

# A Study Of Critical Success Factors Influencing Performance Of Municipal Bodies In Bundelkhand Region

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## *Abstract*

Governmental entities in the Bundelkhand Region are devoting a growing portion of their budgets to improving performance, but it is unclear what impact this is likely to have on the system as a whole. An efficient performance management system sets clear standards for citizen conduct and facilitates conformity to these standards in light of the Local Government's values and operational requirements. In today's increasingly competitive global economy, the government cannot afford to fall behind, so performance management is crucial to improving efficiency and productivity. Nowadays, local governments must cope with a complex world in which the only constant is change. In order to rise to this challenge, businesses must increase efficiency across the board, adapt quickly to shifts in their internal and external environments, boost the quality and efficiency of their products and services, lower their expenses, and put all of their brainpower to good use. The system's complexity has also led to a shift in focus toward process orientation and cross-functional approaches. In order to be successful, it is necessary to incorporate the ideas, insights, and expertise of many different people. Performance management in the public sector requires an appreciation of the interplay between strategy, people, organizational design, and performance systems. The purpose of this study was to identify the factors that are believed to influence the performance management of Uttar Pradesh City Council employees. Data were collected using a 5-point Likert scale questionnaire and analyzed using means, percentages and correlations. Performance management understanding,

stakeholder engagement, continuous monitoring, feedback, dissemination and learning from results, organizational culture, and leadership involvement are the factors perceived to influence performance management Understood. Results show that if the Board involved stakeholders in the policy-making process, there would be less opposition to the final policy. The Council should also allocate sufficient resources for staff training and development to help transform the Council's culture towards quality service delivery.

Keywords: Performance Management, Local Self-Government, Critical Success Factors, Citizen Participation, Organizational Culture, Bundelkhand.

## 1. INTRODUCTION

The state of Bundelkhand is located in central India, below the Indian Ganges plain in the north and the hilly Vindhya Mountains extending from the northwest to the south. 13 districts make up this region. Uttar Pradesh, Jhansi, Jarawn, Lalitpur, Hamilpur, Mahoba, Bandha, Chitrakoot. Madhya Pradesh, Datia, Tikamgarh, Chattarpur, Damoo, Sagar, Panna. Serious problems such as high livestock mortality, low rainfall, low agricultural and livestock productivity, water scarcity, soil erosion and depleted water resources make the region prone to drought. 80% of the population depends on agriculture and animal husbandry, which together account for 96% of his farmer's income, demonstrating the region's dependence on these industries.

Agriculture is rain-fed, diverse and intricate in Bundelkhand. Between 2011 and 2017, the area received about 850 mm of rain (IMD, 2018). Recent years have seen an increase in the vulnerability to frequent and atypical extreme weather events, such as droughts, brief downpours, and flooding in fields, which adds to the uncertainty of farming and raises poverty. The issue of food security is made worse by the region's water shortage, poor soil, and low productivity (Kaza, 2018). In the Bundelkhand region, livestock continues to be crucial for ensuring livelihood security and serving as a coping mechanism for farmers who lack access to resources. Comparatively to other parts of the country, the development of this important sector has not advanced as much as was hoped. There is a lot of room for improvement in the local livestock industry. Dairy production and

goat farming are crucial for the entire region when it comes to livestock. Typically, even landless people and small farmers keep a few goats, a cow, or a buffalo as a reliable source of income.

## **1.1. BACKGROUND OF THE STUDY**

### **1.1.1. Government Performance**

The performance measurement system makes it easier for organizations to gather and use data about their programmes and operations, claim Wolk et al. Many organizations, however, possess data relevant to their programmes, but they are unaware of the data's significance. This might be brought on by a misperception of how the performance measurement system works.

Few government agencies develop their performance measurement systems, and even fewer use the performance data for internal purposes, according to previous studies. Government agencies are also under pressure to report performance accountability, which makes them very focused on reporting rather than using performance data internally. Technical and organizational factors have been found to have an impact on how performance information is used (S. Kumar, 2017). However, research is required to examine how cultural factors affect performance measurement systems, particularly in the context of government agencies. People's responsive, receptive, and supportive attitudes toward particular policies are influenced by cultural factors. The operational activities of the organization will be impacted by these cultural factors, which will ultimately have an effect on the performance of the organization.

