Accomplishing a High-Performance Government Organization through Leadership: Commitment in Partnership with Human Resources Management and Development

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[Abstract] Performance within an organization significantly impacts success and development of the employee. Although many factors impact the success of organizations in industry, few studies have assessed high-performance government success factors. To address the gaps, this study's objective is to explore what high-performance government success factors are by conducting a qualitative analysis. This qualitative study aimed to identify the high-performance government success factors through utilizing a qualitative case study methodology; this study uses survey interviews with human resources officers in the United States. Findings reveals high-performance government success factors, the process accomplishing high-performance government organization, and the limitations. Further, findings indicate that there is a significant lack of performance culture for the workforce within government agencies. The authors concluded that to create a high-performance government organization, the organization needs to create a strong culture, align strategies and goals of the organization with production and operations, and develop clear metrics to measure high-performance. Accomplishing a high-performance government organization requires government leadership commitment and buy-in to change management to achieve a high-performance work culture and human resources management and development strategies tailored to address the needs, mission, and objectives of government agencies. Limitations of government agency high-performance success factors unique to government agencies are discussed.

[Keywords] performance, high-performance, HPO government agency performance, human resource management, high performance organizations, human resource development, success factors, United States

Introduction

Ample evidence suggests that human resources play a significant role in communicating the shared vision, mission, and values of organizations to influence the behavior of employees and increase organizational performance (Reed, 2017). The value and perception of human resources management (HRM) evolved from its initial characterization as a department which has the responsibility of recruitment, compensation, and workforce management (Haslinda, 2009). Although the role and impact of HRM are ever-evolving, it is a critical organizational component that contributes to the success or detriment of organizations (Reed, 2017). Gilley et al. (2002) assert that HRM is the department within the organization with invaluable skills and competencies, and its value is realized through the performance indicators of productivity and efficiency. Per de Waal (2007), HRM has the responsibility of ensuring the success of an organization, and it is, therefore, its greatest asset. HRM serves as a critical link within every business function of an organization, impacting financial transactions and operational decision making (Villegas et al., 2019). Moreover, Villegas et al., (2019) argue that HRM remains as the single most important element

of creating and sustaining an ethical culture vis-à-vis hiring practices. As such, human resources (HR) departments nurture an organization's most critical resource, its people, and ensure organizational performance (Reed, 2017; Villegas et al., 2019).

Organizational performance determines the productivity and effectiveness of company policies (Reed, 2017). Notwithstanding the depth of literature on this subject, there remains a dearth of research on how this plays out in governmental bodies. Some research suggests that government agencies can benefit from the application of the elements of organizational performance (HPO Center, 2020). Efficient government performance increases governmental organizational competitive advantage, and even for government organizations, the competitive nature of today's marketplace requires efficient adaptation to the changing market environment in which government organizations exist in (HPO Center, 2020; Reed, 2017).

Kling (1995) asserts that the characteristics of high-performing organizations in the United States depends on product quality and the adaptability of the firm in a highly competitive world economy. The HPO Center (2020) found that governmental and public organizations do not exhibit as many high-performance success characteristics or factors as do private sector counterparts. The emergent competitiveness of organizations is dependent on organizational leadership's ability to employ performance principles (Kling, 1995). Per Riaz (2016), efficient and sustainable high-performance work systems require the deployment of the existing potential of the HR within an organization to capture productivity, creativity, and cost reductions.

When HR is used to increase performance significantly, a high-performance work environment emerges. Cheese (2006) argues that high-performance shortcomings within an organization are attributed to inadequate HRM and the lack of adequate training support. Government organizations may need to utilize more human resources development (HRD) strategies to develop their talent, knowledge, and performance of the governmental workforce to meet the current and future needs of governmental organizations to achieve high-performance (Reed, 2017; Thoman et al., 2018). Developing, planning, evaluating, and implementing learning development and training activities and performance appraisal and performance management are the key HRD responsibilities of HRM (HPO Center, 2020; Reed, 2017; Thoman et al., 2018). It is, therefore, necessary to evaluate the key success factors of high-performance organization to help governmental organizations achieve high performance (HPO Center, 2020; Reed, 2017; Thoman et al., 2018).

Study Objective and Research Questions

According to the HPO Center (2020), in the past few decades, many efforts were made to increase performance in the public sector. Studies reveal that these public sector improvement programs had mixed results (HPO Center, 2020). Thus, there is increased need to encourage government and public organizations to accomplish sustained, high performance.

