ASSESSMENT OF PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM IN SELECTED SOUTH AFRICAN NATIONAL GOVERNMENT DEPARTMENTS

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Acronyms

APP - Annual Performance Plan

DAC – Department of Arts and Culture

DPME – Department of Planning Monitoring and Evaluation

DPSA - Department of Public Service and Administration

HOD – Head of Department

HRD- Human Resource Development

HRM - Human Resource Management

HRM&D – Human Resource Management and Development

KM – Knowledge Management

KRA – Key Result Area

KSA – Knowledge, Skills and abilities

LD – Leadership and Development

LRA - Labour Relation Act 66 of 1995

MMS – Middle Management Services

MPAT - Management Performance Assessment Tool

NDP – National Development Plan

NDT – National Department of Tourism

OL –Organisational Learning

OP – Operational Plan

PAs - Performance Agreement

PDP - Personal Development Plans

PMDS - Performance Management and Development System

PMS – Performance Management System

PSA – Public service Act, 1994

PSC - Public Service Commission

RSA – Republic of South Africa

SMS – Senior Management Service

T&D- Training and Development

Acknowledgement and Dedications

And further, by these, my son, be admonished: of making many books there is no end; and much study weariness of the flesh. 13 Let us hear the conclusion of the whole matter: Fear God, and keep his commandments: for this is the whole duty of a man. (Ecclesiastes 12: 12-13)

A wise man will hear, and increase learning: and a man of understanding shall attain unto wise counsel (Proverbs 1:5)

He that walketh with Wise men shall be wise: but a companion of fools shall be destroyed (proverbs 13:20)

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- North West University and National Research Foundation for their financial support.

- Department of Arts and Culture, Department of Public Service and Administration, Department of Planning Monitoring and Evaluation, National Department of Tourism, and Public Service Commission management for granting me permission to conduct my study at their departments not forgetting all other employees who participated in my study.

Dedication

I would like to dedicate this PhD thesis to the following people

- My Wife (*Lebogang Lebea Makamu*) for her positive support and encouragement at all times.

- My two children (*Blessing Xiluva Makamu*), and (Tinyiko Makamu).

- My parents **(***Philip Gezani Makamau & Cathrine Mihloti Makamu*) for their parental support at all times.

Declaration

"I hereby declare that the thesis submitted for the PhD: Public Administration at North West University (Mafikeng Campus) is my own original work and has not previously been submitted to any other institution of higher education to obtain any qualification. I further declare that all sources cited or quoted are indicated and acknowledged by means of a comprehensive list of references according to North West University Harvard method of referencing."

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Abstract

This research was conducted in order to assess the current state of performance management and development system in the public sector in South Africa. The research focus was on the implementation of the system in selected South African government departments on employees between salary levels 3- 12. The research approach adopted in this study was a mixed method. Interviews and questionnaires were used as primary data collection tools. Five national departments were selected as a purposive sample for the study out of a total 47 national government departments in South Africa. These are National Department of Tourism, Department of Arts and Culture, Department of Planning Monitoring and Evaluation and Office of the Public Service Commission.

For the sample, 15% of operational staff members from the post establishment of each department were identified to participate in the study by filling in questionnaires distributed to them and middle, senior management service and union representatives from respective units were sampled to participate in the interview, although only those the researcher judged to be knowledgeable about the topic under study were interviewed. The limitations of the study relate to the unavailability of the senior management office-bearers for interviews.

The research results revealed that the current performance management and development system is not effective. The study further demonstrates that employees are demotivated and have lost confidence and trust in the appraisal system. The results reveal that supervisors are biased in managing and implementing the system. Supervisors use the system as a compliance rather than management tool. The study shows that employees are no longer motivated to perform and they suggested that the current system needs to be adjusted or amended in order to close the current gaps and challenges resulting from the bias and lack of commitment from managers.

The study identifies the current state of the system with reference to the public sector in South Africa, and also highlights the challenges in improving employees performance by using the current system, the ways through which employees' performance could be linked to the overall performance of the organisation and lastly evaluates the newly proposed model for managing and implementing the system in South Africa.

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1. Introduction

Performance management system in the public sector has become an international standard practice. Before the development of the performance management and development system, public sectors globally were criticised for being slow to respond and ineffective when rendering service to the public. As a result of the rapidly growing demands of services by the public, government employees are expected to perform effectively in order to meet the public service needs. The demands of the public have triggered the need for the development of a performance management and development system which serves as a guide to ensuring that the performance of employees is monitored and supported. Globally government departments are influenced by politics which has a direct effect on its administrative processes. However, political office bearers have a responsibility of developing policies, and one of the policies they developed is the performance management system which is used today to manage the performance of individuals and also of all departments while at the same time addressing the service needs of the public

The South African government is the largest employer and the main service provider of the public needs, therefore an acceptable performance from public servant is expected. The performance of employees in the public sector could effectively be managed only if there are performance standards in place directly linked to the performance system. This ideal has triggered the Department of Public Service and Administration (DPSA) into developing the performance system which ensures that the management of performance of the public sector in the management echelons or administrative level is of the best standard. The performance management and development system requires continuous monitoring and assessment in order to track whether or not it is addressing the purpose it was developed for so that this evaluation and monitoring could inform amendments accordingly.

This chapter discusses the background, aims and objectives of the study. It identifies the problem statement, provides a definition of concepts, offers a synoptic literature review, and identifies the research method and design. Ultimately this chapter delineates the ethics, limitations, and outlines the chapters that shape this study.

1.2 Background of the study

In the Country Review Report of South Africa's performance since 1994, the African peer review mechanism panel argues that South Africa suffers from severe skills shortage. It is most acute at the provincial and local government level, where delivery of basic goods and services is paramount. The ten-year review comes to key conclusions about the performance of the democratic state and the Public Service. The architecture of the new democratic state is in place, yet in many areas of service delivery the provision of the public services requires much improvement (Matshiqi, 2007: 13).

With the introduction of the National Development Plan (NDP) 2030; the Department of Public Service and Administration is required to implement and coordinate interventions aimed at achieving an efficient, effective and development-oriented public service which is an essential element of a capable and developing state. As described in the NDP, there continues to be unevenness in capacity that leads to uneven performance in the public service DPSA-2014/15 Annual Performance Plan (APP).

This unevenness is attributed to a complex set of factors, including tensions in the political-administrative interface, instability of the administrative leadership, skills deficits, insufficient attention to the role of the state in reproducing the skills it needs, the erosion of accountability and authority, poor organizational design and low staff morale. To address this unevenness there is a need to strengthen skills, enhance morale, clarify lines of accountability and build an ethos of public service as well as build mechanisms and structures to support departments in developing their capacity and professional ethos, while ensuring that departments fulfil their regulatory responsibility to improve service delivery (DPSA Report-2014/15, APP).

The Public Service Commission (PSC) has been, since 2004, monitoring and evaluating the performance management practices in the Public Service. In all the reports, it was found that the overall implementation of the performance management and development system (PMDS) of SMS employees was unsatisfactory. The PSC also facilitates the process for the evaluation of Heads of Department (HoD). In this regard, the PSC monitors compliance with the signing and filing of Performance Agreements (PAs) and compliance with the evaluation of Heads of Department. Compliance with the signing and filing of PAs for HODs is not much different.

The performance of senior managers in the Public Service has a direct bearing on the extent to which departments can deliver on their service delivery mandates and is directly related to governance challenges. This should receive special focus, since pressure is mounting to improve the delivery of public services and for departments to be more citizen-centric in their orientation. This can be achieved only if performance standards are raised, resulting in the improvement of performance in the Public Service (PSC Report 2010:23-25).

The current performance management and development system (PMDS) was developed by DPSA with the purpose of ensuring that departments have proper guidelines on how to manage the performance of the individual employees and the organisation as a whole but having been triggered by the need to improve employee's performance. The PMDS consists of a process with sequential logic that ensures that their objectives are achieved. These steps consist of performance planning, performance contracting, performance appraisal, performance rewards and development, performance monitoring and evaluation. Currently, many organisations have given full attention to the management of performance of their employees, knowing that without employees performing effectively according to the set standards the organisation cannot achieve its objectives.

In today's rapidly changing environment, the public always push the performance bar upwards by demanding better services from the government. This demand has triggered the need for constant monitoring and assessment of the level of performance of government departments as service providers to the public. Failure to comply with such demands could only trigger pervasive public service protests.

Performance appraisal is one of the very sensitive issues in the whole process of performance management as this involves salary increment, transfer, demotion, retrenchment and promotion. Although appraisal of an employee's performance could produce the best results for both the employee and the organisation if managed correctly, it could also have a negative effect on the organisation and employees if not managed correctly. While the organisation has expectations from its employees when it comes to their performance, the employees also have their expectations from the employer specifically when they perceive that they have met the set standards. This suggests that the management of the performance in organisations plays a very critical role in ensuring that the organisation remains a top performer in today's rapidly changing environment.

The research probes and assesses the effectiveness of the performance management and development system which is currently in use by the national government departments in South Africa. These departments identified for this study are Department of Public Service and Administration, Department of Performance, Monitoring and Evaluation, Office of the Public Service Commission, Department of Tourism, Department of Arts and Culture and Department of Sport and Recreation of South Africa. It is envisaged that from this study new models of monitoring and evaluation shall bolster the current models and practices.

1.3 Problem statement

There is poor management and implementation of the performance management and development system in South African national government departments.

1.4 Aim and objectives of the study

The aim of the study is to:

- Assess the performance management and development system in five selected South African national government departments.

Objectives of the study are to:

- Present an overview of the current position on performance management in five selected South African National Government Departments.
- Outline current challenges in improving employees' performance by using the performance management and development system in the South African national government departments.
- Determine how employees' performance could be linked to the departmental performance standards in order to achieve the organisational goals by using the current system.
- Suggest a new model on how the performance management and development system should be managed in order to yield the desired results.

