

CHAPTER 5

FINDINGS, SUMMARY AND RECOMMENDATIONS

5.1 INTRODUCTION

The chapter provides the summary of the research conducted to achieve the objectives established in the study. The chapter offers significant findings and offers relevant recommendations to improve the challenges regarding availability of service benefits and its impact on employee performance at Gauteng Department of Education.

5.2 SUMMARY

Chapter one dealt with orientation and problem statement regarding availability of service benefits and its impact on employee performance at GDE.

It was witnessed through personal observation and personalized interviews with some of the employees that supervisors and managers of the delegated units within the GDE does not take initiative to guide, inform and aware their subordinates regarding the availability of services benefits within the organization. It is furthermore related to the challenge regarding lack of training and informative sessions within the organization.

Chapter two provided a theoretical overview of concept employee performance.

Performance is an on-going process and should be continuous in practice to regularly review the achievements of set targets. It can be achieved through linking the individual goals with the departmental goals and furthermore to the organizational goals; identifying the training needs of employees to upgrade their levels of expertise and enhance their required skills; guiding employees regarding the manner to achieve the set goals; identifying the employees for recognition and appreciation as a motivation for continuous progression;

setting the career-paths for employees; and aligning the individual goals with performance rewards; etc. These targets can be achieved through adequate employee performance appraisal procedures

Chapter three provided the overview of the service benefits at Gauteng Department of Education.

The chapter explored the various service benefits available at the GDE.

It is always been this way everywhere in the public service whereby employee are remunerated and benefitting from the department in different ways resulting from their salary levels, and this create a tension between the management and the subordinates, which is highly depicted by their difference in salary levels.

The findings revealed the fact that a number of employees resigned from the GDE. The main reason includes challenge in the equity remuneration whereby two employees are appointed at the same level but are not performing the same nature of tasks. This has resulted into one employee doing more tasks than the other employee leading into dissatisfaction.

This nature of problem is furthermore associated with a lack of job evaluation at the GDE, needs to be conducted by the Human Resource Organisational Systems within the organisation. This can moreover has an impact on the non-recognition of employees who are setting the high performance benchmarks within the organisation, resulting into resignations.

Chapter four focused on the empirical study and provides an overview regarding the impact of service benefits on employee performance at GDE.

The qualitative and quantitative methods were utilized to conduct study. Questionnaire was distributed and interviews were conducted to obtain responses. The responses were analyzed and interpreted to obtain information

regarding the availability of service benefits and its impact on employee performance at GDE as a focus area of study.

5.3 FINDINGS

Through empirical research the following findings were identified:

- At GDE, there is a mix of expertise earned by respondents with age. The respondents belong to the age group varies between 18-60, shows that at GDE there is a blend of new ideas by young recruits complemented with experience and maturity of elder employees (Figure 4.1).
- At GDE, there is a diverse labour force incorporating Black, White, Coloured and Indian/Asian race groups. It shows that there is an implementation of Employment Equity Act at GDE (Figure 4.2).
- At GDE, there is a diverse range of service experience and expertise. The respondents have a service experience between 5-20 years that serves as a contributing factor towards the organizational productivity (Figure 4.3).
- The respondents were targeted for the study in a stratified manner approaching the top, middle and lower levels of management. The majority of respondents were selected from the lower ranks of management as they are the ones experiencing the management problems at the GDE regarding the service benefits (Figure 4.4).
- At GDE, the respondents are employed at various salary levels ranging from 0-5 (lowest) to 12 (highest). Employees working at this level complaint about their working environment and facilities, and service benefits associated with these salary levels (Figure 4.5).
- At GDE, most of the respondents are aware and informed regarding the availability of service benefits (Figure 4.6).
- At GDE, most of the respondents believe that there is a link between service benefits (as a motivational factor) and work performance (Figure 4.7).