Study Objective

To explore how government organizations achieve high performance and to identify the success factors of government high performance, we selected government agencies to determine what high-performance government success factors may entail. This study aims to evaluate the essential strategies utilized by governmental organizations to improve performance, identify essential factors that increase the performance of unit level personnel, and propose recommendations for the organization and future research.

Because government organizations hire from various talent pools, training, mentoring, and learning development are critical to successfully running the government organization to serve the public (Go Government, 2020; Roberts, 2020). Government organizations place importance in HRM and HRD to create sustainable high performance within their organizations. Government organizations use training to develop their workforce knowledge, abilities, and skills specific to their individual government organization's missions and objectives. Learning and development of talent involves training adult learners from diverse backgrounds who serve the United States' government agencies at all levels (federal, state, county, and city, etc.). Talents of government organizations are drawn from individuals who served in

military (veterans), university students, recent graduates, people with disabilities, and the general public who are citizens of the United States (Go Government, 2020; Roberts, 2020). Our research questions explore how government organizations use HRM and HRD to develop their talents and sustain high performance to stay successful.

Research Questions
To answer the inquiry of this study and identify the high-performance government success factors, the following research questions were developed:

> RQ1. How does a government organization use its HRM functions (including HRD) to develop itself into a high-performance organization?
> RQ2. How does a government organization measure and evaluate its high performance?
> RQ3. What prevents a government organization from accomplishing high performance?

Literature Review

The perception that government organizational performance failed to consider how high-performance is measured in different governmental organizational settings (HPO Center, 2020). Boselie et al. (2003) argue that high-performance practices differ with institutional culture and settings, and this certainly is the case, as well, with governmental organizations (HPO Center, 2020). Although many efforts have been made by governmental leaders to assess the factors that impact organizational high performance in government institutions, it is difficult to identify the success factors of high performance within government organizations and then measure those success factors to distinguish the essential elements that contribute to overall performance (Cheong et al., 2018; HPO Center, 2020). Regardless, the role of governmental leadership significantly impacts its organizational performance. In this literature review, we examined the following areas in need of more government high-performance success factor study: 1) exploring government leadership and high-performance, 2) the need to examine high-performance success factors in government organizations, and 3) measuring government performance improvement to assess the gaps and understand where our research questions can address the gaps in current literature.

Exploring Government Leadership and High-Performance
Governmental organizations are politically driven but provide essential oversight to ensure effectiveness (Lee et al., 2012). Lee et al. (2012) argue that because of political influence, leadership in government agencies tends to have fewer interventions and allows a focus on long-term goals. As such, the level of leadership involvement determines the performance and effectiveness of the government agencies. However, a limitation to high performance exists, as government organizations follow a traditional hierarchical structure (Lee et al., 2012). High- performance work requires a government leadership structure that encourages government employee engagement through egalitarian work environments (HPO Center, 2020). Here, status and power differences between employee position levels are removed from the work environment to provide the possibility of increasing teamwork within government organizations (Lee et al., 2012). Collaboration within organizations has been shown to create positive relationships that result in increased productivity. Per Riaz (2016), organizations can utilize positive employee relations as a critical asset to attain competitive advantage. Per Owen et al. (2001), there are five keys to creating and sustaining a high performance organization (HPO). These success factors include the following: 1) senior leaders' perspective of the marketplace, 2) the presence of a shared vision, mission, value, and strategy, 3) leadership practices that are congruent with the shared vision, 4) an infrastructure that reinforces the shared vision, and 5) employee attitudes and behaviors that meet customer needs (Owen et al., 2001). These success factors speak of the importance of a coordinated relationship in attaining high performance in government organizations. High-performance organization success factors involve both financial and non-financial aspects that organizational leadership needs to commit to leading their organizations into high-performance organizations; leadership, in partnership with HRM, can by implementing effective HRD strategies, create high-performing employees, work teams, and organizations (HPO Center, 2020).

Gittell et al. (2008) argue that such relational coordination by organizational leadership has a

significantly positive impact on organizational outcomes. As such, the ability of government agencies to foster a relational workplace environment is dependent on leadership's willingness to incorporate such human resources practices to encourage high performance from government employees. Riaz (2016) further asserts that "management should design human resources practices such as selection, training, and reward in such a way that formulate strong working relationships among employees as this process of coordination is an important contributor towards outcomes" (p. 425). High-performance environments also emphasize the significance of organizational development by supporting the removal of inefficiencies to enhance congruence within organizations. As government organizations augment their structures, the working relationship becomes closer, and the organization becomes a more functional unit (Gilley et al., 2002). Further, government leadership's ability to encourage collaborative efforts allows the agencies to obtain performance and efficiency. However, the negatives of organizational politics in government agencies make it challenging to implement egalitarian principles in the workplace (Lee et al., 2012). The lack of high-performing government leadership limits the ability of the organization to be characterized as a high-performing government organization (Gilley et al., 2002).

