

**IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT SYSTEM IN THE  
DEPARTMENT OF EMPLOYMENT AND LABOUR, LIMPOPO PROVINCE**

by

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submitted in accordance with the requirements for  
the degree of

**MASTER OF ADMINISTRATION IN PUBLIC ADMINISTRATION**

in the subject

**PUBLIC ADMINISTRATION & MANAGEMENT**

at the

UNIVERSITY OF SOUTH AFRICA

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NOVEMBER 2023

## DECLARATION

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I declare that the above dissertation is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the dissertation to originality checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification or at any other higher education institution.



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SIGNATURE

29 November 2023

DATE

## RECOGNITION AND ACKNOWLEDGEMENTS

It has been a long road to success and it would not have been possible without the tremendous efforts, support, guidance and assistance by the following people:

- All glory goes to God, the Father Almighty, for the precious gift of life and for providing me with the strength and courage to complete this dissertation.
- I am immensely indebted to my inspiring supervisor, Mr Nhlamulo Baloyi, for providing me with the necessary guidelines and continual support from the beginning of this project to the end. Thank you for being patient with me and for believing in me. Your academic guidance has shaped me who I am today.
- Special appreciation and gratitude goes to my husband, Mr Lesesaphefo Nkadimeng for his emotional support and for caring for the kids when I was glued to the laptop. Your confidence in me has given me renewed energy for my study.
- My deepest appreciation goes to my parents, my late father, Mr Phineas Makgato, my mother, Mrs Rebecca Makgato, my sisters Pitsi Kgofelo, Refiloe Makgato (the late), Tebogo Maphiri and my brother, Maputla Makgato for their endless love, prayers and encouragement. Thank you for providing a platform for debriefing.
- The National Department of Employment and Labour for allowing me to conduct this research. My heartfelt gratitude goes to Mr Thomas Dire for making the process possible.
- I would also want to use this opportunity to offer my heartfelt thanks to Ms Kakaru Mashilo, Dr Wasnaar Mokoena, Mrs Kgabo Thlako and Mr Clement Masekoameng who helped me in different ways in the development of this dissertation, especially in the early stages of this journey.
- My appreciation goes to Mafumisi Group for professional formatting and editing the dissertation.
- Last but not least, it gives me immense pleasure to salute my colleagues for their invaluable contributions to this study and for helping make this dissertation a success, and wish to thank everyone, whose names I may not have mentioned here, who contributed in kind. This would not have been possible without your contribution. Thank you all.

## **DEDICATION**

This dissertation is devoted to three of my children, Thabang, Bonolo and Bokamoso. May this endeavour set a precedent for them and inculcate in them a passion for learning and love for academic brilliance.

## **ABSTRACT**

Institutions that employ an appropriate and good appraisal system are more likely to influence employee motivation, resulting in greater performance and attainment of organisational aims and purposes. This is one of the main findings in this study, consistent with prevailing literature on performance management. The purpose of this study was to investigate the implementation and effectiveness of the performance management system and how it affects the provision of service priorities in the Limpopo Department of Employment and Labour (DEL).

In order to achieve the objectives, the quantitative approach was used, where a questionnaire was administered to a random sample. Analysis of data collected took place in the form of descriptive statistics and a presentation of charts. Based on the investigation's findings, there are obstacles related to the implementation of the performance management system in DEL, such as unfair performance ratings as a result of favouritism by supervisors and managers during PMS implementation. These findings also provided some invaluable insights, namely, enforcing PMS policy regularly in order to eliminate numerous grievance cases on PMS implementation, to deal with the issue of poor leadership by supervisors and managers, and so forth, that may improve its effective implementation and mitigating recommendations to the identified challenges.

## **KEY WORDS**

Motivation, performance appraisal, performance management, effectiveness, implementation, evaluation, employees, assessments, perceptions, service delivery

## KAKARETŠO

Dihlongwa tšeo di šomišago tshepedišo ya maleba ya tekolo di na le kgonagalo ye kgolo ya go huetša tlhohleletšo ya bašomi, e lego seo se feleletšago ka phethagatšo ye kgolo le phihlelelo ya maikemišetšo le merero ya mokgatlo. Ye ke ye nngwe ya diphihlelelo tše kgolo ka dinyakišišong tše, tšeo di sepelelanago le dingwalo tša bjale tša taolo ya tiro. Maikemišetšo a dinyakišišo tše e be e le go nyakišiša ka ga tiragatšo le go šoma gabotse ga tshepedišo ya taolo ya mošomo le ka moo e amago ka gona kabo ya ditlapele tša ditirelo ka Kgorong ya Mešomo le Bašomi (DEL) ya Limpopo.

Go fihlelela maikemišetšo, go šomišitšwe mokgwa wa bontši, moo lenaneopotšišo le ilego la beakanywa go sampole ye e kgethilwego. Tshekatsheko ya datha yeo e kgobokeditšwego e dirilwe ka sebopego sa dipalopalo tša go hlaloša le tlhagišo ya ditšhate. Go ya ka diphihlelelo tša dinyakišišo, go na le mapheko ao a amanago le tiragatšo ya tshepedišo ya taolo ya mošomo ka go DEL, bjalo ka dikelo tša phethagatšo tše di sa lokago ka lebaka la tirosepitša ka baokamedi le balaodi nakong ya tiragatšo ya PMS. Diphihlelelo tše di file gape ditemogo tše dingwe tše bohlokwa kudu, e lego, go phethagatša pholisi ya PMS ka mehla go fediša melato ye mentši ya dingongorego ka ga tiragatšo ya PMS, go šogana le taba ya boetapele bjo bo fokolago ka baokamedi le balaodi, bjalobjalo, tšeo di ka kaonafatšago tiragatšo ya yona ye e šomago gabotse le go fokotša ditšhišinyo go ditlhohlo tše di laeditšwego.

## **NKOMISO**

Mihlangano leyi yi tirhisaka sisiteme yo hlahluva leyi faneleke na ku va ya kahle yi tala swinene ku hlohotela nhlohotelo wa vatirhi, leswi swi vangaka matirhelo ma kahle swinene na ku fikeleriwa swikongomelokulu na swivangelo. Lexi i xin'wana xa swikumiwakulu eka ndzavisiso lowu, leswi fambisanaka na matsalwa lama nga kona eka malawulelo ya matirhelo. Xivangelo xa ndzavisiso lowu a ku ri ku lavisisa matirhiselo na matirhelo ya sisiteme ya malawulelo ya matirhelo na hilaha yi khumbaka hakona ku nyikiwa ka swirhangana swa vukorhokeri eka Ndzawulo ya Mitirho na Vatirhi (DEL) ya Limpopo.

Ku fikelela swikongomelo leswi, endlelo ra risima ri tirhisiwile, laha khwexinere yi tirhisiweke ku hlawula nsampulo. Nxopaxopo wa switiviwa leswi hlengeletuweke wu vile kona hi xivumbeko tinhlayohlayo to hlamusela hi ku hlawulekisa na andlalo wa tichati. Hi ku ya hi swikumiwa swa vulavisisi, ku na swirhalanganyi leswi fambelanaka na matirhiselo ya sisiteme ya malawulelo ya matirhelo eka DEL, swo tanihi hi mipimo ya matirhelo leyi nga riki leyinene hikwalaho ka vurhandzwa hi valanguteri na vafambisi hi nkarhi wa matirhiselo ya PMS. Swikumiwa leswi swi tlhela swi nyikiwa ntwisiso wa nkoka swinene, ku nga, ku sindzisa pholisi ya PMS nkarhi na nkarhi ku herisa milandzu ya swivilelo yo tala hi mayelana na matirhiselo ya PMS , ku tirhana na xiphiso xa vurhangeri bya xiyimo xa le hansi hi valanguteri na vafambisi, na swo kota sweswo, leswi swi nga ha antswisaka matirhelo ya hina lama vuyerisaka na ku hunguta swibumabumelo eka mitlhontho leyi kumekeke.

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## **ACRONYMS**

DEL	Department of Employment and Labour
DPSA	Department of Public Service and Administration
PMDS	Performance Management Development System
PMS	Performance Management System
PA	Performance agreement
PA	Performance appraisal
SMS	Senior Management Service
RSA	Republic of South Africa
USOPM	United States Office of Personnel Management
SMART	Specific, measureable, agreed, realistic, time bound

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## **CHAPTER 1**

### **1 INTRODUCTION**

Performance management, according to Jain and Gautam (2014), originated roughly sixty years ago as a way to justify employees' earnings and was subsequently utilised to elucidate compensation based on accomplishment. Performance management was implemented by organisations to shape, influence and direct how employees conducted themselves towards achieving particular results. In real terms, this worked successfully for those individuals who were motivated primarily by financial incentives (Lameque, Velez & Botelho, 2023). Yet, the approach failed to produce results if employees were inspired by the chance of acquiring new skills. The disparity between competence and expertise advancement and remuneration justification has grown to be a significant performance management concern (Mohapi, 2022).

Performance management gained prominence in the 1980's as part of the total quality management (TQM) programme's emphasis on the implementation of all managerial instruments, particularly, evaluation of performance to ensure that organisational targets were fulfilled (Mangipudi, Prasad, Vaidya & Muralidhar, 2020).

Numerous organisations participate in performance management, an administrative operation, to evaluate employees' achievements against predetermined goals and to establish training requirements. It enables staff to identify areas that require further attention and determining the appropriate solution (Naidu, 2021).

The achievement of any organisation is dependent on effective performance management (Govender & Bussin, 2020). Organisations employ it as an instrument to increase production in terms of both quantity and quality (Na-Nan, 2016). As an essential human resource management approach, performance management strives to enhance organisational performance and expansion (Tseng & Levy, 2018).

As believed by Mkhize, Nzimakwe and Mthuli (2021), one of the primary goals of the government since South Africa's democratisation in 1994 has been to reorganise the government industry that had been entrenched and made increasingly popular in order to provide greater access to government services, additionally, for realising national development targets including equitable access to the advancement and development in human settlements, education, health, and so forth. As a way to achieve such, the

public sector adopted an assortment of regulations and legislations, which subsequently established of a solid performance management framework for the South African government sector. In the South African government industry, the importance of performance management has been illustrated by a number of legislations and statutes such as The Public Service Act 103 of 1994, the Public Service Regulations, and so forth (Manyaka & Sebola, 2012).

With a particular emphasis on the Limpopo Department of Employment and Labour (DEL), this research aims to investigate the implementation of the Performance Management System (hereinafter will sporadically be referred to as PMS) and how it affects the provision of service priorities in the Limpopo Department of Employment and Labour (DEL). The study also aims to determine employee's opinions towards performance management practices, as well as to understand processes, strategies and challenges involved within the performance management system implementation of the DEL, in a view of enhancing current understanding and the potential impact of an improved PMS on service delivery. To achieve this, the study employed a quantitative research method in order to determine proportionality related to the matter under investigation. Unless expressly stated, the abbreviation DEL in this study, refers to the case province, the Limpopo Department of Employment and Labour.

## **1.1 BACKGROUND AND MOTIVATION**

Public administration has to conform to the democratic principles and standards, including the creation and maintenance of strict professional standards and the effective, efficient, and economical use of resources (Auriacombe & Meyer, 2020). Strategies for professional growth and the administration of human resources must be established in order to optimise the capacity of individuals. It is a requirement of all government organisations to create strategic plans, provide resources for their implementation, monitor, and report on the results attained (Constitution of Republic of South Africa, 1996).

The South African public service, just before the implementation of the White Paper on Human Resource Management in the Public Service (1997), was believed to be biased in its workforce management practises (Mathidza, 2015).

The White Paper on Human Resource Management (1997) states that the proficiency of the government employees in accomplishing their obligations is an important

component in determining the extent to which the organisation will be able to achieve its goals. As a continuous process and an important part of an effective and efficient human resources management, performance management plays an important role in ensuring that subordinates and supervisors collaborate in order to advance the institution's primary objectives.

As stated by White Paper on Human Resource Management (1997), performance management is aided by the following concepts: outcome-oriented, coaching and development, recognising excellent performance, controlling poor performance, transparency, fairness and impartiality. Following the enactment of the employee performance management and development system in 2003, the framework for incentive policies was introduced as well (Department of Public Service and Administration, 2003). The goals of these policies were aimed at ensuring that notch increments, or pay advancement in the public service, are connected to worker performance in accordance with the Public Service Regulations, 2001. The policies present that employees who perform adequately are entitled to pay progression, or a 1% notch hike (Public Service Regulation, 2016). People who perform better than expected might receive pay advancements and cash bonuses up to 18% of their annual salary (Department of Public Service and Administration, 2003).

The South African public service performance management system (PMS), according to Mokwadi (2019), was put into place in 2001 to promote efficient performance by creating a performance route with employees and incorporating all public employees into the PMS practice. As explained by Mashiane (2020), everyone who works in the government sector shall at the end of each financial year be evaluated in accordance with the written and signed performance contract between incumbent and supervisor. Labour Relations Act 66 of 1994, the Public Service Act 103 of 1994 (Republic of South Africa, 1994), and the Employment Equality Act 55 of 1998 are notable legislative models that regulate as well as promote the process of reviewing the employees' performance (Mokwadi, 2019).

The PMS policy at DEL was put in place in 2003 to manage employee performance from core salary level 1 to 12 in a collaborative, favourable, and non-discriminatory way, to increase employee effectiveness and efficiency, and enhance the quality of



services provided through ongoing feedback (Department of Employment and Labour, 2003).

A performance contract is signed by both employees and supervisors at the start of the performance cycle, which lasts from 1 April through 31 March of the next financial year. As a way to realise DEL's long-term objectives, the most significant targets that are linked to the work plan and the strategic plan are incorporated in the performance contracts. There are four categories of outcomes: ineffective, moderately effective, fully effective and highly effective. The policy document stated that employees that perform effectively and above receive pay progression and salary notch increases. Employees that do very well or much better than expected are given incentive rewards (Department of Employment and Labour, 2003).

The purpose of this study is to investigate the implementation of the performance management system and how it affects the provision of service priorities in the Limpopo Department of Employment and Labour (DEL). The study also aims to determine employee's opinions towards performance management practices, as well as to understand processes, strategies and challenges involved within the performance management system implementation of the DEL, with a view of enhancing current understanding and the potential impact of an improved PMS on service delivery.

## **1.2 PROBLEM STATEMENT**

The fact that PMS is implemented in a variety of industries, as well as an overall absence of effective management of the PMS implementation constitutes the primary research problem in this study (Tseng & Levy, 2018). The poor PMS oversight and implementation at DEL Limpopo resulted in the failure to recognise and reward deserving and industrious employees, resulting in low staff morale, and consequently impacted negatively on quality of services rendered in the province (Cameron, 2015).

Du Plessis and van Niekerk (2017) reinforce DEL staff's perceptions by stating that employees often dislike performance administration as it is perceived like a demanding procedure during evaluations as well as holding subordinates accountable for previous job performance. The aforementioned challenges necessitate the intervention of policymakers in order to remedy the issues and improve the successful execution of the PMS in the Department of Employment and Employment. Mdluli (2015) outline

what was discovered from an investigation conducted by Stellenbosch Business School with nine South African companies employing PMS in the following manner:

- Negative working culture in the workplace.
- Change in corporate strategy does not correspond with the change in the behaviour of employees.
- Insufficient line management support of PMS.
- Senior management did not sign performance agreements in 2001.
- Inadequate performance evaluations.
- Over-emphasis on the subject of performance evaluation and limited attention on personal development.

According to the survey, there is an overall bleak picture of how employees' performance is managed and rewarded (Mdluli, 2015).

### **1.3 RESEARCH QUESTIONS AND OBJECTIVES**

#### **1.3.1 Research questions**

The present study sought to enhance the boundaries on existing literature by answering a number of the research questions as follows:

- To what extent is the Limpopo Department of Employment and Labour's performance management system effective?
- What are the existing employee opinions towards performance management practices?
- What are the processes and strategies involved within the performance management system implementation of the Limpopo Department of Employment and Labour?
- What performance management system related challenges, if any, is Limpopo DEL facing, and are there any mitigating recommendations for overcoming them?
- What are employee awareness levels and understanding of performance management system implementation?

#### **1.3.2 Research objectives**

This study was anchored and founded by the following research objectives:

- To evaluate the extent of effectiveness of Limpopo Department of Employment and Labour's performance management system.
- To determine employee opinions towards performance management processes.
- To establish processes and strategies involved within the performance management system implementation of the Limpopo Department of Employment and Labour.
- To establish performance management system related challenges faced by Limpopo DEL and to provide mitigating recommendations for overcoming them.
- To establish employee awareness levels and understanding of PMS.

#### **1.4 RESEARCH METHODOLOGY**

According to Chivanga and Monyai (2021), research methodology pertains to the processes employed by individual researchers to address research concerns they have encountered. As specified by Patel and Patel (2019), the purpose of research methodology is to define and analyse approaches, shed light on the constraints and available resources, make their assumptions and outcomes clear, and connect their potential to the liminal space at the boundaries of knowledge. For the purpose of this study, the usage of quantitative method seemed to be suitable and appropriate for this exercise.

#### **1.5 JUSTIFICATION AND SIGNIFICANCE OF THE STUDY**

This study seeks to investigate the implementation of the performance management system in the Department of Employment and Labour in the Limpopo Province. The significance of this study emanates from the identification of the issues and challenges DEL staff members encountered throughout the implementation of the performance management system (PMS) in the Limpopo Province.

The study seeks to contribute to a repository of research, strengthen the connection between PMS and HRM as an area of study, and further propose possible solutions to the problems encountered by DEL Limpopo during the execution of the system. The study will additionally contribute to the discourse of performance management obstacles faced by Department of Employment and Labour nationwide. The research findings could be used to determine and implement practical performance management decisions, and further elucidate DEL officials' uncertainties regarding the

successful execution of the PMS in the province. Moreover, the study may encourage employees to work towards achieving organisation's goals.

To substantiate the preceding assertions, the study conducted by Baloyi (2020) demonstrated that National Development Plan (NDP) 2030 is the government's action plan introduced in 2012 to implement and co-ordinate government's interventions in achieving an efficient, effective and development orientated public service. To the benefit of all South Africans, the plan delineates an intended outcome, which underscores the necessity of optimising human resource development and empowerment to expedite transformation and service delivery (Haywood, Funke, Audouin, Musvoto, & Nahman, 2019).

The NDP 2030 further emphasises that planning and implementation should be informed by evidence - based monitoring and evaluation, and that the plan will also address the issues related to employee incentives (National Planning Commission (NPC, 2013).

#### **1.6 ASSUMPTION OF THE STUDY**

According to Verma and Abdel-Saalam (2019), there are certain presumptions that underpin every research study. This research study rests on the belief that respondents will provide truthful responses to the questionnaires, which at the end will make the data valid and reliable for analysis as follows: (i) When responding to the survey questionnaire, the participants gave truthful and objective answers that demonstrated their comprehension of the goal of performance management, (ii) there was no coaching or coercion of participants to provide answers to questions in a certain way, and, (iii) subjects concurred that they comprehended the purpose of the investigation.

#### **1.7 DEMARCATION OF THE STUDY**

The scope of the study is limited to permanent employees of the DEL (from Lebowakgomo, Polokwane and Seshego offices) in the Limpopo Province, from salary level 3- 12.

## **1.8 DELIMITATIONS OF THE STUDY**

Delimitations are the boundaries of the research study, depending on the researcher's selection of what to include and what to exclude. They reduce the study to make it more manageable and relevant to what researchers are seeking to prove Theofanidis & Fountouki (2018). This study is limited to permanent employees of the DEL, Limpopo Province, from salary level 3- 12. The study covers respondents from Lebowakgomo, Polokwane and Seshego offices

## **1.9 CHAPTER LAYOUT**

### **1.9.1 Chapter 1: Introduction**

This section offers an overview scenery of the research project, including the problem statement, research questions, and objective, rationale, justification and significance of the study, assumptions, demarcation as well as delimitations of the study.

### **1.9.2 Chapter 2: Literature review**

This chapter addresses the usefulness of the literature study and related matters on the effectiveness for the implementation of PMS, processes, principles and barriers that hinder the proper implementation of PMS.

### **1.9.3 Chapter 3: Research methodology**

The research strategy is thoroughly discussed in this chapter, philosophical underpinnings related to research, study plan, data collection, sampling and evaluation of information. The study wraps up by commenting on the research instrument's validity and reliability and outlining the moral considerations.

### **1.9.4 Chapter 4: Results and data analysis**

Outcomes and data analysis of the study about the implementation of PMS are presented and discussed.

1.9.5 Chapter 5: This final chapter discusses the summary, conclusions, and recommendations of the study.

## **1.10 CONCLUSION**

Chapter one presented an overview of the study and a general introduction to the main phenomenon under investigation. The background, motivation, main questions and

objectives of this study were mentioned and will be discussed in detail in the subsequent chapters. In order to provide academic and legislative backing to the study, chapter provides discussions on existing literature on the topic.

## **CHAPTER 2**

### **LITERATURE REVIEW AND THEORIES OF PERFORMANCE MANAGEMENT**

#### **2.1 INTRODUCTION**

Wide range of industries use performance management and development systems extensively for institutional, personnel and administrative development (Jain & Gautam, 2016). Through its usage in rewarding, promoting, developing and upgrading workforce capabilities, performance management and development systems inspire employees to meet organisational goals (Xin, 2019). According to contemporary management research and practice, an effective PMS is a useful instrument for achieving organisational effectiveness (Awan, Habib, Akhtar & Naveed, 2020). A successful performance management system assists in measuring and improving personal and corporate outcomes in comparison with predetermined business strategies and objectives. It also helps an organisation in understanding the efficacy of its employees (Kumar, Nirmala & Mekoth, 2015). However, this can only be achieved through combined willingness and efforts of employees and management (Mustafa, 2013).

This chapter critically offers the background and clarification of performance management and its evolution. Additionally, it gives and interrogates an overview of PM and PMS in relation to the study's purpose and how they operate. Following that, it discusses the major aspects of the PMS within the RSA setting, as well as advantages, strategies, tactics and results of performance management. Additionally, it makes a clear distinction between the two closely related but frequently misunderstood concepts of performance administration and performance evaluation.

Moreover, the chapter focused on the performance appraisal process, its methods, goals, errors, disadvantages of poorly implemented PMS and the challenges thereof. It should be mentioned that an organisation's potential to develop own operational and strategic objectives mostly relies on its employees' capacity and motivation to carry out their responsibilities successfully and efficiently.

#### **2.2 BACKGROUND OF THE CONCEPT OF PERFORMANCE MANAGEMENT**

There isn't any generally agreed upon definition of the term performance management (Ghalem, Okar, Chroqui & Semma, 2016). Aguinis (2023) defines performance

administration as a continual approach for identifying, assessing, and increasing an individual's or team's performance while also coordinating it in line with the organisation's strategic goals. Kaupa and Atiku (2020) explained that continuous process refers to performance that is ongoing, and involves constant goal-setting, performance observation and continual coaching and feedback exchange. According to Jugmohun (2018), managers needs to make sure that what employees do and offers are in line with the objectives of the institution for performance evaluation to be beneficial for assisting the organisation acquire competitive edge. Bagul (2014) affirms that this process necessitates understanding the required actions, assuring that they take place, offering feedback and that managers and employees live up to expectations.

In support of this definition, Nyathi (2014) defined the performance administration to be a deliberate, ongoing procedure aimed at overseeing the growth of staff conduct for the fulfilment of the company's overarching objectives, alongside the eventual goal of enhancing how successful they are in managing overall efficacy within an agreed framework in a subtle way. According to Beardwell and Thompson (2017), performance monitoring is a broad phrase that incorporates the strategies that managers make use of to coordinate and direct actions with the intent to attain the organisation's goals.

Bergeron (2018) believes that performance management in organisations is based on the effective use of resources, as measured by quantifying strategies and outcomes using indicators that determine the overall performance and continuous growth. Performance management, according to the International City Management Association (ICMA) (2019), entails locating, gathering, analysing and offering feedback that demonstrate the extent to which an organisation operates inside and outside the organisation when providing services to the general public, as well as how that performance compares with its goals or with that of peer organisations.

The definitions given above make apparent that performance management possesses the following qualities: It is a calculated, coordinated, and continuing management process rather than a one-time event; it plans individual performance in alignment with organisational goals and objectives; it enhances employee performance; it builds the capacity of team members and individual contributors within an organisation; and



offers a setting for advancement and learning with the intent to realise organisational desired outcomes and develop efficient workforce. Performance evaluation also entails planning, assessing, rewarding and performance development processes. Performance management also provides a common understanding of what needs to be accomplished, measures the results of performance that has already been given and concentrates on future performance, planning and improvement. Equitable involvement from supervisors and subordinates in performance evaluation is a key component of performance management systems, which also offers feedback.

For the purpose of this study, performance management will be defined as a continuous management method that aligns individuals' performance to the institutional objectives and priorities in order to enhance provision of services. During this process, the supervisor and subordinates enter into a performance contract (agreement) annually, and is reviewed regularly for monitoring purpose. The system allows regular meetings between the supervisors and the incumbent to discuss performance. Additionally, it allows inputs and contributions from employees on how to enhance service delivery.

### **2.3 EVOLUTION OF PERFORMANCE MANAGEMENT SYSTEM**

To comprehend the notion of performance management (particularly in the government sector), it is necessary that one establish its origins along the manner in which it relates to provision of services. In her research, Lemao (2015) emphasised that during the years of apartheid, the South African government was obstructive in nature and constantly inefficient. To overcome these inadequacies, the democratic government established the performance management system in the hope that through its implementation, it will enhance performance management (Cameron, 2015).

Bhengu (2015) believes that performance management have existed in the government institutions throughout the Roman Empire. As pointed out by Mangipudi, Prasad, Vaidya and Muralidhar (2020), performance management systems have been an active subject since 221 AD when Wei Dynasty emperors measured the performance of their family members. Mathaba and Dorasamy (2016) date the origins of performance management within the teaching profession as far as 1444 and 1700. Considering that there have been job related concerns about the standard of services

provided by teachers during these ancient times, so they were deemed liable to provide adequate services to students as well as to the community as a whole (Nzimakwe & Ntshakala, 2016).

According to Mathaba and Dorasamy (2016), payment by results was first implemented in Italy 560 years ago, wherein teachers' salaries were determined by the performance of their students, as the educational quality had to be of the highest calibre. This system can be viewed as the forerunner to the current performance bonuses given to best performing employees in the public sector (Sefora, 2013). A number of countries, including United Kingdom (UK) and United States of America (USA) have adopted a pay-by-performance system (Mathidza, 2015). In the 1920s, the system fell out of favour with the public sector and was eventually abandoned. The system is thought to have been abandoned primarily because teachers forced students to cram for formative and summative assessments (Mkhize, 2018).

As mentioned by Makamu (2014), before and after 1994, employee performance incentives in South Africa were determined on activities. This indicates that employees were required to carefully record any instances in which they significantly advance the objectives of their company (Pulakos, Muller-Hanson & Arad, 2019). An employee may have to work overtime or take urgent work home for completion. The Performance Management Development System (PMDS) which puts training and development within the forefront of the current system, was introduced to replace this system because it had the flaw of not being connected to the training and development of personnel (Makamu & Mello, 2014).

Rakgoale (2011) substantiates the aforementioned assertion by attesting that the PMDS was introduced in the South African governmental sector in July 1999 following the signing of Resolution 13 of 1998, and it went into force in April 2001. Informed by laws like the Public Service Act of 1994 as amended, the Public Service Regulations, 1999 and 2001 as amended, and various White Papers and collective agreements reached by bargaining councils, the new Public Service Management Framework was introduced as a fundamental guide to departments in developing and implementing performance management and development for employees (Dube, 2013).

Munzhedzi and Phago (2014) conclude that the PMS was typically established and implemented in the South African government with the intention of improving poor performers and appreciating excellent performance.

## **2.4 PURPOSE OF PERFORMANCE MANAGEMENT SYSTEM**

Performance management's primary purpose is to develop employees' ability to function optimally and to the best of their ability for the betterment of colleagues and the organisation at large. Additionally, it aids decision-makers in making more effective administrative decisions (Armstrong & Taylor, 2014).