1.5 The research questions

The study attempts to answer the questions outlined below:

- Is the current performance management and development system effective in South Africa's national government departments and does it yield its intended results?
- What are the main challenges which the departments face with regards the implementation and management of the performance management and development system?
- What is the current state of the performance management and development system in the South African national government departments?
- Is there any other possible simple way on how can departmental performance be linked with employees performance in order to yield organisational goals?
- Do the responsible structures give full support on the implementation of the performance management and development system?
- What is a suitable model for the management of employee's performance in the public service?

1.6. Research method and design

The researcher adopted both the qualitative and quantitative research methods (mixed method). Qualitative research is an umbrella process which covers an array of procedures to decode, translate, and come to terms with the meaning of naturally occurring phenomena in the social world (Welman, *et al*: 2005:188 -193), while on the other hand quantitative research method is a process of collecting numerical data and analysing it using statistical methods. For example, questionnaires are classified under quantitative research as the analysis part of it has to be numerical and includes numbers. The desire to triangulate or obtain various types of data on the same problem, such as combining interviews with questionnaires (Corbin & Strauss, 2008:27-28), influenced the researcher to adopt both approaches in order to validate the findings of the study.

Research design is the arrangement of procedures for collection and analysis of data in a manner that aims to combine relevance to the study purpose with economy in procedure (Mouton & Marais 1996:32). The researcher collected both primary and secondary data. Qualitative research gives the researcher a variety of options during the data collection phase. Primary data was collected through interviews, observations, video documents, drawing, diaries, memoirs, newspaper reports, biographies, historical documents, autobiographies, and

so on. The researcher has opted for mixed method, where both interviews and questionnaires were used to collect primary data.

In-depth-interviews were conducted with the middle management services (MMS) and senior management services (SMS) in the five selected national departments. Data collection through unstructured interview is extremely useful in situations where either in-depth information is needed or little is known about the research area. This flexibility allowed the interviewer extended opportunities to ask of a respondent varied questions on their perceptions and this was an asset as it elicited extremely rich information (Kumar 2005:125-130). However the use of the unstructured interviews does not mean that the researcher has no influence over the course of an interview (Corbin & Strauss 2008:27-28). Interview is a data collection process where one person (an interviewer) asks questions of another (respondent). In this case the researcher adopted the interview as a primary instrument of collecting data. Secondly, questionnaires were also utilized as a way of collecting primary data. Questionnaires were used for collecting primary data amongst the sampled operational staff members in five selected national departments. A questionnaire is a written list of questions, the answers to which are recorded by respondent according to Kumar (2005:126).

There are three types of questionnaires which are open ended, close-ended and semi-structured. "Open-ended questions leave the participants completely free to express their answers as they wish in as detailed or complex, as long or as short a form as they feel it is appropriate. No restrictions, guidelines or suggestions for solutions are given" (Bless *et al*, 2013:209). On the other hand, for "close-ended questions, the possible answers are set out in the questionnaire or schedule and the respondent ticks the category that best describes the respondent's answer" (Kumar, 2005:132). Lastly, a semi structured questionnaire contains the two forms outlined above as separate sections. In this study the researcher has employed close-ended questionnaires which facilitate easy answering by the respondents and make it easier for the researcher to code and classify responses.

Secondary data refers to the published or second hand information which is already known by the community. The researcher has collected secondary data by means of reading related literature, published reports, and articles and by means of case studies. A literature review was undertaken to ensure that the researcher familiarised himself with the areas which other researchers have already researched and also familiarised himself with findings and recommendations to avoid duplicating work which has already been done.

1.6.1. Population and sampling

Often it is impractical to involve all members of the population in one empirical study; therefore selecting who participates in a survey is an important issue. Vanderstoep & Johnston (2009:26) describe population as the universe of people to which the study could be generalised, and a sample refers to the subset of people from the population who participate in the current study. This study is conducted in South Africa amongst five selected national government departments. There are 47 departments from which the researcher has chosen a sample of five.

The five national government departments selected constitute 10.6% of the 47 national government departments. The names of the selected national government departments are: Department of Public Service and Administration, Department of Tourism, Department of Arts and Culture, Department of Performance Monitoring and Evaluation, and Office of the Public Service Commission. Both senior management services and middle management services were sampled for the qualitative study. A representative sample was selected from the total number of operational levels, senior management services and middle management staff in each department for data collection purposes. Data was collected through the use of questionnaires amongst the operational and interviews with senior and middle managers. The mixed method helped to validate the research findings.

Firstly, structured questionnaires were administered to the sampled participants (operational staff members) and secondly interviews were conducted with the middle management services and the senior management employees from the different units who are responsible for the management and the implementation of the system. This was done in order to enable the researcher to probe deeper for information from the participants on the same issues raised in the questionnaires.

In this study a non-probability sampling was adopted. Then the sampling type employed in this research was a judgmental sampling. In "judgmental sampling, the strategy is to select units that are judged to be the most common in the population under investigation" (Bless, *et al* 2013:172). The reason for the researcher to have adopted this sampling design type is because one of the objectives of the study is to suggest a new model which requires some advice from the experts who are knowledgeable about the topic under investigation.

Staff members from level 3 to 12 were required to fill in the questionnaires, while staff members from level 13 and union representatives were required to participate in the interviews. The reason for having selected the above sample to participate in interviews was to probe for deeper information about the topic under investigation as these managers are involved in the day to day implementation and monitoring of the system. With reference to the researcher's experience, these selected groups are the personnel who encounter day to day challenges with regards the implementation of policy in their organisations, specifically the performance management and development system. The samples of each department are provided below:

Office of the Public Service Commission: During the time of the study (2015) the total number of employees in the Office of the Public Service Commission was 273. A sample of 15 % of the operational staff members from all units were required to fill in questionnaires. Follow up was done through an in-depth interview conducted with the Middle and senior management services and Union representative in order to validate the responses from the questionnaires.

Department of Tourism: During the time of the study (2015), the national Department of Tourism had 530 staff members. A sample of 15 % of operational staff members were requested to fill in questionnaires, and a follow up was done with an in-depth interview conducted with the middle and senior management services and Union representative in order to validate the responses from the questionnaires.

Department of Performance, Monitoring and Evaluation. During the time of the study (2015), the Department of Planning, Monitoring and Evaluation had 237 staff members from which 15% of the operational staff members were requested to fill in questionnaires. This was followed up by an in-depth interview after the questionnaires has been analysed. Interviews were conducted with the Middle and Senior management services and also with the union representatives.

Department of Arts and Culture – During the time of the study (2015), the national Department of Arts and Culture had 521 staff members. A sample of 15% of operational staff members from the total population were asked to fill in questionnaires. A follow up with an in-depth interview was conducted with the middle and senior management services and also with the union representatives.

Department of Public Service and Administration: During the time of the study (2015) the Department of Public Service and Administration had 430 staff members from which 15% of the operational staff were requested to fill in questionnaires, and a follow up with an in-depth interview after the questionnaires had been analysed were conducted with the Middle and Senior management services and also with the union representatives.

1.7 Ethics

Ethics refers to the principles of behaviour that distinguish good and bad, right and wrong (Rao, & Hari 2002:928). During the research stages the researcher ensured that all processes undertaken in data gathering ethical rules were honourable and ethical. Examples of ethics considered are:

- **Informed consent/form** – a consent form with a list of choices which the participants have was attached in order for the participant to read and print their signature if they agreed to participate in the study.
- **Permission** – the researcher ensured that permission was requested and granted before the commencement of data collection from the departments.
- **Deception -** it is the responsibility of the researcher to make the true nature of the study known by participants and in this regard, the fabrication and falsification of data was not entertained.
- **Publications -** The researcher ensured that in case where the results are published, participants were not identified by name or in any other way that would make it possible for them to be identified.
- **The right to privacy** – All participants have the right to privacy and no employee was forced to participate in the study. All participants were made aware of their rights in writing and that they could withdraw their contribution to the study if they needed to do so.
- **The right to anonymity and confidentiality**- The researcher ensured that the promise of anonymity and confidentiality was maintained at all times. No publication was printed with the names or any information which could result in identification of the participant.

- **The fabrication or falsification of data** – No data was falsified in order for the researcher to reach his objective.
- **Plagiarism** – The researcher ensured that all borrowed information is acknowledged in the report. The report document was checked through *turn it in* system to check plagiarism.
- **Recording of own data** – The researcher ensured that the recorded data is original as recorded from the interviewees and no other additional data had been added.
- **Feedback** – The researcher has provided feedback to the institutions where the data was gathered from.

1.8 Limitations to the study

- **Generalization** – the research focused on five national government departments in South Africa, therefore generalizing the findings of the research to other national department in other countries is limited.
- **Incomplete questionnaires** – Some returned questionnaires were not completely filled and these were not used in the analysis of data because of this factor.

1.9 Chapter outlines

Chapter 1

- This chapter presents the background and motivation for the study.

Chapter 2

- Chapter two comprises the literature review which entails the information collected through reading and analysing related articles, books, journals, and website searches.

Chapter 3

- Chapter three comprises the research method and design followed in this study.

Chapter 4

- The fourth chapter comprises data presentation and analysing of the findings.

Chapter 5

- Chapter 5 provides the conclusions and recommendations of this study.

1.10 Conclusion

This research probed and assessed the current state of the performance management and development system used in South African public service. A mixed method approach was adopted, where both quantitative and qualitative approaches were employed. Under quantitative approach questionnaires were used to collect primary data, while under qualitative research interviews were employed to probe for more information from the sampled participants whom the researcher judged to be knowledgeable on the topic under study.