- At GDE, most of the respondents have an understanding regarding the service benefits (Figure 4.8).
- At GDE, most of the respondents are satisfied with the fact that the organization holds training sessions or workshops in order to inform employees regarding the availability of service benefits (Figure 4.9).
- At GDE, most of the respondents are not satisfied with the level of employee performance (Figure 4.10).
- At GDE, most of the respondents agree that the subordinates do have understanding regarding the availability of service benefits in the organization (Figure 4.11).
- At GDE, 100% Supervisors are disagree with the fact that the subordinates in the sub-directorate are well compensated (Figure 4.12).
- At GDE, most of the respondents believe that the HRA/HRDM plays an important role informing employees regarding service benefits (Figure 4.13).
- At GDE, most of the respondents agreed to the fact that service benefits does have a positive impact on employee performance (Figure 4.14).
- At GDE, all the respondents showed the positive outlook towards recommendations that can be offered to improve service benefits for employee performance (Figure 4.15).

5.4 REALIZATION OF THE OBJECTIVES OF THE STUDY

The first objective was to give a theoretical exposition of the concepts e-government and community participation.

Chapter two supported the fact that training and informative sessions are required to guide employees regarding the implementation of employee performance system and employee performance appraisal system at the workplace.

The second objective was to provide an overview of the relationship between service benefits and employee performance at GDE.

Chapter three supported that there are some challenges associated with the service benefits at the GDE that lead to employee dissatisfaction resulting into lack of performance, morale and motivation amongst employees. This has moreover impacted into resignations.

The third objective was to investigate the impact of service benefits for enhanced employee performance at GDE.

In Chapter four the empirical research was utilized to obtain responses from the target population. The responses were analyzed and interpreted to gain insight regarding the said objective.

5.5 TESTING THE HYPOTHESIS

The study was aimed at testing the central statement stipulated in chapter one:

The effective service benefits may improve employee performance at Gauteng Department of Education.

The findings from the literature review and the empirical research support the central statement.

5.6 RECOMMENDATIONS

The following recommendations are offered for improvement:

- The GDE needs to consider the fact that along with the service benefits, providing training to employees is equally important.
- The GDE needs to consider the fact that it is the right of every employee, despite of their race, to enjoy service benefits on equal basis.

- The GDE needs to organize workshops to guide employees with less years of service experience regarding the service benefits available at the organization.
- The GDE needs to facilitate information sessions guiding the employees at lower management levels regarding the job description and job specification requirements of the top and middle management levels.
- The GDE needs to inform employees that the service benefits are equally considered at different levels of management horizontally.
- The GDE needs to make sure that Human Resource Management Unit must organize information sessions to inform employees regarding the significance and processes to apply for service benefits.
- The GDE needs to review the service benefits packages in view of the cost of living adjustments.
- The GDE needs to formalize structures and processes to inform and aware employees regarding the levels of service benefits available at the organizational level.
- The GDE needs to explain employees during an in-service or orientation/induction phase regarding the correlation between service benefits and ranks in the organization.
- The GDE needs to guide employees during the performance agreement sessions regarding establishing the career path in the organization.
- The Personnel: Supervisors at the GDE need to aware and inform the employees working in their units regarding service benefits during the orientation/induction sessions.

- The Supervisors at GDE need to organize regular information sessions to aware their subordinates regarding the service benefits, any amendments related to the service benefits, etc.
- The GDE needs to create an environment for job satisfaction.
- The GDE needs to establish processes to attract and retain employees.

5.7 SUGGESTION FOR FURTHER RESEARCH

It is recommended to further explore the possibility of establishing a macro-analytical correlation between 'service benefits of employees' and 'organizational efficiency' for improved delivery of services.

5.8 CONCLUSION

The research explored the impact of service benefits on employee performance at GDE. The research explores the findings and offers valuable recommendations to improve the challenges regarding availability of service benefits at GDE. The research suggests a way forward in the form of suggested area of further research in the field of service benefits and employee performance for improved service delivery.