In accordance with the above assumption, Muller-Hanson and Pulakos (2015) argue that performance should be regulated to achieve three crucial goals: The first is giving employees the necessary tools they need to coordinate their conduct in a manner that best advances organisation's objectives. The second is to get employees ready and to give them the necessary tools they need to monitor their behaviour and make adjustments in real time to maximise performance. The third objective is to assist staff in removing performance-related obstacles. The same authors also contend that performance management cannot effectively serve any purpose if it is utilised to accomplish too many goals (Muller-Hanson & Pulakos, 2015). The goal of performance management system, according to Mboweni and Makhado (2017), is to help employees to improve their knowledge and abilities in order to support the institution in fulfilling its goals and priorities and to change the way services are rendered.

Madlabana (2019) and Tukwayo (2018) continues to clarify the purpose of PM as follows:

### **2.4.1 Strategic purpose**

Most significantly, performance management integrates the enterprise's intended objectives with those set by the employees (Gautam, Gautam & Jain & 2018). Supervisors and employees jointly set individual goals in an employee-involved manner. At this stage, new employees are prepared/allowed to understand and monitor various sorts of their own actions. Contributions that are commended are in turn recognised, resulting in the overall improvement in the organisation's performance across the board (Aguinis & Burgi-Tian, 2023).

According to Lutwama, Roos and Dolamo (2013), PM systems strategically strive to accomplish the tactical targets of the enterprise. However, such is done through connecting the enterprise's objectives to performance targets.

#### **2.4.2 Administrative purpose**

The second objective of a performance management system, according to Tukwayo (2018) entails providing precise information that can be used to inform managerial choices regarding employees. These managerial choices comprise compensation alterations, merit increases, promotions, retaining employees or terminating their services, identification for poor performers, layoffs and acknowledgement of exceptional individual performance (Rath, 2018).

#### **2.4.3 Informational purpose**

The PM system serves as a crucial communication tool that let staff members know about their accomplishments, and how they are performing; and provides information on particular areas that may require improvement. Secondly, details on the organisation's and the mentor's standards are indicated (Kaupa & Atiku, 2020).

#### **2.4.4 Developmental purpose**

The provision of feedback serves in the achievement of developmental goals as managers may use it as a tool to coach employees and continuously raise performance levels (Santi & Rahim, 2021). Performance management, according to Harding (2020), has a developmental goal to make sure that the pertinent abilities and expertise are managed in order to maximise efficiency levels that are anticipated from employees and that contribute to the effective completion of tasks.

#### **2.4.5 Organisational maintenance purpose**

Information on workforce planning is the fifth task performed by a performance management system. Employees should be given more control by developing their talents, skills, competences, abilities and behaviours so that they can appropriately respond to the demands of their present and future jobs (Madlabana, 2019).

#### **2.4.6 Documentational purpose**

Last but not least, PM systems enable businesses to gather important data that which may be utilised in various records needs. It is possible to validate newly suggested selection tools using performance data. The PM system also enables the recording of significant administrative judgments during litigation (Madlabana, 2019).

### **2.5 PERFORMANCE MANAGEMENT PROCESS**

The method that organisations use to implement performance management systems depends on the system's objectives (Woyessa, 2015). The process of performance management, according Ravi and Saraswathi (2018), begins with the addition of a newly appointed employee to a system, and concludes when an employee leaves the organisation. According to Rostam (2020), performance management is the process of assessing, evaluating as well as growing an individual's or team's performance and aligning them using strategic targets of the institution, which necessitates ongoing targeting, evaluation monitoring, coaching, including reporting. This cycle assists managers and supervisors in setting strategic goals and making plans for the actions and output of their staff members at the start of each assessment period. United States Office of Personnel Management (USOPM, 2017) proposes the following PM process:

#### **2.5.1 Planning**

Beerli, Uster, and Vigoda-Gadot (2019) describe planning as the first phase in the performance management system process. This stage encompasses establishing a business strategy, setting goals, generating clearly articulated gauging measures, and laying a foundation for the evaluation procedure (Mokwadi, 2019).

Managers establish and examine the connections between a worker's job descriptions along with the organisation's targets, objectives, including strategic plan in order to define the aspects that will lead to success (Lelissa & Lelissa, 2016). It is critical to discuss desired results with employees, encompassing all the activities and outcomes that are required from them throughout the next evaluation period.

According to Mbonambi (2016), evaluation coordination is the first stage of the evaluation strategy and therefore constitutes the basis for the creation of both the achievement target and the strategic plan. In support this view, Spangenberg and

Theron (2013) stress that planning becomes pointless in the absence of long-term objectives, and that proper and successful planning should measure great criteria for judging progress and indications on the way to achieving those goals.

### **2.5.2 Monitoring**

Masiye (2017) believes supervision is essential in order to preserve and maintain performance in the right path, permit advancement evaluations alongside various forms of interaction during the performance duration and to gather data for assessment.

To support this point of view, Maleka (2014) stated that in a successful organisation, performance is regularly checked. When monitoring is done correctly, performance is regularly measured, and employees and work groups are continuously updated on their progress around fulfilment of the stated objectives of the institution. It is critical that employees receive performance input more often for them to be aware of how they are doing and make adjustments as needed. Additionally, Varma and Budhwar (2020) conceded that in order to work well, sometimes employees may require coaching and/or counselling.

Ndevu and Muller (2018) opined that at this stage, a manager should ask a subordinate during the first performance management meeting to specify the tasks, resources and abilities the manager can help the employee with to accomplish corporation's aim. As stated by Mkhize (2018), a primary goal of performance reviews is to assist in the achievement for desired outcomes in highlighting those fields which require focus and improvement while a task remains being performed. A performance review session is held between the supervisor and the incumbent to deliberate and assess how well has the worker performed during a certain time frame.

Armstrong and Taylor (2014) emphasise that allowing employees to self-monitor their own performance and to seek support from others when necessary is an excellent PMS practice. Carr and Kline (2016) believe that providing feedback to subordinates frequently becomes a good approach to encourage continued professional growth.

### **2.5.3 Developing**

According to Rodjam, Thanasrisuebwong, Suphuan and Charoenboon (2020), development is characterised as generic and future-oriented, and strengthens an

employee's capabilities to increase performance. Radebe, Vyas-Doorgapersad and Grobler (2015) emphasise that it is important to provide opportunities for people to grow professionally so they may acquire new knowledge and abilities and adapt to transforming workplace conditions.

In support of this view, Tjale (2017) acknowledges that continuous professional development refers to a structure of growth and training initiatives with the goal of promoting ongoing lifetime effectiveness and competence. She further emphasises that PMDS is a deliberate, ongoing procedure intending to direct and train employees over the accomplishment of the business's long-term objectives, evaluation, while raising employee knowledge of performing as well as executing their obligations and responsibilities, as well as enhancing results achieved by entities, categories, and employees through controlling their overall efficiency towards a permitted system of organised objectives, targets, requirements, inducements as well.

Kibichii, Kiptum and Chege (2016) conclude that training and development are necessary components for managing people concerned with acquisition for knowledge, skills, methods and practices to enhance efficiency on the personal and administrative settings. Armstrong and Taylor (2014) explain that managers should take training initiatives and efforts seriously by making sure that those individuals providing training are aware of the distinction between teaching and demonstrating a skill.

#### **2.5.4 Rating**

Measuring performance may be described as the systematic collection of information through observation with a view to assign scores in accordance with predetermined criteria in order to attain certain results (Herman, 2019). Employees assessment was designed to serve as an ongoing system for deliberate analysis for staff members with the goal of conducting a fair appraisal of the worker's abilities, prospective, talent, choices, limits, and shortcomings over a view to continued growth and usage (Public Service Commission, 1991). Performance rating is the process of assessing the significance of the work to the company's established objectives. It is a crucial stage to control measures and is carried out following performance monitoring (Nzimakwe & Ntshakala, 2016).

For the purpose of measuring staff efficiency continuously or among employees, it is necessary to frequently analyse staff members as well as team achievement according to the PM strategy (USOPM, 2017). Organisations will be able to identify their top performers with the help of periodical personnel evaluation. As pointed out by Homuame (2018), employee input entails a procedure in which various employees are asked to grade themselves in terms of their own performance throughout the rating period.

### 2.5.5 Rewarding

As explained by Mashego (2016), worthy and deserving employees are rewarded based on their accomplishment. They include wage raises, bonuses and other rewards. To support the preceding viewpoint, Khan and Ukpere (2014) acknowledge that workforce acknowledgement and rewards are among the elements that may be regarded as motivating factors for employee performance, and may take various forms and shapes, namely, long-service gratification, lunch and shopping coupons, generic presents, promotions, extra paid time off, travel incentives, and so forth.

**Figure 2.1** Performance management’s five essential elements



Source: USOPM (2017).



## 2.6 KEY FEATURES OF THE PMS IN RSA

Since the inception of independence in the Republic of South Africa, there was a determined attempt towards achieving useful and successful human resources administration throughout government organisations (Pulakos, Mueller-Hanson & Arad, 2019).

In 1994, performance management was first introduced to be a technique for strengthening the provision of services (Mashego & Skaal, 2016).

The objectives of performance management include planned, managed and improved worker efficiency (Public Service Commission, 2018). By maximising each worker's production according to volume as well as excellence, performance administration aims to improve the efficiency and effectiveness of the business and service delivery.

Employee performance management involves continuous, face to face discussions between a worker and his or her superior concerning the worker's efficiency. With operational effectiveness, performance management cycle is broken down to incorporated stages and components of performance preparation and agreement, assessing performance, development and supervision, appraisal and overseeing assessment results (Penceliah, 2012). As claimed by Van Dijk and Legalatladi (2015), government departments will not be able to accomplish its purpose of providing excellent amenities to the communities if they do not manage and train staff members regularly.

Senior Management Service (SMS), according to PMDS, is a direction from Department of Public Service and Administration (DPSA) based on comparing an employee's performance throughout the year to a performance agreement signed during the outset of a particular financial year cycle, which runs from the first day of April of a particular year (DPSA, 2018).

Since a supervisor and employee agree on the terms of how employees are assessed, it serves as a framework (rather than being predetermined by organisations). Norms and agreeable standards will be used to evaluate the employees' performance (DPSA, 2007).

The degree of employee competency is evaluated using core management criteria. Staff members are given a 5-point rating on a scale of 1 to 5, with the first two

representing poor and partially efficient work, category three representing moderate performance, while category four and five respectively indicating far above expectation and great performance.

The ratings were given in relation with those agreed-upon KRAs and standards. Committees regulate test scores in guaranteeing that the same standard is applied across the department. Test results are regulated by committees to guarantee that consistent principles are employed throughout the organisation

Employees have to present data as well as supporting documentation to support scores. On the basis of the assessments, decisions are made about performance incentives, employee development and handling subpar performance. Cash incentives are only given out for really high and above-average performance (DPSA, 2007).

## **2.7 BENEFITS OF PERFORMANCE MANAGEMENT**

As claimed by Chilala (2015), performance management is critical component of managing people. Femi (2013) argues that monitoring performance provides managers with the power to make determinations on matters involving employees, ranging from recruiting, terminating services, compensation, employee checks, incentive programmes, career development, and disciplinary action. The following advantages are outlined by Van der Waldt (2014), who demonstrates the importance of performance management as an influence for staff awareness of corporate goals:

- It clarifies strategy and facilitates service delivery;
- It transforms a plan into actions and ambition into execution, leading to improved coordination of goals.
- Obligations and accountability are illustrated, ensuring that everyone in the organisation knows and understand what is expected of him/her;
- Moreover, the institution's and individuals' anticipations are outlined while enhancing ownership and involvement.

## **2.8 APPROACHES OF PERFORMANCE MANAGEMENT**

With the effort for increasing the efficiency and values towards performance management process, Mueller-Hanson and Pulakos (2015) noted that a variety of

goal-setting techniques, rating systems, rater types and forms have been used. According to Green (2016), an effective performance management approach consists of the following:

- Describes how people may contribute to a company's success and how they will be assessed;
- Aligns personal objectives with important corporate aims, resulting in a more directed and effective use of resources;
- Makes it clear where to focus an effort, which helps reduce time spent on low-value tasks;
- Offers a thorough framework for identifying what gets done and how; and
- Establishes the discipline of evaluating results in relation to predetermined objectives and making appropriate modifications.

## **2.9 FACTORS THAT CONTRIBUTE TO PERFORMANCE MANAGEMENT**

### **2.9.1 Leadership**

Leadership is frequently seen as a crucial factor influencing organisational performance as it causes change, and involves giving the organisation's workforce direction through visioning, aligning employees with its goals and plans, inspiring and motivating them (Sehoa, 2015). It has an integral part for making certain that employees as well as resources get integrated in order to fulfil organisational goals (Mitonga-Monga, Coetzee & Cillier, 2012).

In consonance with the above statement, Malik, Saleem and Naeem (2016) describe leadership to be a dynamic method for inspiring people's voluntary commitment towards realising their full potential in attaining a value-added, shared vision with passion and integrity. Shai (2017) concludes that good leadership entails the capacity to inspire subordinates to participate successfully and effectively to organisational goals and objectives.

#### **2.9.1.1 Transformational theories**

According to Al-Malki and Jua (2018), transformational leadership is among an extremely most often used management style in which team members assist one another via various techniques in order to achieve organisational goals and long-term plans. Leaders helps their subordinates to overcome some of the most difficult

difficulties while also teaching them how to solve problems in similar situations. In support of the above assertion, Kumar and Khiljee (2015) claim that people would follow a leader who inspires them with vision, passion and excitement.

#### **2.9.1.2 Transactional theories**

Transactional leadership is defined as one of the most often used styles of leadership where a leader either rewards or punishes employees for the accomplished task. Leaders first confirm the link between performance and reward before exchanging it for suitable reaction that motivates subordinates to perform better (Mhlongo, 2016). To support the above definition, El-Zayaty (2016) posits that transactional leaders are directive leaders who use their position of power to influence and control employees.

#### **2.9.1.3 Participative theories**

As believed by Iqbal, Anwar and Haider (2015), a participatory leader is a leadership style in which staff members are encouraged to work together to help make important organisational decisions. Employees are kept informed about the future, given the opportunity to discuss and suggest changes to long-term policy, and their opinions are sought out by the leader before making choices and decisions.

### **2.9.2 Leadership styles**

According to Pawisorumarto, Sarjana and Gunawan (2017), leaders can affect others' behaviour by using their leadership style. Al-Jedaida and Mehrez (2020) fermented that choosing a proper leadership style is a key to outstanding performance since it describes how a manager or leader interacts with people, manages resources inside the organisation and inspires staff to devote themselves. In an effort to accomplish institutional goals, a leader must actively seek out subordinates' voluntary engagement in social influence processes. Different leadership styles, argues Nanjundeswaraswamy and Swamy (2014), might influence an organisation's efficacy or performance.

#### **2.9.2.1 Autocratic leadership**

As attested by Swanepoel, Erasmus, Schenk and Tshilongamulenzhe (2014), autocratic leaders want to keep control of all decision-making processes to themselves. This type of leader expects team members to carry out the majority of

choices that are made. A leader of this type is consistently concerned with productivity and demonstrates less interest in interpersonal relationships.

### **2.9.2.2 Democratic leadership**

The decision-making process for planning and carrying out duties is decentralised under this leadership style, and the leader involves followers in the process. The leader is interested with group performance and invites members to share their suggestions for job completion (Kumar, 2018).

### **2.9.2.3 Free-rein or Laissez-faire leadership**

According to Samad, Reaburn, Davis and Ahmed (2015), under this leadership style, leaders put the idea of delegation into reality by letting followers make decisions. Most of the time, leaders avoid taking on responsibility, lack a feedback system and postpone decision-making.

### **2.9.3 Motivation**

Motivation has been identified as a fundamental experience in the operations of today's small, major and multinational corporations. Its aspects form strength towards the fulfilment of organisational strategic objectives in competitive contexts (Jalloh & Jalloh, 2016). Employees, however, have different conflicting demands that are driven by different motivators. For instance, certain employees are inspired by rewards, whereas others are motivated by accomplishment or security (Deressa & Zeru, 2019).

Okoth and Oluoch (2019) claim that motivation is an effort that naturally motivates people to act. It is a tested method used by management to inspire people to work harder, and provides employees with motives based on unmet needs. It is a drive that inspires people to take action with the intent to realise desired objectives. In the opinion of Cerasoli, Nicklin and Ford (2014), employee motivation is a significant indicator of performance since highly motivated people would often put in a lot more time and effort to complete a job, resulting in improved performance.

Sabir (2017) defines motivation as what drives a person's action, what makes them want to repeat an action, and what drives them to have wants and desires. In the words of Warnich, Carrell, Elbert and Hatfield (2015), motivation refers to the power that motivates action, guides conduct, and sustains the desire to continue regardless

of the setbacks. Furthermore, they also stressed the need for those in charge of performance management systems to have a meticulously designed and effective evaluation method that may significantly contribute to employees' growth and skill enhancement.

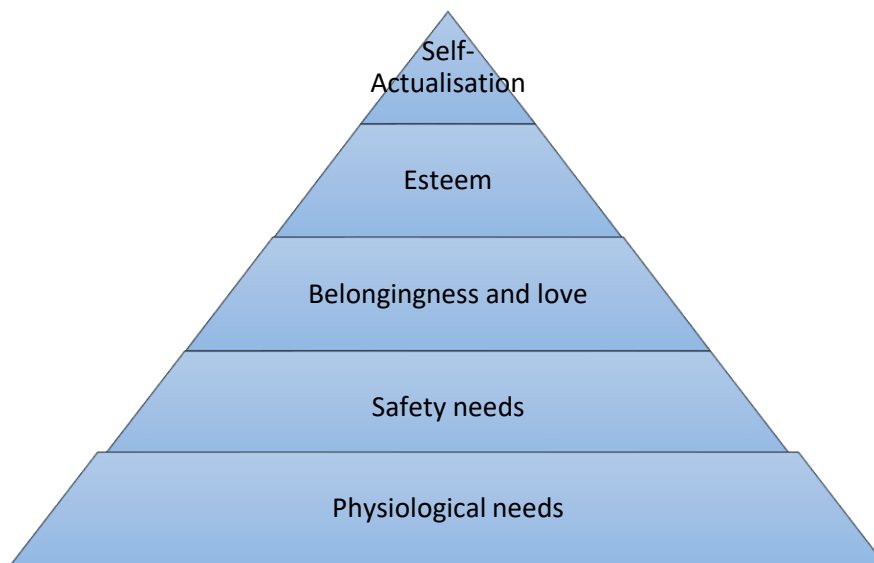
### 2.9.3.1 Theories of motivation

Numerous motivation theories, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, McClelland's three needs theory, and Vroom's expectation theory demonstrate the critical role of needs (Varma & Budhwar, 2020). Mokoena (2013) argues that one of the most important aspects of motivation is meeting people's wants, and summarises Maslow's hierarchical structure of needs as follows:

#### (i) Maslow's Hierarchy of Needs

- **Physiological needs:** These are the most basic requirements that everyone needs on an everyday basis that includes food, water, and a place to live, and so forth.
- **Safety needs:** Once basic requirements are met, safety needs are activated. These include basics like safety and a secure workplace.
- **Social needs:** Following safety requirements, this constitutes the next tier of wants, which includes the need for social interaction, attachment, as well as to be recognised like a staff member within a work environment or in general.
- **Esteem needs:** Among them are personal characteristics such as confidence, independence, as well as success. Personal standing and acknowledgment from others are examples of external forces.
- **Self-actualisation needs:** They tend to be the greatest degree of a person's wants, which relate to the desire to become what one is capable of becoming and the urge for self-identity (Mokoena, 2013).

**Figure 2.2** Maslow's Hierarchy of Needs



Source: Varma and Budhwar (2020)

### **(ii) Herzberg's Two-Factor Theory**

Following an investigation into the causes of job satisfaction and discontent among accountants and engineers, Herzberg, Maunsner and Snyderman (1957) established the two-factor model of satisfiers and dissatisfiers in an effort to fill in the gaps in Maslow's theory. It was anticipated that individuals could correctly record the circumstances that led to their work satisfaction and dissatisfaction (Lee & Raschke, 2016). As defined by Sefora (2013), Herzberg's Two-Factor Theory is a motivation-hygiene theory, which is sometimes referred to as a dual-factor theory built on the assumption that motivation and hygiene are two separate sets of factors that influence work behaviour.

### **(iii) Douglas McGregor Theory X and Theory Y**

Douglas McGregor puts forward two theories of motivation: Theory X, which is essentially gloomier and makes negative assumptions about employees' attitudes and talents; and Theory Y, which is fundamentally more optimistic. According to Theory X, managers prioritise providing instructions, direct oversight and financial incentives. According to Theory Y, managers view employees as people who are eager to learn more as they carry out their duties, while employees view jobs as chances to develop their skills. Additionally, managers support offering employees' independence and responsibility as well as employee motivation (Zhang, 2017).

#### (iv) Clayton Alderfer's ERG Theory

Alderfer's idea, according to Singh (2015), held that each person's needs should be prioritised. By dividing the hierarchy into three categories of requirements, his idea expands and improves Maslow's theory on the hierarchy of needs:

- **Existence needs:** These are basic survival and safety needs such as food, water, air, pay and working conditions;
- **Relatedness needs:** These are needs satisfied by deep social and interpersonal connections, such as love, belonging and affiliation; and
- **Growth needs:** Needs that arise as a desire to grow as an individual and by being creative or productive such as self-esteem, esteem of others and self-actualisation.

#### (v) McClelland Theory

In his research, Keovilay (2015) stated that in McClelland theory, employees are motivated by three factors: the need for accomplishment, status and affiliation. The desire for accomplishment is a competitive behaviour with a high standard of perfection. McClelland discovered that those with a great need for accomplishment outperform those with a moderate or low need for achievement. In order to have an effect on other people's lives, inspire them and to transform them, one needs to have influence and power. People with a high need for connection have a great need for acceptance and approval from others because they respect other people's sentiments (Chikwariro, Bussin & De Braine, 2021).

#### (vi) Vroom's Expectancy Theory

In the early 1960s, Vroom, Porter and Lawler created the expectancy theory in an effort to better understand factors influencing employee performance. This theory is founded on the assumption that employees have a tendency to respond or behave in a specific way according to the level of their expectations of a particular outcome and how desirable the outcome is to them. The theory describes the procedures a person goes through to make decisions. It also emphasises how important it is for businesses to link awards to performance and make sure that deserving employees receive them (Mulwa & Weru, 2017).



## **(vii) Equity Theory**

In contrast to incentives for a job well done, the theory of equity interpret the manner in which individuals understand fairness, and the way in which these people are given respect equitably as a compensation for what they put forth. The hypothesis is predicated on the notion that employees get demotivated and demoralised when they believe their efforts and hard work are greater than the recognition they receive (Moshikaro, 2015). To support this point of view, Ojeleye (2017) concludes that the equity theory emphasises equity in the pay structure of employees' benefits.

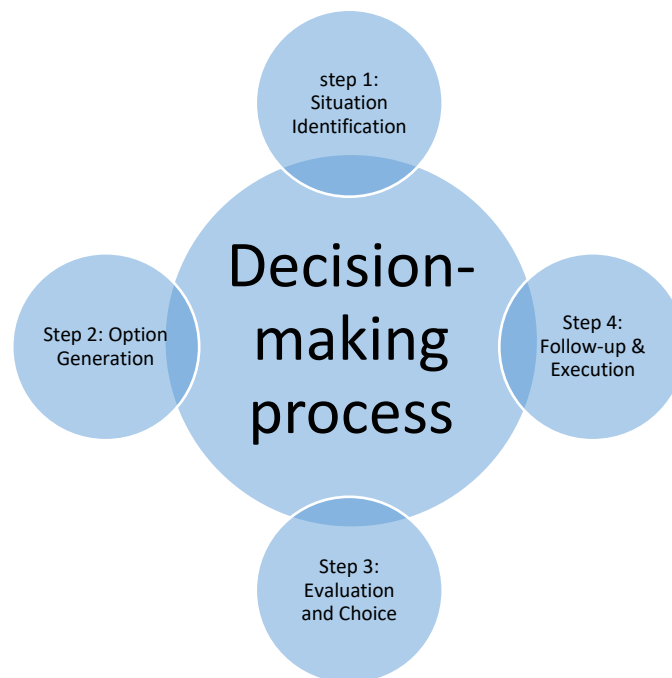
### **2.9.4 Decision-making**

According to Alvino and Franco (2017), everyone in society, be it individuals or organisations takes complex decisions on a regular basis. Decision-making is the procedure by which a person, group, or organisation determines what future choices to take given a set of objectives and boundaries on available resources (Schoemaker & Russo, 2016). Decision-making is the choosing of a plan of action from options that appear to be accessible to the individual who makes the decision (Fredie, Mbabazize & Shukla, 2015).

#### **2.9.4.1 Decision-making process**

Decision-making is described by Hallo, Ngupen, Gorod and Tran (2020) as a cognitive process that has been researched in a variety of disciplines, such as business, well-being and training. In an effort to create models that can help decision-makers establish strategies, there has also been debate of individual versus collective decision-making. The stages of this process include situation identification, option generation, choosing and assessment and follow-up and implementation (Shahsavaravi & Abadi, 2015).

**Figure 2.3** Decision-making process



Source: Shahsavarani and Abadi (2015).

### 2.9.5 Participation

Ngo (2016) defines participation as the involvement of individuals who have meaningful decision-making authority inside the institution to which they belong. According to Phologane (2014), participation is a form of cooperation in which individuals cooperate with an externally established development project, commonly by providing their time and resources in exchange for anticipated rewards. As reported by Nyoni (2018), participation encompasses four distinct stages such as decision-making, implementation, benefits and assessment. Participation is a process that involves people from the start of the project through the planning stages and the implementation of the development programme (Muronda, 2017).

### 2.9.6 Negotiation

Mihai, Bájan and Cretu (2017) established that the effectiveness and accomplishments of every organisation are dependent on the manager's capability to lead the organisation, maintain its developmental directions and negotiate. As emphasised by Pertschy (2017), negotiation fulfils several valuable and important responsibilities such as planning activities, dispute resolution, the transfer of commodities and amenities, decision-making improvement which occurs within

complicated and ever-changing environments. In conclusion, Brett (2014) defined negotiation as a process through which individuals with conflicting priorities decide how they will share resources or collaborate in the future.

To support this definition, Abigail, Eden and Ideris (2018) state that negotiation is one of the primary strategies of resolving a conflict between two or more parties with opposing desires and points of view in order to establish satisfying agreements on matters of mutual interest. Boyes (2020) asserts that for a manager to actively participate in negotiation, he or she must possess traits such as sensitivity and diplomacy, awareness of body language, communication, being an active listener, commitment, problem-solving, dealing with difficult situations, assertiveness, patience, and so on.

According to Zohar (2015), there are six steps that can assist managers to negotiate effectively:

- Preparation
- An introduction and a justification
- Negotiation
- Offers and counter-offers
- Using various tactics
- Choosing an option or agreement

### **2.9.7 Delegation**

Despite the fact that delegation facilitates organisational success, managers nevertheless find it difficult to employ it wisely to maximum advantages (Tomescu-Dumitrescu & Mihai, 2019). For an organisation to be managed efficiently, the upper level of management must grant the lower level of management some authority. Each manager, through delegation, has responsibility and accountability for all activities underneath the confines of the component or segment they are in charge of (Matovu, 2020).

In support of the above statement, Oviawe (2015) reported that delegation happens when one person delegated power to another to perform certain tasks on his or her behalf and in his or her name, and the second person accepted a matching duty or obligation to carry out what was anticipated of him/her.

Kafaji (2020) defines delegation as a management function that top managers are supposed to do while allocating tasks and responsibilities to subordinates.

To support this idea, Mathebula and Barnard (2020) defined delegation as the deliberate transfer of significant tasks to subordinates, as well as giving them control over managerial choices taken by the leader as well as increasing the level of workplace-associated liberty allocated towards employees, which includes the power to exercise judgement despite first seeking approval from the manager. However, according to the same authors, delegation is a collaborative endeavour that requires careful deliberation rather than issuing directives and expecting everyone to get along.

#### **2.9.7.1 Benefits of delegation**

Kimemia and Makira (2018) identified benefits of delegation as follows:

- It produces effective and efficient decisions.
- It gives top management more time for strategic planning and policy making.
- It plays a role as a motivating factor as subordinates respond favourably to delegated authority as it fosters a sense of responsibility.
- It prepares subordinates for problem-solving when they reach the executive level.
- It boosts employee morale.
- It provides a sense of teamwork, and enhances communication between superiors and subordinates; and
- It also helps managers take advantage of their employees' skill growth.