Effective government leadership behavior impacts the factors that influence and strengthen government performance (Gilley et al., 2002; Lee et al., 2012).

Need to Examine High-Performance Government Success Factors
Governmental organizational performance highlights efficiency and performance by assessing the fulfillment of government missions and objectives. Al-Tit (2017), Gilley et al. (2002), and the HPO Center (2020) assert that factors that influence high performance are elements that can be utilized by governmental organizations to measure effectiveness and assess the ability to achieve governmental organizational objectives. Here, the effectiveness of private sector performance is conceptualized and realized by goal attainment. However, there is also a high propensity to measure financial performance by organizational performance as measured by the financial performance of the organization. Cheese (2016) outlined eleven (11) factors as the most influential in achieving high performance in the private sector. Further, private sector workforce- related factors were identified to be the most influential impacts on performance. The ability to acquire new customers and build customer loyalty, the ability to attract, develop and retain skilled personnel, and the ability to develop a performance mindset within an organization's workforce are the most significant factors influencing the financial performance of companies.

However, financial performance factors are not necessarily the focus of governmental agencies, as the emphasis is placed on the provision of services to the public. Some governmental agencies are run by marketing the goods and services to the public; however, for the most part, government agencies are primarily operated by federal, state, county, and city budgets from taxes (Reed, 2017). Thus, government organizations are motivated differently than their public sector counterparts, which are driven by profits. Nevertheless, government organizations serve the public and customers who use their goods and services. Government agency leaders can learn from how private sectors run their organizations effectively on profits by creating customer loyalty through delivery of more value to the public.

The achievement of success differentiates high performance within an organization through sustained growth and by focusing on factors that are important to the organization. "A high performance organization (HPO) is a private sector organization that achieves financial results that are better than those of its peer group over a longer period of time, by being able to adapt well to changes and react to these quickly, by managing for the long term, by setting up an integrated and aligned management structure, by continuously improving its core capabilities, and by truly treating the employees as its main asset" (de Waal, 2007, p. 3). Per de Waal (2007), high performance success is measured by financial and non-financial factors for a long-term period. During such a period, characteristics, such as recognizing, reacting, and adapting to organizational change, are used to characterize organizations that embrace high performance.

Guthrie (2001) argues that high performance is characterized by the private sector organization's willingness to invest heavily in its human capital. Here, the investment made emphasizes the focus on job responsibilities that provide practical training, learning opportunities, and development for employees. Per Fu et al. (2017), "a highly skilled workforce, in turn, helps client firms to achieve higher financial

performance" (p. 332). Gilley et al. (2002) concur with this assertion and offer the argument that the human resource development principle of career development is essential to identify the individual interest and competencies of employees and to provide necessary assignments to aid the development of skills for current and future job opportunities within the organization. There are an ample number of studies conducted on private sector high-performance success factors. However, there is limited information on how these influential factors impact the overall performance of government agencies. It is, therefore, necessary to ascertain the factors that influence and strengthen performance in the government.

Evaluating Measurable Government Performance Improvement
     The ability of a private sector organization to sustain long-term productivity requires effective implementation of the factors that influence and strengthen performance. In such cases, a performance plan is necessary to ensure continuous improvement. Per Kirkpatrick (2005), "A performance improvement plan is a specific course of action to be taken to improve the performance of the employee. It should describe what will be done, by whom, and when" (p. 66). When establishing an implementation plan, it is necessary to identify job segments that need improvement for appropriate appraisals. Kirkpatrick (2005) outlines four performance improvement plan criteria, including, the practicality of the plan, the specificity of established deadlines, the specificity of what is what is to be accomplished, and the commitment of organizational leadership to ensure success. Bainbridge et al. (2017) assert that the elements of performance improvement must be established upon the foundation of coaching employees with clearly stated goals that are measurable. However, Lobingier (2000) states that implementation plans must include a linkage of personnel compensation to performance.
     There are three critical elements for improving performance in organizations, including: 1) the creation of management development initiatives, 2) development of employees who are self-directed and high in self-esteem, and 3) the selection of reward strategies that get useful results (Gilley et al., 2002). It is essential for leadership to link overall organizational performance to reward strategies. Gilley et al. (2002) assert that the reward strategies linked to performance must include long-term solutions, entrepreneurship, performance improvement and work quality, and teamwork and cooperation. Long-term, rewarding solutions demand the adoption of reward strategies that focus growth and development in the long-term rather than rewarding short-term accomplishments. Second, rewarding the employees for an entrepreneurial spirit that fosters employees' attitudes of ownership results in performance improvements. Third, rewarding performance improvement and work quality promotes continual improvement efforts of the organization by encouraging the individual skills, quality of work, and knowledge improvement of employees. Finally, rewarding teamwork and cooperation requires the implementation of the practice of rewarding teams for their accomplishments rather than individual roles. When rewards are linked to performance, employees are motivated to achieve personal and organizational goals, resulting in higher performance. Although the literature did confirm that these principles apply to government agencies (Gilley et al., 2002; HPO Center, 2020; Lee et al., 2012), a determination cannot yet be made about the implementation of these principles. Clearly, more government high-performance success factors evaluation research is needed to further understand what drives government organizations to achieve high-performance.