## **1.2. OBJECTIVES OF THE STUDY**

- a) To examine the perceptions, attitude of employee and citizen perceptions towards local self-government in Bundelkhand region
- b) To identify the critical success factors affecting the performance of municipalities based in Bundelkhand region
- c) To state the relationship between citizen participation and performance management of municipalities in Bundelkhand region

## **1.3. HYPOTHESIS OF THE STUDY**

**H1:** There is significant relationship between the Citizen Participation and performance of Municipal Bodies in Bundelkhand Region.

**H2:** There is significant relationship between the Organizational culture and performance of Municipal Bodies in Bundelkhand Region.

## **2. REVIEW OF LITERATURE**

### **2.1. Participation Characteristics and Citizen Participation**

Since the mid-1980s, a growing number of studies have focused on the importance of resident cooperation in managerial leadership. For instance, at the outset of citizen participation in government, Kweit and Kweit (1981) argued that citizen participation improved public assistance delivery and boosted citizens' faith in their government. To be sure, factors such as (a) the qualities of interest systems; (b) the qualities of the objective association, especially its ability, design, and obligation to the interaction; and (c) natural qualities, such as the size of the local area and the types of government included, all played a role in determining the outcomes of resident investment. This contention might be substantial for specific settings however it may not make a difference to all unique situations

Reliable with the discoveries of Kweit and Kweit (1981), Lord, Feltey, and Susel (1998) contended in a review in light of meetings and center gathering conversations (FGDs) directed in Ohio Express that there are three significant arrangements of variables pertinent to powerful support: (a) cooperation strategies and systems; (b) sorts of regulatory frameworks and practices; and (c) the idea of contemporary society, for example, the qualities of the residents and local area associations included, and the predominant political culture. However, in light of the fact that this exploration was finished in a created country, the discoveries may not be relevant to different settings.

In an observational learn about LG planning in the U.S., Ebdon and Franklin (2006: 444) contended that support "can be exceptionally helpful in teaching people in general about key tradeoffs and acquiring significant contribution from residents about their needs." Nonetheless, they recommended that investment results rely upon: (a) the cooperation climate like the design and types of government, the political culture, and the arrangements for investment; (b) the

investment cycle configuration, like timing, the cooperation plan, and member determination techniques; (c) support systems; and (d) anticipated results.

## **2.2. Citizen Participation and Participation Outcomes**

Various researchers have proposed that resident cooperation assumes a significant part during the time spent improvement the board. Moynihan (2003: 174) expressed that investment prompts worked on open productivity by accomplishing both allocative proficiency "through better asset distribution decisions" and administrative proficiency through "progress of the course of public assistance arrangements." Interest additionally prompts viable approach execution. Specifically, resident investment assists better with distinguishing and grasp residents' requirements (Roberts, 2008), works on nearby preparation and planning (Lu&Xue, 2011), improves judicious independent direction facilitates the execution of choices (Gerston, 2002; Yang and Pandey, 2011), produces value based navigation and comprehensive turn of events (Adams, Chime and assists with conveying better administrations. It additionally creates "results that favor poor people what's more, distraught. In particular, Handley and Howell-Moroney (2010) found that a more serious level of cooperation largely affected the improvement in nearby preparation and planning. Kweit and Kweit (1981) guaranteed that various issues connected with arranging could be settled when various individuals were associated with the arranging system, on the grounds that various individuals bring alternate points of view, information, furthermore, data. As indicated by Batley and Rose (2011), investment adds to comprehensive, impartial, and participatory preparation and planning, and further developed help conveyance (particularly to the financially burdened). Resident interest, then, at that point, appears to be a significant procedure for reinforcing nearby arranging frameworks.

