

CHAPTER 3

OVERVIEW OF SERVICE BENEFITS IN GAUTENG DEPARTMENT OF EDUCATION

3.1 INTRODUCTION

Gauteng Department of Education (GDE) has a provision for service benefits that are available to employees while on the job (for example shift allowance, coffee breaks) as well as of the job (for example use of government cars, vacation payments).

Swanepoel (1998: 554) states that “benefits are also provided to the families and or dependants of employee (for example medical aid). Benefits can be categorized in a number of ways. A popular way is to categorize benefits into cash and non-cash benefits. Non-cash benefits are then typically further have to be subdivided into current benefits that is (those enjoyed by immediately) and deferred benefits (that is, those enjoyed at some future date)”.

3.2 MEANING OF CONCEPT SERVICE BENEFITS

According to Department of Public Service and Administration [DPSA] (2010: 5) the service benefits in the Public Service was developed with the intention of explaining further the salaries and benefits government is offering to public servants. Through the 2008/09 salary adjustments, government has taken account of all its spending priorities, including social development, addressing crime issues, infrastructure investment and better service delivery for the communities in the pursuit of a better life for all. In the midst of all these priorities, government has come up with a comprehensive remuneration package that is prudent, forward looking and paves the way towards improving service delivery and public service performance and at the same time, ensuring improved conditions of service for all public servants.

3.3 OVERVIEW OF SERVICE BENEFITS AT GDE

It is very crucial if the organisation start creating a positive atmosphere in the work environment it very is essential for smooth operation. Compliment or credit must be given where necessary for every employee performing well towards achieving the organisational goal, while employees are still bound to perform their required daily duty according to the required working behaviour standard (Hilliard, 1995: 53).

The following service benefits are available at GDE:

3.3.1 Housing Allowance

The employees at the GDE employed at the Middle Management and Senior Management levels are not qualified for the housing allowances. These employees are working at both temporary and permanent levels, but are not considered for the service benefits related to housing allowances. There are employees who are home owners or renting a home as tenants, may qualify for housing allowances provided they meet with the criteria stipulated in the service benefits document. In case the employees are a married couple working at the GDE, only one partner is qualified to receive the benefits.

The rules and service benefits regarding home owners, tenant, and state housing at GDE are stated in Appendix C.

3.3.2 Medical Aid

As per the rules and procedures of the GDE, employees are required to have a tax status whereby the medical subsidy can be incorporated. According to the procedures stipulated in the Public Service Act of 1994, employees working in the national and provincial spheres of government are entitled to receive the subsidized medical aid facilities. This nature of service benefits are available to all those employees working at salary levels 1 to 5.

The rules and service benefits regarding medical aid at GDE are stated in Appendix C.

3.3.3 Service bonus

All employees whether appointed at the permanent contract basis or fixed contract basis are eligible for the service bonuses. There are some rules stipulated to this nature of service benefits. The employees who resign within the stipulated date of contract, or are charged with professional misconduct, are not qualified for service bonuses.

The service benefits regarding service bonus at GDE are stated in Appendix C.

3.3.4 Leave

The employees have right to obtain leave for various reasons. The employer (GDE) "shall grant an employee leave for normal vacation requirements, to recover from illness, and for other specified reasons. An employee shall receive leave under this agreement if she or he has a permanent contract or a fixed-term contract lasting at least one year, and no other binding agreement or regulation applies" (GDE Circular 15/2007).

The types of leave include vacation leave, leave gratuity, sick leave and maternity leave. The details of these various types of leaves at GDE are stated in Appendix C.

3.3.5 Pension Benefits

According to the Department of Public Service and Administration rules for the public service and public servants, the employees appointed in the public service positions as permanent personnel are qualified to become the members of the Government Employees Pension Fund (GEPF).

According to the rules of the DPSA (2010: 9), the "State's contribution to the GEPF was set at 13% for civil servants and 16% for uniformed service employees. In return, members (employees) contribute 7.5% of their monthly pensionable salary to the GEPF". The employees receive the benefits at retirement, during resignation, in case of death, or an employee is discharged of services with justifiable reasons.

The benefits payable by the GEPP are stated in Appendix C.

3.3.6 Long service recognition (level 1 up to 12)

A directive [Directive on Long Service Recognition in the Public Service], as guided by the Public Service Act of 1994, was issued by the Minister of Public Service and Administration to deal with matters regarding long service recognition at the workplace. This recognition is bestowed on employees who have served the Department for 20-30 years.

This recognition has two levels of awards.

Those employees who have served the department for 20 years are acknowledged and appreciated with a 'Certificate of Service' and are given ten working days annual leave that can be exchanged with money and added to the salary.

Those employees who have served the department for 30 years are appreciated with a cash reward of R3000 complimented with a 'Certificate of Service' and fifteen days annual leaves that can be exchanged with money and added to the salary.

3.3.7 Flexible remuneration package system for employees on level 11 to 12

According to Circular no.2 of 2005, it is outlined that with the Minister of Public Service and Administration's determination for the implementation of an inclusive Flexible Remuneration Package System (hereafter referred to as the dispensation), effective from 1 July 2005, for employees on salary levels 11 and 12 (hereinafter to as MMS members).

The details of Flexible remuneration package system for employees on level 11 to 12 at GDE are stated in Appendix C.

It is always been this way everywhere in the public service whereby employees are remunerated and benefitting from the department in different ways resulting from their salary levels, and this creates a tension between the

management and the subordinates, which is highly depicted by their difference in salary levels (table 3.1 Appendix D.).

According to the table 3.2 (Appendix E), the statistics clearly indicates that the 22.7% percentage of employees (total number of 1582 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.

The GDE is obliged to follow the constitutional mandates to offer service benefits to its employees, stated in Appendix F.

3.4 CONCLUSION

The chapter focused on the service benefits available at the GDE. There are some challenges associated with the service benefits at the GDE that lead to employee dissatisfaction resulted into lack of performance, morale and motivation amongst employees. This has moreover impacted into resignations.

The impact of service benefits on employee performance at GDE is explored in chapter four. The empirical research was conducted to receive insight on this issue from the employees working at the GDE.

CHAPTER FOUR

EMPIRICAL STUDY: THE IMPACT OF SERVICE BENEFITS ON EMPLOYEE PERFORMANCE AT GAUTENG DEPARTMENT OF EDUCATION

4.1 INTRODUCTION

Unlike any other public service department, the Gauteng Department of Education (GDE) is obliged to ensure that employees are satisfied and their needs are considered. This nature of attention enhances the employee motivation and morale, resulted into better delivery of services to customers.

The chapter explores the empirical research where responses are analyzed and interpreted to obtain valuable information regarding the impact of service benefits on the performance of employees.

The qualitative and quantitative approaches were utilized to explore research methodologies. Questionnaire and interviews were utilized as the essential part of the research to obtain response that were analyzed and interpreted.

The chapter aims to obtain the responses from the employees at GDE regarding standards of service benefits and their impact on employees' performance.

4.2 PREPARATION FOR RESEARCH AND DESIGN

The following guidelines were followed to conduct research:

4.2.1 Permission

Permission was granted by the Human Resource Administration Director (attached in Appendix G) whereby questionnaires were distributed and interviews conducted with the target respondents. The responses are

analyzed and interpreted for comprehensive insight regarding the level of service benefits available at the GDE.

4.2.2 Site of Data Collection

The GDE was considered as an area of research due to convenience as the researcher is an employee of GDE working in the HRA Sub-Directorate: Staff Establishment Unit.

The researcher deals directly with client issues or matters related to the service benefits. This convenience assisted the researcher regarding receiving the appropriate data through distribution and collection of questionnaires personally. The researcher also received absolute responses without any delay from the respondents.

4.3 RESEARCH METHODOLOGY

The following research methods were utilized:

4.3.1 Quantitative Research

It can be referred to that type of research that based on measurement and quantification of data, the use of numbers to make data easier to understand for readers, for example information provided in form of statics, whereby information is provided in form of numbers (Leedy, 2010. 182).

4.3.2 Qualitative Research

Qualitative researchers stress the socially constructed nature or reality, the intimate relationship between the researcher and what is studied and situational constraints that shape the inquiry (Houser, 2009: 61).

The study utilized both the qualitative and quantitative research methods to obtain answers established in research questions and objectives.

The research questions for the study were:

- What is meant by concepts service benefits and employee performance?

- What is the relationship between service benefits and employee performance at GDE?
- What is the impact of service benefits on employee performance at GDE?
- What recommendations can be offered to improve service benefits for employee performance at GDE?