Five (5) national departments were sampled for the study which constitutes 10.6% of the total number of the departments. The departments included: Department of Public Service and Administration, Department of Planning Monitoring and Evaluation, National Department of Tourism, Department of Arts and Culture and Office of the Public Service Commission. The next chapter focuses on the literature review pertaining to performance management system.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

The performance management and development system is an essential tool to ensure that individual employees and the department as a whole achieve their performance objectives. Without the proper management of the system, the organisation is likely to decline in its performance. A proper assessment and evaluation of whether the system is effective should be considered as one of the priorities in any organisation. Poor coordination of this system could hamper many achievement goals of the organisation. Public servants could improve or perform poorly because of how the system is managed and its status in an organisation. This research aimed to assess the current state of the performance system in five selected national government departments in South Africa as it is administered on employees between salary levels 3 - 12, with the aim of suggesting possible ways of implementing and managing the system.

The previous chapter provided the road map of all the processes followed in this study. This chapter focuses on the reviewing of related literature in order to get a better understanding of the problems and challenges which might be the cause of poor performance in the five selected national government departments in South Africa.

2.2.The evolution of performance management and development system in South Africa

Service delivery imperatives and the quest for improved performance in the Public Service justified the requirement that departments in the national and provincial spheres of government had to have performance management and development systems (PMDS) in place by 1 April 2001. Another factor that impacted on performance management in the Public Service was the development of proposals for a new pay progression system, a system that is based partly on performance, (DPSA Report 2001:2).

2.3.Performance management defined

Armstrong (2006:495) describes performance management as a systematic process for improving organisational performance by developing the performance of individuals and teams. He furthermore stresses that performance management is a means of getting better results by understanding and managing performance within an agreed framework**.** Amos *et al*. (2004:64) describe performance management as an approach that begins with translating the

overall strategic objectives of the organisation into clear objectives for each individual employee.

Jackson *et al* (2009:314) define performance management as a formatted, structured process used to measure, evaluate, and influence employees' job related attitude, behaviour, and performance results. In this regard, performance management helps to direct and motivate employees to maximise their effort on behalf of the organisation. Performance management is constantly one of the lowest rated areas in any employee's satisfaction survey, yet performance management is the key process through which work gets done. It is how organisations communicate expectations and drive behaviours to achieve important goals; it is how the organisation identifies ineffective performers for development programmes or other personal actions (Pulakos, 2009:3). Performance management could ultimately be defined as a cyclic process of getting better results from employees by using different methods and support mechanisms available within the organisation.

Service delivery remains one of the urgent priorities of the South African government. It requires the building of a more modern people-centred public service innovation, collaboration and service. The South African Government has been criticized over the years for being overly bureaucratic, slow to respond and inefficient, unimaginative, (Doorgapersed *at el* (2013:12). Government has been willing to make explicit, measurable promises; whereas accountability requires ways of measuring performance **(**Flynn, 2008:126). The management performance assessment tool (MPAT) is one of several initiatives that was developed to improve the performance and service delivery of national and provincial departments. MPAT is a structured, evidence-based approach used for the assessment of management practices (DPME 2013:05).

The South African government faces many challenges when it comes to issues of service delivery. This is a result of the myriad promises that the politicians make to the public during campaigns for votes, and also due to the rising needs of the public apart from the ones the government has already met. In today's rapidly changing environment, government performance must improve in order to meet the needs of the public they serve. In order for that to happen it means that public officials must perform in the best possible way when executing their day to day functions according to their set objectives and standards signed during their performance agreement at the beginning of the year.

Every employee, even those who perform poorly, always claim that they are performing well. This then calls for strategic focus on performance measurement. Before measuring the performance of the organisation, it should be taken in to account that in order for the department to render its service to the public or its clients effectively, employees must execute their functions in an agreed manner in order for such outcomes to be met. Therefore individual performance measurement becomes a viable tool for the establishment of performance goals and measuring the extent to which these are met. In order for the organisation to make the most effective use of the performance measurement outcomes, they must be able to make the transition from simply measuring performance to actually managing performance. This management of performance entails the ability to anticipate essential changes in the strategic direction of the organisation and having a method in place for effecting strategic change **(**Beardwell & Claydon, 2010: 476).

2.4.Objectives of performance management

Performance management is concerned with three major objectives. The first is performance improvement in order to achieve organisational, team and individual effectiveness. The second is concerned with development, for performance improvement is not achievable unless there are effective processes of continuous development. The third objective is concerned with the satisfying needs and expectations of all the organisation's stakeholders, management, employees, customers and the general public. In all these three undertakings, performance management relies on communication and involvement, and creating a climate in which continuing dialogue between managers and members of their teams takes place to define expectations and share information on the organisation's mission values and objectives (Armstrong. 2006:143).

A key factor in the success of any organisation is its ability to ensure that everyone clearly understands what they are required to do in order to contribute to its success. SMART is an acronym used to describe key characteristics of appraisal objectives (Banfield & Kay 2012:300). Also performance management begins with setting goals. Goals define the results that people should aim to achieve. Setting goals is one of the essential functions of management (Harvard Business School 2006:2). Thus a smart principle must be followed when setting whatever objective the organisation needs. The SMART acronym implies the following specificities of the term:

S - Everything should be specific, straight forward and clear even if challenging.

M- Objectives must be measureable in terms of quality, quantity, time and money.

A- Objectives must be achievable, all tasks must be challenging but possible to achieve within the knowledge and experience an employee.

R- Relevant; implying that tasks must be relevant to the objectives of the organisation so that the goals of the employee are aligned to the departmental goals.

T – Time frame - a task must be completed within the agreed time scale.

2.5. Purpose of performance appraisal

Organisations develop performance management systems for a number of reasons, but primarily for evaluation and development purposes. As the purpose of performance management primary interventions differs, they are likely to impact upon the satisfaction of employees within the system (Briscoe et *al* 2012:344). Performance appraisal (PA) is the on-going process of evaluating and managing both the behaviour and outcomes in the workplace. Employees' performance measurement commonly includes quality of output, quantity of output, presence at work and cooperativeness.

Torrington *et al* (2002) in Analoui (2007:202) argues that performance appraisal can help to improve current performance , provide feedback, increase motivation, identify training needs, identify potential, let individuals also know what is expected of them, focus on career development, award salary increases and also solve job problems. Conducting performance appraisal of employee does not only have benefits for employees but also for the employer. Below is a table with benefits for both the employee and the employer when conducting employee appraisal.

Table 1: Benefits of performance appraisal

Performance appraisal benefits to employer	**Performance appraisal benefits to employee**
Individual differences make a difference to company's performance	Improvement in performance requires assessment
Documentation of performance may be needed for legal defence	Differences in workers' performance should have an effect on merit and the work itself
Appraisal provides a basis for bonus and merit	Assessment and recognition of performance level can motivate workers to improve their performance
DEVELOPMENTAL PURPOSE	**ADMINISTRATIVE PURPOSE**
Provide performance feedback	Document human resource decisions
Identify individual strength and weakness	Determine promotion of candidates
Assist in goal identification	Determine transfer and assignment
Recognise individual performance	Identify poor performance
Evaluate goal achievement	Decide retention or termination
Determine organisational training needs	Decide on layoff
Reinforce authority structure	Validate selection criteria
Allow employee to discuss concerns	Meet legal requirements
Improve communication	Evaluating training programmes/progress
Provide a forum for leaders to help	Human resource planning

The above table is a combination of tables adapted from Snell & Bohlander (2010:363) and Torrington *et al* (2002) in Analoui (2007:202)

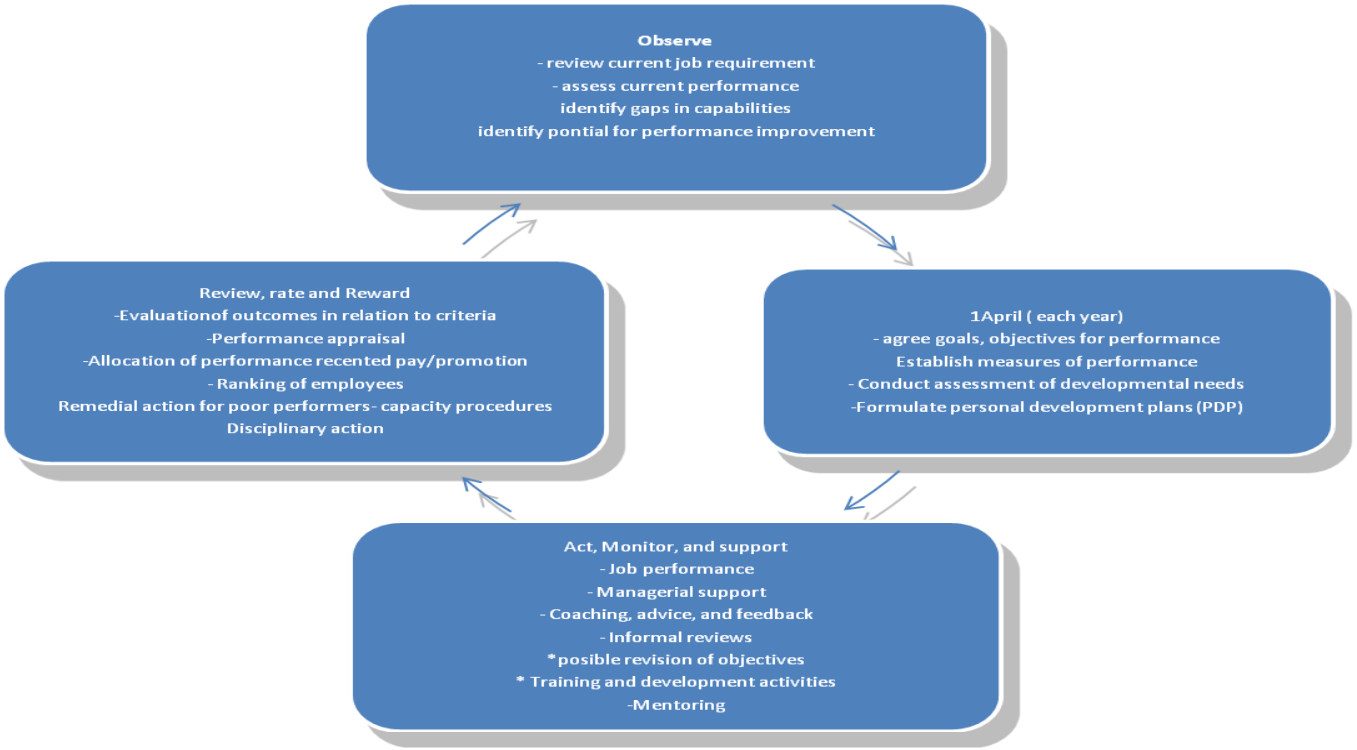
2.6. Principles of performance management and development system

The principles of performance management and development system in South Africa are provided by the Public Service Regulations (2001) which argues that:

- Departments shall manage performance in a consultative, supportive and non-discriminatory manner in order to enhance organisational efficiency and effectiveness, accountability for the use of resource and the achievement of results.
- Performance management processes shall link broad and consistent plans for staff development and align with the department's strategic goals.
- The primary orientation of performance management shall be developmental but shall allow for effective response to consistently inadequate performance and for recognising outstanding performance.
- Performance management procedures should minimise the administrative burden on supervisors while maintaining transparency and administrative justice.