## **2.3. Citizen participation and local government accountability**

Several studies have proposed placing the onus of fostering resident cooperation on LGs. For instance, local assistance strengthens responsibility norms and increases their scope (Blair, 2000; Devas and Award, 2003; Gaventa and Barrett, 2012). Residents' input is critical to the development of needs-based plans (Rocha-Menocal & Sharma,

2008); it also simplifies LGs (Kaufmann & Bellver, 2005); it boosts residents' trust in their government (Irvin & Stansbury, 2004; Wang & Mole, 2007); and it bolsters the credibility of governmental decisions and actions (Irvin & Stansbury, 2004; Wang & Mole, 2007). (Farazmand, 2009; UN, 2008). Cooperation is a key factor that can influence the actions of government officials, and it can help strengthen local accountability structures (see likewise Blair, 2000; UN, 2008).

On the other hand, it may be misleading to assume that assistance always results in the best outcomes. They move in their own ways, which in turn depend on the particular institutional and contextual features of the events in which they take part (Fung and Wright, 2003; Osmani, 2007). Interest can lead to unfavorable outcomes, as some studies have shown (Gaventa and Barrett, 2012; Rocha-Menocal and Sharma, 2008). One study found that curiosity could lead "to a feeling of debilitation and a decreased feeling of office or to new information progressive systems" (Gaventa & Barrett, 2012: 5). It could be "insignificant, tokenistic, or controlled." This [or] can contribute to the development of novel skills and coalitions that are then exploited for immoral and apolitical ends, or are appropriated by the ruling class." Irvin and Stansbury's (2004) survey presumed that investment might include additional time, lead to greater expenses, and increment the possibilities of improper choices. It might likewise prompt world class catch and incite the quest for individual increases by engaged people. Besides, cooperation might try and diminish the representativeness of residents and decrease their power in open direction.

To dissect these results, Osmani (2007) has fostered a three-hole model, containing a limit hole, a motivation hole, and a power hole. These holes were utilized to analyze factors related with the adverse results of interest. The limit hole can emerge from an absence of specific abilities, information, and different assets between the taking an interest residents and the public authority, obstructing the capacity of LGs to completely change over resident contributions to strategy yields (Farazmand, 2009; Osmani, 2007). An absence of limit, communicated, for instance, concerning lacking human and monetary assets, can be a basic hindrance to fruitful LG change and compelling resident support (Esonu and Kavanamur, 2011). The idea of an impetus hole comes from the way that cooperation isn't

costless (Osmani, 2007; UN, 2008). A lack of motivation can be thought of as a discrepancy between the potential gains that could be made and the various financial, time, and opportunity costs associated with providing that help (UN, 2008). The inherently unequal distribution of force between groups in unstable social orders can give rise to a power vacuum (Osmani, 2007; Rocha-Menocal and Sharma, 2008)

### **3. Contributions of the Study**

Many different groups would benefit from and be interested in this study's findings.

- a) To improve performance management, Uttar Pradesh City Council and other local governments have a thorough understanding of the factors affecting performance management.
- b) Employees of the City Council and other local authorities will benefit from the study because it will provide recommendations for enhancing their working conditions.
- c) Better service for the citizens of Uttar Pradesh's City Council and other municipalities.
- d) This research can serve as a roadmap for future studies in the fields of human resource management, performance management, and municipal administration.

### **4. Research Methodology**

**4.1. Sample Design:** This study is focused on the performance of municipal bodies from the perspective of Citizens of Bundelkhand Region.

**4.2. Sample Size and Population:** The Sample Size of the current study was 100 employees of municipal bodies working in bundelkhand Region.

**4.3. Study Area:** The area known as Bundelkhand includes parts of Uttar Pradesh and Madhya Pradesh. The present study considered only seven districts of Bundelkhand in Uttar Pradesh. Bundelkhand is home to a wealth of natural resources but its people suffer from extreme poverty and the region is overlooked at the state and federal levels of government. There is a plethora of political groups and organizations in the area, some of which

support the region's continued growth and others which advocate for statehood. The agrarian depression and the associated farmer suicides provide yet another justification for statehood.