Flowing from problem statement and research question, the objectives of the research involves the following:

- To give a theoretical exposition of concepts service benefits and employee performance.
- To provide an overview of the relationship between service benefits and employee performance at GDE.
- To investigate the impact of service benefits for enhanced employee performance at GDE.
- To provide a set of recommendation for successful implementation of service benefits for enhanced employee performance at GDE.

4.4 DATA COLLECTION

For the purpose of this research information was obtained through primary and secondary sources.

The literature review was compiled as a secondary source of information. The primary information was gathered through the use of questionnaires that were distributed to the respondents at GDE. Interviews were also conducted in order to obtain comprehensive understanding related to the area of investigation.

4.4.1 Literature Review

The purpose of the literature review includes the following:

- to familiarize the researcher with the late development in the area of research;

- to identify gaps in knowledge, as well as weakness in previous studies; and
- to study the advantage and disadvantage of the research method used by others (obtained from Bless & Smith, 2011: 24).

The literature study on service benefits and employee performance was conducted and the following sources were utilized, namely books, journals, internet, articles, legislative frameworks and periodicals and database of thesis and dissertation of South African tertiary institutions.

The information was further accessed through GDE website and related internet databases viz. publications of Public Service Commission, Gauteng Department of Education (Head Office) Book Database, speeches of MEC and HOD: GDE, and Annual reports of GDE.

4.4.2 Questionnaire

According to Fox (2007:88), the questionnaires may be completed in two distinct situation, i.e. where respondents complete the response themselves, and situation where the interviewer puts the questions and then writes down the response.

Under the supervision of the supervisor, a self-administered questionnaire was utilized to obtain responses from the target respondents (Appendix H).

4.4.3 Interview

An interview has a direction and a shape it serves a specific purpose and it involves both the interviewer and the respondents in a dynamic relationship. The dynamic nature of interview is true of all the different kinds of interview, but the difference in the way in which the relationship is allowed to (Keats, 2000: 72).

In order to obtain responses, the semi-structured interviews were conducted.

Semi-structured interview are interview that allows respondents to give their reactions to general issues, in the absence of specific question (Van Rensburg, 2010:179).

The following were interviewed:

- Managers: Senior Management level (4) to determine the implementation of service benefits at GDE.
- Supervisors: Condition of Service Directorate (2) in order to obtain information concerning the challenges regarding service benefits at GDE.
- Personnel: Human Resource administration (8) in order to determine the impact of service benefits on employee performance at GDE.
- Personnel: Human Resource Development Management & Systems (5) to determine the level of awareness regarding service benefits at GDE.
- Personnel: GDE Directorates (8) – to determine the level of employees' performance at GDE.

4.5 RESEARCH TECHNIQUES

The following were considered:

4.5.1 Population and sample of respondents

Population is a group elements or cases, whether, individual, objects or events, that conform to specific criteria and to which we intend to generalize the results of the research. The target population is often different from the list of elements from which the sample is actually selected (McMillan, 2006: 119).

A sample is a set of elements selected in some way from a population. The aim of sample is to save time and effort, but also to obtain consistent and unbiased estimates of the population status in terms of whatever is being researched (Stanford & Jupp, 2006: 26).

4.5.2 Sampling

Sampling involves following a rigorous procedure when selecting units of analysis from a larger population not only refers to people, but can also be defined as any group or aggregate of individuals, groups, organizations, social artefacts or objects, or social interaction or events (Plooy, 2002: 100).

There are two types of sampling: the probability sampling and the non-probability sampling.

According to Fox and Bayat (2007: 54), non-probability sample is a sample in which each element in the population has a known and not-zero probability (chance) of being involved in the sample. Some cases researchers draw samples to calculate population parameters such as averages proportions and variance. These techniques yield a valid estimate of the population parameters and produce valid deductions about the population.

The probability sampling refer to an approach whereby each person has equal chance of being chosen in the sample, or equal chance as known, non-zero chance of selection. In other words, random selection takes place when each element in the population has an equal, independent chance of being selected for the sample. The selection of element is based on some of random procedure (Van Rensburg, 2010:156).

Under the non-probability sampling, the convenience sampling method was utilized by the researcher.

According to Mitchell (2005: 69), convenient sampling involves selecting haphazardly those cases that are easiest to obtain for our sample, such as person interviewed at random in a shopping centre for a television programme.

4.6 RESEARCH ETHICS

It is always the researcher's responsibility to ensure that his or her research ethically conducted. Before a single participant is contacted, the researcher must ensure that the research plan pass an ethical evaluation as it is the

researcher's responsibility to avoid disappointment in future or any of research unethical issues that will lead to failure (Bless, 2011: 140).

According to Struwig & Stead (2001: 67), research ethics provide researchers a code of moral guidelines on how to prevent researchers from engaging in scientific misconduct.

4.7 DATA ANALYSIS

This section explores the demographical information of respondents. The responses received from responses are analyzed and interpreted for comprehensive understanding.

4.7.1 Section A: Demographic information

The section explores the information regarding the age of respondents, race group of respondents, years of experience in service at GDE, position/rank of respondents, salary levels of respondents, awareness of respondents regarding service benefits, and the impact of service benefits on the level of motivation.

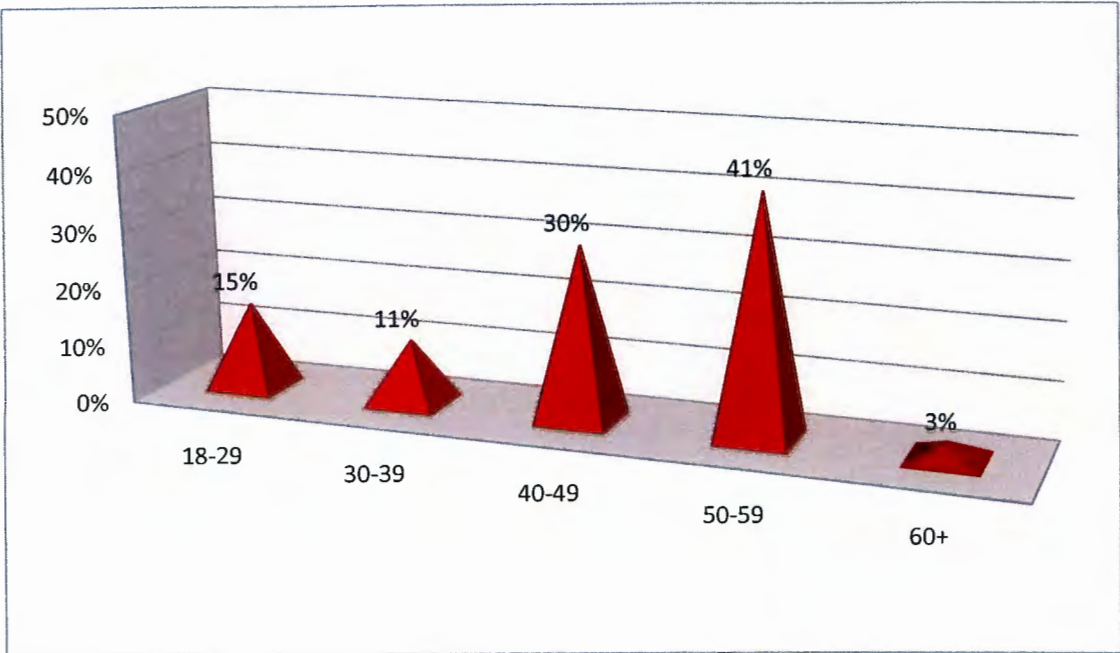
4.7.1.1 Age of respondents

Based on the information received, the statistics if reflected in table 4.1 and figure 4.1.

Table 4.1: Age of respondents

Age of GDE officials	Frequency	Percentage
18-29	4	15%
30-39	3	11%
40-49	8	30%
50-59	11	41%
60+	1	3%
Total	27	100%

Figure 4.1: Age of respondent



The information reflects the fact that 15% of respondents are between the age group of 18-29; 11% belongs to the 30-39 age levels; 30% respondents are between 40-49 years of age; the majority of respondents (41%) belong to the age group between 50-59 years; and the minimum 3% respondents are above 60 years of age (table 4.1 and figure 4.1).

The diverse percentages are an indication that there are different levels of expertise and experience available in the GDE.

The GDE moreover needs to consider the fact that along with the service benefits, providing training to employees is equally important. The training may assist the employees above 50 years of age to accommodate the new techniques, methods and procedures of working. The training may furthermore assist them, to adapt to the new demands of work procedures with ease.