#### **2.10 DIFFERENCES BETWEEN AUTHORITY, POWER, RESPONSIBILITY AND ACCOUNTABILITY**

Mullins (2011) claim that authority and power are frequently employed interchangeably, nonetheless, their meanings differ. The power or right to offer commands, instructions, or directions, make choices and enforce adherence is defined as authority. Al-Jammal, Khasawneh, Hasan and Hammadat (2015) are of the opinion that authority may be viewed as institutional power; for example, managers are considered to have the right to manage, and employees are required to follow the employer's directions. Haugaard (2017) concludes that authority is the likelihood that an order with a certain subject will be executed by a specific set of people.

Power is defined by Thompson, Wang and Gunia (2010) as a person's overall capability to influence other people's behaviour based on their ability to reward or punish them. It is the ability to give orders, accomplish tasks, or give direction to others. Jones and York (2016) allude that power is a relationship between people where a person possesses power over another person. Armstrong and Taylor (2014) contend that power is a crucial tool for enforcing compliance with institutional regulations, laws as well as important institutional decisions. They also claim that people directly or indirectly use power to influence behaviour to achieve organisational goals.

In the opinion of McGrath and Whitty (2018), the concepts of accountability and responsibility are often confused, and many dictionaries define one in terms of the other. Responsibility is defined by Sergeeva (2021) as the capacity to react to circumstances and events as well as carry out or accomplish activities that have been allocated to one. Responsibility is often associated with blame, fault or guilt, which could be one of the reasons people are quite resistant to taking responsibility. Cornett (2018) believes that accountability relies on clearly defined responsibilities, job descriptions and procedures that must be in place to accomplish organisational objectives.

Quayle, Sciulli and Wilson-Evered (2020) describe accountability as a process that entails an actor explaining and justifying their acts to a forum that then judges them and imposes consequences on the actor.

Han and Hong (2019), who hold an opposite view, argue that accountability relates to the degree to which one's actions are watched, judged and consequentially, rewarded or punished based on those judgments.

## **2.11 PERFORMANCE MANAGEMENT OUTCOMES**

### **2.11.1 Managing satisfactory performance**

According to Mbhanye (2015), employees should be recognised when they complete their task in the manner that is associated with their duties. In his study, Munzhedzi (2011) stressed that recognition to excellent performance may be rewarded with a performance bonus, notch advancement and non-financial rewards.

Douglas (2019) concurs that if a worker obtains a specific rating that is established by the evaluation tool or guidelines, that person meet the requirements to be moved to

the upper level of the compensation range. This is also backed by Johnson (2012), who claims that employee appreciation serves as a means of expressing gratitude for a great performance. At work, saying "thank you" makes people feel valued, boosts employees' self-confidence and makes them feel like valued members of the team.

### **2.11.2 Managing unsatisfactory performance**

As explained by Scheiner (2020), underwhelming performance is defined as an unacceptable job performance that is undesirable in terms of both quality and quantity, improper conduct, absence from work, ignorance of hours of operation, disobedience, bullying and intimidation of co-employees. It occurs when an employee's performance is below expectations. According to Jalloh and Jalloh (2016), when managers deal with underperformers, they should remember that celebrating accomplishment and forgiving failure is important, and that errors should be utilised as a chance for learning. Supervisors must identify underperforming employees under their supervision (Department of Public Service and Administration, 2018). As stated by Taylor (2013), underwhelming performance can be most clearly viewed to be an issue whereby both the employer as well as the employee bear equal responsibility

According to Agarwal (2014), employee poor performance can be triggered by various reasons such as:

- Screening errors
- Uncertain standards
- Inadequate leadership
- Inadequate interaction
- Insufficient professional growth and training opportunities; and
- If employees do not feel appreciated or motivated

#### **(ii) Remedies to address poor performance**

- The underperformer should be informed of his or her poor performance
- Talk with the employee about the expectations and recognised standards for their work performance
- Talk about the causes of bad performance with the affected employees and provide cooperative alternatives to remedy the low performance; and
- Offer poor performers counselling (Sibiya, 2018).

Based on the preceding discussion, it is possible to draw the conclusion that performance results are likely to be sufficient or good when establishments define unambiguous planned goals as well as expectations and targets to assist their staff in attaining the targets.

## **2.12 PERFORMANCE MANAGEMENT VERSUS PERFORMANCE APPRAISAL**

Performance management is sometimes confused with performance appraisal, which occurs once a year to discuss individuals' or teams' job related weaknesses and strengths. In consonance with the above view, Dauda and Luki (2020) affirm that performance evaluation and performance management are two ways of assessing employee performance. While many experts believe the two systems are the same, many more believe they are not. They also emphasise that there are substantial variations between performance management and performance evaluation, which are sometimes not acknowledged, and are sometimes considered to be the same.

However, according to Jaksic (2013), performance administration is a continual procedure that involves creating aspirations and targets that correspond alongside the institutional changes and long-term plans in order to achieve highly effective performance. In line with the description provided above, Mone and London (2018) acknowledge that performance management is described as an ongoing and constant method of recognising, measuring, including growing people' performance whilst coordinating the results to the institution's long-term objectives.

According to Jyoti and Mohsin (2020), performance appraisal is recognised by numerous other terms, including annual performance review, performance evaluation, employee evaluation and many more. Essentially, the phenomenon constitute a deliberate, official and structured evaluation for employee efficiency in order to evaluate an individual's potential for future advancement and success.

Performance appraisal is defined by DeNisi and Murphy (2017) as an official, infrequently occurring procedure wherein staff members get assessed by a superior whom evaluates how well the worker has performed alongside an established collection of measurements, allocates an amount of points for each evaluation, thereafter, alerts a worker about the outcome of the evaluation.

In support of these definitions, Matookchund and Steyn (2020) postulate that in an effort to improve and reward employees, managers utilise performance reviews annually to assess subordinates' actual performance as well as their strengths and shortcomings.

In Table 2.1, Pawar (2017) defined the distinctions between performance management and performance evaluation as follows:

<b>Performance management</b>	<b>Performance appraisal</b>
Monitoring as well as improving performance in order to promote organisational growth	Employee performance and potential are often evaluated in order to decide remuneration.
Ongoing evaluation in conjunction with one or more formal reviews	Annual evaluation meeting
Less frequent rating	Use of ratings
Adaptable method	System with a single component
Concentrate on value, conduct as well as goals	Concentrate on measurable objectives
Less likely to have a direct impact on payment	Frequently associated with compensation
Minimal documentation required	Bureaucratic paperwork
Multiple stakeholders are involved as the process is ongoing	Conducted by the HR department along with direct managers.

Source: Pawar (2017)

### 2.13 THE PERFORMANCE APPRAISAL PROCESS

Performance evaluation is the crucial component in human resource management, also a popular tool for accurately assessing employees (Ahmad & Bujang, 2013). It was defined by Senadheera (2016) to be a systematic procedure for determining, measuring, influencing as well as strengthening employee job efficiency in respect to established guidelines and requirements over a specific period of time with the intent to accomplish multiple objectives.



Organisations should carefully plan their performance appraisal systems and follow a six-step procedure that entails establishing criteria for accomplishment, communicating the requirements and expectations, assessing actual productivity, contrasting real outcomes with desired performance, discussing the results, and making decisions (Getachew, 2016).

### **Step 1. Establishing performance standards**

Clarification of tasks and responsibilities assists in enhancing organisational productivity since there is no uncertainty about the work (Rani & Srivastava, 2016). Performance measures are determined and set during this stage depending on the job description. A standard is a criterion or value against which actual performance may be measured. These performance expectations will distinguish between successful and unsatisfactory performances (Nzume, 2016).

### **Step 2. Communicating standards and expectations**

In order to make the assessment technique to function efficiently, employees must be made aware of what is expected of them and the criteria against which they will be measured. This should be done as soon as the person commences work. Employees should be provided with an opportunity to understand performance requirements; by doing so, they will be motivated and devoted to their jobs (Manjunath, 2015).

### **Step 3. Measuring the actual performance**

According to Singh (2015), direct supervisors are responsible for observing and monitoring employees' performance and progress against performance criteria in a systematic manner. When an employee's performance is monitored, he or she may be assisted, improved, corrected and commended as needed.

### **Step 4. Compare the actual performance with the desired standards**

According to Tefera (2017), during this stage, a worker's achievements gets compared against specified performance standards. This comparison may reveal a disparity among standard as well as real achievements, allowing an evaluator to proceed with the performance review with the concerned employees.

### Step 5. **Discussing results**

Employees must actively participate during formulation and execution for effectiveness criteria for an assessment system to be effective. The supervisor completes the performance assessment form and assesses each employee for the performance appraisal. The performance assessment results will be conveyed and discussed with employees one-on-one with the goal of providing solutions and agreement. The best and worst performers are identified (Paul, Olumuyiwa & Esther, 2015).

### Step 6. **Decision-making**

During this stage, management decides whether to figure out the reasons for deviation from job-related standards, enhance the employee's performance, implement the necessary corrective actions or make relevant human resource choices such as promotion, rewards, transfers, and so on. The results of an assessment system should be used to further one's career through motivation and training (Hamzeh & Mohammad, 2019).

**Figure 2.4:** Performance appraisal process



Source: Getachew (2016)

## 2.14 METHODS OF PERFORMANCE APPRAISAL

Lunenburg (2012) acknowledge that there are different ways to evaluate employee performance, all of which have a distinct combination of advantages and disadvantages that make them more suitable for implementation in certain instances than others. The purpose determines the sort of performance assessment method utilised (Mohammad, 2016).

According to Jency (2016) and Tiruheh, (2018), performance assessment may be categorised as follows: traditional techniques as well as modern approaches, which will be briefly mentioned below:

### 2.14.1 Traditional methods

Traditional techniques are older methods of performance review that are primarily centred on examining individuals' personal attributes such as knowledge, initiative, loyalty, leadership and judgment, among others (Jency, 2016).

#### (i) Ranking method

According to Mahomole (2017), this is a different approach to the graphic rating scale in which the evaluator assigns employees from a certain category based on their overall performance. Employees are evaluated from best to worst performers.

#### Advantages of ranking approach

- It is the quickest, easiest and least expensive way; and
- It may be used on tiny scales using a restricted amount employees as well as various tasks (Mahomole, 2017).

#### Disadvantages of the ranking method

- Techniques are unrelated to the organisation's overall strategy;
- The truthfulness and accuracy of the evaluation count on the assessor considering that evaluations are subjective;
- Approaches fail to evaluate performance against absolute standards of performance (Maghsoodi, Abouhamzeh, Khalilzadeh & Zavadskas, 2018).

#### (ii). Graphic rating scale

This is a common and straightforward way of comparing individual performance to an accepted standard. It is a scale that includes characteristics such as quality and

dependability, as well as a range of performance values ranging from unacceptable to great (Seniwoliba, 2014).

#### **Advantages of graphic rating scale**

- Production and implementation are quicker;
- Employees are rated by establishing a score that reflects their performance;
- It is straightforward to comprehend;
- It is cost-effective (Seniwoliba, 2014).

#### **Disadvantages of Graphic rating scale**

- Method is subject to error and bias;
- It necessitates a significant amount of paper work;
- Separate qualities are grouped together;
- Descriptive words sometimes used have different meanings to different raters (Admassu, 2017).

#### **(iii). Paired comparison**

Lashchonau (2015) claims that when an individual is deemed to be more competent than the others in the team, a manager analyses them all and assigns the least favourable rating to that worker. However, this strategy is only beneficial when the number of comparisons is low; otherwise, it becomes unsuccessful as the number of employees increases (Kumar, Harish & Gowd, 2016).

#### **Advantages of Paired comparison**

- It is reliable;
- It compares employees and decides which employee of the pair is doing better; and
- It is quick and simple to use (Lashchonau, 2015).

#### **Disadvantages of Paired comparison**

- It takes time; and
- Employees are often compared to each other only on the overall performance (Kassa, 2019).

#### **(iv). Forced distribution method**

In order to minimise the element of bias from the rater's assessments, the evaluator is required to divide the employees in certain preset categories of ratings, similar to how a normal distribution curve is distributed. The rater selects the best match for each group at his or her discretion (DeCenco & Robbins, 2010).

#### **Benefits of Forced distribution method**

- Raters becomes more lenient and susceptible to central mistakes;
- The ratings require the rater to make relatively straightforward comparison judgments without taking into account employees' overall performance;
- Assists in establishing and maintaining a high performance culture where employees strive to continually improve; and
- Performance raters are aware of the ratings' final results before they are given (DeCenco & Robbins, 2010).

#### **Disadvantages of forced distribution rating method**

- The evaluation method is difficult to apply to limited numbers of employees;
- Leaders' aversion to assigning personnel to the smallest or greatest classifications;
- It is common to believe that employee efficiency is distributed normally on a line;
- Forced distribution provides no particulars for evaluation comments or efficacy guidance.
- With regard to an honest achievement rating, there can be no constrained evaluation; and
- Ratings cannot be matched to groups (Mdluli, 2015).

#### **(v). Critical incident method**

According to King (2020), this approach necessitates that the assessor keeps track of both the employees' positive and negative performance. On completion of each evaluation process, a rater assesses a worker's performance using all these records and additional data.

### **Advantages of critical incident method**

- Reduces recency biases;
- Feedback is easy;
- Evaluation is based on actual job behaviours; and
- Ratings are substantiated by descriptions (King, 2020).

### **Disadvantages of critical incident method**

- Negative incidents can be prioritised;
- Incidents can be easily forgotten; and
- Needs very close supervision of the employee (Bintu, 2014).

### **(vi). Essay method**

In this technique, the worker's entire task efficiency is assessed by recording it or giving a quick summary. This strategy has mostly been criticised for its tendency to highlight inappropriate conduct at the working environment instead of consistent, everyday accomplishment. These assessment criteria are entirely up to the evaluator's discretion and their writing abilities will have a direct impact on the outcome (Al-Jammal, 2015). The same author further indicated that one of the advantages of the essay method is that it may be applied for developmental objectives, and covers information gaps that typically arise with better-structured procedures.

### **Disadvantages of Essay method**

- It takes a while, and also challenging to quantify;
- It is largely reliant on the rater's abilities; and
- Supervisor may create a bias report (Shayo, 2013).

### **(vii). Checklist method**

This is a basic form of performance assessment in which the rater is given a set of statements or questions with a yes/no response option to compare against the employee's performance and behaviour. The checklist will be finished and delivered to the HR department for further processing. Depending on how important they are, the questions on the checklist may be given greater or equal weight (Mesfin, 2020).

### **Advantages of Checklist method**

- The method is more behaviourally based than other methods.
- Less expensive and time intensive
- Requires less training for rater; and
- Can be standardised (Mesfin, 2020).

### **Disadvantages of checklist method**

- Susceptibility to rater's biases
- It is costly and requires plenty of time.
- The manager finds it challenging in gathering, examining, as well as balancing a variety of comments concerning the employee's qualities, contributions and behaviours; and
- Misunderstanding of checklist items
- Inappropriate weighting by the HR department; and
- Reluctant to allow the rater to provide relative ratings (Al-Jammal, 2015).

### **2.14.2 Modern performance appraisal method**

According to Shaout and Yousif (2014), contemporary techniques are relatively older approaches that were developed to address problems in traditional methods such as bias. This approach provides real-time feedback, improves employee performance, identifies training and development needs, etc.

#### **(i). Management by objectives (MBO)**

Mustafa (2013) is of the opinion that Management by objectives (MBO) is regarded as one of the most demanding and rewarding methodical systems of performance assessment. Kaur (2017) defines it as a dynamic process in which supervisors and subordinates collaborate in order to collectively decide on the organisation's overall targets, specify each person's important domains of accountability in terms of anticipated outcomes, and consequently utilise these indicators to assess the contribution of its members to the organisation's development. According to Islami, Mulolli and Mustafa (2018), MBO is a tool or instrument enabling purpose integration (earning, increasing and growth) with particular demands of managers.

MBO is characterised as a managerial strategy that emphasises the motivation of employee performance, and has the ability to assess performance because of its method (Erasmus, Swanepoel, Schenk, Van der Westhuizen & Wessels, 2015).

### **Advantages of MBO**

- The supervisor and a subordinate work together to establish performance requirements to be utilised when assessing the subordinate throughout the evaluation period;
- during evaluation period;
- It is more helpful for managerial jobs;
- It leads to improved collaboration and communication;
- It avoids duplication of work;
- It maximises employee happiness; and
- Since the emphasis is on the future, assessments are more constructive (Wonnia & Yawson, 2015).

### **Disadvantages of MBO**

- The strategy is time consuming since it necessitates frequent interactions between the manager and the employee in order to achieve jointly determined targets.
- A lot of regular and administrative procedures
- Increases subordinates' stress and frustration.
- Not applicable to all positions
- Top managers provide inadequate support.
- Increases paperwork
- Poor planning and lack of guidelines; and
- It gives little consideration for comparative evaluation (Ntanos & Boulouta, 2012).

According to Idowu (2017) and Mahomole (2017), the following are the five primary steps that must be followed for MBO to be effective:

#### **Step 1: Establishing goals**



Developing verifiable objectives for the organisation and for various jobs at various levels is the first stage in the MBO process as no group or person can work successfully or efficiently without clear objectives (Idowu, 2017). Divisional heads as well as the most senior executives collaboratively determine enterprise's goals, and that should be set in a way that makes it apparent what has to be done and by whom in order to attain the goals (Gotteiner, 2016). According to Maleka (2014), setting objectives that are SMART requires that the goals be:

S – Specific – Clear and unambiguous

M – Measurable - Measureable in terms of quality, quantity and time

A – Achievable – Not be impossible to achieve

R – Realistic- Within reach and be relevant

T – Time bound- Completed within the agreed period

#### **Step 2: Developing action plans**

In this stage, managers create plans outlining how the goals are to be accomplished. The managers at each organisation are in charge of making sure that the plans of their direct reports complement rather than compete with one another (Ntanos & Boulouta, 2012).

#### **Step 3: Periodic review**

Regular face-to-face meetings between supervisors and subordinates are encouraged. These periodic reviews are crucial because they indicate if a certain set of goals is still relevant or needs to be updated or modified in light of new information. Periodic reviews offer a good opportunity for subordinates to get relevant and considerate input (Kumar, Harish & Gowd, 2016).

#### **Step 4: Evaluate and reward performance**

Evaluation is all about finding anything that belongs to the influence that it has on one circumstance, individual or organisation. Since goals have been specified in a concrete, quantifiable and time-bound manner, evaluating MBOs to enhance efficiency across various stages of the business is relatively simple. Managers must implement a comprehensive assessment system to assess employees' performance in terms of objective attainment. Employees have to be provided information on both

individual objectives and the organisation's objectives, since feedback allows employees to track and adjust their behaviour (Mullins, 2010).

#### **Step 5: Performance appraisal**

The ultimate performance targets match the previously established supervisor's and subordinate's goals following completion of a full cycle of MBOs, generally one year after the initial goals were set (Rahman, Islam & Sarker, 2020).

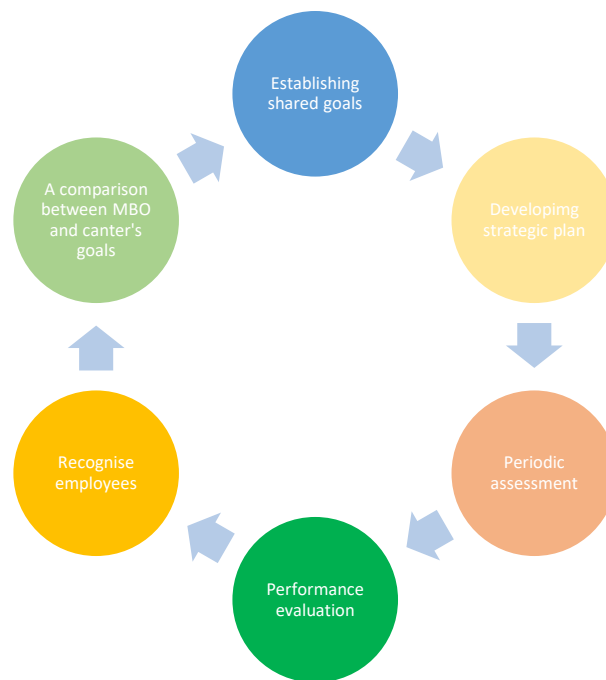
#### **Step 6: Rewarding performance**

The reward phase is viewed as the final stage of the performance life cycle. Employees will be recognised for their efforts through wage increases, promotions, performance incentives, or increased responsibilities (Condrey, 2010). As a result, they will be more passionate and dedicated to the institution, helping it accomplish its objectives.

Based on the preceding discussion, it is evident that effective planning remains crucial to all management processes, including the MBO. A performance plan must be developed by managers and distributed to all staff members. Employees should be fully aware of their duties and the extent to which they make a contribution to the organisation's progress towards reaching its stated goals. Managers should keep in mind that a thoughtfully constructed performance management system encourages transparency of anticipations and trust between managers and members of the staff.

According to Chikwariro, Bussin and Braine (2021), supervisors may achieve successful performance if they understand that people are not machines and that they have needs and emotions.

**Figure 2.5:** MBO cycle



**Source:** Mahomole (2017).

## (ii). **The Behavioural Anchored Rating Scale (BARS)**

BARS is a performance evaluation method used by supervisors to establish numerical rating scales, either excellent or bad performance (Obiekwe & Ejo-Orusa, 2019). Many organisations and academics appreciate the strategy because it combines standard rating scales with critical incident methods. This approach compares an employee's actual work behaviour to the appropriate standard using BARS.

### **Advantages of BARS**

- It employs a more trustworthy scoring method than the rest;
- The system is relatively reliable;
- It gives appropriate feedback on employee performance;
- It measures performance consistently; and
- It eliminates rating errors (Moeng, 2014).

### **Shortcomings of BARS**

- It's creation is challenging and complicated;
- It requires a lot of time;

- It is more expensive than other methods;
- Behaviour patterns are activity-oriented rather than result-oriented;
- Scale independence may not be valid or dependable; and
- Each task will need developing a distinct BARS scale (Aggarwal & Thakur, 2013).

### (iii). **Assessment Centres**

It is a central venue where managers may gather to have their participation in job-related activities evaluated by qualified observers. It is mainly concerned with observing behaviours throughout a series of activities or work samples (Van der Westhuizen & Wessels, 2011). Raters are asked to participate in work teams, computer simulations, fact-finding exercises and other activities (Majid, 2016).

#### **Advantages of Assessment Centres**

- Useful for forecasting future performance;
- Exercise is hard to fake;
- It has high reliability, content validity and predictive capacity when compared to other approaches; and
- It is excellent for setting selection and promotion criteria (Majid, 2016).

#### **Disadvantages of Assessment Centres**

- It is a costly process;
- Requires a large number of staff;
- It requires a lot of time; and
- A limited number of individuals can be assessed at a time (Turgut & Mert, 2014).

### (iv). **Psychological Appraisals**

This is one of the most popular contemporary techniques for performance evaluation, when a psychologist evaluates an employee's potential rather than their previous performance. This is done through in-depth interviews, psychological exams, discussions with supervisors and the examination of other assessments (Mishra, 2021).

### **Advantages of Psychological Appraisals**

- It is helpful for locating employees who may have a significant amount of potential (Samudhra, 2020).

### **Disadvantages of Psychological Appraisals**

- The method is time-consuming and costly;
- The efficacy of the results is greatly influenced by the psychologists' abilities; and
- It is difficult to predict an employee's future performance (Samudhra, 2020).

### **(v). Human Resource Accounting (HRA)**

People are significant resources in every organisation or business. Information on human resource investment and value provide insight for organisational wide choices (Aggarwal & Thakur, 2013).

### **Advantages of HRA**

- Measuring an employee's contribution to an institution's value can be effective; and
- The process boosts employees' productivity (Aggarwal & Thakur, 2013).

### **Disadvantages of HRA**

- The cost and value of what employees provide are not defined by any standards;
- The method ignores other measures brought by employees to the organisation (Kazi, 2020).

### **(vi). 360 Degree Feedback**

An approach termed 360-degree feedback, referred to also as multi-rater feedback is an approach that involves collecting information on a group's performance on a regular basis from a variety of sources, such as direct supervisors, team members, customers, co-employees, and one's own self (Dagar, 2014).

## **Advantages of 360-degree feedback**

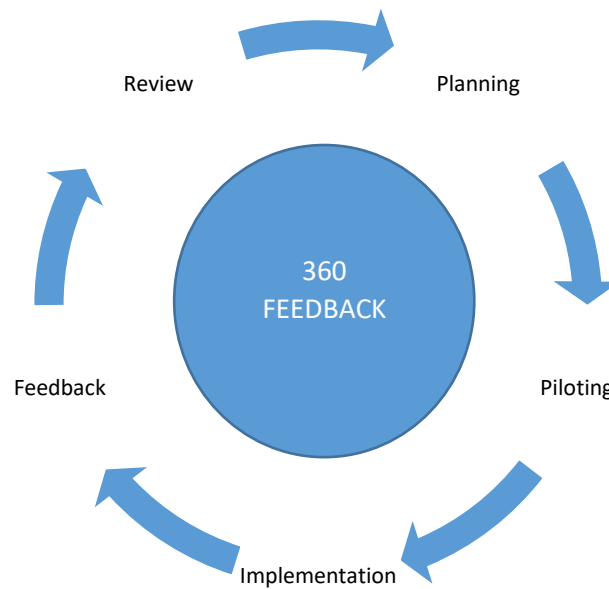
Makamu (2016) is of the opinion that using 360-degree feedback has certain benefits as, during the process, feedback from many evaluators may help to clear up any misunderstanding that employees may have.

- Minimise the likelihood of distortion since the method uses data from multiple sources;
- The expectations from co-employees, customers, managers, supervisors, and subordinates become more apparent to employees;
- Employees becomes more inspired to do better as others evaluate their abilities; which promotes enhanced understanding;
- If employees obtain accurate and constructive feedback on their key areas of accomplishment and failure, they will be able to tackle their personal development; and
- Employees may receive an accurate evaluation of their career options (Makamu, 2016).

## **Disadvantages of 360 degree feedback**

- Implementation requires a substantial amount of cost;
- Since it involves numerous evaluators and multiple sources, this type of a method is lengthy;
- It is vulnerable to criticism and failure due to evaluators' lack of honesty and impartiality;
- Threat of negative emphasis on receiver performance;
- To rely too much on technology and bureaucracy can hinder criticism procedure; and
- Extending exchange feedback can cause trouble and tension among several staff members (Kanaslan & Iyem, 2016).

**Figure 2.6** 360 Degree Feedback: Source: Tien (2014).



#### (vii). **720 Degree Feedback**

720 Degree feedback is regarded as an all-around evaluation approach. The 360-degree appraisal technique is used twice in this approach. It is the assessment of a worker from all viewpoints and prompt delivery of responses to make certain that the person has the ability to accomplish the stated goals prior their forthcoming review. It functions as type of back-up for the 360-degree performance assessment system (Mishra, 2021).

#### **Advantages of 720 Degree Feedback**

- The approach is more development-focused than performance alone;
- It improves client administrations;
- It enhances feedback from more sources;
- It provides information about the performance ranks;
- It reduces appraisal barriers like bias and discrimination; and
- It encourages transparency (Patil & Dalvi, 2019).

#### **Disadvantages of 720 Degree Feedback**

- Exceptional expectations for the process;
- Requires commitment of top management;
- Insufficient training and process understanding;

- Dwell on downsides and shortcomings; and
- Incompetence and lack of experience of the rater (Paul, 2018).

**Table 2.2:** Techniques for performance appraisal

<u>Traditional Methods</u>	<u>Modern Methods</u>
Ranking method	Management by Objectives (MBO)
Graphic rating scale	Behavioural Anchored Rating Scale
Paired comparison	Assessment Centres
Forced distribution	Psychological appraisal
Critical incidents	Human Resource Accounting
Essay method	360 degrees
Checklist	720 degrees

Source: Tiruheh (2018)

Organisations recognise the value of offering employees performance reviews, but they occasionally forget that employees are also people who need direction to stay motivated and grow. After reviewing all performance assessment methods and techniques, it has been determined that there are many different approaches. It is very difficult to determine which approach is superior to others since every method has its own benefits and drawbacks (Tiruheh, 2018).

