follow-up questions will be asked to fulfil more information that serves the research objectives. Please be aware that group discussion will be recorded using audio recording equipment to transcribe later. You can object to the audio recording of the meetings, and then the researcher will only take notes.

The collected data and transcribed meetings will be stored by the researcher for the purpose of this research and individual real names will not be revealed in the data analysis. Both my primary and secondary supervisor from University of Liverpool will have access to the data (Dr. Hossein Sharifi and Dr. Heather Skinner).

The advisory team will meet 3 times during the data collection and analysis stages of the research. The meetings are planned to be as follows:

- Initial meeting, where the research idea be explained and introduced to every one of the team and discussing the research and the data required (time planned no to exceed 60 min) (a presentation will be prepared to explain the idea of the research)
- Second meeting at to discuss the findings gathered from initial stages of the research (time planned not to exceed 60 min)
- Final finding and recommended plan (not to exceed 120 min)

Please note that:

- The interviews will be conducted in Arabic or English as your preference.
- The interviews will be conducted at PART after the working hours.

Will my participation be kept confidential?

I will be the only researcher to conduct meetings as part of this study. I will also be responsible for the storage and analysis of meetings' data. Meetings data will be stored on secure server at my personal desktop and laptop and will be accessible to my primary and secondary supervisors.

Collected data will not be used for any other future research projects than the thesis research. Also the thesis will not include any personal details of any participants.

The study is envisaged to end in **August 2016**. You may request the destruction of data until the write up phase of the research, commencing **31st of March 2017**.

Are there any risks in taking part?

There are no potential risks in taking part of this research, as the meetings are designed only to understand the tasks related to PART's strategy. However, since the information you will share is about your organisation you need to ensure that these are in accordance to PART's policies. Also in case any loss of data that may happen due to crash of the digital format or loss of the paperwork a resubmit work or repeating meeting will be required.

Expenses and / or payments

There is no payment for participation in this research. Also, there is no cost in taking part in this research.

Are there any benefits in taking part of this research?

The research will identify a proper prototype of performance management system that can work better at PART. This research will allow you to help in this development and contribute to the recommendation that will be useful for PART management in the future when they decide to plan a performance system for PART.

Is there conflict of interests of researcher?

What if I am unhappy or there is a problem?

As mentioned above, there are no perceived physical or psychological risks from participation in this study. However, if you are unhappy, or if there is a problem, please feel free to let us know by contacting **Suad Abdullah AL-Ishaqi (00968 99811243)** and we will try to help. If you remain unhappy or have a complaint which you feel you cannot come to us with then you should contact the Research Governance Officer on 0151 794 8290 (ethics@liv.ac.uk and liverpoolethics@ohecampus.com). When contacting the Research Governance Officer, please provide details of the name or description of the study (so that it can be identified), the researcher(s) involved, and the details of the complaint you wish to make.

Who can I contact if I have further questions?

Suad Abdullah AL-Ishaqi (00968 99811243)
suad.alishaqi@online.liverpool.ac.uk
24/3/2016

Appendix E: Data identification and Themes

Findings:

Codes: (S= strategy, O= objectives, P= process, C= capabilities, Ob.= obstacles, EF= External Factors, St= Stakeholders, Ch= Challenges, Opp= Opportunities)