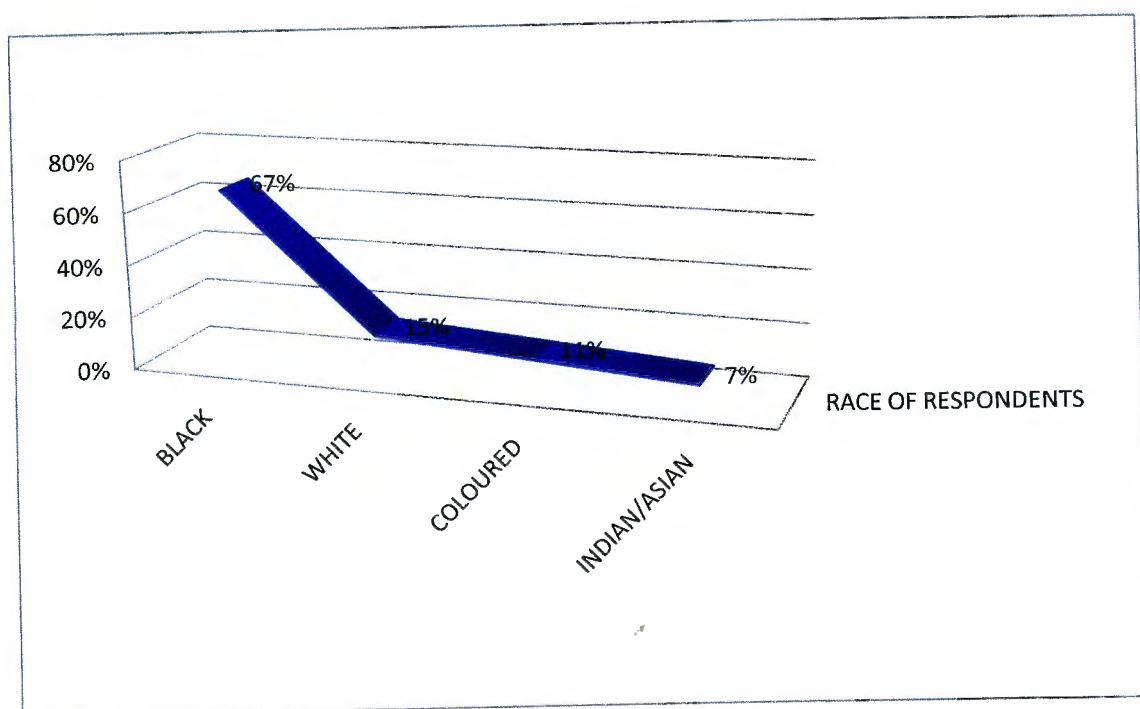
4.7.1.2 Race group of respondents

The race group of respondents are reflected in table 4.2 and figure 4.2.

Table 4.2: Race group of respondents

Race of GDE officials	Frequency	
INDIAN/ASIAN	2	7%
BLACK	18	67%
COLOURED	3	11%
WHITE	4	15%
TOTAL	27	100%

Figure 4.2: Race Group of Respondents



The table 4.2 and figure 4.2 reflect the fact that the GDE is highly dominated by black population (67%), followed by White (15%), Coloured (11%) and minority of Indian/Asian (7%).

The GDE is implementing the Employment Equity Act providing opportunities to historically disadvantaged groups of society to get job security and satisfaction.

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.

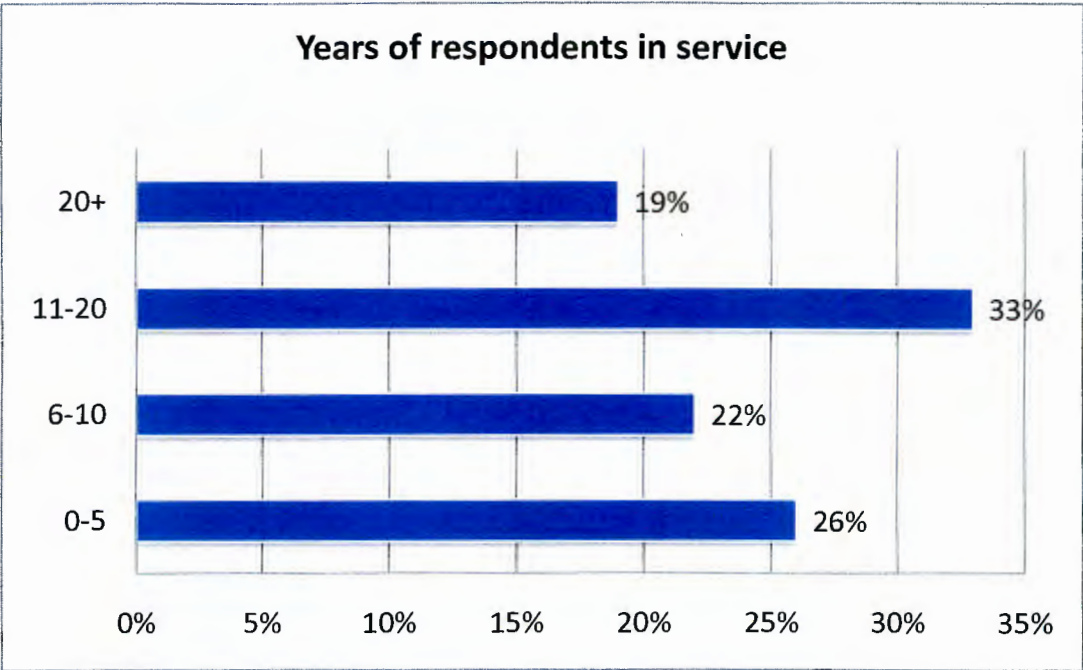
4.7.1.3 Years of respondents in service

The information regarding the years of respondents in service is reflected in table 4.3 and figure 4.3.

Table 4.3: Years of respondents in service

Respondents	Years of service				Total
	0-5	6-10	11-20	20+	
Personnel: Senior Management	2		1	1	4
Personnel: Supervisors		1		1	2
Personnel: Human Resource Administration (HRA)	2	2	2	2	8
Personnel: Human Resource Development Management (HRDM)	1	2	2		5
Personnel: Directorates	2	1	4	1	8
Total	7	6	9	5	27
Frequency	26%	22%	33%	19%	100%

Figure 4.3: Years of respondents in service



As demonstrated in table 4.3 and figure 4.3, 26% respondents are employed at the GDE and are in service to the organization for a short period of time between 0-5 years; 22% respondents are holding the experience of working at the GDE in between 6-10- years of service tenure; the maximum number of respondents (33%) have 11-20 years of working experience; and 19% respondents are highly experienced with service tenure of 20 and more years at the GDE.

The employees who have been in the Public service for a long period of time hold the satisfactory knowledge and understanding regarding the service benefits contributed by the employer.

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 furthermore may involve the senior staff members to facilitate such nature of workshops in order to share the information and experience earned through working long years at the organization.

4.7.1.4 Position/Rank of respondents

The information regarding the position/rank of respondents at the GDE is reflected in table 4.4 and figure 4.4.

Table 4.4: Position/Rank of respondents

Position/Rank	Frequency	Percentage
Top Management	4	15%
Middle Management	2	7%
Lover Level	21	78%
Total	27	100%