2.7. Performance management and development system model

The diagram below provides a break-down process of how the current performance management system is implemented in South Africa



Adapted from Wilton (2013:183)

2.7.1 Stages of performance management system

Performance management and development system, according to the PMDS policy, includes four stages: performance planning, performance execution, performance assessment, performance review and performance renewal and re-contracting. Aguinis (2009:32-34) and Department of Justice and Constitutional Development (2011:10) explain the processes of performance management and development system.

2.7.1.1. Performance planning

Employees should have thorough knowledge of the performance management system. At the beginning of each performance cycle, the supervisor and employee meet to discuss, and agree upon, what needs to be done and how it should be done. In the South African public service, this phase is referred to as performance agreement. Aguinis (2009:32-34) and Department of Justice and Constitutional Development (2011:10) submit that the following aspects must constitute the performance agreement:

Results - refer to what needs to be done or the outcome an employee must produce. This information is typically obtained from the job description of the employee. A performance standard is a yardstick used to evaluate how well employees have achieved each objective.

Behaviour - a consideration of behaviour includes discussing competencies which are measurable clusters of Knowledge, Skills and abilities (KSAs) that are critical in determining how results will be achieved.

Developmental plan - an important step before the review cycle begins, is for the supervisor and employee to agree on developmental plans. At a minimum, this plan should include identifying areas that need improvement and setting goals to be achieved in each area. Developmental plans usually include both results and behaviour (Aguinis, 2009:32-34) and Department of Justice and Constitutional Development (2011:10).

2.7.1.2. Performance execution

Once the review cycle begins, the employees strive to produce the results and display the behaviour agreed upon earlier as well as to work on developmental needs. The employee has all the primary responsibility and ownership of this process. At the performance stage the factors tabled below should be present (Aguinis, 2009: 32-34).

At the performance execution stage all primary responsibilities are in the hands of managers and employees.

Table 2. **Responsibility of employees versus managers**

Employees	Managers
Commitment to goal achievement	Observation and documentation
On-going performance feedback and coaching	Updates
Communicating with supervisors	Feedback
Collecting and sharing performance data	Resource
Preparing for performance review	Reinforcement

Adapted from Aguinis (2009: 33).

2.7.1.3 Performance assessment

In the assessment phase, both the employee and the manager are responsible for evaluating the extent to which the desired behaviours have been displayed, and whether the desired results have been achieved. Although many sources can be used to collect performance information (e.g. peer, subordinate), in most cases the direct supervisor provides the information. This also includes an evaluation of the extent to which the goals stated in the development plan have been achieved. During this phase both parties must participate in the process by providing good information to be used in the review phase. When both the employee and manager are active participants in the evaluation process, there is a greater likelihood that the information would be used productively in the future. Self-appraisal can reduce employee's defensiveness during an appraisal meeting and increase the employee's satisfaction with the performance management system, as well as enhancing perception of accuracy and fairness and therefore acceptance of the system (Department of Justice and Constitutional Development, 2011:10).

2.7.1.4. Performance review

The performance review stage involves the meeting between the employee and the manager to review their assessments. It is important because it provides a formal setting in which the employee receives feedback on his or her performance. This formal process normally occurs

four times in the 12 month performance cycle in the public service in South Africa (Department of Justice and Constitutional Development, 2011:10).

2.7.1.5. Performance renewal and re contracting

The final stage in the performance process is renewal and re-contracting. Essentially, this is identical to the performance planning component. The main difference is that the renewal and re-contracting stage uses the insight and information gained from the other phases. For example, some of the goals may have been set unrealistically high given an unexpected economic downturn. This would also lead to setting less ambitious goals for the upcoming review period (Department of Justice and Constitutional Development, 2011:11).

2.8 Providing performance feedback

Performance management is an on-going process, punctuated by formal performance measurement and formal feedback sessions intended to improve future performance. During feedback sessions, supervisors and subordinates meet to exchange information, including evaluation of performance and ideas on how to improve. The feedback should make employees aware of any problems and, when applicable, address the importance of change (Jackson 2012:339). Experts advise that actions concerning the employee's development or salary should not be discussed during this interview, although most organisations with formal evaluation systems give employees feedback, many are not doing it in the best way (Ivancevich 1998: 289).

Organisations must make a number of decisions regarding individual employees during their early career planning on issues of promotability, training and development needs, and salary increases. Employees need on-going performance feedback, especially as it relates to their career goals (Greenhaus 2010:219). 360 degree feedback process is a performance appraisal system that solicits feedback from all stakeholders in an employee's performance. This may include supervisors, peers, subordinates, customers, and others (Tucker et al 2003:181).

2.9 Advantages of using 360-degree feedback system

Providing feedback is a very serious challenge to most supervisors. Playing God is not an easy task if the feedback you have to provide is to criticise the performance of the employee who you have evaluated even if it is constructive criticism. The reason in most cases includes that

an employee might think that the supervisor is giving that negative feedback because he/she hates him or other negative perceptions that an employee might have towards the appraiser.

Less than half of all organisations in the world make use of formal 360 degree programmes, and those that do use 360 degree feedback almost exclusively for developmental purposes. Though 360 degree data may shed some light on the quality of a person performance in the behaviour dimension of job performance, it is rare for 360 degree feedback results to be used in performance appraisal (Grote (2011:16).

Therefore using 360-degree feedback provides some of the advantages because in this process feedback from multiple evaluators might clear some of the misconceptions an employee might have**.** Aguinis (2009:32-34) argues that an organisation could gain many advantages by implementing 360 degree feedback system. Some of the benefits include:

- Decrease possibility of bias - because the system includes information from one source, there is a decreased possibility of bias in the identification of the employee's weakness.
- Increase awareness of expectations - employee becomes very aware of others' expectations about their performance. This includes not only the supervisor's expectations but the expectations of other managers, co-workers, subordinates and customers.
- Increase commitment to improve - employees become aware of what others think about their performance, which increases their commitment to improve because information about performance is no longer private matter.
- Improve self-perception of performance – employee's distorted views of their own performance are likely to change as a result of feedback received from other sources.
- Improved performance - although receiving information about one's performance is not sufficient cause to improve, it is certainly a very important step. Thus having information on one's performance, if paired with good developmental plans, is likely to lead to performance improvement.
- Reduce un-discussable issues - 360 degree feedback system provides an excellent opportunity to co-workers, supervisors, and subordinates to give information about performance in an anonymous and non-threatening way.

- Employees are able to take control of their career - by receiving detailed and constructive feedback on weaknesses and strengths in various areas, employees can gain realistic assessment of where they should go with their career.

2.10 The appraisal interview process

The appraisal interview is the end point of the entire evaluation process. The appraisal review sessions can often create hostility and do more harm than good to the employee-manager relationship. To reduce any possible hard feelings, the face to face meeting and written review must have performance improvement as an integral component (Kleynhans 2006:166).

An important factor that could affect performance evaluation in an organisation is the leadership style. Supervisors can use the formal system in a number of ways: fairly or unfairly, supportive or punitive, positively or negatively. If the supervisor is punitive and negative with an employee who responds to positive reinforcement, performance evaluation can lead to the opposite of the results expected by the enterprise (Ivancevich 1998: 262). Tucker (2003:176-177) proposes that managers ought to follow the stages outlined below in conducting appraisal interviews:

- Preparing for the interview

The employee should be given notice in advance and the opportunity to be involved in setting the time, place and length of the interview. The manager should put down in writing as much detail as possible about the employee's performance. The manager should arrange not to be interrupted and should provide a private and comfortable place in which to meet. The manager should spend time reviewing past performance reports and realising what was covered in previous interviews.

- Opening the interview

If it is the employee's first appraisal interview, he/she should be told about the general purpose of the appraisal and the interview. If an employee's performance has been outstanding, it is often a good practice to make this known at once, because the employee would more readily accept any suggestion or constructive criticism that the manager would want to make. However, if the performance is something less than outstanding, it may be best to avoid a discussion of the employee's overall rating at the beginning. It would be very important to

emphasize the future development needs of the employee. It is strongly recommended that the appraisal interviews be future oriented.

- Co-directing the interview

An appraisal interview could be directive or permissive, that is either the manager or the employee can direct its course. The manager should encourage the employee to talk about the job. If possible employees should self-analyse their performance; at times the manager does need to enter into the discussion in a more assertive way, letting the employee know how his/her performance is viewed and whether such performance meets the job standards. It is important to let the appraisee know in what ways performance falls short and how it can be improved. The appraisal interview should be a joint problem solving effort to which both the manager and employee has something to contribute.