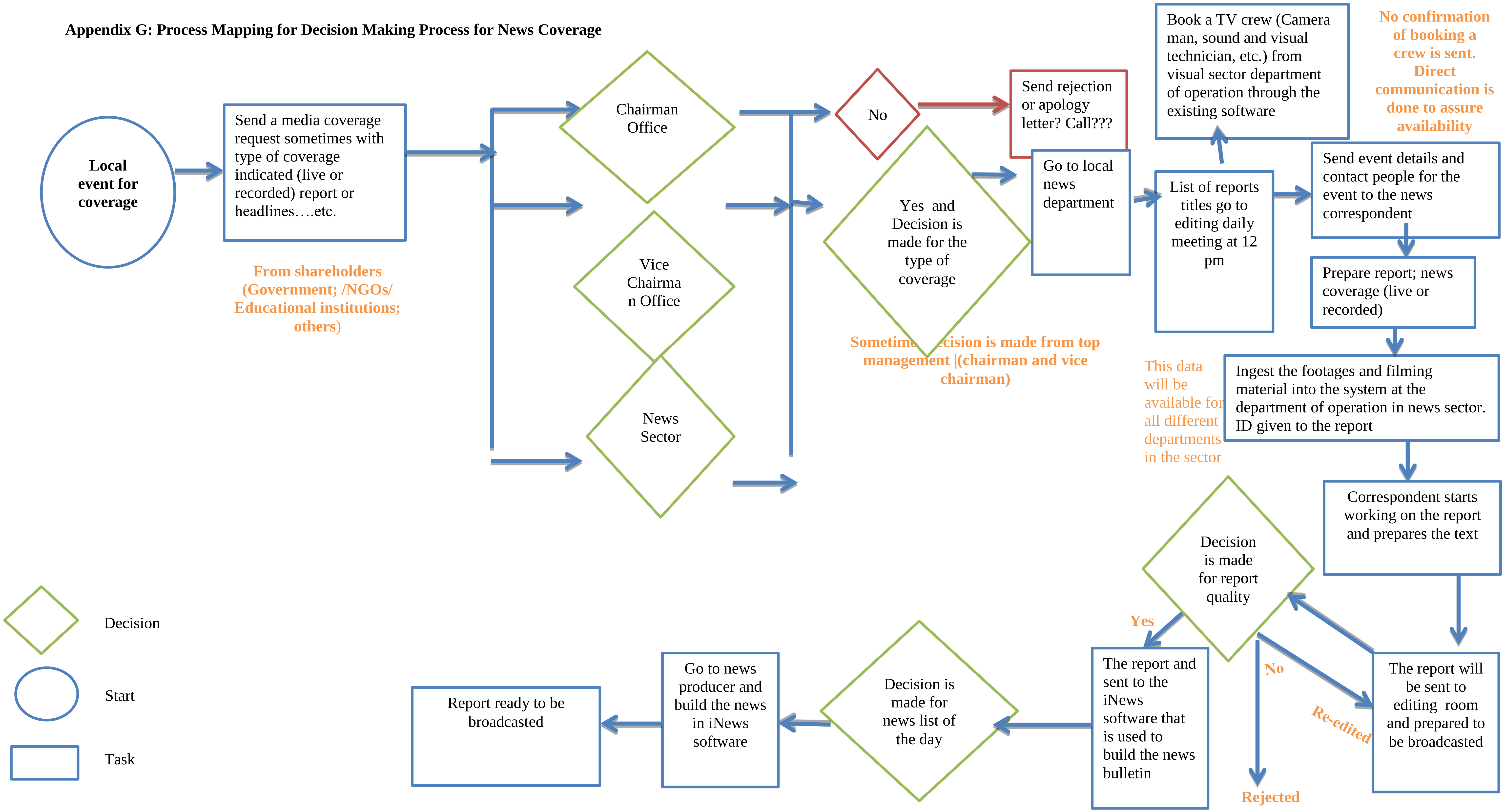
Int.	S	O	P	C	Ob	EF	St	Ch	Opp.
T1	- specialized organization for radio and television give more focus on these fields. - Well, there is at a national level a focus on developing the tourism sector and diversification of income sources in Oman and this will be of course reflected on our plan too. - We adopt the transparency in broadcasting the news not biased and target to meet the national interests. We don't have	- to raise public awareness, consolidate of the noble values, the embody the citizenship and belonging to the homeland and heritage, develop their abilities in various fields and promote the knowledge of the world change and development as per the approached that will be defined by the PART's board specifically with the following objectives: 1. Highlighting the state policy in various sectors and	- If there are any mistakes or lack of proper performance we address in our media and at the same time we allow the government organizations to reply if they would like to what we may broadcast	- Everyone at PART is aware that s/he is working for the national level objectives	- These issues are beyond PART's authority since we are under other regulations related to ministry of finance and ministry of civil services. - There are no incentives to motivate the employees within this system. - For example, we can't promote employees unless we get approval from other ministries, and it cannot be as per the performance of the employee, but it depends on batch and who ever are in the same batch will be promoted despite the performance. There are no incentives to motivate the employees within this system. We need to mention that the organization are affected by the society	- our domestic and foreign policy as a state is reflected in our media production. - we are working on creating this balance between lots of biased media in the region as a source of centrist and moderate. - Despite what is mentioned in the Civil service regulation that employees' can be promoted due to their high performance, but it is not applied and it follows that same social philosophy that everyone gets promoted together as per the batch. - The system is designed to serve the social need and for example; employee can be absent from work for more than a month to accompany a sick friend or family	- It represents the states' voice and this doesn't mean the government only but all the stakeholders of the community including people, private sectors, NGOs, etc. - We can say that for the short term plans we are working on establishing packages of channels that customer's oriented for all community level and can meet all the national objectives. - Oman audience. - audiences from outside Oman.	- There is satisfaction despite the dissatisfaction of public in social media against any of government work in general and the state media is one of these organization. - There is a big gap between the development of the content of the media production and the administrative development which is restricted to other factors beyond PART's authority. - We cannot move as we want because we are not	Currently we are discussing establishing special channel for children, News channel and a radio channel for traditional Omani arts.