Figure 4.4: Position/Rank of respondents

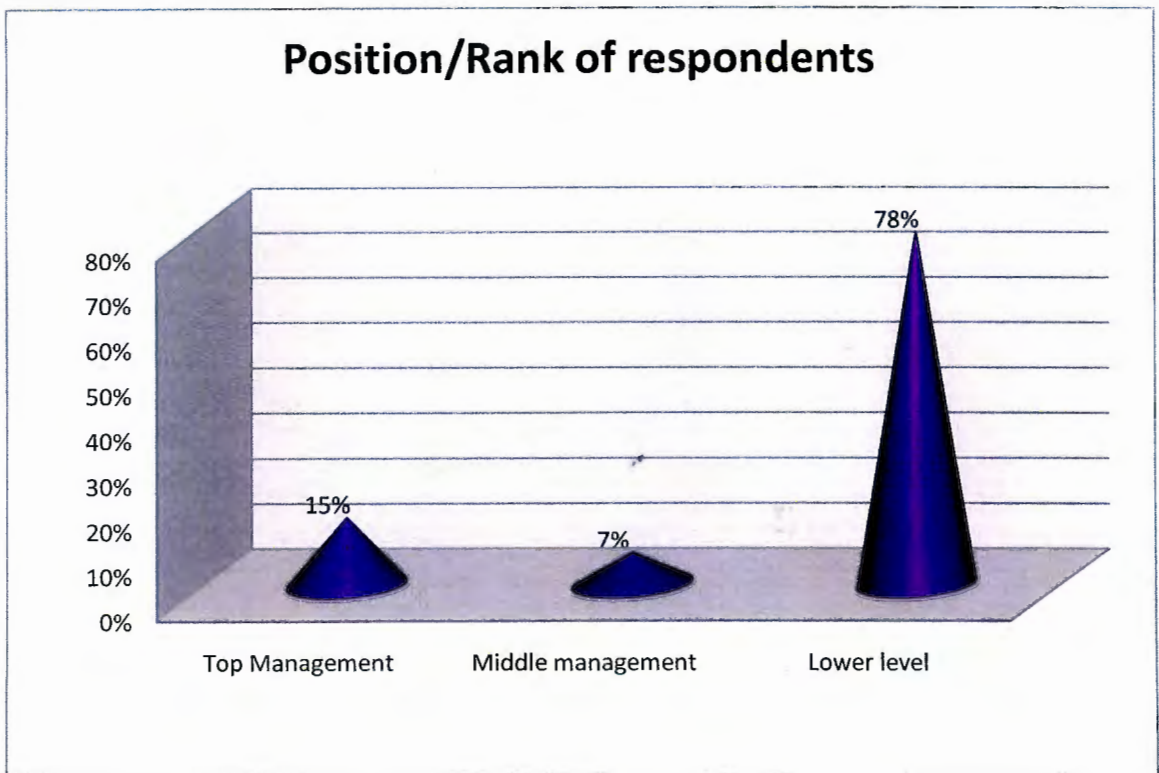


Table 4.4 and figure 4.4 reflect that the 15% respondents are working at the Top Management level at the GDE; 7% belongs to the Middle Management level and the majority of respondents (78%) are working at the Lower level of management.

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.

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 information regarding the tasks and responsibilities associated with the position/rank are linked with remuneration packages and service benefits.

The GDE furthermore needs to inform employees that the service benefits are equally considered at different levels of management horizontally.

The service benefits differ at different levels of management on vertical basis based on job requirements in the organization.

4.7.1.5 Respondents' salary levels

The information regarding the levels of salary of respondents is reflected in table 4.5 and figure 4.5.

Table 4.5: Respondents' salary levels

Respondents	1-5	6-7	8-9	Management Level	Total
Personnel: Senior Management				4	4
Personnel: Supervisors			2		2
Personnel: Human Resource Administration (HRA)	4	3	1		8
Personnel: Human Resource Development Management (HRDM)	4	1			5
Personnel: Directorates	3	4	1		8
Total	11	8	4	4	27
Frequency	40%	30%	15%	15%	100

Figure 4.5: Respondent's salary levels

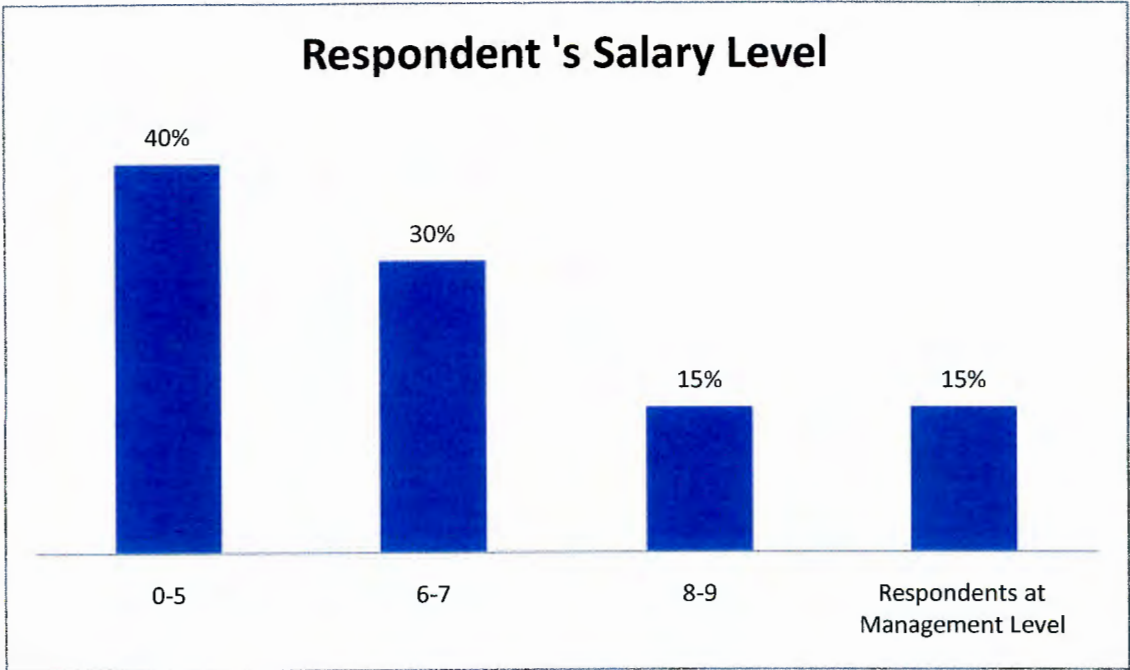


Table 4.5 and figure 4.5 show that the large number of respondents (40%) are employee at salary levels 0-5; 30% respondents belongs to the levels 6-7; 15% respondents are working at salary levels 8-9; and 15% respondents at the Top Management levels are receiving the salary of level 9 to 12.

The salary levels 0-5 are the lowest levels within the GDE. Employees working at this level complaint about their working environment and facilities, and service benefits associated with these salary levels.

The GDE needs to understand that there are implications of salary levels to employees' performance at the workplace. Employees who are not financially secured and satisfied with service benefits are concerned regarding the cost of living. This concern may have negative impact on employees' motivation and morale to reflect better productivity in the organization.

4.7.1.6 Respondents aware and not aware of their service benefits

The responses to obtain insight about the level of awareness regarding service benefits at the GDE are reflected in table 4.6 and figure 4.6.

Table 4.6: Respondents aware and not aware of their service benefits

Respondents Level	Aware		Not Aware		Frequency	Percentage
Personnel: Senior Management	3	10%	1	3%	4	13%
Personnel: Supervisors	2	7%	0	0%	2	7%
Personnel: Human Resource Administration (HRA)	8	27%	1	3%	9	30%
Personnel: Human Resource Development Management (HRDM)	4	13%	2	7%	6	20%
Personnel: Directorates	6	20%	3	10%	9	30%
Total	23	77	7	23%	30	100%

Figure 4.6: Respondents aware and not aware of their service benefits

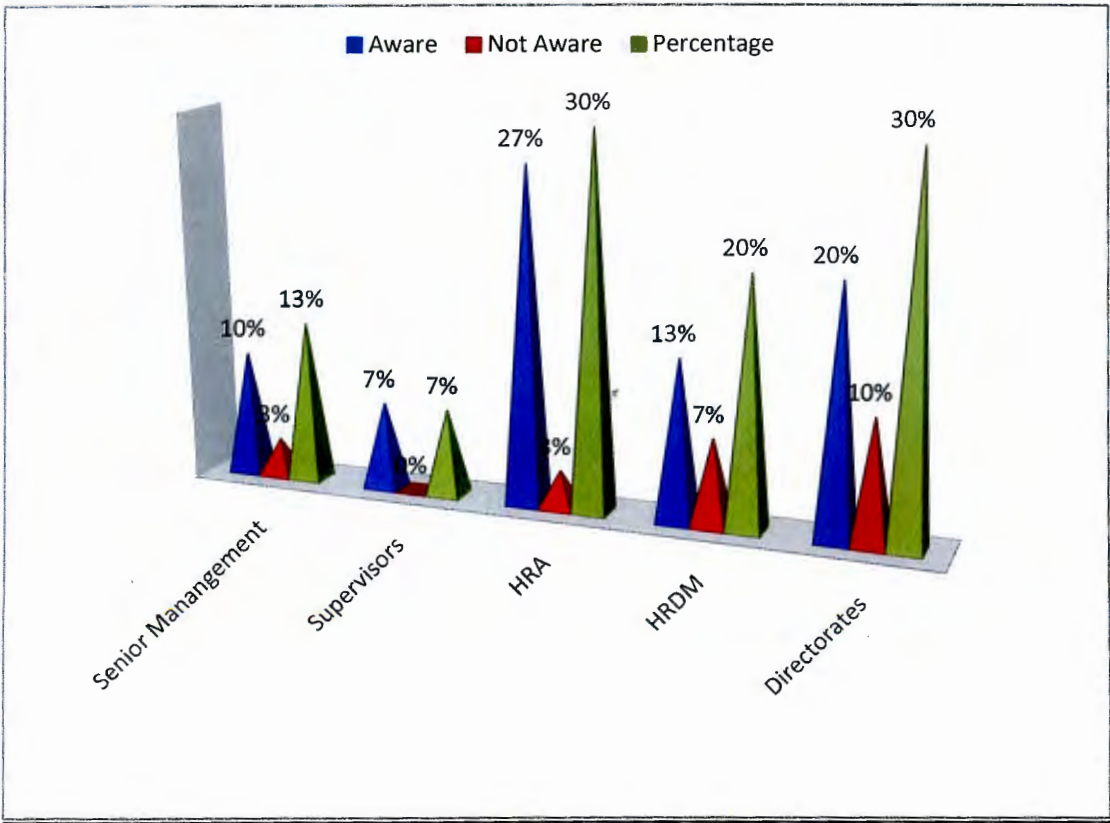


Table 4.6 and figure 4.6 reflect the fact that 76% respondents working at the GDE are aware of the service benefits within their area of work and 24% is still not aware, which is still a major challenge within the organisation.