Method
     In this section, we discuss the participants, survey questions (how our survey questions are linked with our research questions), and the limitations of our study.
     We seek to evaluate the strategies implemented and high-performance factors utilized by municipal and federal governmental agencies to achieve high performance and create a high-performance organization (HPO). This study explored the perspectives of two participants, an experienced human resource director and a personnel management officer in government organizations, regarding the characteristics of creating and maintaining high performance in government agencies. The research design used was a qualitative approach to explore, delineate, and identify the principles of high performance in the constructs of high-performance organizations (HPOs). Interviews were performed in a three-week period; study participants were given time to consider the topics of performance and high performance before providing feedback.

Subjects were selected to ensure viewpoints that spanned from federal to local government work environments. Information on the topic of organizational performance was collected via questionaries' sent and answers received via email with both of the study participants.

Participants and Survey Questions
    Two human resource officers in government organizations in the state of Georgia were chosen for investigation in this assignment for several reasons. There are bureaucratic frameworks developed to improve government performance and produce results. However, government agencies remain top-down in structure and do not meaningfully engage the front-line units, which are responsible for direct contact with the government's customers and partners. Further, an essential concern in the public sector is the importance of improving performance in government organizations (Cheong et al., 2018). The proposed methodology for conducting this research is a case study with a qualitative means of analysis by interviewing local and federal government human resources officers. The research design utilized a qualitative survey methodology to gather data as described below.

     Participant A holds a human resources director position at a local government agency in Southeast Georgia. Participant A holds a Master's in Business Administration (MBA) and has been a human resources officer in various local government organization for over 14 years; he has held positions at various levels and achieved various levels of success. Participant B is an office and personnel manager with a federal agency in Atlanta, Georgia, and holds a dual Master of Public Health and Master of Public Administration degrees. Participant B has over 20 years of experience managing the human resources department with a government agency. Both study participants provided unique perspectives on the topic of high performance in government organizations. They are equipped to drive the performance initiatives of their respective organizations.

    The same standard survey questions were asked to both participants to allow us to compare each participant response. Survey questions were derived from our research questions, which were directly linked with one another. Our survey questions were designed answer our research questions, which were aimed at identifying government organization success factors in relation to HRM and HRD :1) the role of HRM in crating high-performing government organizations, 2) how government organizations measure high-performance, and 3) the limiting factors that prevent government organizations from accomplishing high-performance. The survey interview questions (Q) asked were as follows:
    Q1. What does high-performance look like within your government organization?
    Q2. What methods do you employ to elicit high performance from personnel within your government organization?
    Q3. How do you measure the overall high performance of your government organization?
    Q4. What are the limitations to implementing high performance within your government organization?
    We used a qualitative case study approach due to the specificity of focusing on one organization type, government agencies. Per Merriam (2002), the use of a qualitative case study methodology provides researchers with the opportunity to perform intensive evaluation of a specific group or organization. Further, the purpose of the qualitative study is to describe the lived experiences of a specific phenomenon; a qualitative analysis uses narrative data to derive meaning (Merriam, 2002). As such, a qualitative case study is appropriate for this study. The method utilized for conducting this research, also, included evaluations of journal articles. Primary and secondary resources were used. Surveys, search engines such as Bing, Google, and Yahoo, and academic sources, including EBSCOhost, were used. This study, additionally, analyzed the responses of the participants to derive meaning as it relates to high performance perceptions in government organizations.