Appendix F: Definitions of the Elements identifying linguistic, editorial technical error in the news bulletin

Ser.	Elements for identifying linguistic and editorial error	Terms Definitions	Elements for identifying linguistic and editorial error	Terms Definitions
1.	Headlines	News headlines that are shown and read at the beginning of the news bulletin	Headlines	The appearance of the headlines at the beginning of the news bulletin
2.	News anchor	The reporter who reads the news in the studio	Sound	Interrupted sound of the reporters, reports, music any sounds during the bulletin
3.	Graphics	This element has 5 sub elements which are: CG, video wall, map, template, cap	Light	The light adjustment in the news bulletin
4.	VIDEO	The	CAMERA	The focus of items appears in the camera and their resolution and adjustment in the news bulletin
5.	report	The recorded news report that is broadcasted during the bulletin	Graphics	The alignment of the graphic work with the screen, its resolutions and appearance in the news bulletin
6.	Phono, and interviews	Interviews in the studio or outside by the telephone	Live Calls, interviews in and outside the studio	The technical arrangement and audio and appearance of the call and interviews

7.	OOV	Stands for Out of vision which is the video that has voice over with figures or graphics shown without the appearance of the reporter	RECAP	The appearance of the headlines at the end of the news bulletin
8.	CAP	Stands for caption which means a map or picture displayed along with the reporter	External factor	Satellite, electricity cut down, connection error other factors that are not under the authority of news sector
9.	RECAP	Repeating the headlines at the end of the news bulletin		

Appendix G: Process Mapping for Decision Making Process for News Coverage



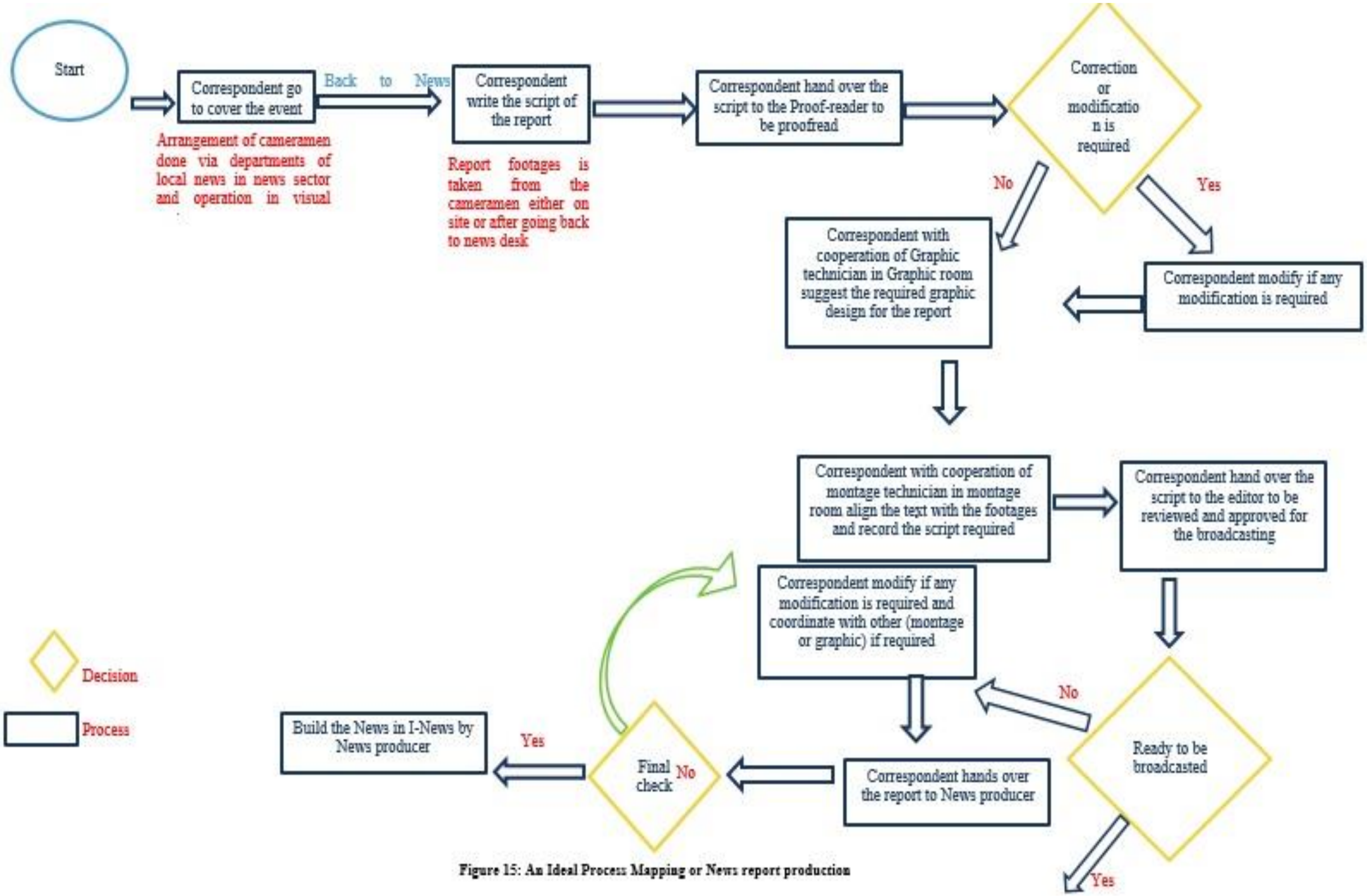


Figure 15: An Ideal Process Mapping or News report production