Each employee has the right to know regarding the availability of service benefits at the organization. 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. This nature of sessions can be incorporated into the induction/orientation sessions. This may further assists the employees to establish their career path at GDE.

4.7.1.7 Respondents find service benefit motivating and not motivating toward their daily performance

The responses to gain insight whether service benefits are motivating factors that has impact on employees' performance are reflected in table 4.7 and figure 4.7.

Table 4.7: Respondents find service benefit motivating and not motivating toward their daily performance

Respondents	Motivating		Not motivating	
	Frequency	Percentage	Frequency	Percentage
Personnel: Senior Management	3	11%	1	4%
Personnel: Supervisors	1	4%	1	3%
Personnel: Human Resource Administration (HRA)	4	15%	4	15%
Personnel: Human Resource Development Management (HRDM)	4	15%	1	3%
Personnel: Directorates	6	22%	2	8%
Total	18	67%	9	33%

Figure 4.7: Respondents find service benefit motivating and not motivating toward their daily performance.

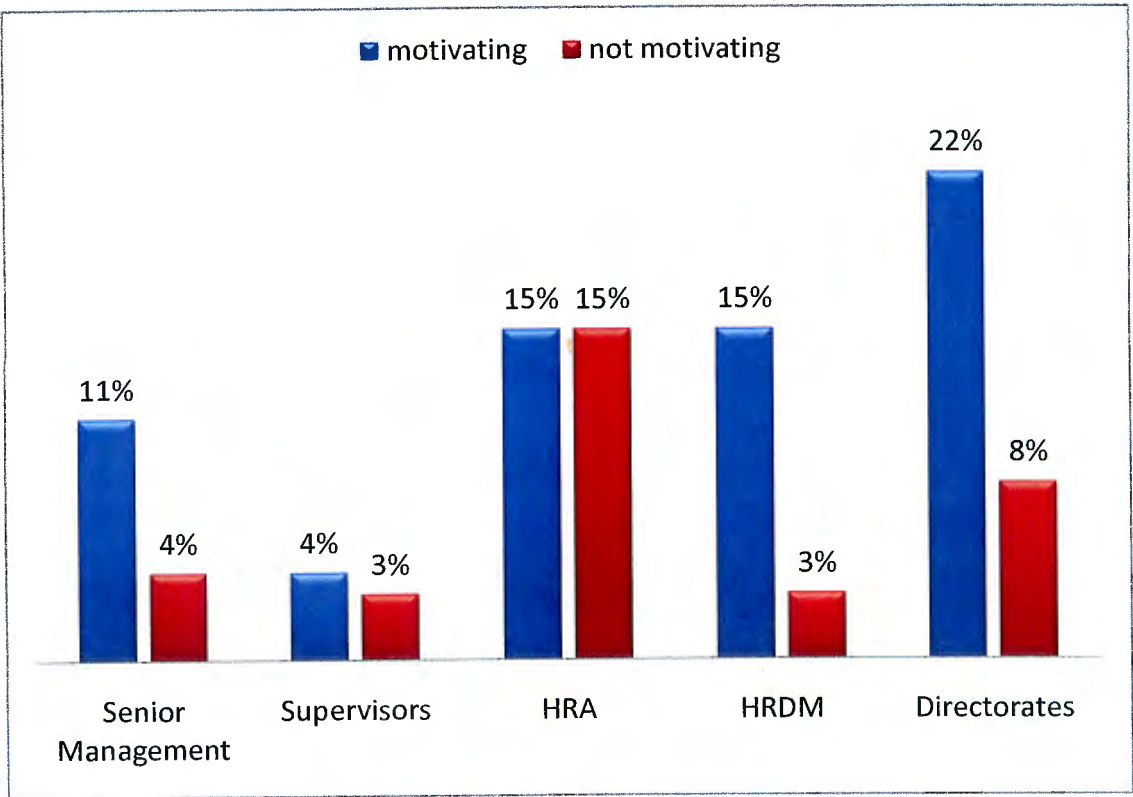


Table 4.7 and figure 4.7 reveal that respondents (Personnel: Senior Management) feel that the service benefits do have motivating impact on their work performance (11%); followed by 4% respondents (Personnel: Supervisors); 15% respondents (Personnel: Human Resource Administration); 15% respondents (Personnel: Human Resource Development Management); and 22% respondents (Personnel: Directorates) support the fact that service benefits are motivational factor for improved performance.

Respondents at Senior Management level (4%) disagree with the view that service benefits have positive impact on employees' motivation for improved work performance; followed by 3% respondents (Personnel: Supervisors); 15% respondents (Personnel: Human Resource Administration); 3% respondents (Personnel: Human Resource Development Management; and 8% respondents (Personnel: Directorates).

A majority of respondents (67%) support and 33% respondents rejected the fact that service benefits are motivating towards improved daily performance at the workplace.

The GDE needs to review the service benefits packages in view of the cost of living adjustments. The organization furthermore needs to inform and aware employees at all management levels regarding the type of service benefits associated with job description and work agreements. This nature of informed discussions will assist employees to understand the contractual agreement between work procedures and service benefits at the GDE.

4.7.2 Section B: Questionnaires to employees at Gauteng Department of Education (Head Office)

The questionnaire was distributed to the employees at the GDE Head Office to obtain their insightful suggestions and opinions regarding the level of service benefits available at the organization. The responses are analyzed and interpreted for comprehensive understanding.

4.7.2.1 In your opinion, are employees aware of employee service benefits?

The above question was posed to officials at Gauteng Department of Education during their office hours. The responses are stated in table 4.8 and figure 4.8.

Table 4.8: In your opinion, are employees aware of employee service benefits?

In your opinion, are employees aware of employee service benefits?	Frequency	Percentage
Aware	18	67 %
Not aware	9	33 %
Total	27	100%

Figure 4.8: In your opinion, are employees aware of employee service benefits?

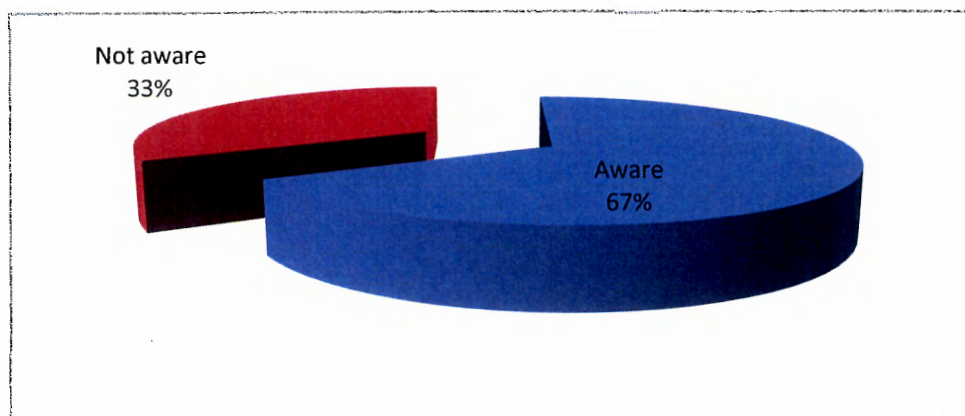


Table 4.8 and figure 4.8 show that 67% respondents are aware and 33% respondents are not aware of service benefits at the GDE.

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 moreover needs to explain employees during an in-service or orientation/induction phase regarding the correlation between service benefits and ranks in the organization.

This nature of awareness will assist employees to gain clarity regarding the connexion between service benefits and job description at different levels of management. The understanding regarding the service benefits will also assist employees to maintain their motivation at the workplace.

The GDE needs to guide employees during the performance agreement sessions regarding establishing the career path in the organization. The higher productivity by employees may lead them to achieve to higher positions and ranks in the organization. This evolution of higher cadre in the organizational hierarchy will improve the levels of service benefits as well.

4.7.2.2 In your opinion, how often do employees receive any information through training/workshop regarding service benefits at GDE?

Responses regarding the fact whether GDE organizes any training/workshop session to inform employees regarding the availability and levels of service delivery in the organization are recorded in table 4.9 and figure 4.9.

Table 4.9: In your opinion, how often do employees receive any information through training/workshop regarding service benefits at GDE?