## 2.15 GOALS OF PERFORMANCE APPRAISAL

Performance appraisal is an organised evaluation of how employees have performed. Its primary purpose is to allow individuals to continue enhancing their job performance. (Dal Corso, De Carlo, Carluccio, Girardi & Falco, 2019). As explained by Al-Jedaia and Mehrez (2020), the intention of performance evaluation is to encourage employees to achieve organisational goals by rewarding, promoting, developing and upgrading employees' skills. In agreement with the above statement, Wonnia and Yawson (2015) believe that major purpose of performance assessment aims to positively influence worker performance as well as development. The same authors went on to say that the approach is utilised for a number of additional organisational



reasons, including evaluating merit pay increments, creating future performance goals, determining training and development requirements and analysing individuals' promotional prospects.

Selepe (2018) mentioned that the objectives of performance evaluation are divided into three groups: administrative, personnel development and institutional development.

#### **2.15.1 Performance appraisal as administrative instrument**

According to Apak, Gümüs, Öner and Gümüs (2016), performance assessments constitute vital administrative instruments that aid management make critical functional and personnel administration choices. From an administrative perspective, these assessments offer outcomes data which could be utilised when making choices regarding career management and human resource planning, financial awards, disciplinary management, employee placement decisions and workforce research.

#### **2.15.2 Employee development**

Employees are the most essential component in any organisation since they have an ability to affect workplace efficiency favourably or unfavourably and may either build or destroy a company's reputation (Khan, Haleem & Kanwal, 2017). Staff members are required to continuously work better and higher with the goal of maintaining a competitive advantage (Sharma & Sharma, 2017). Enhancing employees' knowledge, skills and chances for growth via training and development is an excellent approach of managing human resources (Bader, 2017).

#### **2.15.3 Institutional development**

According to Van der Westhuizen (2016), employees are more productive, devoted and driven to perform better if they can anticipate their professional growth, are compensated on merit and are positioned in relevant expertise. According to Rodriguez and Walters (2019), with appropriate growth and advancement opportunities along with effective employee performance monitoring approaches, employees are capable of assisting the organisation in reaching its competitive posture in today's global market.

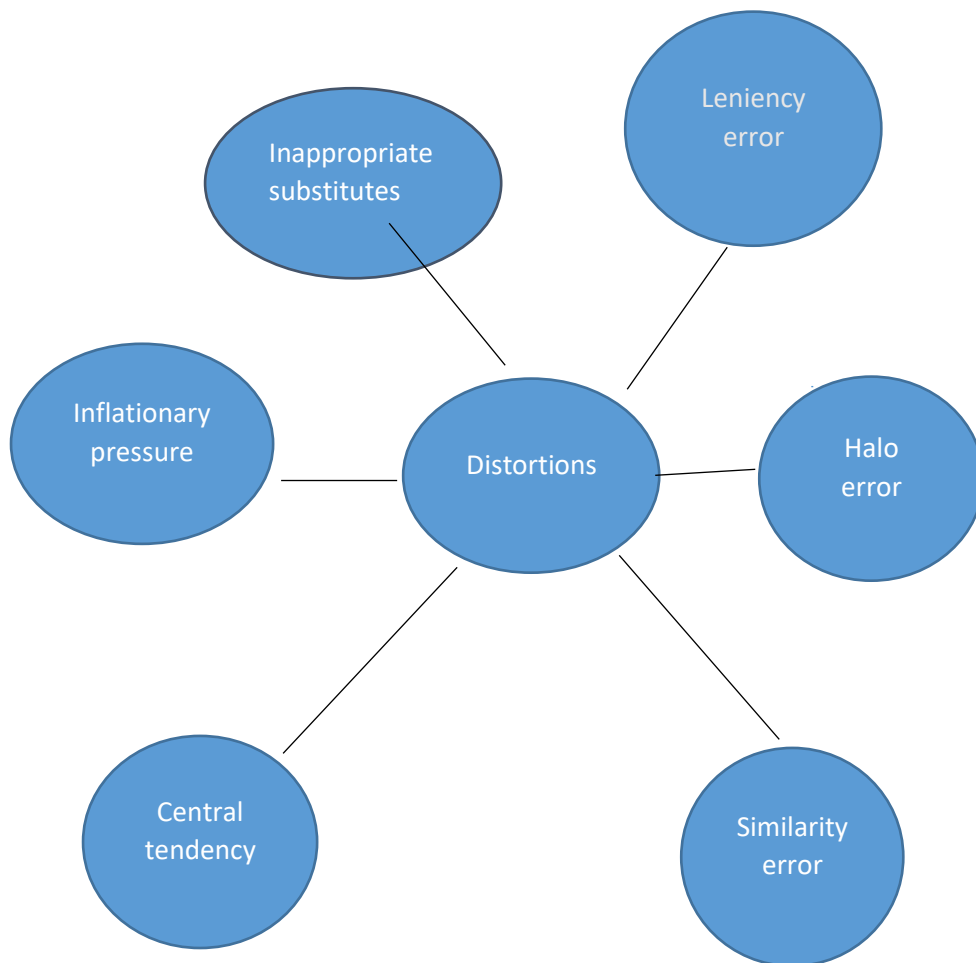
Robbins and Judge (2013) outlined the following performance evaluation objectives:

- To present valuable and relevant data to the institution in the fields of human resource strategy, recruitment, selection, remuneration, training and the legal environment. This goal is tightly linked to the institution's capability for recording every job associated choices made on the basis of alleged or presumed performance.
- The overarching goal of each and every organisation that uses performance assessment is to promote work performance. Performance evaluation results in sustained growth and learning.
- Performance evaluation promotes team work between the manager and the worker. The system also encourages the manager and employee to address any issues with performance as soon as possible.

## **2.16 PERCEPTUAL ERRORS IN PERFORMANCE APPRAISAL**

Soomro, Buriro, Kalhoro, Ibrar, Buriro and Khoso (2018) claim that performance management systems and performance evaluation encounter difficulties as a result of raters' mistakes that were made when assessing or evaluating staff performance. Bias in performance reviews is a challenge since it hinders the ability to make reasonable personnel decisions, particularly promotions (Javidmehr & Ebrahimpour, 2015). As claimed by Mello (2020), human error, biases and misunderstandings are some of the elements that are likely to have a detrimental effect on a well-designed system of performance management and development. Furthermore, he pointed out that if performance reviews challenges are not properly handled, it might significantly and severely affect employee morale. To prevent giving erroneous ratings during performance reviews, managers must exercise extreme caution.

**Figure 2.7:** Perceptual errors in PM



Source: Decenzo and Robbins (2010)

(i) **Horns effect**

Such bias takes place when managers or supervisors tend to reduce an employee's performance in all aspects as a result of a mediocre performance on a particular dimension (Kromrei, 2014).

(ii) **Strictness and leniency**

This is one of the most challenging problems since managers are often overly strict with subordinates during evaluations or overly forgiving when they believe that employees have not done enough to earn merit awards or performance bonuses and they frequently award higher scores to individuals who do not deserve them (Lunenburg, 2012).

(iii) **Contrast error**

This is an intriguing shortcoming as far as how performance reviews are administered. For instance, if an average employee works with people who are regarded as under performers, the average employee may look like to be a brighter and hardworking employee than they actually are as a result of the underperforming worker's contribution (Bohlander & Snell, 2013).

(iv) **Projection**

As described by Lepak and Gowan (2010), projection refers to the pattern by supervisors to perceive their personalities in the attributes of other employees. As a result, raters prefer to evaluate those who are more similar to themselves to be greater achievers than they do with other employees.

(v) **Central tendency**

In this circumstance, rating individuals is difficult or rating subordinates more or lower than others causes rating employees to feel uncomfortable. Although performance may actually indicate a difference, supervisors believe it is preferable to give all scores at the midway points since they are unsure whether to award some more or less than others (Mbonambi, 2016).

(vi) **Halo effect**

Halo effects arise when supervisors and managers often allow the evaluation of a subordinate to be overshadowed by the one rating factor that was allocated to one performance component (Javidmehr & Ebrahimpour, 2015). In support of the above statement, Makamu, (2016) explained that .the assessor could provide employees a favourable or unfavourable score based on one specific incident since the job performance can be either exceptional or subpar in some ways.

(vii) **Recency effect**

In the words of Bohlander and Snell (2013), supervisors have a tendency to allow recent occurrences of a worker's performance to influence their assessment.

## 2.17 DISADVANTAGES OF POORLY IMPLEMENTED PMS

In the next section, Aguinis (2013) describes the disadvantages of poorly implemented PMS.

- **Increased turnover:** if the approach is perceived as unjust, employees could get upset and quit the company. They may physically abandon an enterprise for alternative job or disengage on a psychological level.
- **Usage of unverified information:** In the absence of a standardised approach, there are numerous chances for falsifying information concerning a worker's efficiency.
- **Self-esteem may drop:** If constructive criticism is given in an unsuitable and erroneous way, one's sense of worth may disintegrate. That might lead to employee dissatisfaction.
- **Waste of time and resources:** Tools for evaluating performance are costly and lengthy. These resources go to waste whenever equipment are inadequately developed and executed into place.
- **Permanent relationships harm:** A faulty technique may permanently destroy the connection of the parties involved.
- **Performance motivation is lower:** This can happen over a variety of motives, such as the belief that better performance doesn't yield significant financial or non-financial benefits, such as a pay rise).
- **Job related stress and frustration:** Individuals are more likely to experience higher degrees of occupational stress and dissatisfaction if they believe the performance evaluation instrument is invalid and the system is unjust. As a result, they're probably going to get more frustrated and angrier.
- **Enhanced threat of legal action:** Employees who feel that they have been unfairly evaluated may bring costly lawsuits.

## 2.18 CHALLENGES IN THE IMPLEMENTATION OF PMS

After 1994, The South African Public Service has faced profound challenges in both its own transformation and the change of the services it renders to the nation and its people (Hanyane & Naidoo, 2012). These issues are being resolved by a thorough strategy of legislative efforts underpinned by continuous regulatory improvements.

The efforts will lead to a significant management transition away from a tightly controlled, procedure-based government to one that represents all South Africans and values every government employee as extremely valuable assets (Masenya, Mokoelé, & Makalela, 2018).

However, transitioning the public sector into an instrument that really can serve its part in bringing in the new South Africa depends on a number of factors. But most importantly, it depends on the dedication and efficacy of its employees, which in turn has an impact on how those staff members are managed. Focusing on the results of service delivery, allocating managerial accountability for outcomes, holding public employees accountable for their actions and conducting business in a professional, transparent and ethical manner are some of its key features (White Paper on Human Resource Management in the Public Service, 1997).

Hellriegel, Slocum, Jackson, Louw, Staude, Amos, Klopper, Louw, Oosthuizen and Perks (2012) emphasised that every organisation in the world is said to have been established for a certain purpose, which is often embodied in the form of objectives. However, it cannot succeed without individuals carrying out specified duties and activities in pursuit of its vision.

#### **2.18.1 Use of technology**

According to Mahlala (2019), technology is rapidly changing an employer's ability to monitor the whereabouts, the words and actions of their employees, as well as the product they generate. In conjunction with the aforementioned assertion, Nyalusi (2013) pointed out that organisations frequently depend on technology as a prerequisite for performance management implementation without realising that technology has no effect on influencing people's behaviour.

#### **2.18.2 Performance management feedback and fear to account**

Mahlaba (2016) asserts that supervisors often are hesitant for being honest and transparent with subordinates on performance management from uncertainty of retaliation or destroying their connections with the same people they depend upon to do their task. Employees believe that their supervisors lack the knowledge to coach them on how to improve their talents and are ineffective when discussing their

performance. According to Noronha, Aquinas and Manezes (2016), supervisors often fail to provide honest feedback to avoid humiliation and disagreement.

Response must be given on a consistent occasions, not just during the scheduled review periods (Carr & Kline, 2016). It acknowledges the significance of continual, informal quality feedback and how it is frequently more efficient. The manner in which feedback is given should avoid undermining the employee's sense of worth. The formal meeting phase should not be stressful for the employee or the supervisor if they receive regular feedback (Aguinis, Gottfredson & Joo, 2012).

### **2.18.3 Linking compensation and rewards with performance**

Rewarding employees for their great attempts in coming up with innovative solutions that improve business functionality and enhance the overall performance of the company is one most crucial elements in motivating staff (Aktar, Sachu & Ali, 2012). The most effective strategy for encouraging people to achieve their greatest potential is to link remuneration to performance (Mkhonta, 2014).

Hoole and Hotz (2016), however, believe that extrinsic rewards have their own disadvantages related to merit pay, in a sense that it raises the employee's base salary. A worker continues to earn a yearly bonus and is paid regardless of levels of productivity. As a result, it is challenging to justify merit pay increases. According to the authors mentioned above, compensation is an important tool for luring, keeping and rewarding top talent so that organisations can accomplish the crucial objective that will help them through the current economic downturn. However, compensation can also result in employees and team members becoming money-hungry, which makes them lose focus on their jobs.

Hoole and Hotz (2016) further argued that non-cash rewards, like recognition, learning programmes, demanding work and professional promotion have been proven to be essential tools for motivating employees. Adim and David (2020) draw the conclusion that conserving employee motivation is even challenging than maintaining employee motivation.

### **2.18.4 Measuring and evaluating performance**

Performance monitoring and assessment are among a number of significant challenges facing the South African government at the moment. When assessing and

measuring performance, supervisors and managers have major challenges. The reason being that the majority of managers are unaware of what performance monitoring comprises. Consequently, people find that challenging to assess performance that they are doubtful of. A manager cannot assess an employee since each one of their roles within the organisation has a distinctive job description (Makamu & Mello, 2014). According to Seotlela and Miruka (2014), many organisations struggle to promptly assess effectiveness and significance of the PMS alone to determine whether the system continues to fulfil its intended purpose.

According to Akinbowale, Lourens and Jinabhai (2014), measuring and evaluating performance presents its own number of challenges. For instance, efforts to solve inadequacies in previously intended methods in the design aspects led to the availability of a range of formats, each with unique level of sophistication.

#### **2.18.5 Organisational fear**

Makamu and Mello (2014) reported that organisations and entities tend to be hesitant to implement the performance evaluation system since they are unsure of the manner in which the outcomes will be translated, which information they could divulge about the efficiency of the organisation, and possibly how it will impact the department and its employees.

The preceding section just gave an overview of a few fundamental aspects concerning performance administration, performance evaluation frameworks and associated issues. That ought to be taken into account that an institution's ability to achieve its operational and strategic goals mostly rely on its employees' ability and motivation to carry out their responsibilities effectively and efficiently.

Generally, performance management helps organisations in terms of taking decisions related to merit pay increases for deserving employees, preparing future performance targets, identifying areas that require training and growth and evaluating employees' prospects for advancement.

The conclusion that can be drawn from the discussion above is that a performance monitoring system should be implemented throughout the organisation, and should comprise all levels of management as well as employees as a way to safeguard system efficacy. Furthermore, performance monitoring procedure should not be



regarded as a stand-alone system; rather, it should interact with or integrate into a number of other processes, including compensation plans, hiring and screening procedures, outline of duties, career development, comparability, and so forth. The process should also take into account the intensions of the institution, purpose and values, beliefs, including its tactical objectives, budgets and strategies to improve service delivery, among other things. This chapter also indicated that a large number of studies have been conducted on the implementation of PMS (TresnadiHikmat & Primiana, 2015). As an illustration, Cameron (2015) conducted a study aimed at identifying the problems and obstacles associated with implementation of both organisational and individual PMS. However, the current study signifies the connection between PMS and HRM as an area of study, and further propose possible solutions and recommendations to the challenges encountered by DEL Limpopo during the execution of the system. In addition, the study will provide fundamental concepts as well as recommendations for correlating variables that can be explored further by researchers. The next section will emphasise the legal and administrative structures that guide South African governments' performance management

## **2.19 LEGISLATIVE AND POLICY REGULATORY FRAMEWORKS GOVERNING PERFORMANCE MANAGEMENT IN THE SOUTH AFRICAN PUBLIC SERVICE**

The adoption of the improvements to the government services in South Africa required an adjustment in perspective, which needed the enactment of New Public Management (NPM) values with the aim of rebuilding the system (Khalil, 2012).

The fundamental key principles of New Public Management have been established as a result of the introduction of the competitive financial framework to restructure the service in a manner that it permits better identification of the crucial part performed by constitutional and managerial competencies interactions in promoting effectiveness (Khalil, 2012). In the South African government system, performance management occurs within statutory structures that act as a basis for providing formal assessment systems to public sector organisations (Hendricks & Matsiliza, 2015).

According to the Public Service Commission (2018), the main objective of the performance management regulatory framework is to firmly demonstrate an environment that prioritises performance in the public sector.

(i) **The Constitution of the Republic of South Africa (Act 108 of 1996)**

The Constitution is the supreme law of the Republic of South Africa and the basis for every piece of legislation and regulation in the public as well as private sectors (Republic of South Africa's 1996 Constitution; Tukwayo, 2018).

The fundamental tenets and regulations of South Africa are laid out in Section 195 of the 1996 Constitution:

- An elevated standard of reputable standard should be encouraged and upheld;
- Resource efficiency, economy and effectiveness should be strictly maintained;
- Growth must be given priority in governmental environment;
- Services requires being provided impartially, accurately, in a fair manner, equitably, and without prejudice;
- The demands of the populace must be met, and participation of the public in policymaking must be promoted;
- Accountability is important in public administration;
- In order to promote openness, trustworthy, promptly, and easily obtainable data must be made available to the communities;
- As a way to optimise mankind capability, efficient professional advancement and employee relations procedures require being put into place; and
- Government agencies has to impartially represent its residents, with recruiting and promoting practises founded on competence, objectivity, justice, and the desire to make amends for prior injustices (Republic of South Africa's 1996 Constitution; Tukwayo, 2018).

(ii) **Public Service Act 103 of 1994**

The Public Service Act 103 of 1994 regulates all aspects of working conditions as well as how the government sector is organised and administered. The same Act also assigned particular privileges and responsibilities for government officials managing worker's efficiency in an institution (Mafanya, 2015).

(iii) **The Public Service Regulation, 2016**

The Minister of Public Service and Administration issued the directives outlined in the Public Service Regulations, which set forth the standards and guidelines for how government departments must operate efficiently and under the direction and supervision of the executive authority (The Public Service Commission, 2018). The Regulations applies to every government employee and institutions governed by the Public Service Act 103 of 1994 as amended. They clearly outlines procedures and ethical behaviour of the public servants on how they should conduct themselves when executing their duties (Kekae, 2017).

(iv) **Labour Relations Amendment Act 66 of 1995**

The Labour Relations Act (LRA) was enacted to regulate the basic rights guaranteed by Section 27 of the Constitution of the Republic of South Africa. Its goals are to foster commercial growth, social justice, labour tranquilly, and the democratic environment at work. The Act also protects both employees' and employers' rights, and establishes dispute resolution processes (Department of Employment and Labour, 1995).

(v) **White Paper on the Transformation of the Public Service, 1995**

The primary goal of the White Paper on Public Sector Transformation is to provide a framework for drafting new laws and ordinances that will be utilised to reform the South African government sector (Department of Public Service and Administration, 1995).

(vi) **White Paper on Transforming Public Service Delivery (Batho Pele), 1997**

The White Paper on Transforming Public Service (WPTPS), also referred to as the Batho Pele policy, was published in 1997 to offer a set of guidelines and an effective execution strategy aimed at the transformation of public service delivery. It has been largely concerned with improving efficacy and productivity of the provision of public services (Zitha, Sebola & Mamabolo, 2016).

**(vii) White Paper on Public Service Training and Education, 1997**

The primary goal of the White Paper on Public Service Training and Education (WPPSSTE) is to provide an unambiguous strategy and legislative structure for the creation of workforce management practises which promote the expansion of a competent government employees directed towards a change in society and the economy (Department of Public Service and Administration, 1997).

**(viii) Skills Development Act, 1998**

Skills Development Act, 1998, was enacted by government in response to rising numbers of job insecurity, inadequate levels of investment in South African labour market, wage inequality and inequality of opportunities as a result of apartheid and poverty. The goal of the Skills Development Act is to enhance labour force knowledge and competences in order to improve production and employment (Department of Employment & Labour, 1998). The Act also has the following objectives:

- To enhance employees' overall standard of existence, employment opportunities and movement of employees ;
- To improve workplace productivity and manager competition;
- Increase the amount spent on training and education in the employment market and to enhance the financial return on that investment;
- Promoting self-employment; and
- To enhance service delivery (Department of Employment & Labour, 1998).

**(ix) Employment Equity Act, 1998**

South Africa has an extensive history of racial, gender and disability discrimination that has previously prevented some groups of people from accessing equitable work opportunities and ethical labour practices. In response to discriminatory legislation enacted by the racism government, the democratic South African administration created as well as adopted the Act. The EEA seeks to advance equal employment opportunities as well as equitable conduct in the workplace by prohibiting unjust prejudice. It also employs equal opportunity strategies in addressing job obstacles confronted by designated groups, ensuring that they get equitable participation throughout

every field and rank in the work environment (Department of Employment & Labour, 2003:5) & Ngwenya (2017).

**(x) Public Service Co-Ordinating Bargaining Council Resolutions (PSCBC), 1998**

This agreement establishes a structure for high-ranking executives within the government sector which collaborate on personal achievement, including crucial responsibilities and duties, performance goals for the duration of the contract, commencement of contract evaluations, ways to resolve conflicts, the day by which raises in pay will take place and the process for administering/allocating pay raises (Maleka, 2014).

**(xi) Senior Management Services Handbook, 2003**

The Senior Management Services Handbook's objective is to clearly, also concisely outline the conditions of employment and the responsibilities of SMS members. This handbook will be a valuable resource for upper management team in the government sector, those from other industries and those who wish to join this cadre of leaders in bringing about a better quality of life for South Africans. Office of the Ministry for Public Service and Administration (MPSA) released a Handbook as a directive for the implementation of PMS for SMS members that must be applied by departments (Public Service Commission, 2018).

- Offer direction on how to link the SMS Competency Framework, which was created to direct recruitment and selection for the management of SMS effectiveness;
- Encourage as well as to continue establishing best practices in the administration and growth of the SMS in accordance with an evaluation for the current usage and the response received from group during meeting operations;
- Help to create awareness of the setting and ideal practices in developing performance management and development systems;
- Provide direction on the execution and administration of performance agreements throughout the framework of a performance management and development system; and

- Suggest guidelines for organisations to establish in order to successfully oversee efficiency (Public Service Commission, 2018).

(xii) **Public Finance Management Act, 1 of 1998**

The Public Finance Management Act, 1 of 1999 was created to be a control measure as a result of improper management of government resources. The Act was implemented as a rule to control the administration of finances across the country, including other public institutions to ensure that resources, gross revenue and expenses are handled with efficiency and effectiveness (Douglas, 2019). To support this view, Kekae (2017) alludes that the goal of the Act is to foster strong financial management and accountability in public service organisations.

As supported by Masenya, Mokoele and Makalela (2018), PFMA closely considers that PMS policy framework provisions, notably regarding the use of remuneration budget, are corroborated by this. Finally, Mundzhedzi (2016) emphasised the need for accounting officials of institutions to put in place proper as well as effective measures towards preventing unauthorised, erratic, wasteful and pointless expenditure that results from criminal behaviour.

(xiii) **Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices, 2005**

The code's aim is to offer recommendations for eradicating unjustified discrimination and establishing affirmative action strategies into place. The guideline also emphasises how crucial it is to evaluate worker efficiency while keeping track of the outcomes in order to maintain uniformity (Public Service Commission, 2018).

## 2.20 PERFORMANCE MANAGEMENT- RELATED ACTIVITIES IN THE DEPARTMENT OF EMPLOYMENT AND LABOUR

### 2.20.1 Strategic Overview

#### **Mandate**

The Constitution of the Republic of South Africa provides DEL its authority and a series of Acts that govern South African labour related issues. These laws include the Basic Conditions of Employment Act (1997), the Employment Equity Act (1998), the Occupational Health and Safety Act (1993), the Labour Relations Act (1995), and the Basic Conditions of Employment Act (1995), (National Department of Employment and Labour, 2019).

#### **Vision**

DEL is committed in building a labour market that promotes investment, economic expansion, the creation of jobs, and dignity in the workplace (National Department of Employment & Labour, 2019).

#### **Mission**

To promote jobs and oversee the job market in South Africa with the goal accomplish feasible economic expansion through suitable rules and laws, inspection and enforcement, rights of employees protection, employment services provision, fairness promotion, social security provision, and social interaction promotion. (Department of Employment and Labour, 2019).

#### **Values**

- Show employees consideration, decency, and respect;
- Value and support client-centered services, responsibility, morality and integrity, and growth and learning;
- Uphold the ideals of Batho Pele;
- Uphold the Department's Service Charter's fundamentals; and
- Promote these principles through a system of performance evaluation (Department of Employment and Labour, 2012-2017).

### **2.20.2 Legislations enforced by DEL (National)**

- Basic Conditions of Employment Act, 1997(Act No 75 of 1997), as amended;
- Labour Relations Act, 1995 (Act no 65 of 1995), as amended;
- Occupational Health and Safety Act, 1993 (Act No 85 of 1993);
- Employment Equity Act, 1998 (Act No 55 of 1998), as amended;
- The National Minimum Wage Act of 2018 (Act No 9 of 2018);
- The Unemployment Insurance Act of 2001 (Act No 2001);
- The Compensation for Occupational Injuries and Diseases Act of 1993 (Act No 130 of 1993), as amended;
- The National Economic Development and Labour Council Act of 1994 (Act No 35 of 1994);
- Skills Development Act of 1998. (Act No 97 of 1998) (Department of Employment and Labour (Department of Employment and Labour, 2019).

### **2.20.3 Performance management process in the National Department of Employment and Labour**

The National Department of Employment and Labour PMS policy was created in 2003 with the following goals: to establish a correlation to the Department of Employment and Labour's strategic plan; to control employees' efficacy from core salary level 1 to 12 in a collaborative, encouraging, and impartial manner; to enhance worker productivity and efficiency; strengthen the provision of services by means of ongoing responses; and to boost worker efficacy and efficiency, standards for recognising efficiency, rules for assessing a person's efficiency, standards for incorporating employee growth with performance monitoring, principles for managing poor performance, and rules on setting standards for achievement for provinces and training programmes (National Department of Employment and Labour, 2003).

Employees and supervisors are required to enter into a performance contract at the start of the performance cycle, which begins on 1 April and ends on 31 March of the next year. As a way to realise DEL's strategic priorities, the performance agreement includes significant areas of performance that are connected in line with a work schedule, also to the strategic plan. As previously highlighted in chapter one of this study, the degree of employee competency is evaluated using core management criteria. Staff members are given a 5-point rating on a scale of 1 to 5, with the first two



representing poor and partially efficient work, category three representing moderate performance, while category four and five respectively indicating far above expectation and great performance.

The ratings were given in relation with those agreed-upon KRAs and standards. Employees with effective and above-average performance are rewarded with salary notch increments and pay advancement. Employees that do very well or perform far above expectations are rewarded with incentive bonuses (National Department of Employment and Labour, 2003).

## **2.21 CONCLUSION**

The emphasis of this section remained on the legal and administrative structures that guide South African governments' performance management. The framework primarily assists policymakers at nationwide and local authorities in formulating strategies and regulations to improve in overall department performance, developing departmental performance management systems and directing the conduct and behaviour of public servants. It also covered the difficulties pertaining to the DEL's performance management procedures and several legislations that the department administers.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 INTRODUCTION**

This chapter explains the philosophical underpinnings related to research and describe the research methodology used for this study. The purpose of this study was to investigate the implementation of effectiveness of the performance management system and how it affects the provision of service priorities in the Limpopo Department of Employment and Labour (DEL). The study also aims to collect employee's opinions towards performance management practices, as well as to understand processes, strategies and challenges involved within the performance management system implementation of the DEL, in a view of enhancing current understanding and the potential impact of an improved PMS on service delivery.

For the purpose of this study, the usage of quantitative method seemed to be suitable and appropriate for this exercise, taking below aspects into account: (i) data was collected from many participants, (ii) quantitative method allowed the investigator to quantify behaviours, beliefs and attitudes and made generalisations from a wider population, (iii) quantitative study was appropriate for explaining some occurrences (Modipane, Botha & Blom, 2019).

The section moreover explains the research approach and design employed to answer the questions being investigated throughout the research endeavour, research methods, as well as the plan to research applied during the investigation. Furthermore, the data collection instrument (survey questionnaire with closed-ended questions), the population to be studied, sampling, data quality control, data analysis, limitations of the study are discussed. Ethical considerations are also outlined in the section.