- Ending the interview

The interview should close when the supervisor has confirmed what he or she intended to cover and the employee has had a chance to review the issue of concern. The supervisor should give an employee a copy of the performance appraisal for reference and record keeping purposes. If the appraisal and the interview have dealt with the employee objectives and plans for achieving specific goals, that information is put into the report when the employee is given a copy. The employee should be reassured about the manager's interest and willingness to continue the discussion at another time (Tucker 2003:176-177).

2.11 Performance management around the world

As indicated earlier the performance management system is a global phenomenon and organisations around the whole world and public, private or non-profit organisations are implementing different kinds of performance management systems in order to manage their employees' performance and of the organisation as a whole. Aguinis (2013: 24-25) provides the status of the performance management system around the world.

- Performance management in Mexico - Performance management has become increasingly popular since the 1970's. Performance management systems in Mexico are similar to those implemented in the United States. For example, the measurement of results is quite pervasive. More research is still needed to gain better understanding of what type of system works for Mexico (Aguinis, 2013: 24).

- Performance management in the United Kingdom - Performance management in UK has been affected by several factors, including an emphasis on cost effectiveness and the developmental purpose of performance management. Performance management in UK is an established organisational practice and is clearly influenced by broader societal issue as socioeconomic, political, and legal trends (Aguinis, 2013: 24).
- Performance management in France - Performance management in France faces unique contextual issues such as legal requirements to invest in employee training and development and the need to emphasise individual accountability. Once again performance management system is not implemented in a vacuum, and it is important to consider the broader environment when designing and implementing a system (Aguinis, 2013: 24).
- Performance management in Germany - Performance management in Germany has been affected by the established practice of long term employment relationships. Thus, performance management system emphasises long term goals and usually does not have short term focus (Aguinis, 2013: 25).
- Performance management in Turkey - Performance management in Turkey is evolving rapidly given its official candidacy for European Union membership. Performance management is fairly novel in Turkey, but almost 80% of firms are using the same type of system because personal relationships play an important role in Turkish culture. An important challenge is the implementation of a system that ensures valid, reliable, and fair performance measurement (Aguinis, 2013:25).
- Performance management in Japan – Although Japanese firms have relied on life time employment and seniority as key organisational practices, more recently firms also consider the importance of new knowledge acquisition. In general, performance management system in Japan tends to emphasise behaviour to the detriment of results (Aguinis, 2013:25).
- Performance management in South Korea – Work relationships in South Korea are hierarchical in nature and emphasise the importance of group over individuals. The current challenge is how to reconcile a merit based approach with more traditional cultural values (Aguinis, 2013:25).
- Performance management in China - Important issues to consider for successful implementation of performance management system in China include respect for age and seniority and the emphasis on social harmony, where during 1949 until 1980's

performance management in China emphasised mostly attendance and skills, and from 1980's it has expanded to consider a broader set of behaviours as well as the relationship between the performance management and other organisational systems (Aguinis, 2013:25).

- Performance management in Australia – The legal framework in Australia is similar to that in the US and UK, so much like the US and UK, performance management systems tend to include documentation of performance, considerations regarding equal opportunity, and due process issues (Aguinis, 2013:25).
- Performance management in India - The intense international business activity is leading to a change in traditional values, at least in the work environment, from more collectivistic to more individualistic and short term. Nevertheless, the traditional paternalistic values do not seem to be changing, and they pose a challenge for the implementation of performance management systems in which the supervisor serves as coach instead of a "boss" (Aguinis, 2013:25).

2.12 Managing performance in the organisation

Managing performance is not an easy task, but it still needs to be done. Managers and supervisors in the organisation have a responsibility of ensuring that the performance of the employees is managed effectively. The primary problem in the public sector is the lack of skilled people in managing performance management. Therefore managing of performance and development system is imposed on managers as something special instead of any other function which they must perform. Although most employees perceive performance management and development system as a human resource function, the fact remains that all managers across the whole organisation have a role to play to ensure that the performance of their employees is effective. However, the human resource management and development unit has a support and advisory role to play as the custodian of the system.

The human resource management unit has a significant contribution to the enhancement of institutional performance. Human resource management techniques, procedures and systems, as applied by employees and human resource specialists have a real impact on performance and service delivery level of public sector institution. Every human resource activity has an influence on all other activities, e.g. appointment of people, the provision of training, the measurement of performance, and the exercise of discipline affects performance, not only of individuals but of the entire organisation (Westhuizen *et al*, 2011:19).

Managing performance is not just a matter of filling forms once a year or each quarter and conducting an appraisal meeting which produces a rating that consequently determines a pay increase. Managing performance is about raising performance not rating performance; it is a continuous process and not an annual event (Armstrong, 1998:141).

Managing performance in a diverse workforce has lot of challenges, especially when some are ageing workforce. This also differs when managing performance of volunteers and this is different from managing performance of people who are expecting to get financial rewards at the end of financial year. Beardwell & Claydon, (2010: 480) argue that managing an ageing workforce in performance management has two important human resource implications, namely that the organisation must ensure transfer of valuable knowledge that older workers possess before they retire, and secondly, that the organisation must address how to maintain efficient levels of performance among the older workers while they remain in the organisation.

The public in South Africa always pushes the performance bar upwards by constantly demanding proper and better service from the government. In response to such demands, public officials are required to improve their performance in order to reach such targets effectively and efficiently. In South Africa it is evident that most public protests occur because of poor service delivery (Claydon, 2010: 481). In order to address this matter, it is strongly advised that employees' performance be evaluated continuously in order to identify those who are performing poorly and remedial action be taken to resolve the situation because without addressing such problems, the public service delivery continues to be jeopardised by such employees.

2.13 Managing poor performance

Most inexperienced managers rarely solve underperformance by pretending that it does not exist, and effective management of performance not only involves developing systems and procedures, but also engaging with those employees whose behaviour is unacceptable. This results in compromising the whole performance of the organisation rather than suggesting that management can consider other mechanisms that normally use external appraisal processes. An informal performance review process involves a meeting between a manager and employees to highlight areas of concern with the employee's current performance and to discuss and set targets for improvement, and if appropriate to arrange support and training to achieve these targets (Kay 2012:303).

Mofolo (2012:4) argues that performance management system in municipalities should assist employees by promoting an organisational culture in which groups or departments and individuals take the initiative for continuous improvement of their performance. It should also encourage employees to register with institutions of higher learning to improve their skills which, in the long run, would enable them to perform efficiently and effectively. Learning is the basis of empowerment. Thus, performance management systems in municipalities should make use of recommended steps in the proposed model of a performance management system.

One important aspect that a firm can do to improve individual's performance is to learn to recruit and retain more effectively. These retention strategies play a very crucial role in improving an employee's performance. The implication is that good performers are insufficiently recognised; they also tend to be frustrated with senior management because performance appraisal systems raise expectations of linking reward and development which are often not happening. Admitting the possibility of motivational and political problems implies that senior managers must improve accountability mechanisms around performance appraisal system, for example, requiring lower level managers to summarise and justify all proposed evaluations in advance of interviewing any employees (Boxall & Purall 2003:144-145).

Much of the practical advice for dealing with poor performance advocates a problem-solving approach which recognises that the cause of poor performance might lie within the work system. In dealing with poor performance, it is especially important to identify its cause. To misdiagnose a performance problem and attribute the cause to the performer does little, if anything, to solve the problem and may even make matters worse, as a manager's response might be pushing rather than performance improving (Williams, 2002:163-164). Poor performance may have non-obvious causes that have nothing to do with lack of skills or motivation (Harvard Business School 2006:39).

Biosis (2007:259-260) argues that even if the performance management system is in place, managing performance can still be a problem to most managers. He further stresses that poor performance can still occur when an organisation has employees who:

- Require constant supervision.
- Does work that frequently requires rectification or completion.
- Cannot be trusted to do work that, reasonably, should be within their ability.

- Avoid unpleasant tasks.
- Cause bottlenecks due to a work rate lower than that which could reasonably be expected.
- Exercise judgement, initiative, or willingness at a level below that which is reasonable to expect.
- Avoid their fair share of work.
- Refuse to cooperate.
- Have an unacceptable attendance, sickness or punctuality record.
- Cause conflict in their relationship with other employees, suppliers and customers.

The White Paper on Human Resource Management in the Public Service (1997) provides that the success of the Public Service in delivering its operational and developmental goals depends primarily on the efficiency and effectiveness with which employees carry out their duties. Since the performance of every employee contributes to the overall delivery of the organisation's objectives, it follows that the performance of every employee should be managed. Managing performance is therefore a key human resource tool to ensure that:

- Employees know what is expected of them.
- Managers know whether the employee's performance is delivering the required objectives.
- Poor performance is identified and improved.
- Good performance is recognised and rewarded.

The White Paper on Human Resource Management in the Public Service (1997) further instructs that irrespective of whichever method is adopted in the management of employees' performance the principles outlined below should be followed.

2.14 Principles of managing employee's performance

- Results orientation – the employee's performance should be assessed on the basis of a work plan covering a specific period, setting out clear responsibilities and the objectives to be achieved. The objectives should be expressed in terms of output to be delivered within a given timescale, and should include personal development as well as operational objectives. The work plan should be a mutual agreement between the

employee and manager. The assessment should be completed at no less than yearly intervals, and regular discussion during this period to monitor progress and take remedial action where necessary.

- Training and development – the performance assessment process helps to identify the strengths and weakness and the interventions which are needed to deal with challenges, including the employee's future training and needs, and other developmental interventions such as career counselling, coaching and mentoring.

- Rewarding good performance – employees who perform exceptionally well and whose skills are particularly valued must be recognised and rewarded in order to encourage them to maintain the high standard they have achieved, and to encourage others to strive for improved performance.