**4.4. Sampling Technique:** The main data was gathered using a sampling technique. The study uses a multi-stage sampling technique to choose study areas (Chotia, 2015). In order to study a population, the multistage sampling method partitions the population into subsets (or clusters). This intricate form of cluster sampling is also known as multistage cluster sampling. In order to make primary data collection easier, this sampling strategy divides the selected individuals into smaller subgroups based on their shared characteristics.

**4.5. Tools for Collection the data:** The information was gathered from primary and secondary sources. Reports, books, and journals published by Municipal Corporation are used as secondary sources for data collection (Dinesha, 2015). For analysis, a time frame from 2015–16 to 2020–21 is used. In October 2021, the primary source data were gathered.

**4.6. Tools used for Data Analysis:** In the study, descriptive data including growth rate, percentage, frequency, and average were used. In the study, a descriptive statistics has been used.

## 5. Data Analysis and Findings

### 5.1. Performance Management Understanding

When asked if they understand performance management concepts, respondents should select "yes" if they do.

**Table: 2 Understanding of Performance Management**

Understanding Performance Management		Percentage
Yes	No	
54%	46%	100%



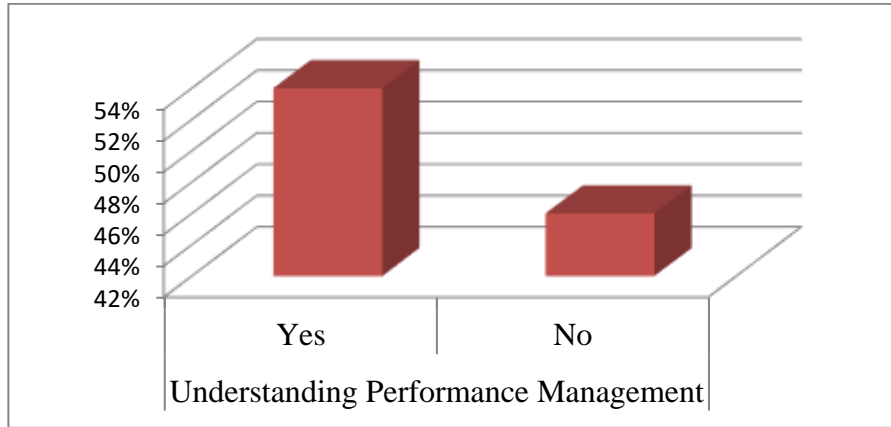


Fig.2. Understanding of Performance Management

The majority of respondents (54%) have some familiarity with performance management, but a sizable minority (46%) in the City Council of Uttar Pradesh is still in the dark. Given their potential impact on performance management, it is crucial to educate and persuade these respondents about the value of performance management (Ghosh, 2017).

**5.1.1. Participation of employees in performance management**

Despite the large percentage of 46% of employees at the City Council of Uttar Pradesh who did not comprehend the concept of performance management, the respondents indicated that 90% of the employees were involved in the system (Mangat, 2015).

**5.2. Performance management's potential advantages**

**Table: 3 Possibilities for performance management benefits**

Potential benefits	Mean	Std. Deviation
Reduces time-consuming confusion among staff about who is in charge of what tasks.	4.6753	.82653
Less often is information unavailable when it is needed.	4.7242	.63725
Provides employees with the knowledge they need in order to enable them to make decisions on their own.	4.0216	1.0374

<b>Reduces errors and mistakes by assisting management and staff in locating inefficiencies and error causes.</b>		.90264
<b>Micromanagement</b>		1.09775

The findings show that performance management has a chance to be very important at the Uttar Pradesh City Council.

### 5.2.1. Citizen Participation

Actors who can influence or be affected by a municipal body's performance are considered citizens participating. Citizens have the chance to have an impact on policy decisions through collective, consensus-driven, (Raj, 2019) and organization-initiated initiatives. Eighty-two percent of respondents said that members of the public did not have any say in how their organization's performance was monitored.