### **3.2. PHILOSOPHICAL UNDERPINNINGS RELATED TO RESEARCH**

Philosophy is crucial in revealing our thinking on many areas of human existence. According to Bertram and Christiansen (2020), the idea of a paradigm is articulated by various researchers in various contexts. Since researchers have varied perspectives on reality, everyone will perceive, interpret and experience a situation or phenomenon of interest from their own perspective. In the interest of this exercise, the research project is founded upon the positivist philosophical paradigm since it aims to assess the efficacy of PMS implementation while paying attention on current information gathering from an extensive sample that corresponds with the issue being

investigated. According to Siegel, Phillips and Callan (2018), research philosophical paradigm is the exploration of how knowledge, reality and our existence as humans voice concerns about who we are, what we know and how we perceive the world around us.

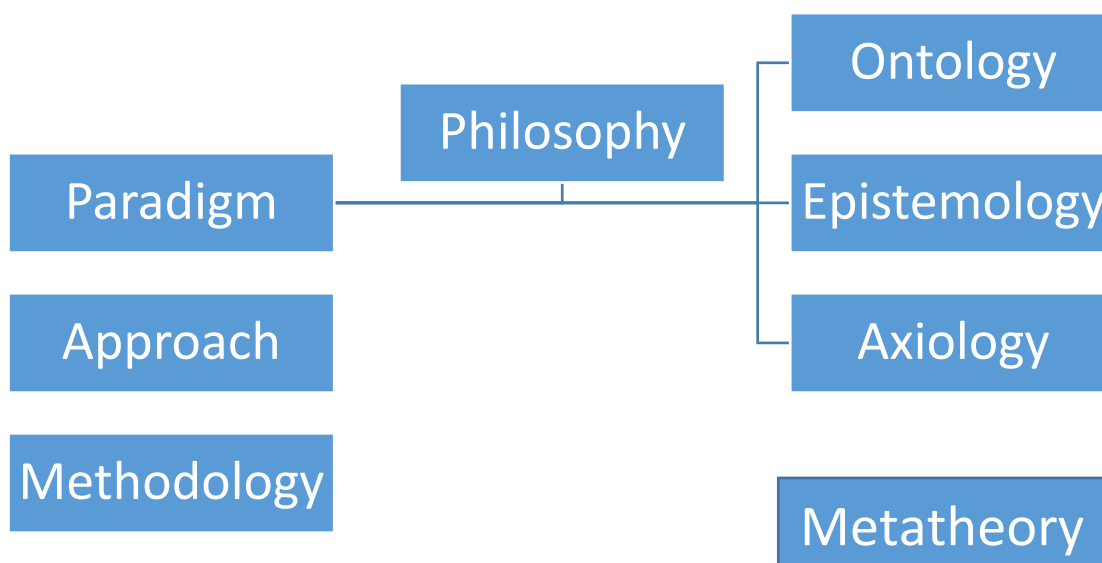
Research framework refers to the existing assumptions or mind-set that influences an investigation in basic ontological and epistemological dimensions.

It controls studies within an area by defining the guidelines and protocols for research execution as well as directing the point of view that determines how one develops study inquiries, prepares the manner in which a certain problem may be looked into, selects the format of the study, and chooses the methods to be employed (Izogo & Abara, 2015). As explained by Pessu (2019), research paradigm provides a structure made up of a standard collection of ideas, approaches, and strategies to define information.

Aliyu, Singhry, Adamu and Abubakar (2015) identifies five sets of assumptions that are related to what is reality/knowledge?

- How can one be sure it's true? (Ontology question)
  - Which principles are compromised? (a question of epistemology)
  - How to write about it? (a question of axiology)
- The procedure for learning it? A question about the methodology

**Figure 3.1.** Elements that inform the philosophical paradigm



**Source:** Fouche, Strydom and Roestenburg (2022).

### **3.2.1 Ontology: Nature of reality**

Sisa (2014) claims that ontology relates to what is knowable and is thus concerned with the nature of reality, assumptions made by researchers about how the world functions and adherence to a specific point of view. According to Amakari and Juliet (2018), the positivism (objectivism) and subjectivism schools of thought and philosophy of research are two key elements of ontological philosophy that may be used to organise the science of being or reality on the nature of a social phenomenon under investigation.

Positivism is concerned with factual, observable and quantifiable social phenomena. It is founded on the assumption that there is an external world that can be explored objectively and without regard for value. In this view, Habib (2020) believes that positivism relates to the ability to know things as they truly are and therefore depicts the position that social objects endure in reality outside of social actors. From an ontological point of view, it is believed that there is only one reality that can be confirmed by the senses. According to Denzin (2017), the positivist framework is based on the notion that society can and should be understood experimentally and scientifically.

Furthermore, Denzin (2017) stresses that this strategy is critical in helping researchers to understand how individuals respond objectively to their ordinary life situations.

- Subjectivism

The philosophical idea of subjectivism maintains that there is no truth outside of one's own experience. It emphasises that social phenomena emerge through perceptions and consequent social behaviours. This type of thinking holds that what is true for one individual may not be true for another (Uwezeyimana & Basheka, 2017).

### **3.2.2 Epistemology: Nature of knowledge**

Amakari and Juliet (2018) describe epistemology as the interaction between the author and truth, and how the researcher understands or perceives the truth. It is derived from the Greek words episteme (knowledge) and it is therefore a philosophical field concerned with knowledge and aiming to solve the fundamental problem of whether a certain collection of information is adequate or inadequate. According to Collis and Hussey (2014), epistemology is concerned with the questions "What do you know?"

and "How do you know it?" It focuses on the knowledge sources that scholars must investigate when conducting research. It is classified as positivism, realism and interpretivism in the realm of philosophy.

The epistemological assumption is that knowledge may be defined and investigated by carefully measuring the phenomena of interest. According to Alharahshen and Pius (2020), researchers believe that every human behaviour is objective, deliberate and measurable.

### **3.2.3 Methodology: How to conduct scientific research**

According to Habib (2020), methodology is defined as a methodically instrument used to handle a study challenge that is guided by both philosophy and science. It is a framework that guides all designs, procedures and strategies utilised in research from start to conclusion. According to Rehman and Alharthi (2016), the approach adopted relies on what the researcher is attempting to find. Therefore, it should correspond to a specific phenomenon of interest. It assists the researcher in determining what kind of information is necessary for a research project and the information collecting instrument would be best suitable for the research objective.

In other words, methodological assumptions include the research approach, methodology, sampling procedures, sample size and data gathering and evaluation strategies for the information contained in the research project (Park, Konge & Artino, 2020).

### **3.2.4 Axiology: Values of the research process**

Ihuah and Eaton (2013) define axiology as a field of philosophy that analyses value judgments. It covers questions into the nature and categorisation of values, as well as the types of items that have significance. According to Hogue (2011), axiology put an emphasis on assessing the contribution of the investigator's personal value at all phases of the research process. Thus, the aforementioned claim is consistent with Rahi's (2017) that positivism serves as a foundation for the fundamental concepts of impartiality, intelligence, as well as inference reasoning.

**Table 3.1** The positivism research philosophy

<b>Ontology (essence of existence)</b>	<b>Epistemology (What is considered to be reliable comprehension?)</b>	<b>Axiology (Value-based function)</b>	<b>Common methods</b>
Real, exterior, autonomous authentic, correct	Information and data ,truth	Values, ethics, aesthetics independent, neutral	Deductive, highly structured, analysed, Experimental

**Source:** Alharahshen and Pius (2020).

**Table 3.2** Strengths and weaknesses of positivism research philosophy

<b>Strengths</b>	<b>Weaknesses</b>
Focuses on objective facts.	Scientific knowledge of the human cognitive system evolved slowly.
Values freedom.	It never advanced to the point where it could be a practical religious choice.
Firm foundation.	It was a failure in psychology.
Test theories through direct observation.	It was unsuccessful in sociology.
Requires data systematisation.	Other fields, like physics and astronomy, have developed slowly.

**Source:** Gavrilov (2020).

### 3.3 THE STUDY APPROACH

A study plan entails a strategy that involves phases such as assumptions, data gathering, assessment, as well as interpretation approaches, depending on the nature of the study issue being examined (Chetty, 2016). The ultimate choice entails determining which method should be employed to explore a subject. Four orientations are used to categorise research approaches: positivism, constructivism, transformational and pragmatism (Grover, 2015). According to Matlou (2018), there

are two major and most popular forms of research techniques, namely, quantitative and qualitative methods. For the purpose of this study, the usage of quantitative method seemed to be suitable and appropriate for this exercise.

### **3.3.1 Quantitative research approach**

As stated by Bryman, Bell, Hirschsohn, Dos Santos, Du Toit, Masenge, Van Aardt and Wagner (2014), quantitative research provides a different method of conducting research which includes gathering information in numbers, considers empirical evidence and theory to be in a causal interactions, favours a science-based strategy, in addition, follows an objectivist perspective of the human setting. With the aim of getting accurate and reliable measurements, its designs might be either experimental or non-experimental (Mohajan, 2020).

According to Apuke (2017), quantitative study gathers information in numerical manner, therefore, uses mathematical methods, particularly statistics to analyse it. Quantitative research methods aim to establish, predict, confirm, validate and test theories (Antwi & Hamza, 2015). In line with the aforementioned assertions, the overarching objective of quantitative study is to create precise and trustworthy measurements that enable numerical assessments (Goertzen, 2017).

### **3.3.2 Qualitative research approach**

Qualitative approach is defined as a tool used to investigate and appreciate the importance that individuals or groups place on a personal or social issue (Creswell, 2014). The purpose of the qualitative method is to comprehend the meaning of an occurrence to the people who are a part of it (Merriam & Tisdell, 2016). In the opinion of McCusker and Gunaydin (2015), qualitative research differs from other types of research on account of its approaches, which frequently use words instead of statistics as the basis for data analysis, and its objectives, which centre on comprehending specific components of social interactions.

In agreement with the afore-mentioned statement, Cope (2014) emphasise that qualitative research varies from quantitative research in that it values how people understand circumstances and give meaning to them in their natural environments. While the perspectives of qualitative research are credibility and trustworthiness, those of quantitative research are rigor and validity.

Silva (2017) expressed common contrasts that exists between quantitative and qualitative approaches in **Table 3.3** as follows:

<b>Quantitative paradigm</b>	<b>Qualitative paradigm</b>
In accordance with the ideologies of empiricism and positivism	Its foundations are phenomenological naturalistic theories.
Creating connections and outlining changes.	Recognise social occurrences from the participants' point of view.
The selections of the strategy are fixed.	The method may vary depending on the outcome of the study.
The researcher's function must be as absent as feasible.	The researcher is a participant in both historical and current social phenomena.
Does a deductive analysis of data	Inductively analyses the data
Sample sizes are normally big and randomly selected.	Sample size is tiny and not indicative.

**Source:** Silva (2017).

### 3.4 RESEARCH DESIGN

As explained by Saeed (2021), research design is defined as a rigorous, well-organised process used by researchers or scientists to conduct a study. This makes research more dependable, effective and adaptable by giving the researcher a well-structured, objective strategy on how data will be collected in a methodical fashion. According to Makombe (2017), a research design identifies the instrument or set of instruments that will be used to perform the study, which is in line with the aforementioned assertion. It is referred to by Dasgupta (2015) as a logical proof model



which allows an investigator to deduce causal association among all variables under study.

As mentioned by Dube (2020), a proper research design can aid in the collection and comprehension of accessible data. Okesina (2020) supports the aforementioned viewpoint that the research philosophy and technique chosen by the researcher have an impact on how they decide to approach the study or respond to the research questions. Asenahabi (2019) asserts that the researcher must select the design that is best for the particular sort of research project.

Hlatswayo (2016) draws the conclusion that three factors, namely philosophical assumptions, strategies of investigation and data gathering techniques should be taken into consideration when developing a research design framework.

Given the objectives of the study, a quantitative descriptive research method seemed suitable and appropriate for the investigation. This type of a design is used to describe a situation, problem or a phenomenon systematically and offer additional information about it (Kumar, 2019). The above view is also supported by Rahi (2017), who argue that descriptive research seeks to present an accurate description of situations, individuals or events. Using a survey questionnaire with closed ended questions, participants were invited to offer their thoughts and experiences about the usefulness of the performance management system. In quantitative descriptive research method, data is obtained from many participants. Two sets of drop boxes were placed in each office for the respondents to drop in their questionnaires. In an effort to preserve the respondents' anonymity, one box was meant for questionnaires and the other was used for consent forms.

### **3.5 THE RESEARCH PROCESS**

The research procedure is depicted on table 3.4 below. The outline of the procedure is mostly circular, and the graphic depicts how the research process progressed from one phase to the next. Phase one began with the identification of the problem that necessitated undertaking the research project, clearly expressed the aim of the investigation, generated specific research questions that directly addressed the project's goals, as well as a clear description of the investigation's purpose. Clearly, this process began with a problem and ended with that problem being solved. With the

ultimate purpose of establishing what has been discovered and what has not been fully comprehended about the topic, phase two outlines and evaluates previous investigations on the topic as a whole and examines the repository of information.

Phase three begins with the selection of the research method, described the chosen method and explained why the method is more suited in the research project. This stage further clarified the plan for the study, which involves making decisions about the type of data needed, explained the number of participants, as well as research gathering tool (survey questionnaire). This phase also entailed measurement of variables where it researched if the collected data was accurate and dependable. Sampling design and selection was also covered in the phase. Ethical consideration, one of the most parts of the study was also outlined in the phase as it involves the principles and values followed throughout data collection process. Phase four covered the production of a report on the results, which will be presented in chapter four.

**Table 3.4 Research process**

Phase 1	Decide on a study topic
	Step 1: Determine and specify requirement for data
	Step 2: Identify the investigation issue
	Step 3: Define investigation questions and goals
Phase 2	Step 4: Review of related literature
Phase 3	Study methodology
	Step 5: Determine study approach
	Step 6: Determine research strategy
	Step 7: Design and present the questionnaire
	Step 8: Measurement of variables
	Step 9: Develop sampling design and selecting the sample
	Step 10: Analyse data and ethical considerations
Phase 4	Communicate the research results
	Step 11: Report writing

**Source:** Dudovskiy (2022).

### **3.5.1 Research questions and objectives**

#### **3.5.1.1 Research questions**

This present investigation sought to enhance boundaries on existing literature by answering a number of the research questions as follows:

- To what extent is the Limpopo Department of Employment and Labour's performance management system effective?
- What are the existing employee opinions towards performance management practices?
- What are the processes and strategies involved within the performance management system implementation of the Limpopo Department of Employment and Labour?
- What performance management system related challenges, if any, is Limpopo DEL facing, and are there any mitigating recommendations for overcoming them?
- What are employee awareness levels and understanding of performance management system implementation?

#### **3.5.1.2 Research objectives**

The following are the objectives of the study:

- To evaluate the extent of effectiveness of Limpopo Department of Employment and Labour's performance management system.
- To determine employee opinions towards performance management processes.
- To establish processes and strategies involved within the performance management system implementation of the Limpopo Department of Employment and Labour.
- To establish performance management system related challenges faced by Limpopo DEL and to provide mitigating recommendations for overcoming them.
- To establish employee awareness levels and understanding of PMS.

### **3.6 DATA COLLECTION TOOL**

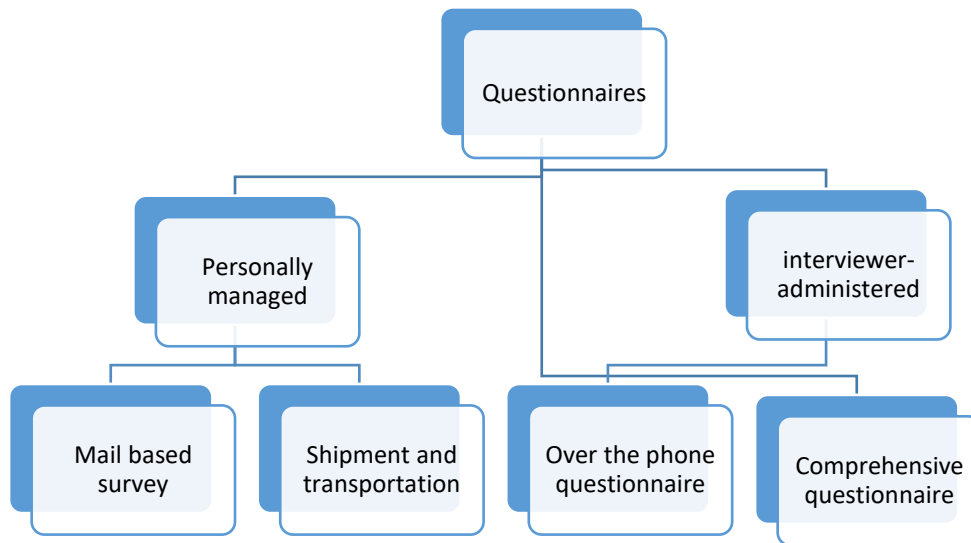
As claimed by Kamal, Azfar, Salah, Saleem, Abas, Khan and Pruncu, (2021), data gathering procedure is among many important components of the study technique.

Simister (2017) asserted that at this stage, the focus is on gathering data required to address the stated problem. According to McCusker and Gunaydin (2015), this may entail carrying out interviews, focus groups, observations, photography, videography, surveys, giving out questionnaires and case studies. In an attempt to respond to study questions, check theory, and interpret results, Kabir (2016) reaches the conclusion that data collection is a way of collecting and evaluating data on elements that are significant in a specified organised manner in an attempt to answer stated research questions, test hypotheses and evaluate outcomes.

### **3.6.1 The survey questionnaire**

In this investigation, information were gathered through survey questionnaire with closed-ended questions. A three-point Likert matrix, which has ratings that vary between "agree, disagree" until "neutral or I don't know," was developed and used for data collection. This particular matrix type was selected as a scale to gauge respondent's perspectives by asking them the extent to which they agree or disagree with statements or questions about performance management (Tanujaya, Prahmana & Mumu, 2022). Questionnaire is a printed, organised documentation which requests specific responses to a collection of questions in a consistent manner (Chacha, 2018). As believed by Denscombe (2010), questionnaire's goal is to gather accurate, objective and pertinent data as well as to standardise answers to make data generation and evaluation easier.

**Figure 3.2** Types of questionnaires



Source (Khoza, 2019)

### 3.6.2 Survey questionnaire design

As it was already stated, a questionnaire's layout matters greatly to an outcome of the investigation project. Roopa and Rani (2017) contend that for one to get accurate and pertinent data, it is essential to thoroughly assess the survey's layout. In this study, the Likert matrix, which has ratings that vary between “Disagree”, “Agree” until "Neutral," was employed. The survey questionnaire has been designed to be easy to read, with brief statements which were simple to understand. The questions were developed in light of the literature analysis from the preceding chapter, which looked into the implementation and efficacy of the performance management system at DEL.

All questions allowed respondents an opportunity to demonstrate their level of agreement or disagreement with the PMS statements. A questionnaire consisted of 28 closed-ended questions, with four sections:

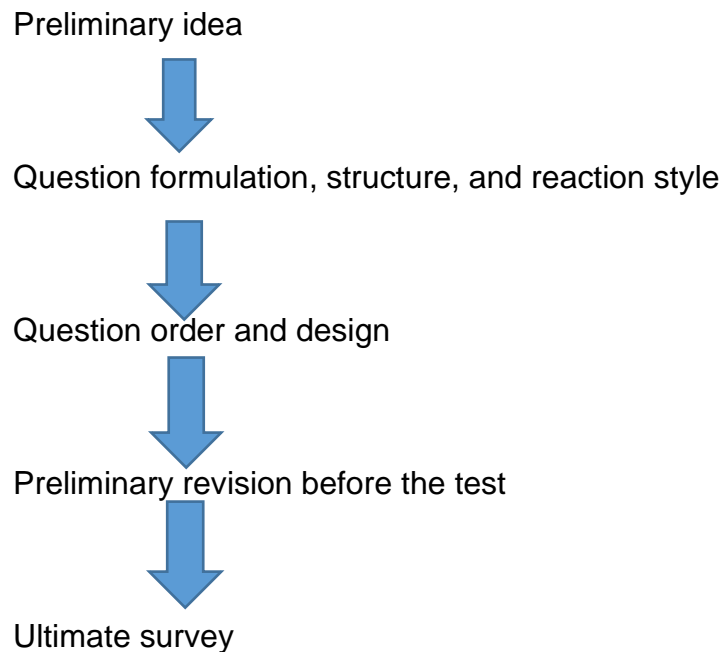
Section A: General understanding of PMS

Section B: PMS and related processes

Section C: Implementation of PMS

Section D: Challenges related to PMS

**Figure 3.3** illustrates stages of a well-planned questionnaire below:



**Source:** Roopa and Rani (2017)

### 3.6.3 Survey questionnaire administration

After all ethics processes have been completed, communication was sent by a DEL Limpopo designate to all employees notifying them about the research project and further invited them to participate by filling out surveys.

The questionnaire process was therefore administered and facilitated by two appointed independent persons (field employees) to the relevant respondents. Independent persons monitored and collected the survey responses supplied by the participants then returned them to the researcher. Data was collected in Lebowakgomo, Polokwane and Seshego offices of the DEL. Only the researcher and two appointed field employees had access to the collected data. It is worth mentioning that both field employees has signed confidentiality agreements.

**Table 3.5** outlines benefits and drawbacks of a survey

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• They tend to be easy to develop</li> <li>• This approach is less expensive</li> <li>• They require less energy to administer as compared to interview schedules</li> <li>• Subjects feel a greater sense of anonymity</li> <li>• The format is standard for all subjects and it does not depend on the interviewer's mood</li> <li>• It is possible for multiple receivers to get it at the same time.</li> <li>• There is less possibilities for interviewer bias</li> </ul>	<ul style="list-style-type: none"> <li>• Its response rate is less especially when data is collected through posted mails and emails</li> <li>• Due to the participant's obscurity, follow-up with them is challenging</li> <li>• Lack of control over respondents</li> <li>• Lack of flexibility on respondents</li> <li>• Researchers do not have opportunity to probe the issues and to clarify any ambiguity</li> </ul>

**Source:** Sadan (2017; Opoku, Ahmed & Akotia, 2016).

### 3.6.4 Characteristics of a good questionnaire

- A questionnaire should be written in basic, precise language;
- It should only ask for one answer on one dimension;
- It should produce true and accurate results;
- It should accommodate all possible contingencies of a response;
- Response possibilities should be mutually exclusive;
- It should create response variability; and
- Social desirability should be minimised (Taherdoost, 2016).

### 3.7 SAMPLING

Sampling is defined as the process of recruiting members of the organisation to take part in a study (Vehovar, Toepoel & Steinmetz, 2016). Participants are selected in

accordance with the investigation inquiries that the research will attempt to answer (Kaka, 2021). According to Stratton (2016), sampling can be classified as probability or non-probability. With probability sampling, there is an equal chance for each item in the population of being included in the sample (Bhardwaj, 2019).

Non-probability refers to selection that is not random and is instead based on convenience or other factors to facilitate data collection (Dever, 2018). To identify the study sample and population, every investigator need to establish a straightforward and transparent research plan and information gathering technique (Kekana, 2020). In support of this assertion, Khalid and Kumar (2012) emphasised that utilising samples allows researchers to obtain more specific information that may not be readily available while also saving a lot of time and financial resources.

### **3.7.1 The target population**

Population refers to the larger group of people from which a sample is drawn to represent the organisation during the study (Salkind, 2018). The target population for this study is the Department of Employment and Labour, Limpopo Province, which has a total complement of about 550 officials, with 13 labour centres across the province.

The target population for this study encompassed 200 permanently employed employees from DEL, with knowledge and understanding of PMS to represent staff in the research. The sampling population included 86 staff members from Lebowakgomo, Polokwane and Seshego offices from salary levels 3 to 12. The reason(s) for selecting 200 from 550 population and for low response rate are explained under 3.7.4 and 3.8.1.2 below.

### **3.7.2 Sampling technique**

A sampling strategy is more that often necessary since it is not always possible to collect data from every unit of the population (Memon, Ting, Cheah, Chuah & Cham, 2020). For this investigation, the researcher made use of simple random sampling in order to get reliable information. Royse, Thyer and Padgett (2016) are of the opinion that this technique is an exceptionally widely used and uncomplicated sampling method, offering everyone who is part of the selected population a fair chance of being included in the investigation. Its objective is to provide unbiased, representative and equal probability of the population (Masingi, 2017).



### **3.7.3 Sample size**

The research was carried out in Limpopo Province that have employed about 550 employees. The study covered staff from Lebowakgomo, Polokwane and Seshego offices from salary levels 3 to 12. A sample of two hundred (200) participants who are permanently employed with knowledge and understanding of PMS was selected to represent staff in the research. The 200 participants was calculated by checking the total number of staff members from salary levels 3-12 based in Lebowakgomo, Polokwane and Seshego offices.

## **3.8 DATA QUALITY CONTROL**

### **3.8.1 Validity and reliability**

Validity and reliability are considered to be the two most crucial and essential aspects to consider when evaluating any measuring techniques for data collection in high-quality research (Ahmed & Ishtiaq, 2021). Validity is concerned with accumulating information about the extent to which a measuring instrument or test genuinely captures whatever it was created to assess, while reliability is concerned with how consistently and steadily a measure captures what is supposed to be captured (Sampson, 2017). It will be challenging to meaningfully interpret the data if a measuring tool is invalid for the intended use (Bui, 2014).

#### **3.8.1.1 Ensuring validity**

According to Dzwigol (2020), a pilot study should be carried out to minimise misunderstanding created by a data collecting instrument that was improperly developed. For this investigation, content validity was used for assessing validity of a survey questionnaire. This kind of validity was utilised to determine how reliable the survey findings would be. Prior to the primary investigation, the survey questionnaire's accuracy was verified in a preliminary test (pilot study) with a small group of five (5) subjects, since the validation of research instruments preserves the integrity of the researcher. In an effort to ensure the validity of the survey questionnaire, the findings of the response were then checked against the following points:

- To assess the measurement instrument's suitability to meet the study's goals.
- To evaluate the questions' suitability, consistency, and accuracy.

- To determine the relevance, the questions' spontaneous progression and reasoning.
- Making sure the questions were clear and comprehensible.
- To determine if there were any confusing questions.
- To establish the typical amount of time required for completing the survey (Rubin & Babbie, 2016).

**Table 3.6** Pilot study's response from the participants

No.	Pilot study testing principles	Observations from pilot study	Changes applied
1	Suitability, consistency and correctness of the questions	All respondents indicated that the questions were suitable, consistent and correct	No adjustments made to the survey
2	Relevance, natural flow and logic of the questions	All respondents remarked that all questions were relevant and that there was a natural flow and logic to the questionnaire	No adjustments made to the survey
3	Survey questions are clear	All respondents said that overall questions were clear	No adjustments made to the survey
4	Questions ambiguity	No ambiguity	Every question was straightforward
5	The period required to finish a survey	A survey, according to participants was completed within 5-10 minutes	No modifications were made to the questionnaire since the time allocated was enough

**Source:** Author

### 3.8.1.2 Ensuring reliability

Akturk (2012) stated that effective research tools collect reliable data and aid the investigator in reaching the intended goals of the research. In this study, respondents were extensively monitored to guarantee that the information had not been compromised. None of the subjects received any details from the researcher. Additionally, the researcher ensured that relevant data was linked to the research questions (Heale & Twycross, 2015). Furthermore, the collected data was tabulated using Microsoft Excel to find the reliability of the survey questionnaire, with 0.43 (43%) response rate. The researcher considers the slow response rate acceptable since she had no control over people's willingness to participate in the study. As mentioned by Morton, Bandara, Robinson and Carr (2012), some studies with low response rates, even as low as 20% are able to yield more accurate results than studies with response rates of 60% to 70%.

## 3.9 DATA ANALYSIS

In order to analyse and conceptualise data, it must first be broken down into smaller and more manageable components (Potgieter & Mokomane, 2020). To support this view, Jumbe (2015) alluded that data analysis is related to the disintegration of data into its fundamental pieces with the intention to uncover solutions to the research inquires.

For the benefit of this research, the survey questionnaire, with closed-ended questions was used to gather perspectives from the selected sample on performance management. Due to budget constraints, the collected data was then transferred to Microsoft Excel and thereafter used descriptive statistics, percentages and pie charts to analyse data to show how many people are familiar with PMS and its implementation at DEL.