In your opinion, how often do employees receive any information through training/workshop regarding service benefits at GDE?	Frequency	Percentage
More often	15	56%
Seldom	9	33%
Not at all	3	11%
Total	27	100%

Figure 4.9: In your opinion, how often do employees receive any information through training/workshop regarding service benefits at GDE?

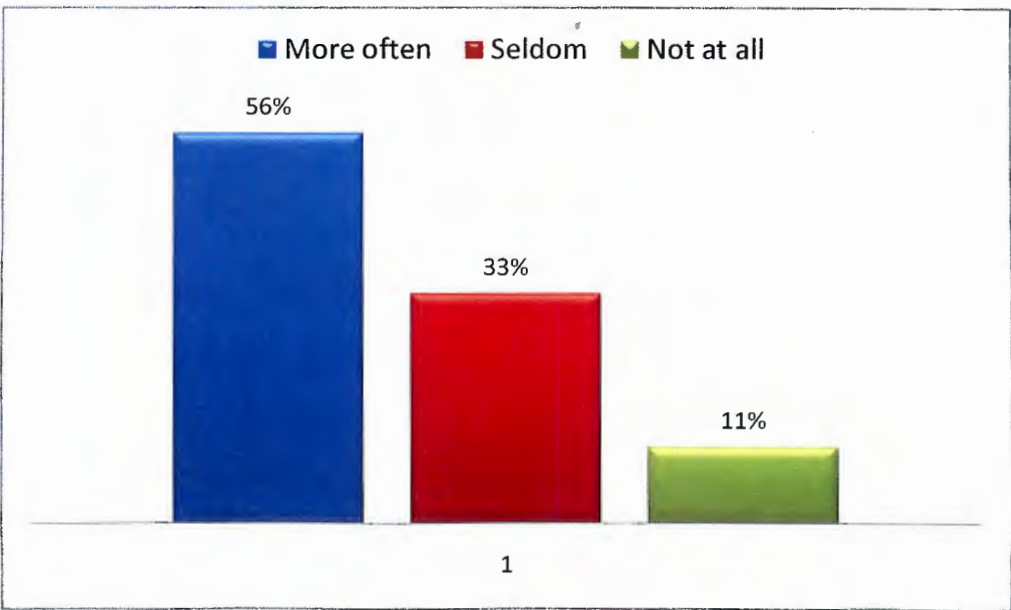


Table 4.9 and figure 4.9 show that majority of respondents (56%) stated that the GDE organizes the training/workshop to inform employees regarding service benefits in the organization 'more often'; 33% respondents stated that the training is organized on 'seldom' basis; while 11% respondents stated that the GDE 'not at all' organizes any informative training/workshop.

The GDE needs to organize such nature of workshop or training sessions regularly and in a planned manner. This nature of informative sessions will assist employees to understand the types of service benefits available in the organization. The sessions will also assist the employees to gain understanding regarding the manner to utilize the service benefits. Employees will be able to satisfy their concerns regarding the official procedures required to claim the service benefits.

4.7.3 Section C: Questionnaire to employees at GDE: Management Levels

Some significant questions were raised to the personnel working at the various management levels within the GDE. The responses are analyzed and interpreted for insightful understanding.

4.7.3.1 Are you satisfied with the employee performance at the GDE?

This question was raised to respondents working at various management levels within the Gauteng Department of Education. Responses were received from two respondents from the Human Resource Administration (HRA) and four respondents from the Directorates. The responses are stated in table 4.10 and figure 4.10.

Table 4.10: Are you satisfied with the employee performance at the GDE?

Question for respondent at management level, are you satisfied with the employee performance at the GDE?	Frequency	Percentage
Yes	2	33%
No	4	67%
Total	6	100%

Figure 4.10: Are you satisfied with the employee performance at the GDE?

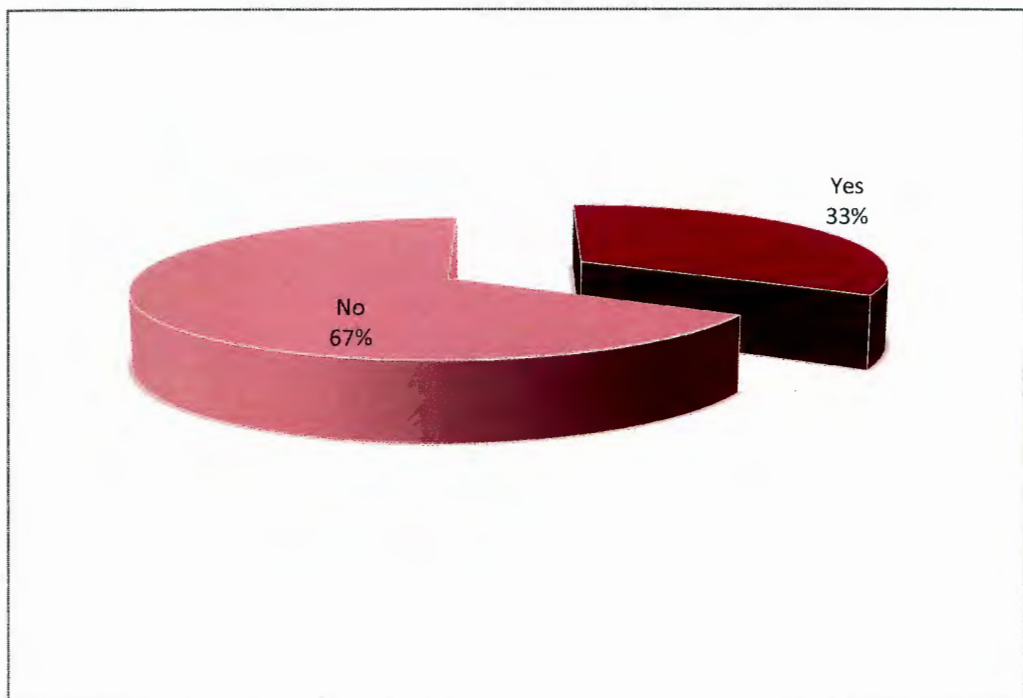


Table 4.10 and figure 4.10 reveal out the fact that respondents (33%) are satisfied with the employee performance at the GDE, while 67% respondents stated that they are not satisfied.

One of the major factors regarding the lack of employee performance at the GDE is associated with the levels of service benefits in the organization.

The GDE needs to organize information sessions in order to aware employees regarding the availability of service benefits in the organization; the parallel nexus between the service benefits and ranks in the organization; and the linkage between the service benefits and levels of positions in the organization. This information can also be provided during the performance agreement sessions to guide employees the procedures of career path in the organization. The understanding of Key Performance Area and Key Performance Indicators will assist employees to set career goals for themselves. This nature of guidance will assist employees to understand the fact the higher level of productivity may lead to higher levels of positions in the organization that furthermore leads to higher levels of service benefits. This understanding will enhance employees to maintain and improve their performance with motivation and morale.

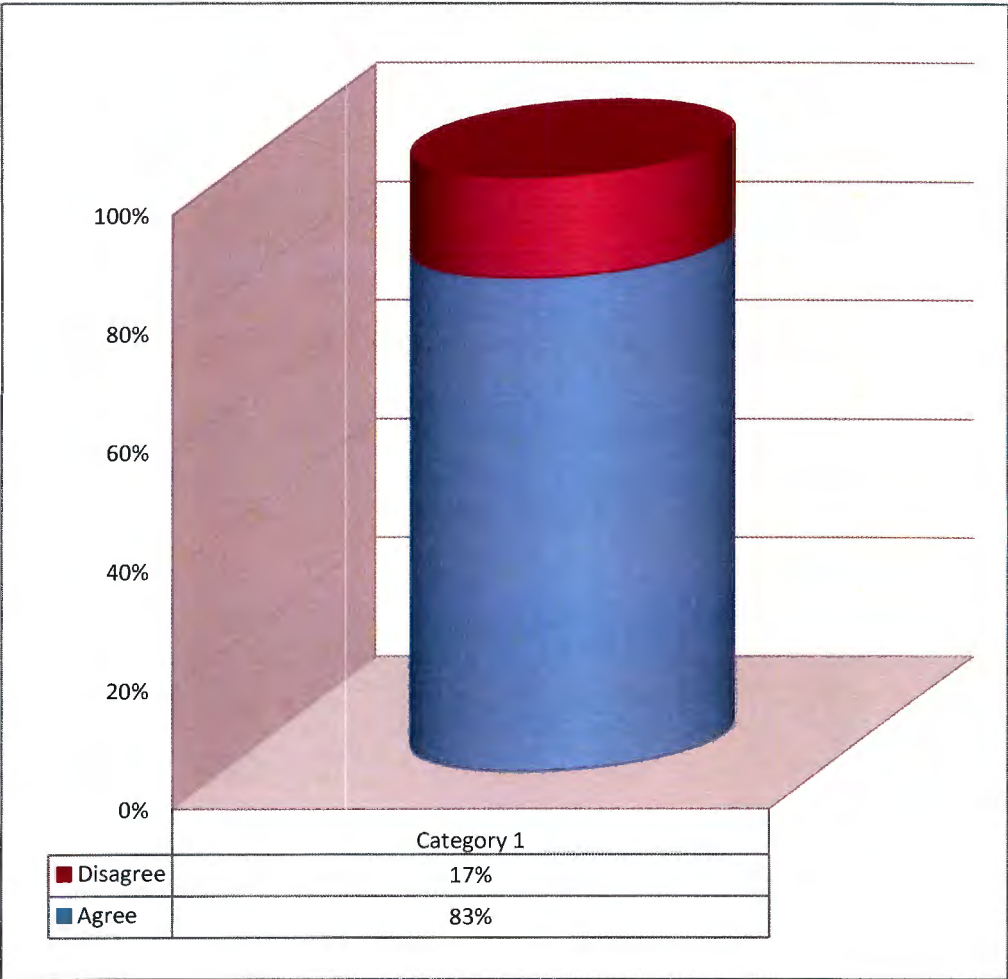
4.7.3.2 In your opinion, are subordinates in your sub-directorate receive any information through training/workshop regarding service benefits at GDE?

