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**WHEN ARE CHANGES EFFECTIVE IN PERFORMANCE
MANAGEMENT? THE CASE OF THE JAPANESE AGENCIES**

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ABSTRACT

Agencies were re-invented under the auspices of the NPM. Besides the different configurations of the agencies, all aimed at improving the public sector performance by transferring central-state activities to various forms of semi-autonomous bodies. This paper explores the implementation and use of Performance Measurement and Management (PMM) in Japanese agencies. The use of PMM seems to benefit agencies, but this use seems to be unequal. Thus, it became necessary identify the reasons of the divergences in PMM use. Are differences due to organizational cultural or contextual factors, are they related with the implementation effort or are they related with the predisposition to change? We found passive and purposeful adoption of PMM, being cultural factors more explicative the rest.

Keywords: Performance management, Agencies, Japan, Public sector