Furthermore, the procedure for gathering quantitative information was structured even coded in a logical manner, which enabled simplifying and facilitating the data analysis process. In order to preserve confidentiality, privacy and anonymity, the respondents were advised not to write their names on the questionnaires as well as on the consent forms. Respondents were also assured that the collected information would be kept

confidential and be used exclusively for the objectives of the study in which they were participating. Finally, information gathered will be stored in a locked away cabinet for at least five years following final publication. There won't be any traces of individual identifiable information left. Only the researcher and two appointed field employees had access to the collected data. As was detailed on 3.6.3, it is noteworthy to point out that both field employees has signed confidentiality agreements.

### **3.10 LIMITATIONS OF THE STUDY**

The study investigated the performance management system in the Department of Employment and Labour, Limpopo Province, which only covered three of the thirteen labour centres. Consequently, not all employees in the Limpopo Province are included in the analysis, therefore, the findings cannot be generalised to other labour centres within the province. Nonetheless, it is hoped that other labour centres in the province, including other provinces across the country will be able to make use of insights gained from the study.

As reported by Theofanidis and Fountouki (2018), study limits relate to possible weaknesses that are often beyond one's control.

For this research, data collection stage was hindered by various challenges, most notably, the below:

- Willingness to participate – Most respondents showed no interest in taking part in the research, which resulted in insufficient sample size for statistical measurements;
- Some made empty promises;
- Most respondents were on leave; and
- Network challenges and loadshedding.

### **3.11 RECOMMENDATIONS FOR FURTHER RESEARCH**

As pointed out under the study's limitations, this study contains a number of shortcomings with implications for future investigations. The sample utilised was quite limited. While this study was limited to three offices in Limpopo DEL, consisting solely of employees in wage levels 3-12, there is a possibility that employees in other labour centres and other provinces of DEL are faced with similar challenges when putting

performance management into practice. From this perspective, future study with greater numbers of respondents to establish underlying reasons for some negative findings on the implementation of PMS in all the provinces should be conducted.

### **3.12 ETHICAL CONSIDERATION**

Ethical considerations in research are a set of principles that guide research designs and practices. Resnik (2020) explains that when conducting research, ethical considerations must be given serious considerations. To complement the aforementioned statement, Makamu (2016) postulates that ethical behaviour relates to the moral standards that differentiate between righteousness and wickedness. According to Bertram and Christiansen (2014), autonomy, non-maleficence and beneficence are the three ethical principles on which ethics is based.

In order to fulfil the study's aims and after ethical permission and consent to conduct the study by DEL was granted, it was anticipated that the researcher ought to be directed by the subsequent moral principles, which are common in every research effort: anonymity and confidentiality, voluntary participation and no damage to participants, and informed consent.

#### **3.12.1 Anonymity and confidentiality**

As stated by Mirza, Bellalem and Mirza (2023), researchers should make every effort to protect the anonymity and confidentiality of the participants, as well as the privacy of data. To safeguard the respondent's identities, the researcher assured them that survey questionnaires would not require any kind of identification. Assured them that their information would be kept confidential and used exclusively for the objectives of the study in which they were participating. Finally, participants were told that the information gathered would be stored in a locked away cabinet for at least five years following final publication. All personal identifiable information will be erased.

#### **3.12.2 Voluntary participation and no damage to participants**

Trochim (2023) stressed that voluntary participation implies that all research participants are free to choose whether or not to engage in the study and are not subjected to any influence or coercion. In this study, respondents were informed that they have a right to decline to participate for any reason without disclosing. The

participants confirmed that they were volunteering and that they were not in any way coerced to participate in the study.

### 3.12.3 Informed consent

According to Nikko, Edsel, Ninia and Jarah (2023), informed consent is a context in which all potential participants are completely aware of the processes and potential risks involved in or implied by conducting research in which they must provide their assent to participate. The researcher detailed the investigation's aims and methods and explicitly indicated that participation is voluntary, which means that participants were not obliged to take part in the study and were free to withdraw at any time and for any reason.

### 3.13 CONCLUSION

The whole research technique used to accomplish the study's goals was provided in the current component. This investigation's goal was to investigate the implementation of effectiveness of the performance management system and how it affects the provision of service priorities in the Limpopo Department of Employment and Labour (DEL). This chapter discussed the design of the study as well as the survey questionnaire used to gather information. It also provided some insight into various research paradigms. Furthermore, this section outlined the data quality control measures, where it explained how validity and reliability were ensured, explained the data analysis technique and various challenges which hindered the data collection stage. The chapter came to a conclusion with an exploration of the study's ethical concerns. The outcomes of the survey will be examined and studied in the next section.

**Figure 3.4** Chapter summary



**Source:** Author

## **CHAPTER 4: RESULTS AND DATA ANALYSIS**

### **4.1 INTRODUCTION**

The previous chapter presented a discussion on the methodology as well as a design followed in this investigation study. The goal of data analysis is to convert information into an understandable and comprehensible version in order to examine and assess relationships between various study domains and come to inferences (Monette, Sullivan, DeJong & Hilton (2014).

In this chapter, results of the study collected through the survey questionnaires are presented and discussed. The purpose of this study was to investigate the implementation of effectiveness of the performance management system and how it affects the provision of service priorities in the Limpopo Department of Employment and Labour (DEL). The study also aims to collect employee's opinions towards performance management practices, as well as to understand processes, strategies and challenges involved within the performance management system implementation of the DEL, in a view of enhancing current understanding and the potential impact of an improved PMS on service delivery.

As a method for gathering information from respondents, the study employed a simple random sample. The sample consisted of 86 out of 200 respondents from Limpopo Province, from salary levels 3-12, who are permanently employed, who have the knowledge and understanding of PMS, and who have undergone any of the PMS-related processes.

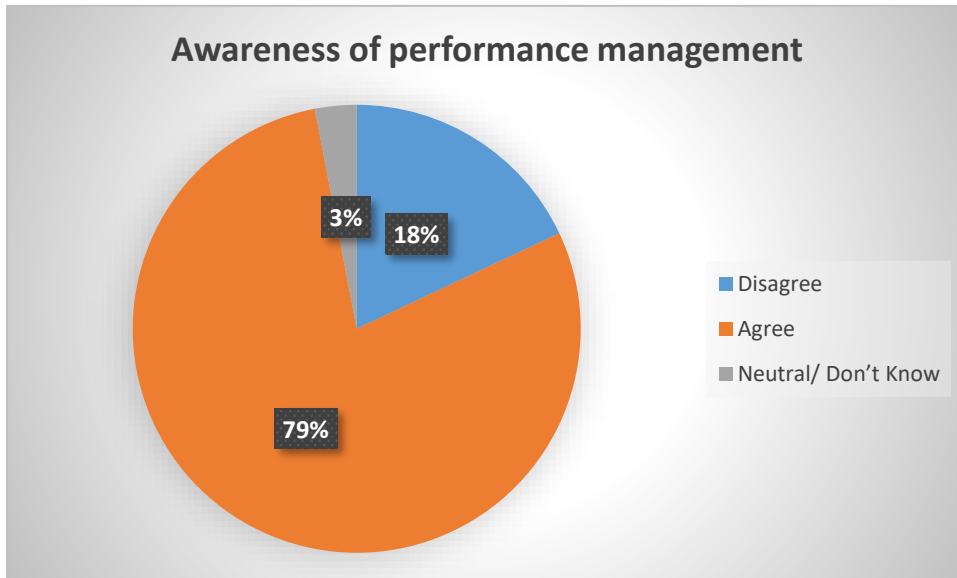
A three-point Likert-type response scale was used to ask participants to rate how much they agreed or disagreed with the performance management statements: 1 signified 'Disagreement', 2 signified 'Agreement', and 3 signified 'Neutral' or 'I don't know'. The results reveal the opinions, experiences and perceptions of the respondents. Participants were from various occupational groups such as Client Service Officers, cleaners, supervisors, management support services officials, data capturers, career counsellors, employment service practitioners, inspectors and team leaders.

The raw data was gathered and transferred to Microsoft Excel and thereafter, used descriptive statistics, percentages and pie charts to analyse data to indicate how many people are familiar with PMS and its implementation at DEL.



#### 4.1.1 SECTION A – GENERAL UNDERSTANDING OF PMS

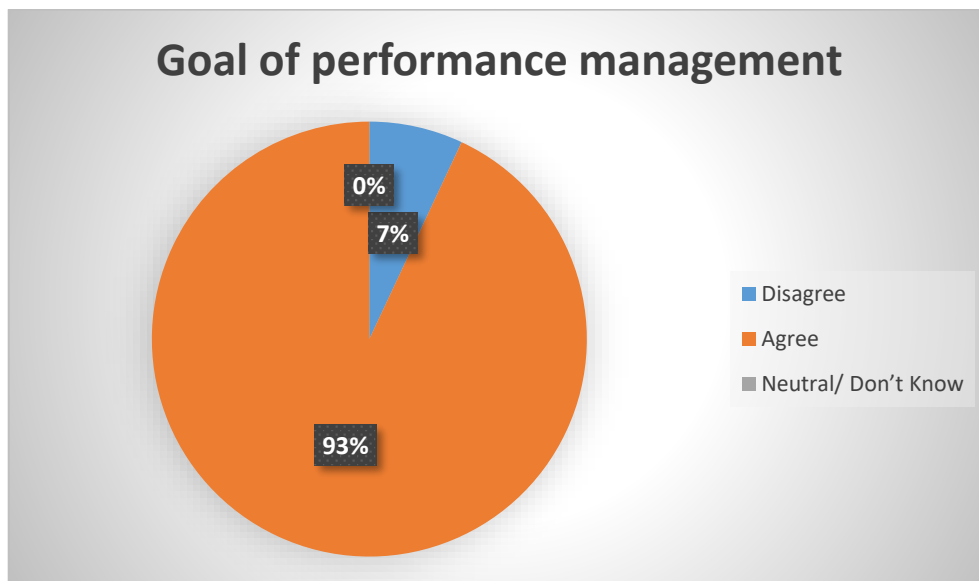
**Question A1: I am aware of what performance management is all about.**



According to the graph above, 18% of participants disputed with the revelation, whereas 79% overwhelmingly significantly agreed to the claim, followed by 3% which reserved their inputs. More than two thirds of those polled said they are aware what a performance management system entails. The department need to address the anxieties of the 21% of respondents which indicated that they are unfamiliar with what PMS is about.

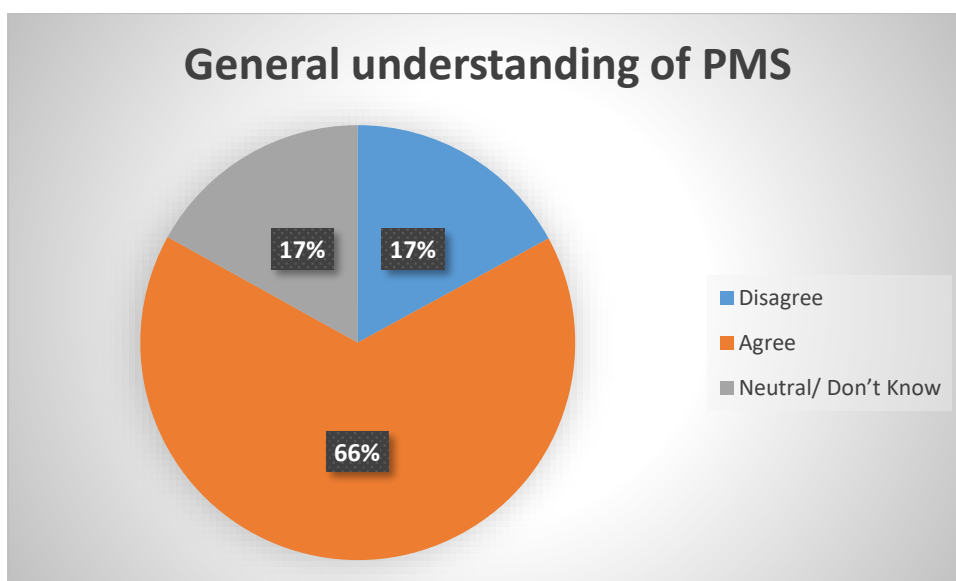
As stated by Mkwadi (2019), performance evaluation technique involves an ability to establish as well as implement procedures targeted for assessing while developing employee performance over time, and align performance with the organisation's overall strategic objectives.

**Question A2: I completely understand the goal of performance management.**



The finding presented above shows that 93% of participants agreed they clearly understood the aim of performance management, whereas 7% disagreed with the statement and 0% of them were unresponsive to the statement. As claimed by Woyessa (2015), the goal of performance management is to establish, evaluate, and inspire people' efficiency while also improving the overall performance of the company.

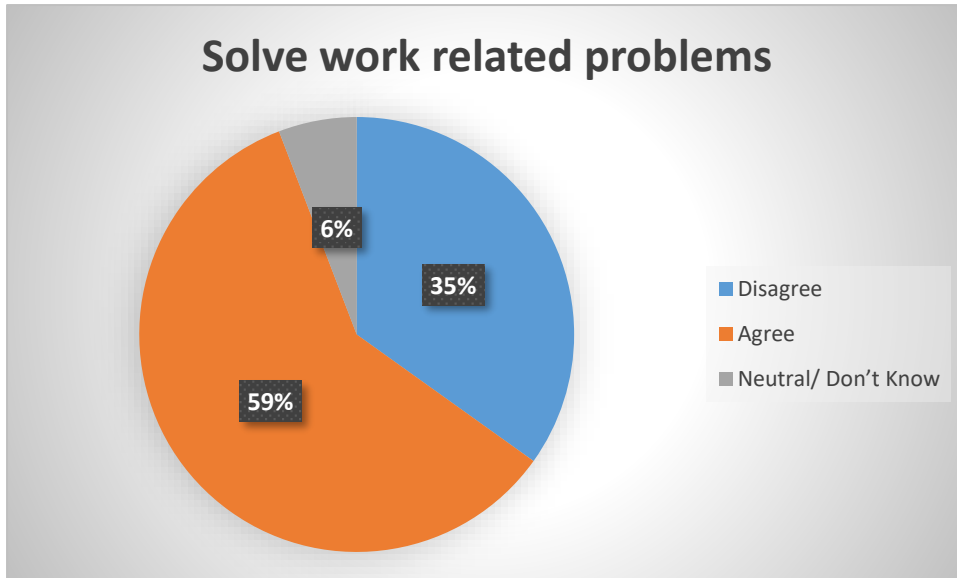
**Question A3: The PMS is generally understood by DEL employees at all levels.**



Sixty six percent (66%) of the participants aditted that employees at all levels in DEL have a general understanding of the PMS, while a lower percentage of 17% did not

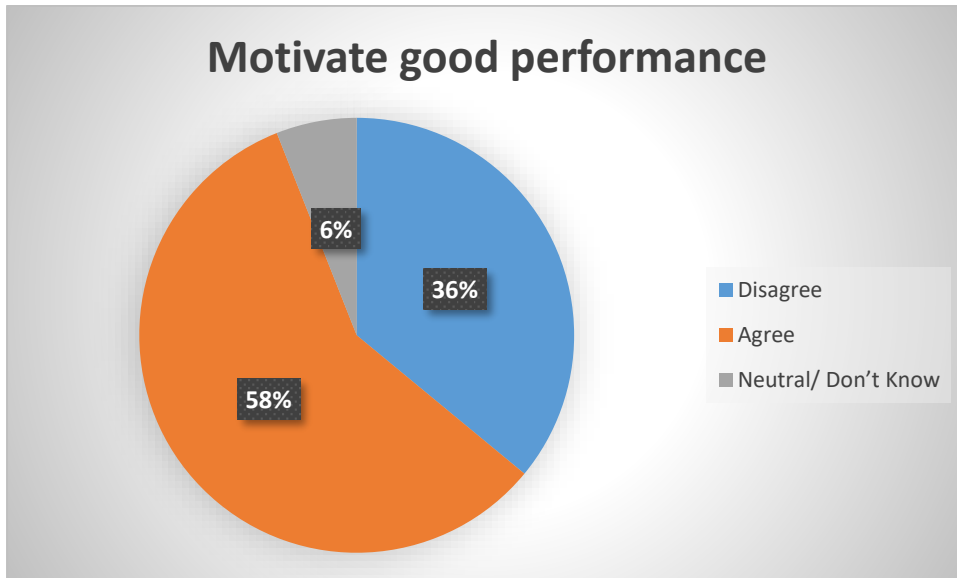
agree with the statement, which was followed by 17% of individuals who did not comment to the statement. A greater proportion of respondents understand the PMS process. According to Kaupa and Atiku (2020), the performance management process entails setting clear goals and targets for employees.

**Question A4: My supervisor is doing enough to help me solve work related problems.**



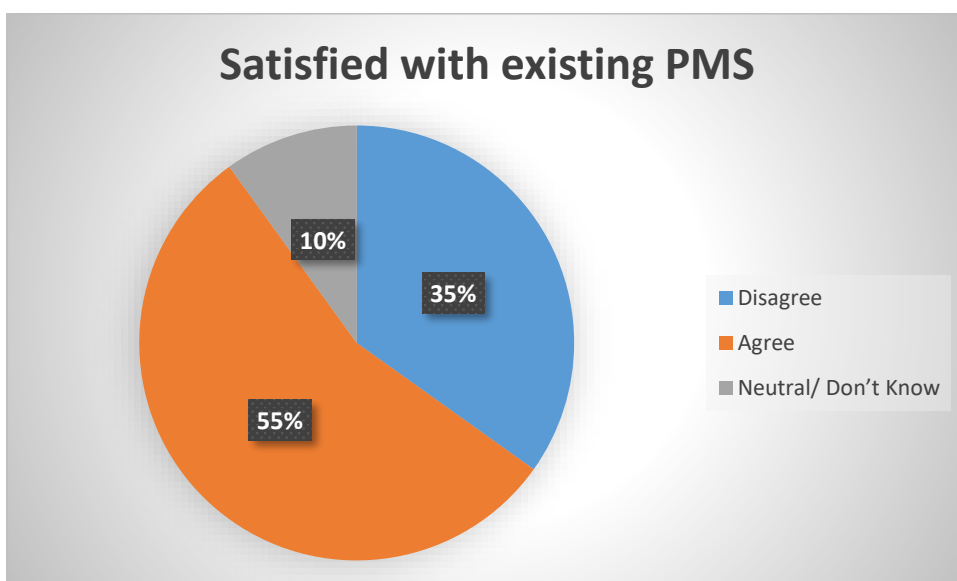
Fifty nine percent (59%) of participants were in agreement with the assertion, 35% firmly objected or disagreed, with 6% of participants did not agree nor disagree with the statement. Performance management is a collaborative process in which managers and employees team up to attain institution's aspirations and targets (Magura, 2014).

**Question A5: Performance bonuses and pay progressions are sufficient to encourage good performance in the Department**



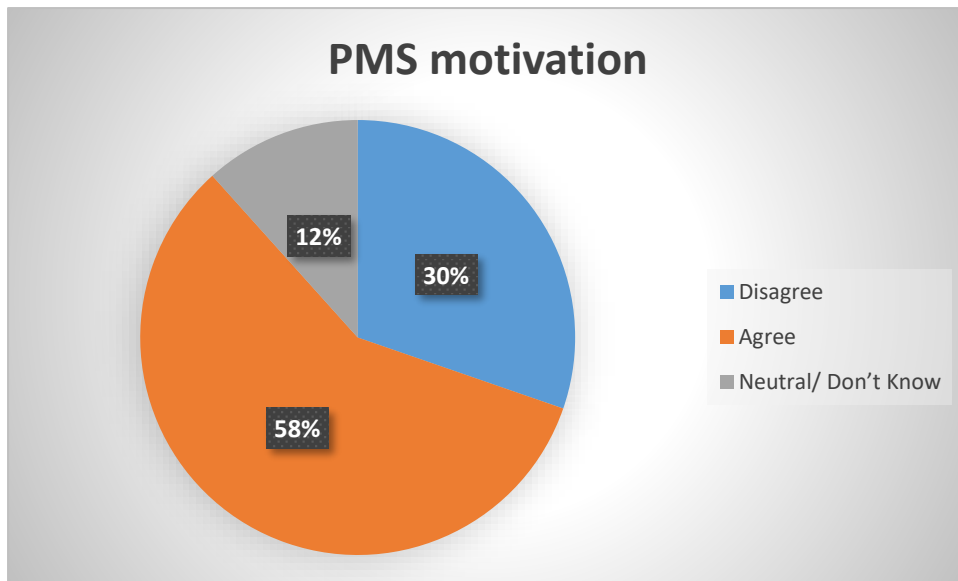
As depicted in the above chart, 36% of those who took part opposed that performance bonuses and pay increases are adequate to motivate employees in the department, whereas 58% of the participants agreed with a statement, and 6% were unwilling to agree or disagree with a claim. Employees may be satisfied and motivated to perform at higher levels if their accomplishments are recognised and rewarded (Legalatladi, 2015).

**Question A6: I am satisfied with the existing PMS**



It has surfaced from the findings that 36% of individuals who participated in the survey hardly disagreed they were satisfied with the current PMS, followed by 55% who were in agreement, and just 9% who did not respond to the discovery. As attested by Cutu (2021), a positive attitude may promote a favourable working atmosphere, encouraging others to enhance their performance.

**Question A7: The PMS motivates me to work harder**



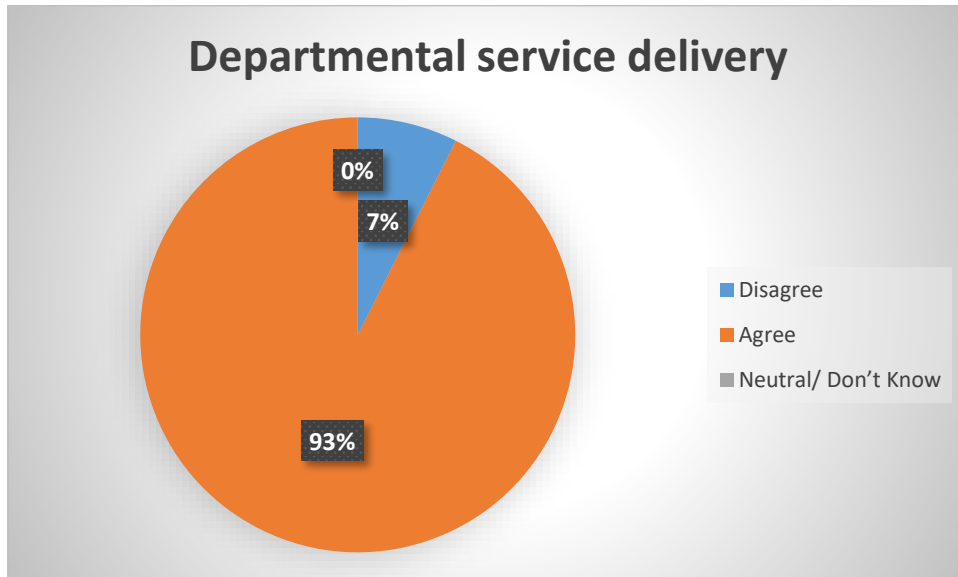
Performance management helps organisation ensure employees are working ambitiously to add to accomplishing the organisation's main goals and objectives (Said, Khan & Hameed, 2021).

The discovery is not shocking, particularly when the following factors are considered:

Respondents from A1, A2 and A3 with overwhelming 79% indicated they understand what PMS entails. This is tremendously encouraging results as employees at different levels are familiar with the existing policy, they understand the role of PMS, and are happy with the existing PMS and that the existing PMS motivates them to work.

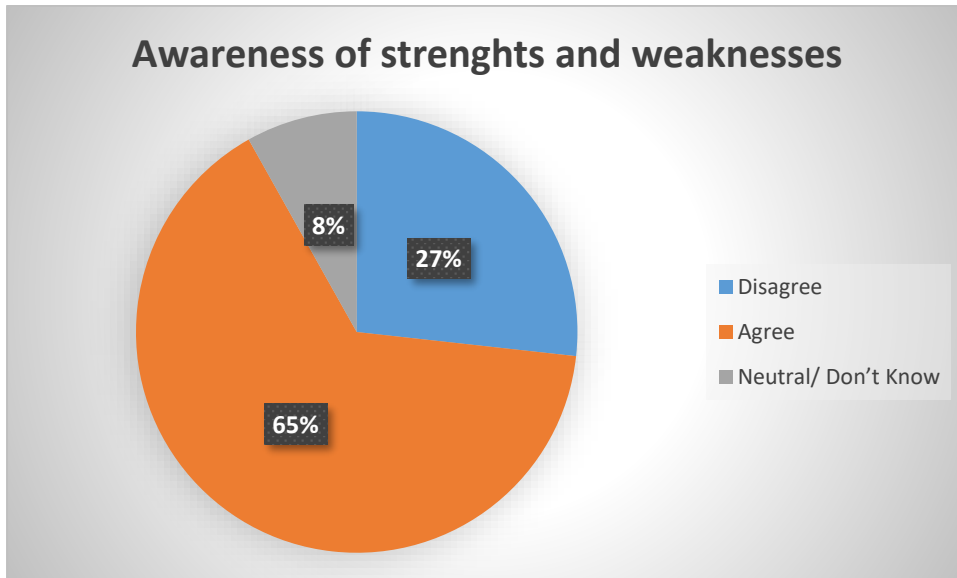
#### 4.1.2 SECTION B – PMS AND RELATED PROCESSES

**Question B1: Performance evaluation should be closely connected to departmental service delivery priorities.**



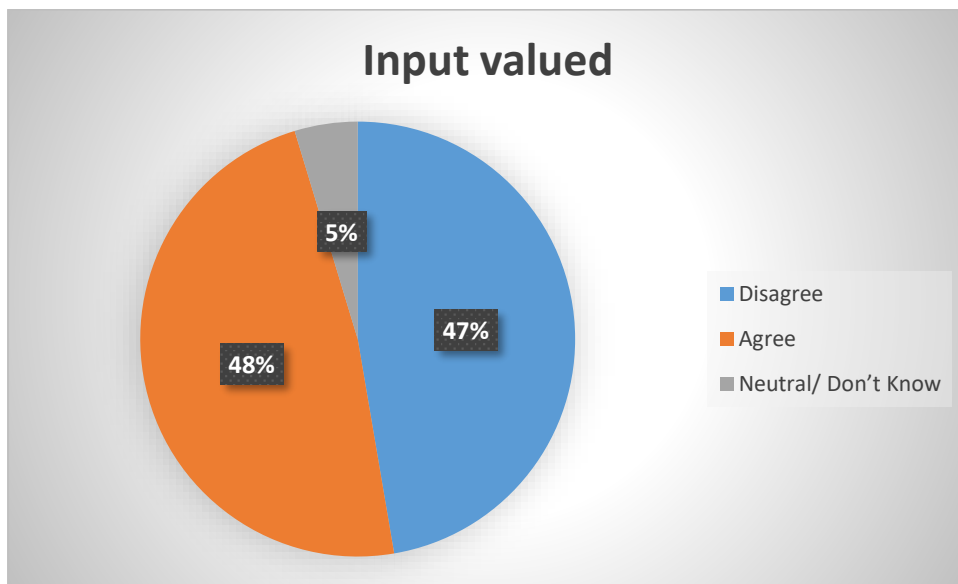
An abundance of participants (93%), extremely agreed or confirmed that performance evaluation should be connected to departmental service delivery priorities, whereas only 7% of the subjects disagreed with the statement, followed by 0% of subjects who did not share their views on the remark. Biwott (2016) stated that managers should set reasonable targets for each employee that are tailored to the individual's abilities, which in turn will enable the department to achieve its service delivery priorities.