The above question was posed to respondents at management level within the GDE. The responses are stated in table 4.11 and figure 4.11

Table 4.11: In your opinion, are subordinates in your sub-directorate receive any information through training/workshop regarding service benefits at GDE?

In your opinion, are subordinates in your sub-directorate aware of service benefits at GDE?	Frequency	Percentage
Agree	5	83%
Disagree	1	17%
Total	6	100%

Figure 4.11: In your opinion, are subordinates in your sub-directorate receive any information through training/workshop regarding service benefits at GDE?



The table 4.11 and figure 4.11 explore the fact that 17% respondents disagree with the view that the subordinates are aware of service benefits, while 83% respondents agree that the subordinates do have understanding regarding the availability of service benefits 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 also need to organize regular information sessions to aware their subordinates regarding the service benefits, any amendments related to

the service benefits, etc. Lack of clarity on service benefits may hamper motivation and morale of employees that may have negative impact on their performance.

In order to maintain the morale and self-esteem of employees, the GDE needs to strategically plan informative sessions/ workshops/training sessions to inform employees regarding the service benefits and clarify the related concern of employees during these sessions.

The policies and programmes need to be open and clear for improved productivity of an organization.

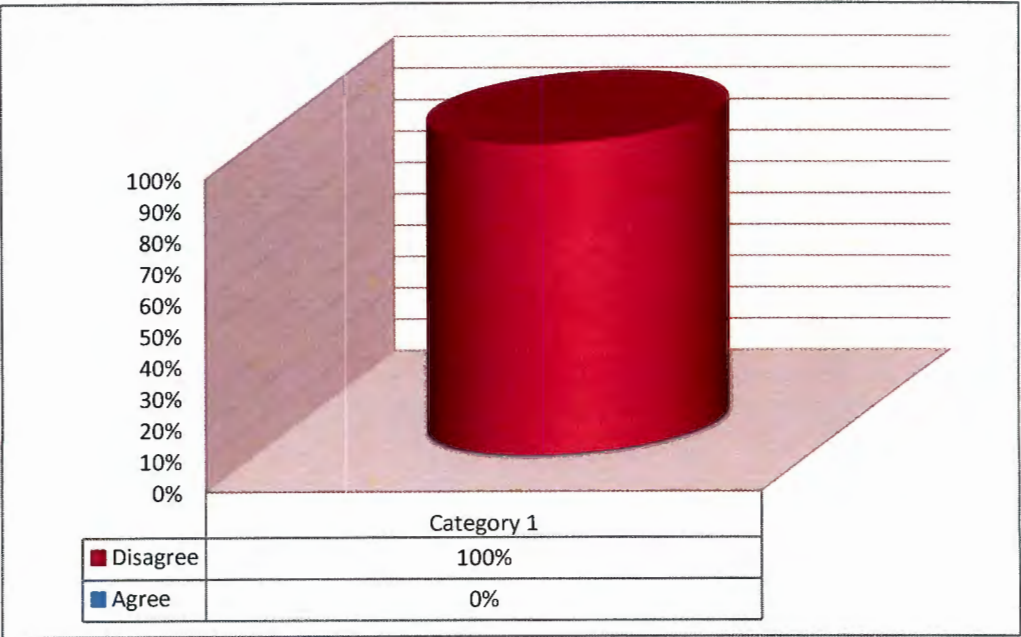
4.7.3.3 In your opinion, are subordinates in your sub-directorate well compensated?

The question was posed directly to two Supervisors at Human Resource Administration whose are responsible to assist employees with information and procedures regarding service benefits at the GDE. The response is stated in table 4.12 and figure 4.12.

Table 4.12: In your opinion, are subordinates in your sub-directorate well compensated?

In your opinion, are subordinates in your sub-directorate are well compensated?	Frequency	Percentage
Agree	0	0%
Disagree	2	100%
Total	2	100%

Figure 4.12: In your opinion, are subordinates in your sub-directorate are well compensated?



The table 4.12 and figure 4.12 explore the fact that Supervisors are disagree absolutely (100%) that the subordinates in the sub-directorate are well compensated.

The Supervisors expressed their concern regarding the unfeasible remuneration to their subordinates that has an adverse impact on their productivity.

The Supervisors need to inform the management and discuss the matter at strategic level to improve the situation.

The GDE may organize information sessions with Supervisors and guide them regarding the organizational procedures and human relations aspects associated with the service benefits.

This nature of information may assist the Supervisors and the subordinates to understand the core business of the organization and the correlation between service benefits and job description at the GDE.

4.7.3.4 In your opinion, does HRA/HRDM plays an important role informing employees regarding service benefits at GDE?

This question was posed to employees in the Human Resource Administration and Human Resource Development Management. The responses are recorded in table 4.13 and figure 4.13.

Table 4.13: In your opinion, does HRA/hrdm plays an important role informing employees regarding service benefits at GDE?

In your opinion, does HRA/hrdm plays an important role informing employees regarding service benefits at GDE?	Frequency	Percentage
Sometime	5	38%
Seldom	7	54%
More often	1	8%
Total	13	100

Figure 4.13: In your opinion, does HRA/hrdm plays an important role informing employees regarding service benefits at GDE, through training?

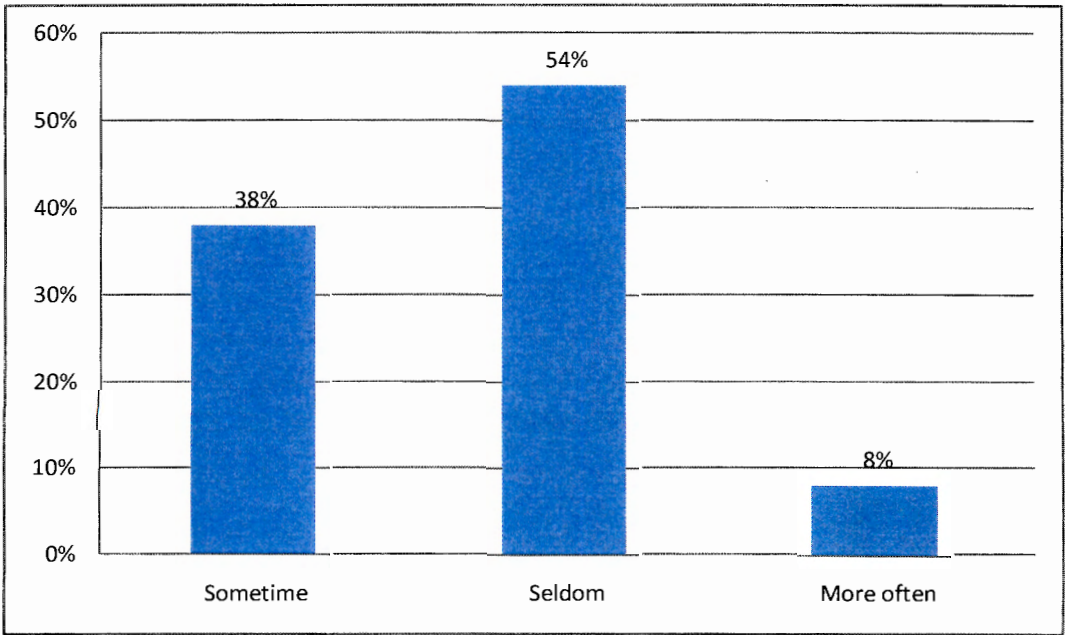


Table 4.13 and Figure 4.13, depict that 38% respondents stated 'sometime', 54% respondents stated 'seldom' and 8% respondents stated 'more often' to the question.