- Managing poor performance – where performance has not reached the requirement in the work plan, the assessment, both written and verbal, should be focused on identifying the reason for the cause, and reaching a mutual agreement on the steps which need to be taken to effect improvement.

- Openness, fairness and objectivity – The employee should be given a copy of the written assessment, and be given the opportunity to comment on it. The employee has the right to appeal against an assessment that he/she believes to be unfair. The reporting manager's written assessment should be reviewed by his or her own immediate manager in order to ensure that reporting standards are objective and uniform.

Meyer and Kirsten (2005:62) indicate that performance management would be beneficial to municipalities if it can:

- Create a supportive environment that promotes the culture of good performance and establish clear performance standards,
- Ensure implementation of municipal development strategies,
- Provide performance feedback to employees,
- Promote the development of employees through training, counselling and coaching, in order to realise job opportunities,

- Improve career development by discussing municipal plans for career advancement and promotion,
- Improve communication and relationships by establishing mutual goals,
- Establish a framework for linking remuneration to performance, and
- Improve the quality of services rendered by municipalities.

2.15 Performance appraisal and performance management

Performance management is assumed to be the same with performance measurement. However, performance appraisal is one of the processes within the performance management and developmental system. Performance measurement could be described as a formal process of assessing an employee's performance by the supervisor or manager with the aim to check whether the employee is performing effectively or not, while on the other hand performance management is much wider as it consists of how the supervisor supports and manages the performance of his/her employees. Armstrong, (2006: 495) provides the table below, which highlights some of the differences between the two terms.

Performance appraisal versus performance management

Performance appraisal	**Performance management**
Top down approach	Joint process through dialogue
Quarterly and annual appraisal meetings	Continuous review with one or more formal reviews
Use of rating	Rating less common
Monolithic system	Flexible process
Focus on quantified objectives	Focus on values and behaviours as well as objectives
Often linked to pay	Less likely to be a direct link to pay
Bureaucratic complex paperwork	Documentation kept to a minimum
Owned by the HR department	Owned by line managers

Adapted from Flynn (2007:125).

Performance management and performance measurement are both important for the accountability of organisation and individuals and to enable target to be set and monitored (Flynn 2007:125). Performance management refers to all organisational processes that find out and control how well employees and teams perform in their work. While on the other hand, Performance appraisal is a process that is commonly used throughout many organisations to evaluate or appraise employee's performance in the past and to consider how to maximize the employee's future contribution (Bantifield, 2008:281).

The process of performance management includes most human resource functions, such as human resource planning, employee recruitment and selection, training and development and compensation; while on the other hand, performance appraisal is a formal process of evaluating or assessing the work done by employees in a team of employees. It is one of the least popular activities in the job of a human resource manager. The appraisal acts as information processing system, providing important data for rational, objective and goals, decision making related and setting level of rewards (Van Aswegen 2012:130-131**).**

Performance management is never just meeting with a subordinate once or twice a year to reviews his or her performance, it means continuous, daily, weekly, monthly interaction and feedback to ensure continuous improvement. Performance management is goal directed. The continuous performance review always involves comparing the employees or teams performance against goals that specifically stem from the link to the company's strategic plans. Performance management means a continuous re-evaluating and "if need be", modifying how the employee and teams get their work done (Van Aswegen 2012:133).

2.16 Performance review and monitoring

The role of the supervisor does not stop with ensuring that job holders know what is expected from them. But a continuous monitoring of performance has to be done. Monitoring is the systematic collection and analysis of information as a project process, while on the other hand evaluation is the comparison of actual project impact against the agreed strategic plans. It looks at what you set out to do, at what you have accomplished, and how you accomplished it (Minnar 2010:157)**.** Performance monitoring is a continuous process its aim is the early detection of performance deviation so it can be treated before it has a devastating impact on the measurable performance of the institution.

DPSA, EPMDS (2007:15), performance at an individual level must be continuously monitored to enable the identification of performance barriers and changes and to address development and improvement needs as they arise, as well as to determine and/or identify obstacles in achieving objectives and target, enable supervisors and job holders to deal with performance related problems, identifying and provide the support needed, ensure continuous learning and development. High performance is defined as the simultaneous delivery of three of those elements – quality product and service, outstanding customer value, and sound financial performance (Newell *et al* 2012:181).

2.17 Barriers to performance monitoring and reporting

Juines and Holzer (2008: 17-18), provides the below given barriers which they believe it has a negative effect on the monitoring and reporting on individual performance.

- Outcome vs. impact- a key concern is that it does not indicate the extent to which the reported outcomes are due to agency effort rather than to external factor. Performance monitoring systems generally do not provide information on "causality "nor are they intended to.
- Validity and reliability issues – whether there are sufficiently valid and accurate indicators of program quality and program results to avoid producing of misleading performance information
- Cost – most important concern is the loss of performance monitoring. A good many resource and a good deal of time may be required to develop and implement an appropriate performance monitoring system, and changing priorities may make monitoring system irrelevant or even counter productive
- Reporting fear- program manager's fears that elected official, interest groups, and the media, may use service quality and program outcome information as folder for attacks on them. They are concerned that such information stands a chance of being misused and they will be blamed for any negative findings.

2.18 Key problems in performance management system

Christensen (2006: 141-144) and Ivancevich (1998: 263), provides the list of main challenges which are frequently experienced by leaders in organisation regarding performance management: These challenges include:

- Setting corporate metrics often becomes a political influenced event that can result in the creation of metrics with little meaning to everyone.
- Leaders typically struggle in managing the inevitable trade-off that surface in the establishment of metrics,
- It can be very difficult to align individual goals with groups and organisational goals
- Engaging line managers is critical to the design and implementation of effective performance management process, but it can be very difficult at time because of the many varied agendas that management and HR leaders may have.
- Balancing the need to measure individuals results with the need to measure group results is often challenging, and
- Achieving horizontal alignment is a challenging. Even organisation that learn to align their goals vertically from broad organisational goal down to individual goals seems to struggle with achieving alignment across departments or business

2.19 Barriers in implementing performance management and development system in organisations

Cascio and Aguinis (2005:85 -100), argues that the main three primary barriers to effective implementation of performance management and development system are political, organisational and interpersonal barriers.

- Organisational barriers results when workers are held responsible for errors that may be the result of built-in organisational structure. Deming (1986) in Cascio and Aguinis (2005:85 -100), states that variation in performance within system may be due to common causes or special cause common, causes are faults that are built into the system due to prior decision, defects in materials, flaws in the design of the system, or some other managerial shortcoming. Special cause are those attributes to a particular event, a particular operator, or a subgroup
- Political barrier stem from deliberate attempts by raters to enhance or to protect their self-interest when conflicting course action are possible**.** Vigoda (2000), quoted by

Cascio & Aguinis (2005:85 -100), state that appraisal takes place in an organisational environment that is anything but completely rational, straight forward, or dispassionate. They furthermore stress that achieving accuracy in appraisal is less important to managers than motivating and rewarding their subordinate.

- Lastly, an interpersonal barrier arises from the actual face to face encounter between subordinate and supervisors. It may also hinder the performance management process, because of a lack of communication, employees may think they are being judged according to one set of standards when their supervisor actually use different one.

2.20 Fundamental requirements of successful performance management system

Swanepoel *et al* (2003:377) and Casio & Aguinis (2005:86-87), argues that for any performance management system to be used successfully, it must have the following characteristics:

- Congruence with strategy – The system should measure and encourage behaviours that will help achieve organisational goals.
- Thoroughness- All employees should be evaluated, all key job related responsibilities should be measured, and evaluation should cover performance for the entire time period included in any specific review.
- Practicality- The system should be available, plausible, acceptable and easy to use, and its benefits should outweigh its cost.
- Meaningfulness – performance measurement should include only matters under the control of the employee, appraisal should occur at regular intervals, the system should provide for continuing skills development of raters and ratees, the result should be used for important HR decisions, and the implementation of the system should be as an important part of everyone's job.
- Specific – The system should provide specific guidance to both raters and ratees about what is expected of them and also how they can meet these expectation
- Discriminability- the system should allow for clear differentiation between effective and ineffective performance and performers.
- Reliability- performance score should be consistent overtime and across raters observing the same behaviours and should not be deficient or contaminated
- Inclusiveness- successful systems allow for the active participation of raters and rate. This includes allowing ratees to provide their own performance evaluation, allowing

rate to assume an active role during the appraisal interview, and allowing both raters and rate an opportunity to provide input in the design of the system

- Fairness and acceptability- participant should review the process and outcomes of the system as being just and equitable.
- Legal compliance- since work performance data is being used for management decision of promotions, dismissal, employment equity, and reward, lodging of grievances and legal challenges of such decisions are often a workplace reality. The performance appraisal system should therefore be tested for compliance with the requirements of relevant labour legislation (Swanepoel, *et al* 2003:377).

2.21 Common performance rating errors

In any performance management system during the performance evaluation process, there are many rating errors which occurs, some of which happen unaware and some are those which are intentional. Dessler (1997:360), quoted by Van dyk (2004:483-484), provided six rating errors which raters tent to commit during the appraising process

- Unclear standards – Whether performance is evaluated accordingly to goal achievement, or value added, an ever-present problem is inconsistency of standard between raters. The problem lies in the way that different people define standards. The solution to this problem is to develop and include descriptive phrase that defines the language the ratter is required to use.
- Halo effect – occurs when a manager's rating of a subordinate on one characteristic biases the way that other characteristics are rated. For example, if an employee has successfully added value to the organisation through the development of higher skills s/he may be rated satisfactory overall, even if s/he has not added value in other areas that were agreed upon.
- Central tendency – occurs when a supervisor rate everyone as average resulting in a central tendency. This problem also occurs if supervisor are unfamiliar with the work of the subordinate, if they lack supervisory ability, or if they fear a reprimand for rating too leniently or too strictly.
- Leniency or strictness - inexperienced supervisors often appraise performance too lenient and rate employees highly because they feel it is the easiest route to follow, while on the other hand strictness is the opposite of leniency, and could occur if the supervisor

believes that no one has achieved the standard required. Counselling is the best method of dealing with the problem

- Recency - raters can easily be influenced by recent incident in the employee's performance. This tends to influence the supervisor's overall perception of the individual performance. One way of combating this would be to hold more frequent and regular performance evaluation
- Bias – Ratter bias may occur when the ratter is influenced by characteristics such as the age, gender, race, or seniority of the employees. Bias may be conscious or unconscious, and can be difficult to overcome because it is usually hidden.