**Question B2: Performance management raises awareness of my strengths and weaknesses.**



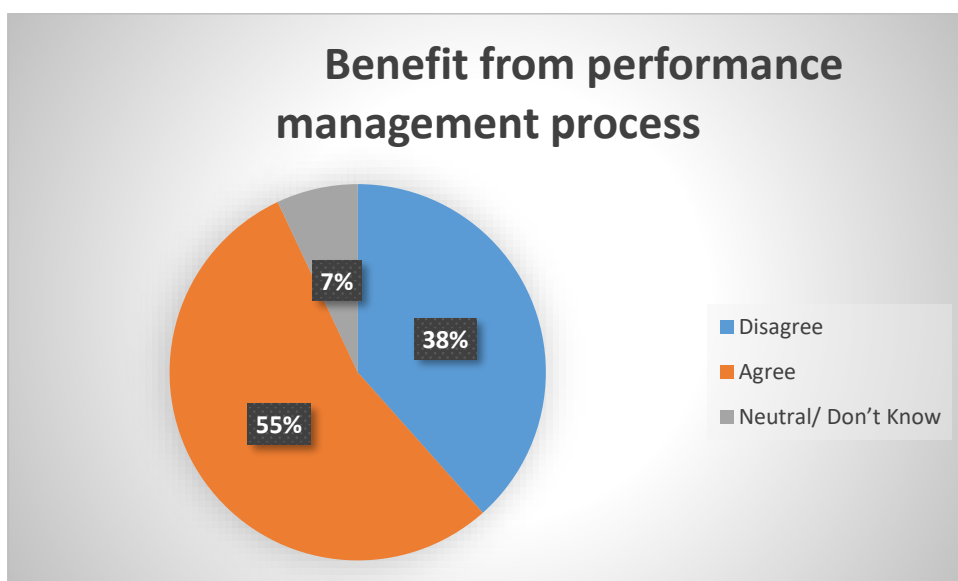
The above figure elucidates that 65% of the subjects admitted to the claim that performance management helps people become more aware for their strengths and weaknesses. About 27% of the subjects strongly denied or disagreed with the statement, and only 8% of respondents were undecided. Baroda, Sharma and Bhatt (2012) declared that a multi-rater feedback method helps managers to construct a clear picture of employees' strengths and weaknesses by revealing the blind areas in their performance.

**Question B3: My input is valued during the performance management process**



A slightly higher 47% of those polled disputed that their inputs are valued during performance management process, followed by 48% of the subjects who agreed that the organisation values their input during the performance management process, and a lower percentage of 5% of the respondents never commented on this statement. According to Mafanya (2015), employee participation in the formulation stage will aid them comprehend organisational goals.

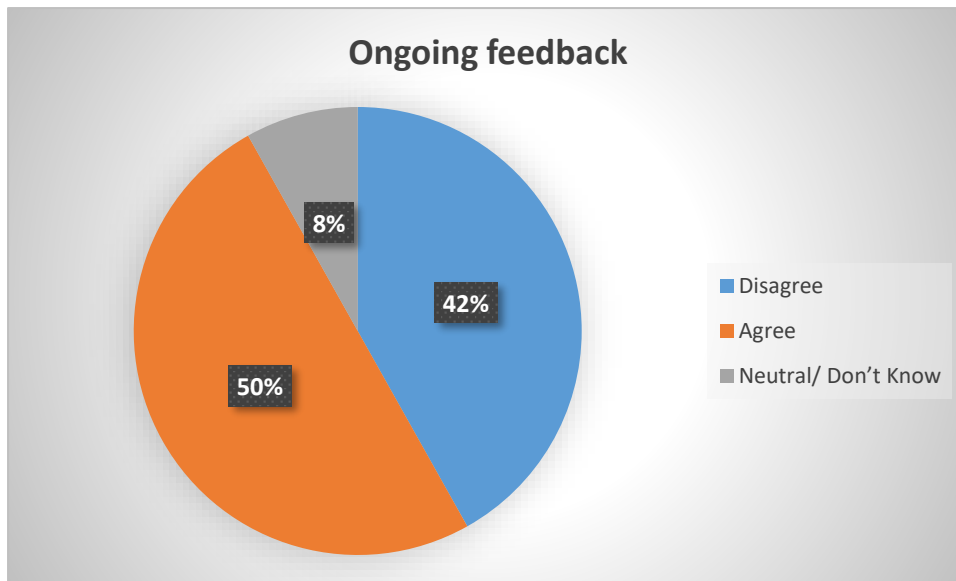
**Question B4: The performance management method is beneficial to me**





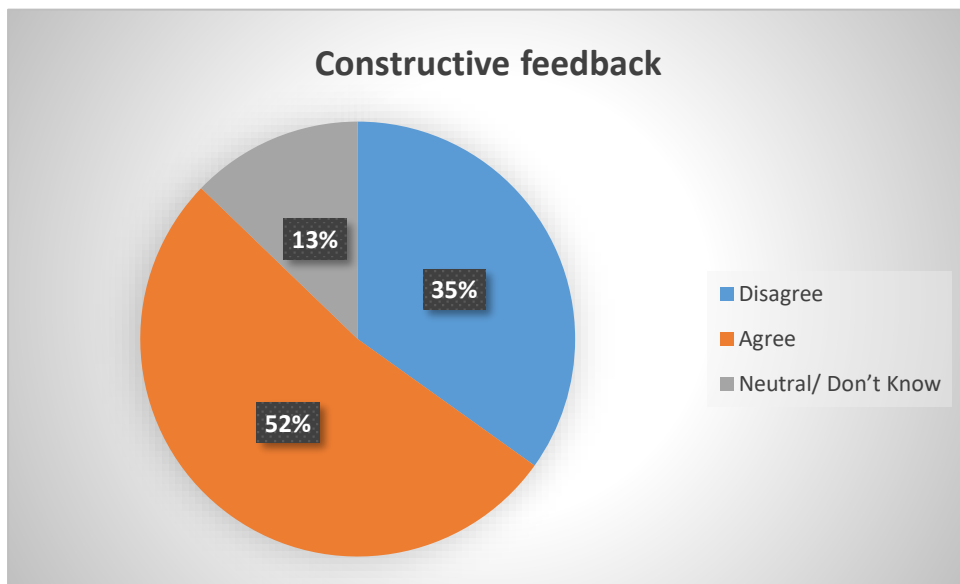
The results has shown that 55% of the people surveyed concurred they benefited from the performance management process, just 38% disputed with the claim, while the lowest participants (7%) were sceptical with the claim. Naidu (2021) puts it that the purpose of PMS is to acknowledge and reward higher performing employees and those who contribute to the attainment of organisational targets.

**Question B5: I receive ongoing feedback from performance reviews**



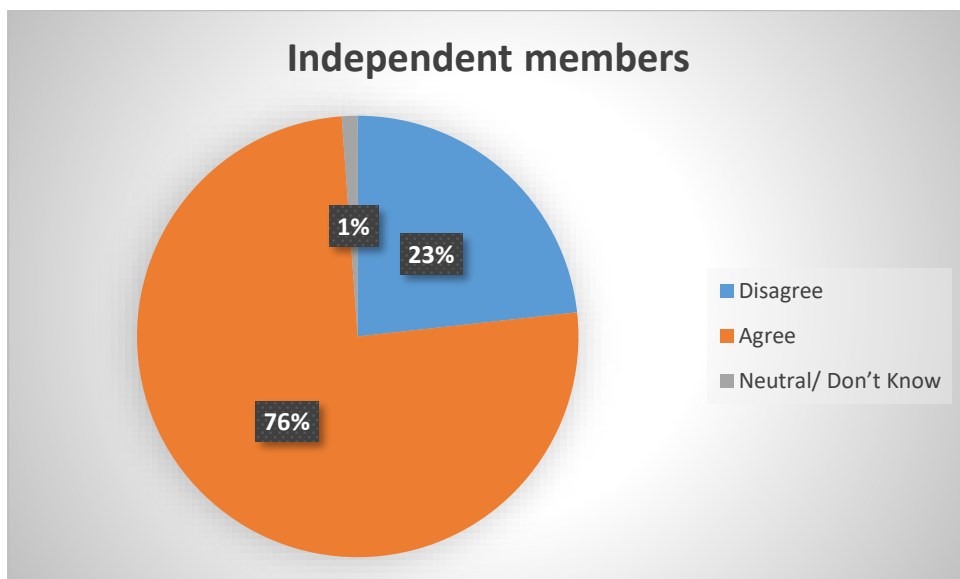
Fifty percent (50%) of the subjects agreed that they receive ongoing feedback from performance reviews, at least 42% dissented with the statement, followed by a lower percentage of 8% of the respondents who neither agreed nor disagreed with the statement. Offering feedback is considered to be among the most crucial elements in the PMS since that allows employees to understand how they performed and identify areas of improvement. It will also increase employee morale and serve as a motivation for employees to accomplish more (Idowu, 2017).

**Question B6: Performance management feedback is constructive**



Fifty two percent (52%) of the subjects concurred that performance management feedback is constructive. However, 35% of the participants disagreed with a declaration, while 13% did not express their thoughts on the matter. Constructive feedback supports employees in identifying areas for improvement for the next level of performance (Department of Public Service and Administration, 2007).

**Question B7: The performance management process should include independent members**

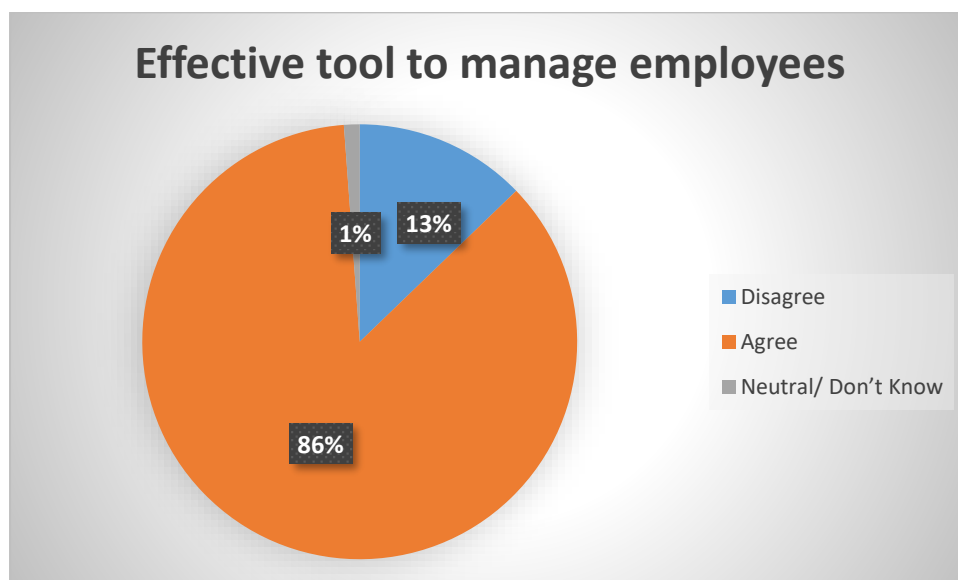


Seventy six percent (76%) of the poll participants concurred that independent experts should be a part of the performance management process, compared to 23% who disagreed with the contention, whereas 1% did not comment on the assertion. Kanaslan and Iyem (2016) argue that feedback from multiple sources provides employees with more dependable and accurate information about the level of their performance.

Sixty five percent (65%) of respondents in B2 harmonised with the comment that performance management raises the awareness of their strengths and weaknesses, 50% of respondents (B5) said they receive ongoing feedback from performance reviews, whereas 52% in B6 disagreed that the performance management feedback is constructive. The results are surprising and yet not convincing as the three statements are related but perceived differently in that 48% of the respondents in B3 said during the performance reviews, their inputs are not valued. The results also differ with respondents in B7 (76%), that PMS process should include independent members.

#### 4.1.3 SECTION C – IMPLEMENTATION OF PMS

**Question C1: I perceive performance management to be an effective tool to manage employees**

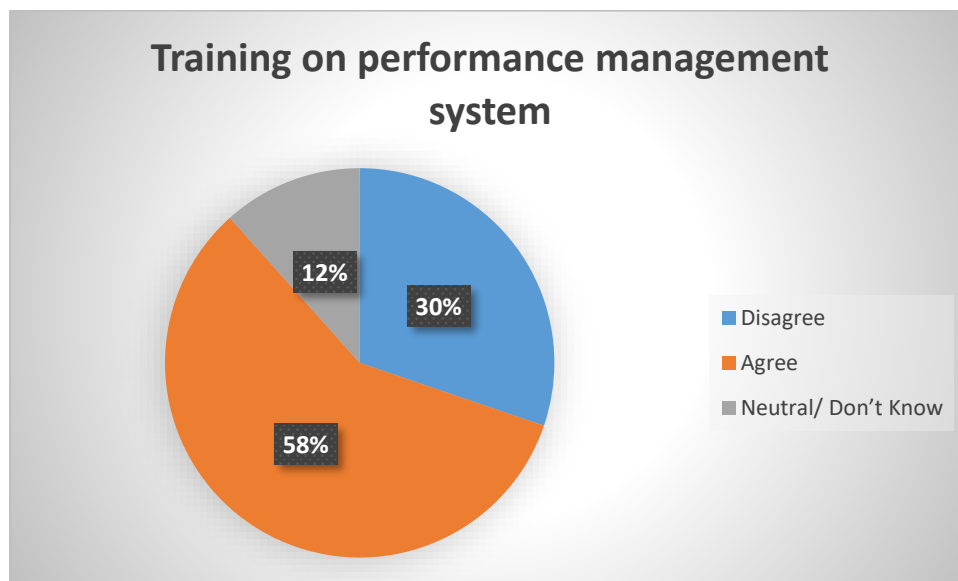


A whopping 86% participants consented with the statement that they believe performance management to be an effective tool for managing employees'

performance, meanwhile only 13% of individuals were against the input. As little as 1% of the subjects were undecided about the argument.

As indicated by Zvavahera (2013), performance management is a key element of the management instrument since it offers tactical blueprint and ultimately decides the manner in which material will be distributed to the attainment of defined desired outcomes.

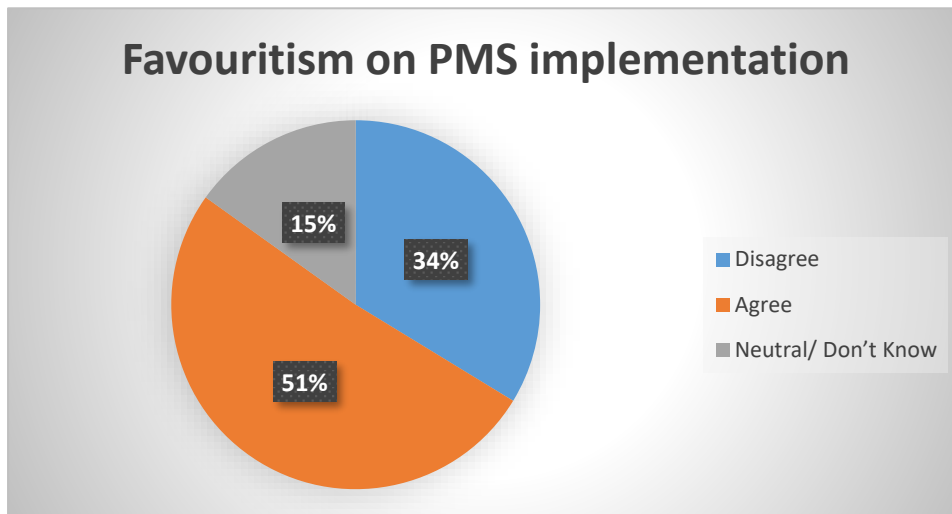
**Question C2: I have received training on the performance management system**



Fifty eight percent (58%) of the participants agreed that they had been trained on performance management system, while only 30% disagreed with the assertion, with the remaining 12% holding back their opinion.

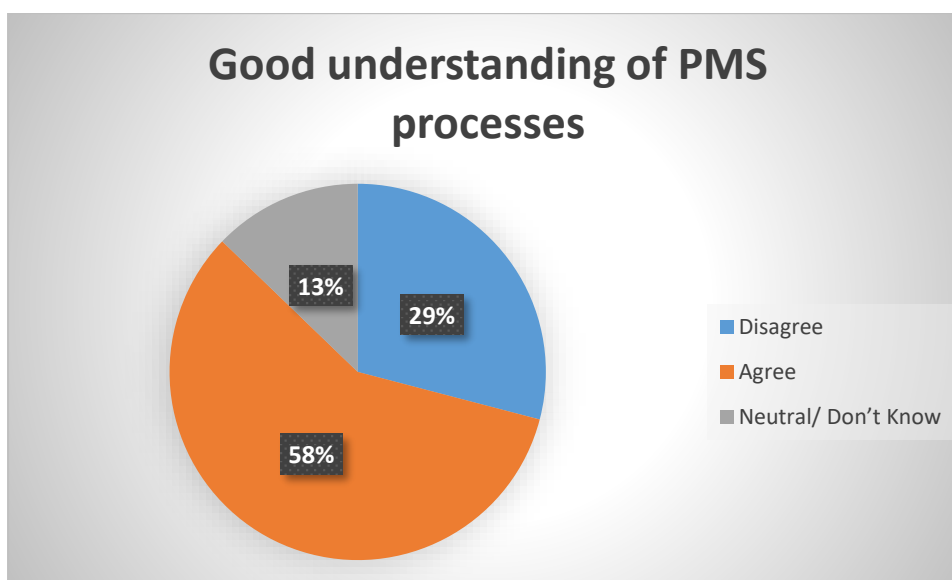
According to Mathidza (2015), training subordinates on performance management will aid them comprehend the system's purpose as well as goals, which will further reduce any concern they may have about the system.

**Question C3: There is favouritism on how supervisors/managers conduct PMS**



It has been surfaced from the study findings that 51% of the participants concurred that there is favouritism in the implementation of the performance management system by supervisors and managers, followed by 34% of participants who completely disagreed with the claim, while 15% of those surveyed were neither in agreement nor disagreement with a comment. Seotlela and Miruka (2014) stress that effective PMS need to be carried out in an equitable and reasonable approach for all employees.

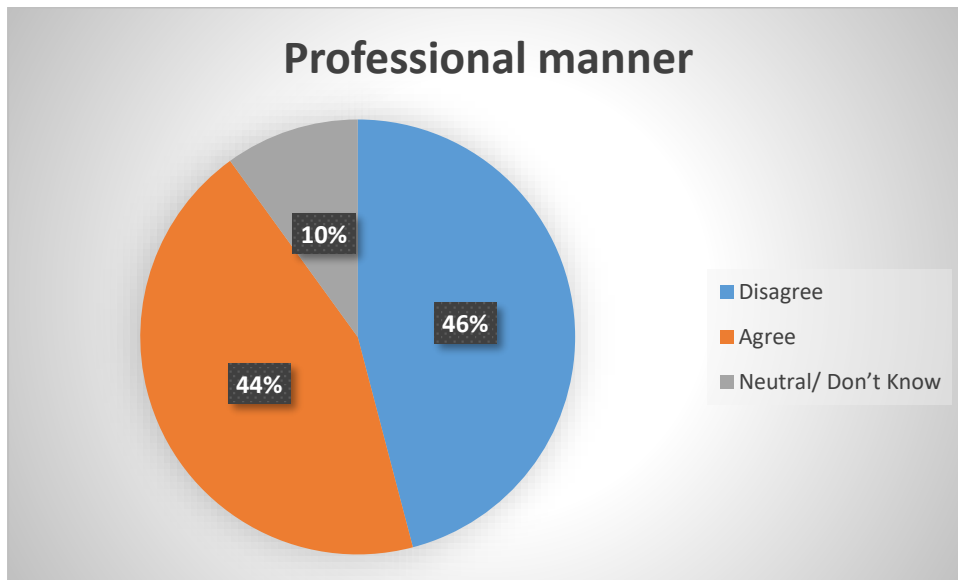
**Question C4: Supervisors/ managers has a good understanding of PMS processes.**



Fifty eight percent (58%) of the subjects concurred that supervisors and leaders possess a solid awareness of PMS processes, some 29% of the subjects did not agree with the assertion. The remaining 13% of responders neither concurred nor

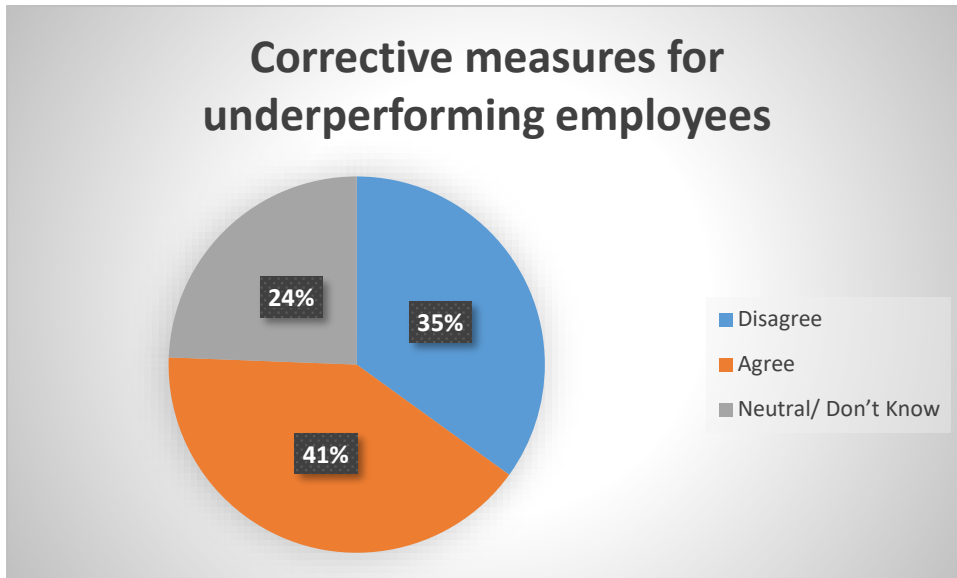
disapproved. Taiwo and Omojaro (2019) lamented fact that it matters greatly for managers and supervisors comprehend their position on overall performance management as well as how performance evaluation contributes towards the overall goals of performance management.

**Question C5: Performance evaluations are carried out professionally**



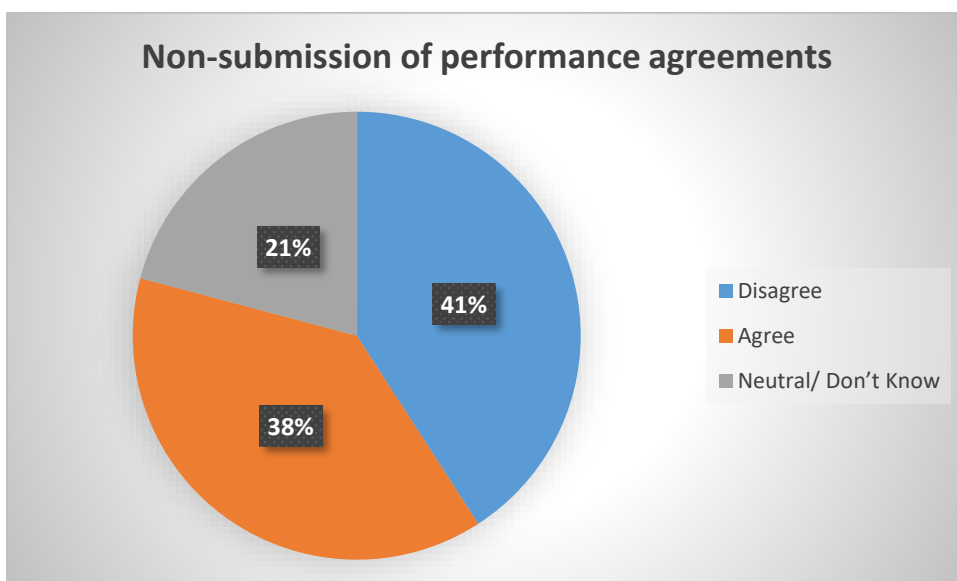
The findings indicated that 46% of participants disputed that performance reviews are conducted professionally, followed by 44% who concurred with the assertion, whereas just 10% did not give their input on the discovery. Both supervisors and managers must execute or conduct performance reviews professionally since the principles that leaders use to manage employees may have an impact on the employees' morale and loyalty (Singh & Prasad, 2017).

**Question C6: There are corrective measures in place in DEL for underperforming employees**



The findings revealed that 41% of the participants concurred with a claim that DEL has corrective measures to deal with the problem of underperforming officials, followed by 35% who were against the argument, just 24% withheld own judgement on the assertion. As mentioned by Van Dijk and Legalatladi (2015), it is crucial to consider employees' perceptions in order to prevent demoralisation, which would have an adverse effect upon their drive and effectiveness.

**Question C7: DEL has a better strategy for addressing the issue of employees failing to submit performance agreements to HRM**



When asked whether DEL had a better approach to address the issue of employees' failure to submit performance agreements to HRM, 41% of the subjects expressed disagreement. Only 38% of the poll participants agreed with what was said, while 21% could not comment on the issue. Although signing a performance contract is a crucial step in managing performance, Awino and Saoli (2014) believe that it should be done as part of the growth process rather than just to follow processes because the latter will have no meaning.

The discovery is not entirely shocking, especially when taking the following into consideration:

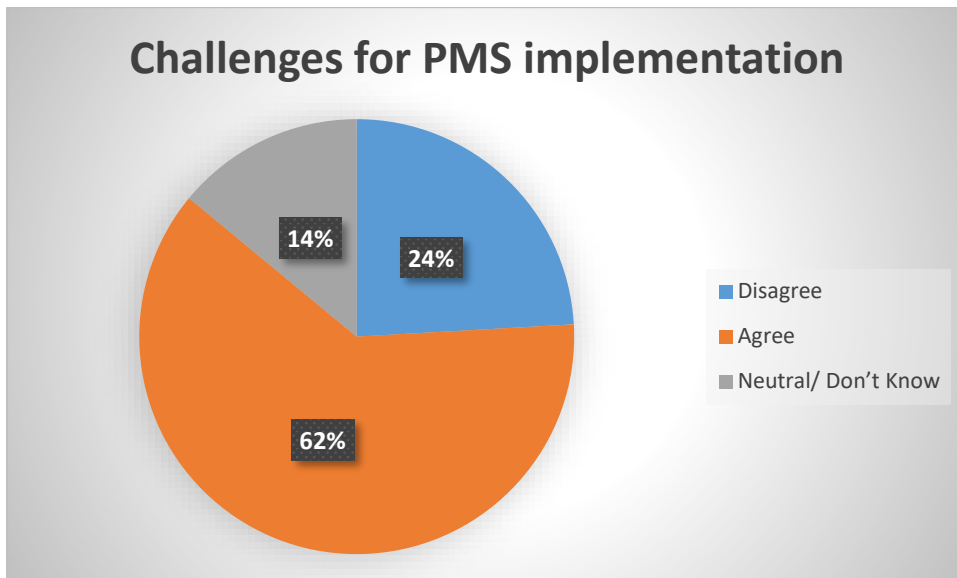
An overwhelming percentage of 86% of the participants in C1 significantly coincided that performance management is an effective tool to manage employees, and 58% in C2 said they have been trained on PMS, which is a good finding. However, there is a need for DEL to look into the responses in C2 as 30% of participants strongly criticised or criticised that performance management was an effective tool to manage employees, followed by 12% of respondents who did not comment.

The respondents in C5 (46%) denied the outcome. In C3, 51% of responders disputed that performance appraisals are executed professionally. The finding is not strange as participants in C3 (more than half percentage of 51%) agreed that supervisors and leaders execute performance evaluation system in a favoritistic way. In C4, 58% indicated that supervisors and managers have a good understanding of PMS processes. However, in C6, 35% strongly disagreed or disagreed that DEL has a corrective measure on how supervisors and managers deal with underperforming employees. The question would be, if indeed supervisors and managers have a good understanding of PMS processes and its implementation, why are they failing to deal with lazy and underperforming officials?