Limitations
    Limitations of this study are as follows: 1) there are only two government organizations that were explored in this study. Nevertheless, the information gathered would give perspective into how structural government organizations address the issue of performance. A larger sample size of interview participants may result in more comprehensive qualitative survey analysis leading to more accurate understanding of

high-performance government success factors. 2) Findings of this qualitative study can be subjective opinions of two government employees. Thus, the findings of this study cannot be generalized to larger government organizations without further study. 3) Government agencies are generally run by budgets derived from taxes, while private sector organizations are driven by profits. Government organizations and private sector organizations have distinct differences in how they operate (budget-based vs. profit-based). Thus, findings from this government organization high-performance success factor analysis are not directly applicable to private sector organization's high-performance success factors.

Results
In this section, we report the findings from our survey interviews. Participants' specific responses to each survey questions are broken down as follows:

Participant A
Participant A believed that management and HRM officers must ensure government employees are adequately trained to understand, and they must be developed to have enough insight into their jobs to know their impact on the political objectives of the organization.

Q1. What does high performance look like within your government organization?

Participant A answered the first question with the assertion that high performance begins with an honest assessment of the government organization that focuses on defining government productivity metrics so that the government organization can evaluate and understand how the organization is performing and what areas need improvement.

Q2. What methods do you employ to elicit a high performance from personnel within your government organization?

Participant A facilitates high performance by employing an element, such setting clear objectives to outline expectations and build government employee commitment. The government organizational managers and supervisors also provide coaching to new employees within their first six months of employment to create a relationship that nurtures engagement, helping employees identify the organization's political agenda. While financial performance is a measure of high performance in the private sector industry, government organizational performance is measured through its alignment with the objectives outlined by a political appointee.

Q3. How do you measure the overall high-performance of your government organization?

The productivity measurement is utilized to provide specific directions and guide government workers toward productive activities. Performance monitoring and feedback provisions are made during annual government performance appraisals.

Q4. What are the limitations to implementing high performance within your government organization?

Participant A highlighted the lack of mutual trust with political appointees who employ non-participating leadership style, which removes the possibility of promoting a democratic work environment.

Participant B
Participant B asserted that performance in federal agencies is highly bureaucratic and does not necessarily follow a team environment. The notion of performance is driven by mutual accountability and a clear understanding of federal employee responsibilities to the agency and individual obligations.

Q1. What does high performance look like within your government organization?

Federal agencies welcome and incorporate ideas from different perspectives and support fellow employees within the same department. Diversity is promoted, and the creativity that comes with diversity is utilized to improve established processes.

Q2. What methods do you employ to elicit high performance from personnel within your government organization?

Much like the local municipality, performance is monitored, and feedback is provided during annual performance appraisals.

Q3. How do you measure the overall high performance of your government organization?

Governmental organization performance is measured through the alignment of employee responsibilities with the objectives outlined by a political appointee chosen to lead the agency.

Q4. What are the limitations to implementing high performance within your government organization?

Governmental performance initiatives are at times limited by poorly define roles and responsibilities for government employees, as well as poorly defined goals. Moreover, budget constraints limit the implementation of high-performance principles within federal agencies.

Summary of the Findings

The participants had much to discuss on the topic of governmental organization performance but with a differing perspective on some individual levels. However, both agree that the improvement of governmental employee performance requires transparency to elicit a sense of ownership, but the two participants did not agree on how being transparent promotes engagement and productivity within government organizations.

Both participants agreed that achieving and maintaining high performance requires an open communication and employee recognition to elicit confidence in the government leadership as well as the direction of the government agency. Participant B believed that promoting and increasing government performance monitoring and feedback to track progress towards government organizational objectives will enhance government organizational high performance.

Discussion

Upon analyzing the findings from this study, we learned from participant responses and evaluated them in alignment with our research questions and used literature on government high-performance, HRM, and HRD as follows. We learned that there are some opportunities for improvement as well as limitations that are unique to government organizational performance. Additionally, we discussed future research considerations on further government organization high-performance studies.

Need for Shared Government Leadership and Prompt Feedback to Accomplish High-Performance

High performance in government agencies requires government employee involvement to ensure success. Government organizations and their government leadership are liable for making the work environment suitable for government employee involvement by providing them with proper leverage to self-manage their teams and enable them with authority to change their government job processes. Government organizational leadership should ensure that leadership is shared, and performance feedback is provided appropriately and immediately rather than waiting for performance appraisals for months on end, which can happen with government agencies due to limited staffing and budgeting.

