



*Thesis  
Title:*

PERFORMANCE MEASUREMENT SYSTEM FOR DECISION-  
MAKING IN THE MINISTRY OF FINANCE, KINGDOM OF  
BAHRAIN

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PLEASE CITE AS APPROPRIATE:

**Reference List:** Al-Hayki, Y. A. 2018. Performance Measurement System For Decision-Making In The Ministry Of Finance, Kingdom Of Bahrain [Master Thesis]. Bahrain: Institute of Public Administration. 61p. Accessed From:

**In-text citation:** (Al-Hayki, 2018)

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## **ABSTRACT**

- **PURPOSE:**

The purpose of this thesis is to examine how the Performance Measurement System (PMS) of the Ministry of Finance (MOF) can help the executives in decision-making depending on its reports or results. Based on interviews with respondents, the author interrogates the objectives of the system, measures used by the system, weakness of the system and suggestions to improve the system.

- **METHODOLOGY/APPROACH:**

The interviews with respondents in MOF serve as the data source. These respondents are almost from all key directorates who deal with the PMS on daily, weekly and monthly basis whether they are users or developers of the system.

- **FINDINGS:**

The data suggests that the PMS should be improved in many aspects such as linking the system with performance appraisal ratings of employees to help executives in decision-making such as training, promotions, job rotation and employment. In addition, the system should determine weighted criteria for the services or tasks performed by employees, where services are given a grade (A, B or C) depending on complexity of the service instead of all services have same weight in order to evaluate the effort of each employee. See page 54 & 55 for more findings.

- **RESEARCH LIMITATIONS:**

The author sought to get more respondents' opinions regarding the PMS, but quite a few of respondents agreed to make interviews, despite numerous attempts to attract a large number of them. Moreover, the sources of data about MOF and PMS needed approvals prior to obtain them from the concerned directorates which will take time more than the deadline to submit the final copy of the thesis.

- **PRACTICAL IMPLICATIONS:**

The articulations of respondents can be tapped for improving the PMS to help the executives of MOF in decision-making.

- **ORIGINALITY/VALUE:**

Whereas, the literature reviews have studied many solutions widely to improve the performance measurement systems in public sector for helping the executives in decision-making based on reliable indicators, few studies have examined practical experiments in public sector of some countries to apply these solutions in order to know whether they are effective enough for development of performance measurement systems or not. This study will add value to the practical concept of performance measurement system as the experiment of MOF in Kingdom of Bahrain is unique and can be used to improve the performance measurement systems in the public sector.

**KEYWORDS:** Performance, measurement, decision-making.