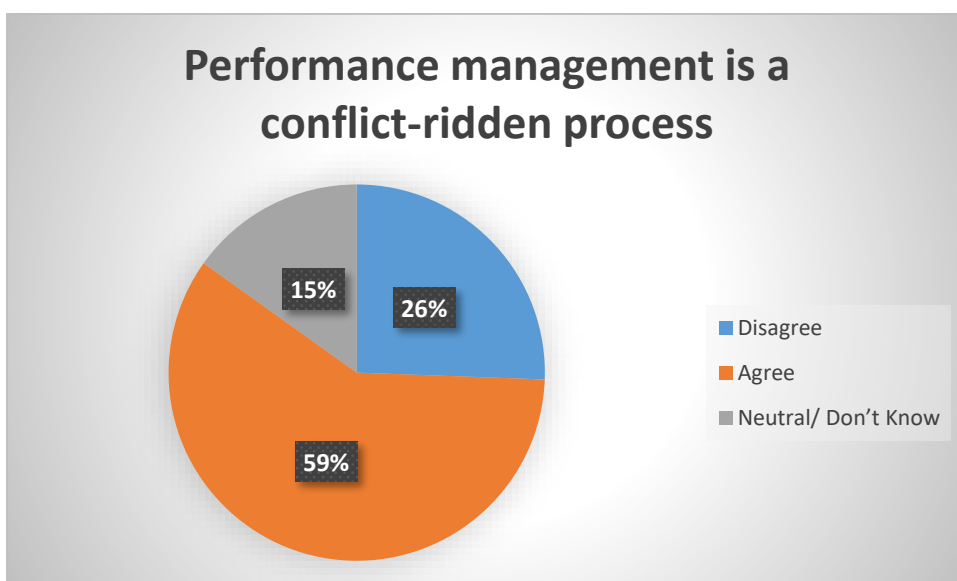
#### 4.1.4 SECTION D – CHALLENGES RELATED TO PMS

##### Question D1: Performance bonuses cause a challenge for PMS implementation



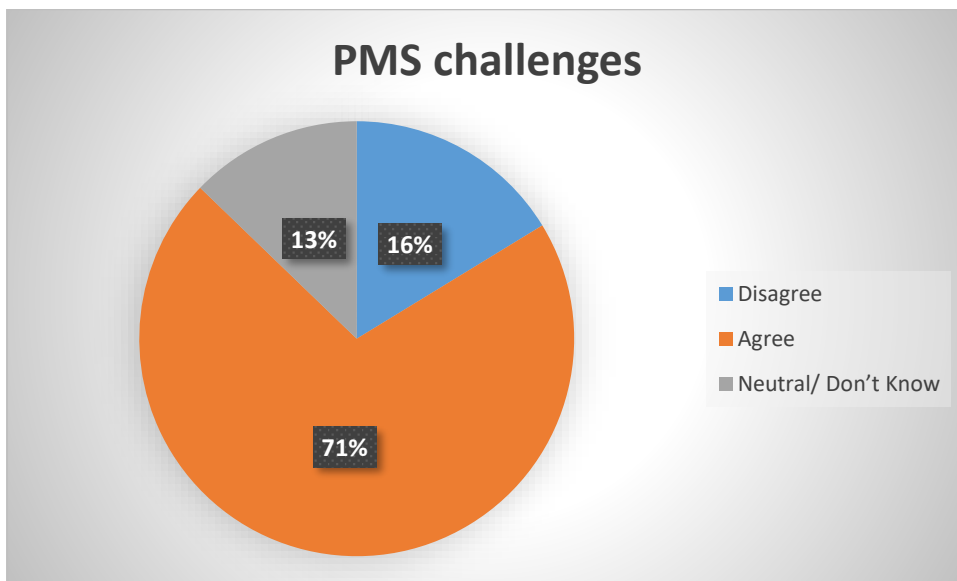
At least 24% of participants dissented that performance bonuses pose a problem for PMS implementation, whereas a large number of those polled, 62% agreed with the assertion, followed by 14% who did not comment on the remark. Makamu (2016) mentioned that whilst evaluation of a worker's efficiency might provide greatest results for the institution as well as its workforce, it can also have a detrimental impact if not managed properly.

##### Question D2: Performance management is a conflict-ridden process



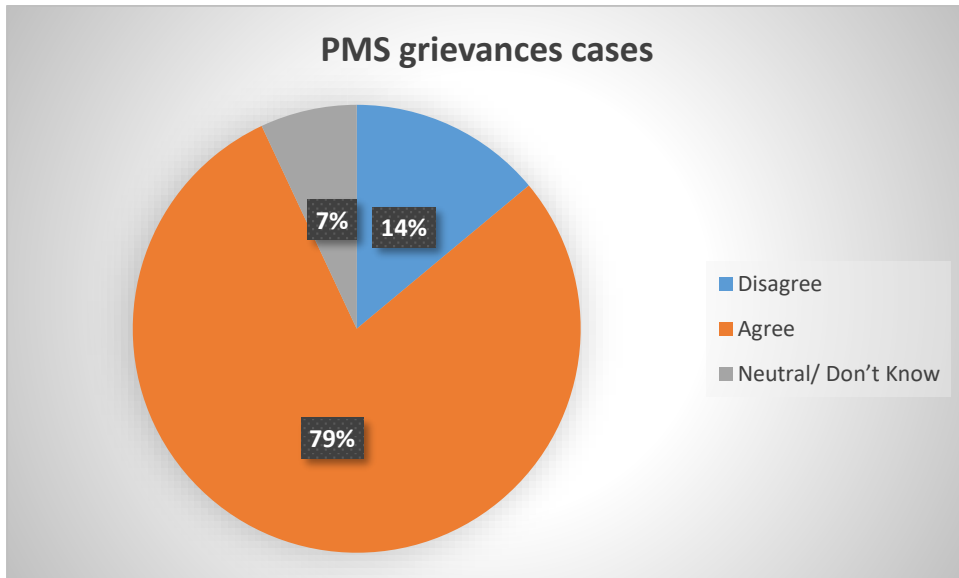
An abundance of participants with 59% agreed with the expression that performance management is a conflict-ridden process, with 26% disagreeing with the assertion. Only 15% of those subjects chose not to engage on the assertion. Ngumbau (2013) argues that performance management must accomplish just what it sets out to attain in the manner in which it is anticipated to accomplish it.

**Question D3: There are numerous departmental problems related to the administration and implementation of performance management system**



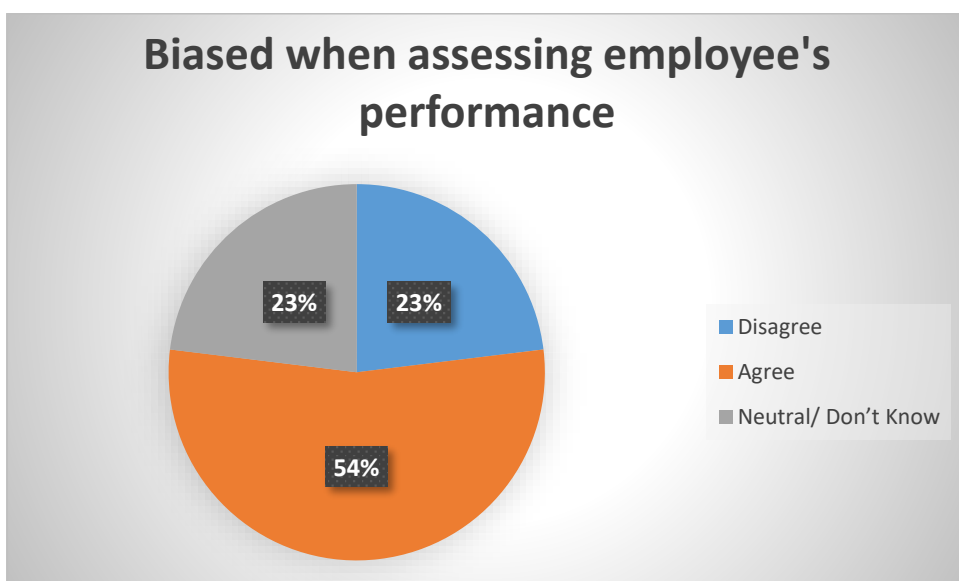
About 16% of the pollee disagreed with the comment that DEL has numerous PMS related problems. The vast majority of participants (71%) agreed with the expression, while 13% of the participants reserved own judgement. As specified by Makamu and Mello (2014), in order to effectively roll out performance management in the public sector, it is necessary to first address additional management concerns related to the evaluation procedures.

**Question D4: Several grievances or complaints are lodged by employees as a result of the performance management system's adoption**



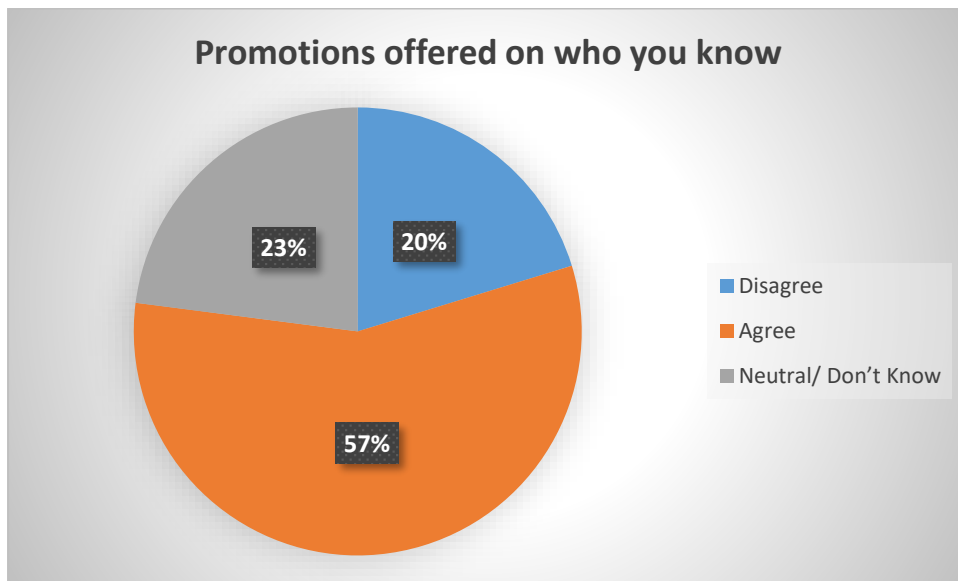
A massive majority of participants, (79%) confirmed that there are many grievances or complaints brought by employees as a result of PMS implementation, followed 14% who opposed the claim, followed by 7% who did not wish to respond to the question. Unhandled or improperly handled grievances have quite a detrimental impact on production (Onyebuchi & Uchechi, 2019).

**Question D5: Supervisors and managers are biased when assessing employees' performance**



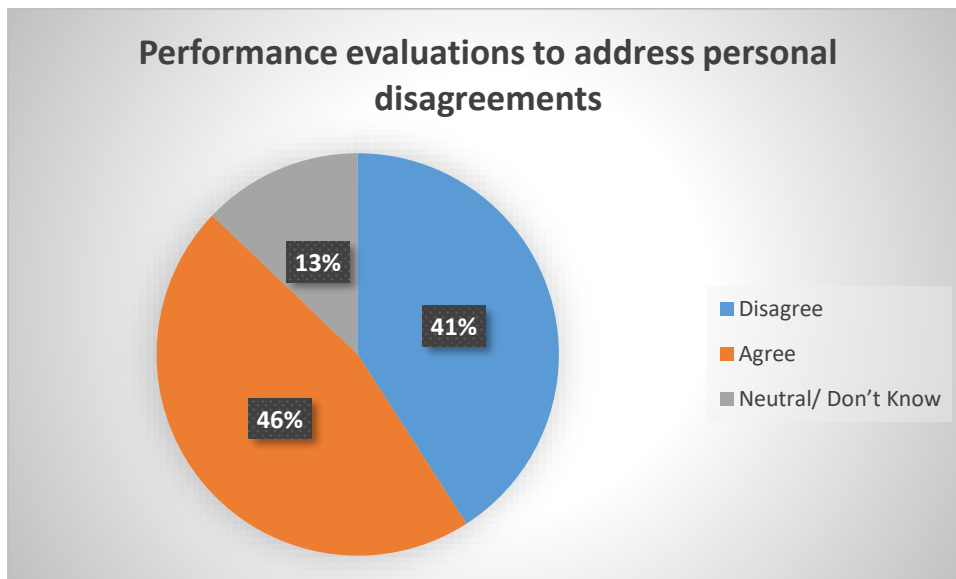
Although 23% of respondents disagreed with the assertion, 54% confirmed that supervisors as well as managers tend to be prejudiced when evaluating worker's efficacy. 23% of those respondents did not agree or disagree with the statement. According to Alomari (2020), bias frightens hardworking personnel and has a detrimental impact on their performance, which in turn undermines the achievement of the organisation's goals.

**Question D6: Job promotions are offered based on who you know rather than what you know**



Fifty seven percent (57%) of participants agreed with the allegation that job promotions are offered based on who you know than what you know. As many as 20% of those surveyed opposed and 23% of those involved did not give their input on the statement. The result is a disturbing exploration considering that advancements ought to be determined by other factors such as good performance, fairness and educational requirements rather than on how close you are to the manager. According to Mkwadi (2019), if employees have doubts about the overall performance management procedure as being fair, then they will be increasingly unwilling to trust its execution.

**Question D7: Manager utilises performance evaluations to address personal disagreements with me.**



Based on the study findings, 41% respondents disagreed that managers use performance reviews to address personal issues with them. However, nearly half of the subjects (46%) were in agreement with what was said, whereas just 13% were either in agreement or opposition with the comment. According to Gallardo-Gallardo, Nijs, Dries and Gallo (2015), performance management aims to promote, advance as well as enhance workplace effectiveness.

This outcomes does not seem shocking particularly when the following elements are considered:

**Question D1** – sixty two percent (62%) of participants mentioned that performance bonuses cause a challenge for PMS implementation.

**Question D2** – where 59% of the subjects felt that performance management is a conflict-ridden process.

**Question D3** – where 71% indicated that there are numerous problems involved in the administration and execution of the performance management system at DEL.

**Question D4** – where 79% overwhelmingly agreed that DEL has numerous grievances or cases linked to PMS implementation.

**Question D5** – Fifty four percent (54%) of respondents said supervisors as well as managers tend to be prejudiced when evaluating worker's efficacy.

**Question D6** – Fifty seven percent (57%) among those polled respondents indicated that performance management at DEL is not fair as advancements are based on who you know rather than on what you know.

**Question D7** – Forty one percent (41%) of respondents indicated that managers are not professional as they use performance management review to address personal issues with them.

In accordance to the preceding findings, supervisors and leaders tend to be unconcerned with a number of unhappy officials as far as grievances, challenges and the superiors' conduct are concerned. Effective PMS need to be implemented in a fair and just manner for all employees.

#### **4.2 CONCLUSION**

The findings of the empirical study were presented in this section, after which were brief discussions. Results were presented based on the responses drawn from the questionnaires and from evaluation and translation of such data.

This study also indicated some of the obstacles to the execution of the PMS in the research area. For instance, one of the challenges was that besides performance management being perceived by 86% of the respondents to be an effective tool to manage employees, 79% participants extremely acknowledged or agreed that DEL has numerous grievances or cases linked to PMS implementation.

This is a notable observation for the final chapter, where findings, interpretations as well as recommendations shall be offered.

## CHAPTER FIVE

### FINDINGS, RECOMMENDATIONS AND CONCLUSION

#### 5.1 INTRODUCTION

Performance management, according to Mafanya (2015); Woyessa (2015) is essentially an instrument that assesses how well the organisation's plan is being implemented. When done correctly, it is a significant tool for determining if an organisation is on track to reach its goals or acts as an early warning system to highlight areas that require improvement.

This chapter of the study discusses what was discovered throughout the investigation (findings), draw some conclusions according to the objectives of the research as highlighted in chapter one and three respectively, and therefore makes recommendations. The general goal of the investigation was to investigate the implementation of effectiveness of the performance management system and how it affects the provision of service priorities in the Limpopo Department of Employment and Labour (DEL). The study also aims to collect employee's opinions towards performance management practices, as well as to understand processes, strategies and challenges involved within the performance management system implementation of the DEL, in a view of enhancing current understanding and the potential impact of an improved PMS on service delivery.

This present study sought in enhancing the boundaries on existing literature in the public administration by answering a number of the research questions as follows:

- To what extent is the Limpopo Department of Employment and Labour's performance management system effective?
- What are the existing employee opinions towards performance management practices?
- What are the processes and strategies involved within the performance management system implementation of the Limpopo Department of Employment and Labour?
- What performance management system related challenges, if any, is Limpopo DEL facing, and are there any mitigating recommendations for overcoming them?
- What are employee awareness levels and understanding of performance management system implementation?

This study was anchored and founded by the following research objectives:

- To evaluate the extent of effectiveness of Limpopo Department of Employment and Labour's performance management system.
- To determine employee opinions towards performance management processes.
- To establish processes and strategies involved within the performance management system implementation of the Limpopo Department of Employment and Labour.
- To establish performance management system related challenges faced by Limpopo DEL and to provide mitigating recommendations for overcoming them.
- To establish employee awareness levels and understanding of PMS.

## **5.2 FINDINGS IN RESPONSE TO EACH RESEARCH QUESTION**

### **5.2.1 To what extent is the Limpopo Department of Employment and Labour's performance management system effective?**

This question related to performance management effectiveness sought to determine whether participants understood how performance management is implemented at DEL Limpopo. Using a survey questionnaire, participants were invited to offer their thoughts and experiences about the usefulness of the performance management system. This findings revealed that employees at all levels admitted that the system was in place, understood its existence and purpose, and viewed it as being a leadership tool that involved of keeping track of and evaluating worker efficiency. According to Said, Khan and Hameed (2021), performance management is an approach used to achieve intended organisational outcomes based on the standards that management has conveyed to their staff.

On the contrary, the findings showed that more adjustments were required as many challenges remained in the implementation phase. In particular, the study additionally discovered that the primary cause of worker dissatisfaction with performance evaluation was based on unsatisfactory in performance ratings and as a result, performance appraisals are viewed as an event rather than as a method of motivating employees. Makamu (2014) stated that effective performance management promotes



individual growth, constant communication and interpersonal interactions with a view to enhance effectiveness. As explained by Jain and Gautam (2016), the success of an organisation is dependent not just on the implementation of good strategies, but also on employee involvement.

#### **5.2.2 What are the existing employee opinions towards performance management practices?**

The intention of this was to determine whether or not the performance evaluations were conducted in compliance with the performance management framework. Nevertheless, this investigation revealed that the PMS procedures lacked consistency and that the assessment methods were unfair. According to the survey, employees' dissatisfaction with DEL's performance management was primarily caused by the poor performance ratings

#### **5.2.3 What are the processes and strategies involved within the performance management system implementation of the Limpopo Department of Employment and Labour?**

The purpose of this question was to ascertain whether DEL has procedures and strategies in place to use during PMS implementation. According to the results, when signing performance agreements at the start of each financial year, employees are asked to submit their training needs. Additionally, the study demonstrated that DEL provides counselling services to staff members regarding stress management at work and in their personal lives.

#### **5.2.4 What PMS-related challenges, if any, is experienced by Limpopo DEL and provide mitigating recommendations?**

This study question was designed to identify PMS-related challenges faced by DEL. The findings also revealed the following DEL's challenges:

- **Management of performance ratings are not fairly given on merit as a result of favouritism by supervisors and managers during the adoption of the system.**

According to the findings from the study, that getting a merit depends on how close you are with the manager. This finding will have a detrimental impact on PMS implementation. Kim, Wang and Chen (2018) think that trust is a critical component of organisational success and task performance. To support the aforementioned statement, Makhubela, Botha and Swanepoel (2016) reported that employees will deem the performance review process acceptable if equitable criteria related to fairness in the organisation are established.

- **Poor leadership by supervisors and managers**

The study revealed that poor leadership by supervisors and managers demotivates employees as they only become active during the assessment period. No one-on-one discussions or meetings are taking place during the year to discuss performance, which in turn becomes difficult for them to meet the objectives of the department. As explained by Shai (2017), leadership is the capacity to inspire and encourage employees to contribute diligently and efficiently to the achievement of organisational aims and targets. As explained by Nxumalo, Goudge, Gilson and Eyles (2018), PMDS is an instrument that aids managers make certain that planning, progress tracking and outcome evaluation are accomplished.

- **Lack of motivation by supervisors**

The study revealed that one of the issues affecting employees at DEL is lack of motivation by supervisors, which makes them not to meet targets, to lose focus and to develop negative attitudes against supervisors. King (2020) put it that as much as supervisors expect better levels of performance from employees, the employees in return anticipate career advancement, promotions, prizes and recognition from their employers.

- **Performance feedback**

The study found that supervisors and managers are failing to provide feedback about employees' performance, which in turn enables them to achieve set goals. Feedback is regarded as the most important tool for acknowledging excellent performance and

redirecting inappropriate behaviour (Mahomole, 2017). To support the preceding assertion, Khan and Ukpere (2014) states that providing meaningful and unbiased feedback promotes the employer-employee interaction.

#### **5.2.5 How to determine employee's awareness and understanding in terms of PMS implementation?**

This question wanted to assess the manner in which employees perceive and comprehend PMS adoption at DEL. The results showed that DEL employees' opinions on PMS implementation varied. Employees felt that the way in which managers assessed their work was unjust.

### **5.3 SUMMARY OF FINDINGS ACCORDING TO RESEARCH OBJECTIVES**

This research aims to investigate the implementation of effectiveness of the performance management system and how it affects the provision of service priorities in the Limpopo Department of Employment and Labour (DEL). The study also aims to collect employee's opinions towards performance management practices, as well as to understand processes, strategies and challenges involved within the performance management system implementation of the DEL, in a view of enhancing current understanding and the potential impact of an improved PMS on service delivery.

The study's findings indicated the following:

**Research objective 1:** To evaluate the extent of effectiveness of Limpopo Department of Employment and Labour's performance management system.

Regardless of how excellent the performance management system appears, if it is not properly implemented, it will not deliver the desired results (Maseke, Unengu & Haufiku, 2022).

This objective sought to evaluate the PMS effectiveness at Limpopo DEL. The findings demonstrated that the system was in place, however, most employees were not happy with its poor implementation. As indicated by Awan, Habib, Akhtar and Naveed (2020), in contemporary management theory and practice, an efficient PMS is regarded as a significant instrument in the promotion of organisational effectiveness.

The findings further revealed that effective performance management promotes individual growth, and regular communication builds interpersonal interactions with the goal of enhancing performance, supervisors must pay close attention to the execution of every necessary procedure in order to improve performance (Modipane, Botha & Blom, 2019).

**Research objective 2:** To determine employee opinions towards performance management processes.

This was to determine whether or not the performance evaluations were carried out in accordance with the performance management framework. However, this study found out that the assessment techniques were unjust, also that there was no uniformity within the PMS procedures. The survey also found that poor performance ratings were the root cause of employee's discontent with DEL's performance management.

There seem to be no positive working connection between superiors and subordinates when it comes to rating on performance. Therefore, these findings seem to suggest that participants do not have a favourable perception towards the implementation of PMS at DEL.

As reported by Mahmud and Azemi (2019), employees who possess an enthusiastic view within the framework appear to be more motivated to complete their tasks than employees who have an unfavourable view of the system.

**Research objective 3:** To establish processes and strategies involved within the performance management implementation of the Limpopo Department of Employment and Labour.

**Training:** The study showed that when signing performance contracts, employees submit a Personal Development Plan (PDP) outlining their training requirements. To ensure that the employees participate in these training interventions, the HRM unit (Training & Performance) is in charge. As explained by Nda and Fard (2013), training improves employees' initiatives, quality of work and willingness to accomplish organisational goals and objectives.

**Employee counselling:** The purpose of employee counselling is to provide professional help to both the supervisor and the employee by responding with

solutions that help to determine the root causes of the challenges (Padmasiri & Jayathilake, 2013).

The findings also demonstrated that employees are given counselling on how to handle work and personal balancing stress. Interactions between the supervisor, an employee and a professional body are part of the process.

**Research objective 4:** To establish performance management system related challenges faced by Limpopo DEL and to provide mitigating recommendations for overcoming them.

The study found a few areas where Limpopo DEL experienced challenges:

Challenge 1: Unfair ratings/ rating errors

Recommendation: Supervisors/managers to fairly grade deserving employees without being biased to avoid PMS-related grievances. According to Noronha, Aquinas and Manezes (2016), employees must believe that performance management is fair for it to become successful.

Challenge 2: Poor leadership by supervisors and managers

Recommendation: To provide more training as role players, including managers who do not clearly understand the implementation of PMS. As explained by Boadu, Dwomo-Fokuo, Boakye and Kwaning (2014), training and developing employees is essential for the existence of an organisation if it wants to maintain its competitiveness.

Challenge 3: Lack of motivation by supervisors

Recommendation: Considering motivation as a fundamental factor that influences human behaviour and performance, it is critical to train those in management positions on the way to motivate employees and keep track on how well the employees meet targets. Summarily, a motivated individual works hard, maintains a consistent pace of hard work and engages in self-directed behaviour to obtain the desired results (Shaban, Zubi, Ali & Alqotaish, 2017).

#### Challenge 4: Performance feedback

Recommendation: It is critical for managers/supervisors to offer feedback to employees on their performance since this allows them to identify areas for growth and promotes employee morale. According to Carter and Delahaye (2019), feedback is an important aspect for the efficacy and completion of PMS since it gives employees a sense of belonging to the company.

#### **Additional challenges (drawn from the findings)**

Challenges are everywhere in life, even in performance management. According to the additional details provided during the survey, below elements were identified to be barriers to the successful operation of performance management in the DEL:

- DEL lacks a strategy to deal with staff underperformance;
- The system fails as a result of ineffective people management, poor operations management and inadequate day-to-day supervision of performance by supervisors;
- Moderators altering predetermined scores;
- Supervisors and managers employ biased criteria to assess employees' efficiency, which causes employees making use of PMS only to comply with regulations rather than to contribute value;
- Managers use performance reviews to discuss personal matters with employees during performance reviews;
- Promotions depend more on who you know than on your knowledge;
- The criteria for merits are very complicated and solely depend on one person's discretion.

**Research objective 5:** To establish employee awareness levels and understanding in terms of PMS.

Seotlela and Miruka (2014) are of the opinion that perceptions and viewpoints can negatively hamper and influence the association between PMS procedures and performance-related behaviour among employees. Simply put, this objective attempted to assess how employees perceive and comprehend PMS adoption at DEL. According to the findings, DEL employees had varying perspectives on PMS

implementation. Employees thought supervisors' approach of evaluating their performance was unfair. Employees claimed that PMS was used by management as a punishment to hold them accountable for the way they performed.

#### **5.4 IMPLICATIONS FOR THE FINDINGS**

Performance management is a crucial human resource management method intended to increase general institutional efficiency and expansion (Tseng & Levy, 2019). The study's inspiration stems from the realisation that PMS is implemented in a variety of industries. In general, the PMS implementation is poorly managed.

In accordance to the study's findings, there are lot of challenges such as unfair ratings, poor leadership, insufficient motivation and inadequate performance feedback which hinder an effective execution of PMS. In addition, this study revealed that those in managerial positions were uncertain regarding the manner in which the process should be applied. That clearly calls for an intense effort for making sure that every worker knows and comprehend their responsibilities.

While this study was limited to Limpopo DEL, Lebowakgomo, Polokwane and Seshego offices, there is a possibility that employees from other labour centres within the Limpopo Province, including offices in other provinces of DEL are faced with similar challenges when putting performance management into practice. From this perspective, future study to establish underlying reasons for some negative findings on the implementation of PMS in all the provinces should be conducted. The objective of the study is to contribute to a repository of research, strengthen the connection between PMS and HRM as an area of study, and further propose possible solutions to the problems encountered by DEL Limpopo during the execution of the system.

Practically, results drawn from this research present an overall framework for senior management as well as those in power at DEL and numerous institutions to better comprehend employee perceptions of effective PMS implementation. Moreover, the findings of this study will be disseminated to DEL's head office and all employees in Limpopo Province, with the assumption that the significant challenges of PMS implementation might be alleviated to some extent.

## 5.5 ADDITIONAL RECOMMENDATIONS BASED ON RESEARCH FINDINGS

In addition to the recommendations from data collection and from the findings, additional recommendations on the effective implementation of PMS are suggested. The recommendations will provide new knowledge and understanding and further serve as guidance and foundation to DEL as a whole and to scholars who are interested in extending research on the successful execution of performance monitoring.

- Management need to make some improvements to the current PMS process as the findings revealed that employees were dissatisfied about the leadership and administration of the procedure.
- Employees be invited when performance agreements are developed as are currently being developed by head office.
- The PMS policy must be strictly maintained in order to minimise complaints and discontent.
- Supervisors/managers should reward deserving employees without being biased.
- Supervisors and subordinates need to have constant interactions regarding employee's performance.
- The department should provide staff members with required training to carry out their tasks effectively

## 5.6 CONCLUSION

Performance management is a continual activity that integrates all important human resource elements. The proper execution of an evaluation system has the potential to enhance enterprise efficiency and effectiveness, however, this will be dependent on leadership's and staff's determination and motivation to embark on the system.

In a more particular sense, this study enhanced comprehension of the PMS in DEL Limpopo, the role of the PMS in productivity enhancement, and identified serious shortcomings on the application and implementation of the PMS. Employees who are valued and whose opinions count are able to unleash their potential. The truth is that enterprises cannot accomplish their desired outcomes without proper training and development of personnel. **'Patience is a virtue'**



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