**Table: 4 The effect of citizen involvement on municipal body performance**

Citizen participation's impact on performance management	Mean	S.D
Increased access to resources and information on performance management that stakeholders possess	4.7732	1.03783
Increasing adherence to the performance management policy	4.9272	0.02794
Raises familiarity with, trust in, and responsibility for the performance management framework.	3.6769	0.96234

The data analysis shows that citizens have a greater influence on performance management through improved understanding, trust, and ownership of the performance management system as well as increased access to the knowledge and resources stakeholders have access to (Mean, 4.7732).

### 5.2.2. Impact of constant checking in, getting input, sharing information, and gaining insight from outcomes

In order to effectively manage performance, it is necessary to continuously monitor, provide feedback on, communicate with, and learn from the results. Respondents were asked if the City Council of Uttar Pradesh was taking these concerns into account when evaluating staff performance (Bagchi, 2017). While 31% of respondents cited positive effects on performance management as a result of these variables, 80% cited negative effects.

**5.2.3. Regularity of performance reviews and comments**

The frequency of performance reviews was also cited as a factor that could have an impact on performance management. Eighty percent of those polled said that annual performance appraisals were not conducive to performance management at the City Council of Uttar Pradesh. Only 31% thought performance management was bolstered by the performance appraisal process (Shrivastava, 2021).

**5.2.4. Policy manual for honoring outstanding performance**

Ninety-five percent of respondents cited the lack of clear policy guidance on reward management for exemplary performance as a barrier to effective performance management, and 16% said that good performance is the key to better performance management. I argued that other ways of recognizing would suffice (Singh, 2020). A small percentage of respondents (4%), however, voiced doubts about how such a policy might affect future assessments of employee performance.

**5.3. Organizational culture**

While 21% of respondents noted a positive impact from council culture on performance management, 72% cited it as a barrier to efficient practices.

**Table 5: Management of employee performance in light of the culture of the Bundelkhand Councils**

Element of organizational culture	Mean	Std. Deviation
All parties involved in the council have access to one another and trust it.	2.0847	0.9765
Poor working practices are not typical, and excellence is encouraged.	2.8654	0.9632

<b>Clearly defined work responsibility and authority boundaries</b>	2.0974	0.8634
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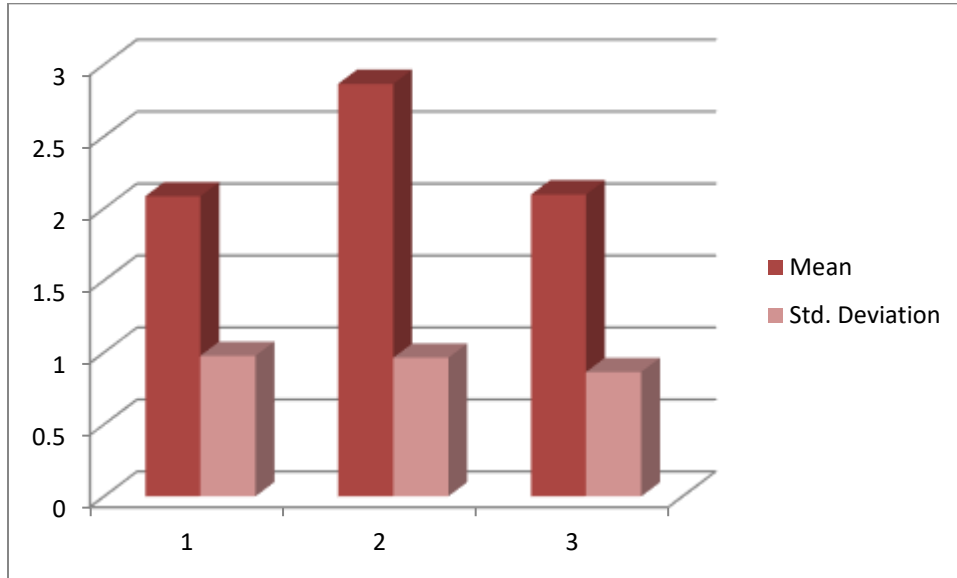


Fig.5. Effect on performance management

There is open communication and trust in advice among all stakeholders (average 2.80847), bad work practices are not the norm, excellence is encouraged (average 2.8654), and the workplace has clear lines of responsibility and authority (Kalia, 2021). Bounds (mean 2.8654). All respondents identified an impact on performance management (average 2.0974). Respondents were divided on whether their organization's senior management supports performance management, with 76% saying they do and 41% saying they don't.