Respondents who expressed their views that the HRA/HRDM plays an important role informing employees regarding service benefits 'sometime' believe that the information sessions does not cover every aspect related to service befits available at the organization.

The majority of respondents who believe that the information is provided 'seldom' expressed that the Directorates are also not participating in the procedure to inform the subordinates regarding service benefits, hence the information is not transferring through proper channels in the organization.

The very small percentage of respondents believe that the GDE informs the employees regarding service benefits 'more often' are those who directly work with the service benefits procedures. They may not be familiar regarding the lack of communication at horizontal and vertical levels of the management.

The GDE needs to open procedures to the Supervisors; involve Supervisors in planning information sessions; clarify the channels of communication in order to transfer important and updated information regarding procedures of service benefits.

4.7.3.5 In your opinion, do the service benefits have a positive impact on employee performance at GDE?

This question was posed directly to employees at the GDE. The responses are recorded in table 4.14 and figure 4.14.

Table 4.14 In your opinion, do the service benefits have a positive impact on employee performance at GDE?

In your opinion, do the service benefits have a positive impact on employee performance at GDE?	Frequency	Percentage
Agree	17	63%
Disagree	10	37%
Total	27	100

Figure 4.14: In your opinion, do the service benefits have a positive impact on employee performance at GDE?

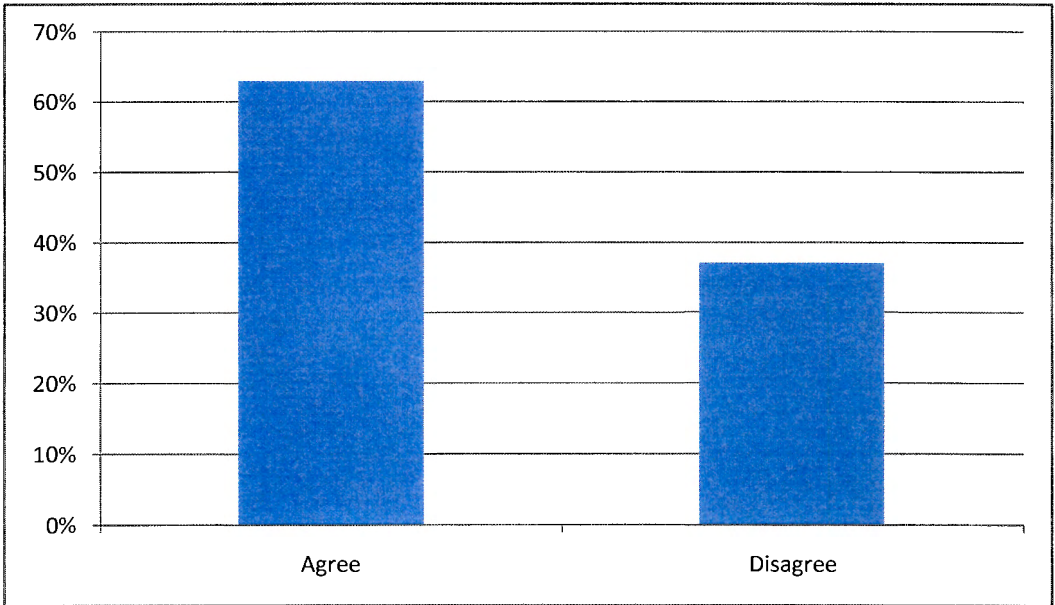


Table 4.14 and figure 4.14 depict that 63% respondents ‘agree’ and 37% respondents ‘disagree’ to the fact that service benefits does have a positive impact on employees’ performance at the GDE.

Respondents who are agree with the correlation between the service benefits and employees’ performance believe that the clear understanding regarding the service benefits may sustain the motivation amongst employees. The employees who are aware of the fact that the performance is linked with

achieving higher ranks and earning full service benefits can work towards achieving the Key Performance Areas for career enhancement.

Respondents who are disagree with the fact that the service benefits have any positive impact on employees’ performance expressed lack of understanding regarding the availability and the procedures of service benefits at the work place.

The GDE needs to strategically identify that there is a need to organize information sessions to inform employees regarding the availability of service benefits; strategically plan these nature of sessions involving the Supervisors; strategically decide the link between service benefits and job description in the performance agreements.

This nature of strategic thinking is imperative as service benefits have long-term impact on work place affecting employees’ motivation and morale.

This strategic decision-making will assist employees to perform better for personal benefits (improved service benefits) and organizational benefits (improved productivity and efficiency).

4.7.3.6 From the HR perspective, what recommendations can be offered to improve service benefits for employee performance at GDE?

This question was posed to employees at Human Resource Directorate at GDE. The responses are recorded in table 4.15 an figure 4.15. See table 4.15

Table 4.15: From the HR perspective, what recommendations can be offered to improve service benefits for employee performance at GDE?

From the HR perspective, what recommendations can be offered to improve service benefits for employee performance at GDE?	Recommended		Highly recommended		Extremely recommended	
Employer should take	X	3				

employee to training regularly, based on their area of work						
Provide well conducted induction for new employees			X	2		
Involve employee in decision making, in order to get know what can be improved			X	2		
Equity remuneration					x	1
There should be Job evaluation					x	1
Job recognition and reward employee extreme performance					x	2
Conduct workshops that will alert employee about service benefits					x	1
Create internal job opportunities and improve standard of working condition, make more contributively.					x	6
Total		3		4		6

Table 4.16: From the HR perspective, what recommendations can be offered to improve service benefits for employee performance at GDE?

	Frequency	Percentage
Recommended	3	23%
Highly Recommend	4	31%
Extremely recommended	6	46%
Total	13	100

Figure 4.15: From the HR perspective, what recommendations can be offered to improve service benefits for employee performance at GDE?

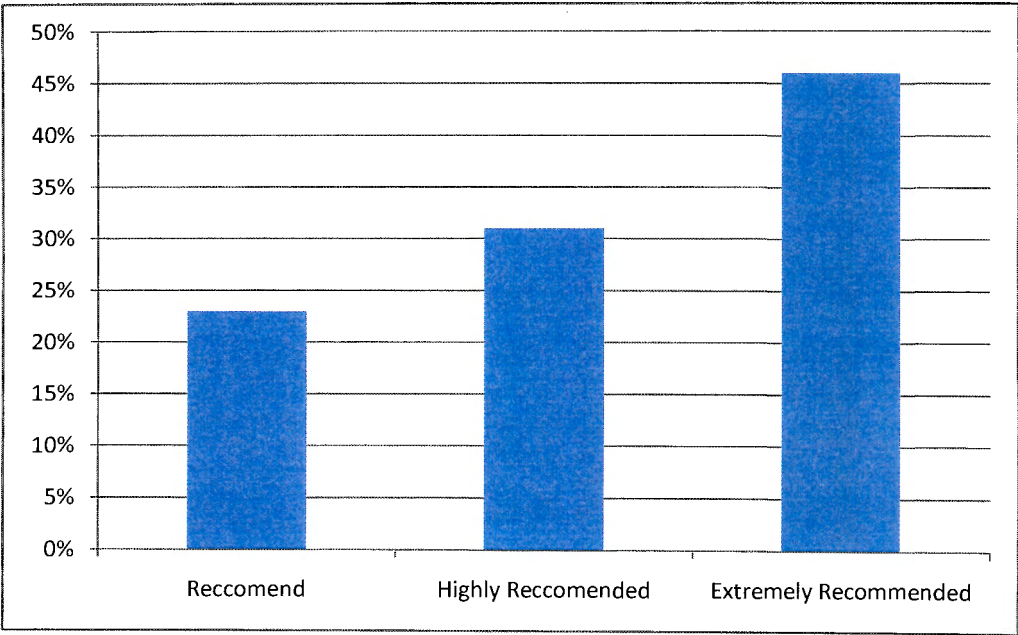


Table 4.15 and figure 4.15, depict that 46% respondents stated ‘extremely recommended’, followed by 31% respondents stating ‘highly recommended’, and 21% respondents stated ‘recommend’ to the concern.

The GDE needs to create an environment for job satisfaction. The GDE furthermore needs to establish processes to attract and retain employees.

4.8 CONCLUSION

The chapter explored the research methods utilized to obtain responses from the employees working at GDE. The responses are significant to draw the relevant suggestions for improvement.

The next chapter provides the summary of the findings with relevant recommendations to improve the challenges associated with service benefits at GDE.