According to Cornelius (2001:141), effective performance management can make a major contribution towards the achievement of business objective while maximizing the contribution of employees. But the problem is that the saying of "practice what you preach" is far from their attention. He furthermore stress that the results of this gap is not only that it is often difficult to provide hard evidence of a demonstrable link between employees performance and organisational performance in measurable terms, but it is claimed that is happening according to the policy breaks down once the policy is put into operational practice.

2.22 Possible source of ineffective performance in organisation

In any organisation, there are different groups of employees; there are those who perform exceptionally well, effective, and those who perform poorly. After managers have identified that there are poor performers in the organisation, the first question they should ask themselves is what the cause of the problem is before any harsh decision is taken against an employee. In many cases, the cause of poor performance in organisation are things which are beyond employees control, therefore managers must investigate the cause in order to effectively address it. Grobler (2006: 262-266) provided the four main source of ineffective performance in any organisation. These main sources of ineffective performance mainly include: organisational policies and practices, job concerns, personal problems and external factors: The table provided below gives a brief explanation of each source of these problems:

Organisational policies and practices	**Job concerns**
Ineffective job placement	Excessive workload
Insufficient job training	Inability to perform the job

Lack of attention to employees concerns	Unclear or constant changing work requirements
Ineffectual employment practices	Management of employees conflict
Permissiveness with enforcing policies or job standards	Unsafe working conditions
Unclear reporting relationships	Problems with fellow employees
Heavy handed management	Lack of job growth or advancement opportunities
Personal problems	**External factors**
Marital problems	Legal constraints
Immaturity	Union management conflict
Low work ethics	Conflict between ethical standards and job demands
Financial worries	
Physical limitations, including disabilities	
Lack of effort	

Adapted from Grobler (2006: 262-266)

2.23 Advantages of performance management system

Any organisation in the world before implementing any policy or system to manage its employees it first has to check the benefits and risks associated with that system. Many organisations first consider whether the system will add any value to the current management processes of the organisation or not. It is vital for policy to have many advantages than disadvantages in order for the management of that organisation to adopt it. However with regards the performance management system, if implemented effectively it can help organisation to achieve its goals and improve employee's performance. Therefore the main question remains as to what are the benefits of the performance management system and what are the disadvantages of the system if poorly implemented. Aguinis (2013: 4-7) tried to answer the above question by providing a list of some common benefits and disadvantages of performance management system.

- Motivation of perform is increased – Receiving feedback about one's performance increases the motivation for future performance.
- Self-esteem is increased – receiving feedback about one's performance fulfils a basic human need to be recognised and valued at work
- Managers' gains insight about subordinates – direct supervisor and other managers in charge of the appraisal gain new in-sight into the person being appraised.
- The definition of job and criteria are clarified – the job of the person being appraised may be clarified and defined more clearly. In other words employees gain a better understanding of the behaviour and results required of their specific position, also gain a better understanding of what it takes to be a successful performer.
- Self in-sight and development are enhanced – the participants in the system are likely to develop a better understanding of themselves and of the kind of developmental activities that are of value to them as they progress through the organisation.
- Administrative actions are more fair and appropriate – Performance management system provide valid information about performance that can be used for administrative actions such as merit increases, promotions, and transfers as well as terminations
- Organisational goals are made clear – The goals of the unit and the organisation are made clear, and the employees understand the link between what she does and organisational success.
- Employees become more competent - an obvious contribution is that employees performance is improved
- Employees misconduct is minimised – Although some individual are more likely to engage in misconduct compared to others based on individual differences in personality and other attributes, having a good performance management system in place provide the appropriate context so that misconduct is clearly defined and labelled as such and identified early before it leads to something irreversible negative consequences.
- There is better protection from lawsuit – Data collected through performance management system can help document compliance with regulations (e.g. equal treatment of all employees regardless of sex, race, gender, age or ethnic background).
- There is better and more timely differentiation between good and poor performers- Performance management system allows for a quick identification of good and poor performance, and also forces supervisors to face and address performance problems on a timely basis.

- Motivation, commitment, and intentions to stay in the organisation are enhanced
- Organisational change is facilitated – performance management system can be a useful tool to drive organisational change. Performance management system can be used to align the organisational culture.
- Supervisor views of performance are communicated more clearly – performance management system allows managers to communicate to their subordinates their judgements regarding performance.
- Voice behaviour is encouraged – a well implemented performance management system allows employees to engage in voice behaviour that can lead to improved organisational processes.
- Employees' engagement is enhanced – a good performance management system leads to enhanced employee engagement. Employees who are engaged feel involved, committed, passionate, and empowered.

2.24. Disadvantages of poor implemented performance management system

Every organisation desires to have best employees who carry out the mandate of the organisation with love and passion. But for such a dream to be realised effective performance management system need to be implemented, but the question which remains is what if something goes wrong? Aguinis (2013: 4-7) further provide list of dangers of poorly implemented performance management system in an organisation.

- Increase turnover – if the process is not seen as fair, employees may become upset and leave the organisation, either leave physically or withdraw psychologically.
- Use of misleading information – if a standard system is not in place, there are multiple opportunities for fabricating information about an employee's performance
- Wasted time and money – performance management system cost money and quite a bit of time resource are wasted when the system are poorly designed and implemented.
- Damage relationship – As a result of deficient system the relationship among the individuals involved may be damaged, often permanently.
- Lowered self-esteem – Self-esteem may not be lowered if feedback is provided in an appropriate and inaccurate way and can create employee resentment.
- Unclear rating system – because of poor communication, employees may not know how their ratings are generated and how the ratings are translated into rewards.

- Emerging biases – personal values, biases, and relationships are likely to replace organisational standards.
- Varying and unfair standards and ratings – both standards and individual rating may vary across and within units and be unfair.
- Unjustified demands on managers and employees resources – poorly implemented system do not provide the benefits provided by well implemented system, yet they take up managers and employees time.
- Increased risk of litigation – possible lawsuits may be filed by individuals who feel they have been appraised unfairly.

2.25 Effective appraisal system

According to Bratton & Gold (2003:261), during the 1990's, the evident difficulties of assessment and appraisal as isolated activities resulted in a growing interest in performance management system to ensure that human resources management could be seen as vital to an organisation's concerns with performance improvement and competitive advantage.

Performance appraisal is one of the biggest concerns for almost everyone in organisation including managers. Managing performance appraisal should be seen as a partnership where the HR professionals, managers and employees work together to ensure that they are effective and fair to everyone. An appraisal system that is aligned with the organisations goals ensures that the employees in an organisation are able to build on and share their knowledge (Bioisi 2007: 259-260). The question of what can be done to ensure effective appraisal system still remain unanswered like the question such as who must appraise me as an employee still remain a point to be clarified. Kleynhaus (2006:162-163), argues that the below six provided factors that contribute to a successful appraisal system.

- Job related criteria –The criteria for evaluation must relate to the specific job being evaluated. For example, the criteria for telephone communication skills could apply to an airline booking clerk, but not a welder; Job analysis should be used to draw up job related evaluation criteria.

- Performance expectation – managers and employees must agree on the performance expectation in advance of the appraisal period. According to the PMDS policy an employee is expected to do a contracting, performance agreement at the beginning of

each financial year. During this process that is where the performance expectation should be spelled out clearly and both parties must signed in agreement that expected performance will be met. During the review only what was agreed on have to be measured.

- Standardisation – performance appraisal criteria and expectation should be standardised for employees in the same job categories. Supervisors should also conduct appraisal covering similar periods for these employees.

- Trained appraiser – The individual or individuals who observe at least a representative sample of an employee's job performance must normally have the responsibility for evaluating employee's performance. A common fault in appraisal system is that supervisors do not receive enough training. The training should be on-going so that the evaluations are accurate and consistent. It should stress the importance of making objective and unbiased appraisal

- Continuous open communication –most employees want to know how they are performing. A good appraisal system can provide them with the necessary feedback on a continuous basis. Managers should handle daily performance problem as soon as they arise and not allow them to remain unresolved for a long time.

- Performance review – according to the performance management and development system (PMDS) in South African public sector a three month period is a formal prescribed time for conducting performance review of all employees in the department. However, an informal performance evaluation can take place daily between manager and an employee. The performance review allows the manager and employee to identify any weakness and strength of the employees and areas which needs training or development.

2.26 Who should appraise employee's performance

The performance management and development system (PMDS) could be in place in the organisation, and all the process being followed correctly, but the main question of who must appraise the performance of the employee still remains an unanswered question to mostly newly appointed employees, even to some old staff members. During the induction

and orientation of employees trainers must be clear about who is responsible for the appraising of employee's performance.