**5.3.1. Management and Employee Training**

The survey asked respondents to indicate whether or not they regularly attended training sessions focused on improving performance and performance management in their roles.

**Table: 6 Management and Employee Training**

	Mean	Std. Deviation
<b>The council evaluates the need for training</b>	2.2754	1.0725

<b>The council offers sufficient training to support ongoing staff development and motivation.</b>	2.9348	0.9254
<b>During training, one of the areas of emphasis is performance management</b>	2.0473	0.7363

The Uttar Pradesh State Government has recognized the importance of training as a means of improving the effectiveness of performance management.

**Table 7: Hypothesis Testing**

Hypothesis	Chi square	DF	Sig	(Accept and Reject)
<b>H1:</b> There is significant relationship between the Citizen Participation and Performance of Municipal Bodies in Bundelkhand Region.	6.623	02	0.003	Accept
<b>H2:</b> There is significant relationship between the Organizational culture and performance of Municipal Bodies in Bundelkhand Region	2.136	02	0.001	Accept

Table 6 displays the results of a chi-square test showing a statistically significant correlation between the citizen participation variable and the efficiency with which municipal bodies in the Bundelkhand region carry out their duties. Since the P-value (0.003) is not exactly the large degree of 0.05, the result tends to provide a clear illustration that we should reject the invalid hypothesis (Kumar, 2017). Accordingly, we conclude that in the Bundelkhand Region, a strong positive correlation exists between citizen participation and the effectiveness of local governments.

With a chi-square value of 2.136, the test demonstrates that there is a correlation between the ostensible variable "Organizational culture" and the performance of Municipal Bodies in the

Bundelkhand Region. Given that the P-value (0.001) is not exactly the huge degree of 0.05, the results tend to accurately portray the necessity of rejecting the invalid speculation. As a result, we think that Municipal Bodies in the Bundelkhand Region benefit greatly from fostering a positive corporate culture (Maurya, 2016).

## **6. CONCLUSION**

A larger part of the respondents didn't comprehend the idea of execution the board and the need to guarantee that this was redressed was intense so the advantages from worker execution the executives were bridled. The respondents who knew about execution the board ascribed different advantages to it including clear liability and responsibility over assignments, enables workers to decide, saves time, and further develops administration conveyance, diminishes botches, upgrades trust and further develops admittance to data.

There was a more noteworthy requirement for partner contribution in execution the board to guarantee admittance to assets, information, increment backing and upgrade responsibility for execution the executive's framework (Kumbhare, 2014). Criticism on execution including execution examination, consistent checking, and input, dispersal, preparing and gaining from results should have been improved to be steady of the exhibition the board.

Hierarchical culture ought to likewise be reengineered to be stronger of execution the board and a reasonable prize strategy rule. Top administration has been on the side of execution the executives which makes it good to carry out the framework at the gathering.

### **6.1 Recommendations**

1. Uttar Pradesh City Council invests in training, seminars and workplace coaching to help employees better understand and implement performance management.
2. That the success of performance management depends on a higher level of employee participation.
3. Improved stakeholder engagement in performance management leads to more thorough understanding of the performance management process, greater trust in the system, and greater pride in its results.

4. That exhibition evaluations and criticism ought to be expanded from once per year to somewhere around once at regular intervals to all the more likely help execution the executives; and that there should be consistent observing, input, correspondence, and gaining from results.
5. To create and implement a Policy to govern recognition of outstanding performance.

## 6.2 Further Scope of Research

The scope of the research was limited to the Uttar Pradesh Municipal Corporation. It would be useful to conduct a similar study in other councils and compare the findings to see if there is a consensus among them regarding the factors that influence performance management.

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