Consideration for Political and Complex Government Organization Structure

Although feedback is provided on an annual basis in government agencies, government leadership involvement in defining clear performance objectives can be lacking because of the political and bureaucratic work environment, which involves many parties with multiple interests. Government leadership that is not readily shared with the government employee, which will make it difficult for them to take ownership. Further, government leadership needs to ensure that government employees are provided with proper training to perform their job responsibilities efficiently, and rewards must be appropriately linked to government organization performance.

In theory, high-performance government work environments demand an alignment of government employees with government organizational strategies for productivity and higher performance (HPO Center, 2020; Simmons, 2015). However, in actual practice, government work environments demand compliance with politically motivated objectives that may not elicit government workforce engagement. As such, government agencies compensate by providing competitive retirement packages as incentives, and the element of job security to promote government worker engagement (Participants A and B, personal communication, 2018). Regardless of actual/current government organizational practices, it is essential that adequate structures be implemented to support government employees in the effort to help them apply

their knowledge and skills to execute government organization strategies. Effective HRM and HRD practices and interventions along with high-performance government success principles, which are derived from private sector organizational high-performance success factors, will help political appointees improve government employee engagement and performance for the organizations (HPO Center, 2020).

Future Research Considerations

Findings from this research suggest that government organizations do not have a formal process for improving performance. Lloyd et al. (2018) suggest that perhaps a key to government performance improvement lies in focusing on the social elements of the government organization. By providing support for government organizational players in the social context, motivational factors will impact government high performance (Lloyd et al., 2018).

Cheese (2006) intimates that having a flexible organization that responds to changing market condition is a critical element of improving performance. However, government agencies appear to be rigid with limited need to adapt to market conditions, and there is little need to build strong customer loyalty, since government are the legal enforcer of the laws, regulations, and rules to the public. Because government organizations rarely manufacture products to bring to the private sector market, the infusion of innovation across the government organization is limited, and with diminished innovative objectives and motivation, there may be little immediate need to implement high performance measures.

Nevertheless, the implementation of high-performance principles could change the public perception of government agencies while also allowing for the creation of a high-performance mindset in the government employees. For future study, it is recommended to expand the sample size of government agencies to allow for a more accurate assessment of how performance issues are addressed in government organizations, so the findings are more generalizable.

Conclusion

Due to our limited sample size of two participants in this qualitative study, the conclusion of our project is only applicable to these two individual cases we analyzed. We need more participants to draw a generalizable conclusion applicable to various federal, state, and local government organizational high-performance success factors.

Government performance management significantly impacts the ability to ensure government organizational effectiveness, and government agencies needs to implement performance management strategies to promote efficiency (Mansor et al., 2012; Lee et al., 2012). Government agencies in general do not manufacture products and services when compared to private sector industries. However, many federal, state, and local agencies offer services to the public. As such, implementing high-performance success factors is helpful to ensure effectiveness and efficiency. The challenge before government HRM practitioners is to develop internally consistent and comprehensive performance metrics and measurements that account for the work of government employees, work groups, business units, and the government organizations.

Developing a high-performance government organization requires an alignment of productivity measurements and government organizational goals. Moreover, when productivity measures are coupled with incentives, government organizations would be equipped to influence the work behaviors of employees (Reed, 2017; Werther et al., 1986). We also need to note that productivity does not always amount to high performance within government organizations.

Accomplishing government high-performance organization involves challenges government leaders and workforce need to overcome in partnership with government HRM; they need to implement effective HRD strategies that align with government mission, objectives, and goals. Per Werther, et al. (1986), while productivity measures how well employees apply talents and skills to produce products and services, performance requires the alignment of organizational strategy with job design, measurement metrics, reward systems, and evaluations that must be reinforced at all levels of management to ensure success.

Implementing high-performance success principles, though not impossible, would involve senior and executive government leadership collaboration and buy-in to accomplish a meaningful change (Reed, 2017).

Because government management involvement is concentrated at the most senior level and there is a limited reward system, establishing a high-performance government workforce would prove to be challenging without the support and agreement of such change in management from the government leadership. Government agencies need to focus on creating a performance culture for its government workforce through partnership with government HRM to motivate and encourage a high-performance work culture, clear performance evaluation metrics, and HRD commitment to developing knowledge, skills, and abilities in government workforce employees so they can create a high-performance government organization with success factor characteristics. Implementation and continuous HRD interventions to create and maintain high-performance government organization is possible through applying high-performance organization success factors tailored to the needs to government organizations and objectives.

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