In most cases, a lot of employees think that the only person who can rate their performance is their direct supervisor, which is not always the case. The function differs per job category, for example, a cashier's performance can also be rated by the customers by using special rating strategies unlike the admin officer who is working in a finance section. Snell & Bohlander (2010:370), argue that ratter's may include supervisors, peer, team members, self, subordinate, customer, vendors, and suppliers depending on the nature of the appraises job. People responsible for appraisals include:

- Manager appraisal – commonly, managers are in the best position to appraise the performance of his/her employees, although it may not always be possible for them to do so. Managers mostly complain that they do not have the time to fully observe the performance of employees. These managers can rely on performance record to evaluate that employee. But such process can be biased because employee's performance can change anytime whether positive or negatively. In order to ensure that the process is not biased, a direct supervisor must create enough time to observe and provide feedback to his/her employees

- Self-appraisal- this is a common procedure in South African public sector, whereby the employee is requested to rate his/her performance before meeting with his/her supervisor for the formal appraisal meeting. This is beneficial if the manager seek to increase employee's involvement in the review process. It also helps the employee to think about his/her strength and weakness and this may lead to discussion about barriers to effective performance of an employee

- Subordinate appraisal – This kind of appraisal is mostly good for employees who want to get a fair and unbiased response on their performance. Employees ask their subordinate to rate their performance and give them feedback. Subordinate are in a good position to evaluate their managers because they are frequent in contact with their superior and occupy a unique position from where to observe many performance related behaviour.

- Peer appraisal – a peer appraisal provides information that differs to some degree from rating by superior, since an employee' s peer often see different dimensions of his/her

performance. Peer can readily identify leadership and interpersonal skills along with other strength and weakness of their co-workers. One advantage of peer appraisal is the belief that they furnish more accurate and valid information than appraisal by supervisor.

- Team appraisal – in a team setting, it may be nearly impossible to separate out an individual's contribution. Advocates of team appraisal argue that in such cases, individual appraisals can be dysfunctional because it detract from the critical issue of the team

- Customer appraisal- this is mostly applicable to employees who are directly working with the customers. To determine the level of service or performance customers can be asked to rate the performance of the employee. External and internal customer includes anyone who relies on an employee's work output. For example, managers who rely on the human resource department for selection and training services would be candidate for conducting internal customer evaluation of that department.

2.27 What to evaluate

Clarity has been given above on who is responsible for evaluating performance. But another challenge of what is to be evaluated still remains unanswered. Most managers have challenge when it comes to appraising their employees, some with reason of they are not exactly sure which areas of performance must they evaluate. Mello (2002:303), Warnich *et al* (2015:296) and Bratton and Gold (2003:267-268**)** provides the three main areas which they suggest that managers must give more attention to when evaluating employees performance. These three main areas are:

- Traits based measure – it focuses on the general ability and characteristics of the employee. They might include dimension like loyalty to the organisation, industriousness, and gregariousness. Although assessment of traits can often allow the organisation to determine how employee fit within the organisation's culture, such measure ignores what the employee actually does.
- Behaviour based measure- it focuses on what an employee does by examining specific behaviour of the employee. Factors accessed here might include the employee's ability to get along with others, punctuality, willingness to take initiative, and ability to meet

deadlines. Behaviour measures are very useful for feedback purposes because they specify exactly what the employee is doing correctly and what the employee should do differently.

- Results based measure - it focuses on specific accomplishment or direct outcomes of an employees work. This might include measures of the number of units sold, divisional profitability, cost reduction, efficiency and quality

2.28 Training and Development on Performance management system

2.28.1. The impact of training and development on performance management

Public sector in South Africa has acknowledged the importance of training and development to the enhancement of individual and teams performance. Training and development serve as a good stand to help an employee's improve their performance and overcome whatever challenge that limit them to perform at a minimum desired level, (Hellriegel, *et al* 2006: 245). Bhattacharyya (2006:286), today we do not do the performance appraisal or review of individual employee in isolation from organisational performance. The performance management process provides an opportunity for the employees and performance manager to discuss development goals and jointly create a plan for achieving those goals. These developmental goals should contribute to organisational goals and the professional growth of the employee

Without human resource development, there will be no future performance improvement. Rowley & Keith (2011: 47) describe, human resource development (HRD) as a process for developing employees, knowledge, skills and abilities (KSA), as well as competencies through training and development (T&D), organisational learning (OL) leadership and development (LD), and knowledge management (KM) for the purpose of improving performance. The DPSA has developed the performance management policy which is linked to the training and development of the employees (PMDS).

Swart *et al*, (2005:157), provides that learning is a continuous, never ending process occurring in all spheres of our lives. For effective development to occur within an organisation, the department, group and individual human resource development objectives must be aligned with the business goals. Linking longer term development with performance management system is essential to an organisation's continued success.

The main challenge which most organisations face is to implement a strategy. The performance appraisal should be a subset of performance management. A good performance appraisal should aim at developing the individual so as to improve his or her performance in the future. The idea performance appraisal should be a collaborative venture between subordinates and superior in which goals and objectives are agreed upon and developmental plans are put in place to ensure that the subordinate can achieve those goals and objectives, (Shultz et *al* 2003:75-77).

Before adopting a training solution, it must be checked first if the actual shortfall in performance is a function of lack of training, for the are many reasons why individual are not performing their job effectively, some of the reasons may be within an individual in terms of lack of motivation or interest in a job. Therefore it is of most important to ensure that the manager first diagnose the cause of the poor performance. Performance analysis is to identify the cause of deficient performance so that appropriate correct action can occur, (Barbazette 2006:17). It is strongly advisable that 40% of the time spent in trying to fix the problem was supposed to be spending in diagnosing the cause: Root cause analysis must be undertaken if an organisation wishes to develop effective or best performers. The central aim of performance management is to develop the potential of staff, improve their performance and, through linking employee's individual objectives to business strategies, improve the company's performance (Williams, 2002:19).

The performance management and development system does not only focus on the appraising of the employees performance but the word management have also been included in the system. Therefore management define how can a manager help employees improve their performance. Training and developing was considered to be one of the most useful tools to ensure that the system objectives be achieved. In implementing this strategy of training and development, there are methods which are used to train or develop employees. Below are some of the advantages and disadvantages of using these methods in training as means of enhancing employee's performance.

2.28.2 Advantages and disadvantages of training and development methods

It is a wise thing that before any training method is adopted managers must first check the advantage and its disadvantages. Providing training to an employee without first determining the impact it will have on that employee might be a receipt for disaster if the training offers more disadvantage than advantages based on the nature of the job performed by the employee. Below are some of the advantages and disadvantages to be considered before choosing the best training method for the employees.

Method	Advantages	Disadvantages
Job rotation	Provide exposure to many jobs, real learning experience can help develop many competencies at once	Does not convey full sense of responsibility time on each job
Programmed instruction	Provide individualized learning and feedback	Time consuming to develop, cost effective only for large groups
videos	Convey consistent information to all employees	Does not allow for individualized pacing and feedback
Simulation	Creates lifelike situations to teach teamwork and communication competencies	Cannot always duplicate real situations, costly to design
Role playing	Gives insight into others jobs often focused on communications and global awareness competencies	Cannot always duplicate real situation
Interactive media	Allows self-paced learning, is involving and can include individualized feedback	Costly to develop, requires sophisticated technology and equipment to deliver the training

Adapted from Hellriegel, *et al* (2006: 245)

2.28.3 Purpose of training and development

According to Noe *et al* (2004: 200), training consists of an organisation's planned efforts to help employees acquire job related knowledge, skills, abilities and behaviour, with the goal of applying these on the job. Before training and development takes place managers must first determine the cause of poor performance/ diagnose the problem before assuming that training and development will yield the below benefits. Gomez-Mejia (2001:288) points out that managers must answer several important questions before embarking on a training program, question such as is training the solution to the problem?

Are the goals of training clear and realistic? Is training a good investment? And will the training work? Then after getting all the answers to the above asked question is then that managers will know whether the training will yield the below benefits after it had been conducted. Warnich *et al* (2015:343-344) provide the below seven benefits for implementing training and development in an organisation. These benefits are:

- Improving performance - Employees who perform unsatisfactory because of a deficiency in skills are prime candidate for training and development. A sound programme is often instrumental in minimising and/or addressing these problems.
- Updating employees skills – all line managers in all areas and at all levels must always be aware of changes in both the internal and external environment that impact on organisations. These changes might require changes in skills, knowledge and job roles subsequently updating of employees skills and knowledge. This should be linked to the organisations strategic goals and objectives to address the possible impact the changes could have on the organisation,
- Improving effective people management – rapidly changing technical, legal and social environment have affected the way managers performs their jobs and management employees who fails to adapt to these changes become obsolete and ineffective,
- Addressing organisational challenges – Organisational challenges are addressed in many ways. Training and development is one important way to solve many of these challenges.
- Orientating new employees - During the first few days on the job, new employees form their initial impression of the organisation and its managers. Therefore training and development provide orientation/on-boarding to new employees in terms of the organisation and their specific job/department,

- Preparing for promotion and managerial succession - one way to retain, attract and motivate employees is through talent management and career development strategies and plans. Training and development enables employees to acquire skills required for a promotion and ease the transition from the employee's current job to one involving greater responsibilities and/ or accountabilities
- Satisfying personal growth needs – many managers and front line employees are achievement oriented and need to face new challenges on the job. Training and development can play dual role by providing activities that result in both greater organisational effectiveness and increased personal growth for all employees.

2.28.4 Barriers to organisational learning

Almost everyone if not all employees are willing to learn, but there are some factors in most organisations which hinders that desire. For employees to learn freely and willingly some of the organisational cultures and leaders behaviours need to be aligned with the objective of the organisation in order to provide that free platform to employees to learn without fear of being victimised due to their mistake which they might commit while learning. Meyer & Botha (2004:256) provide some of the barriers which hinders organisational learning

- Bureaucracy and hierarchical management structures
- Management sanctions which instil fear in workers if mistakes are made.
- Management control of workers rather than support them
- An organisational culture that does not value creativity and innovation
- Rigid rules and procedures which governs who will and who will not "quality" for training.
- Limited resource due to ineffective prioritisation.
- Managerial expectation for employees to conform to prevailing culture.
- Lip service to employee's empowerment and teamwork.

2.28.5 The importance of uplifting people skills

No individual can survive to continue working in an organisation without uplifting his/her skills. The society is constantly changing and it requires that everyone must learn new skills in order to keep with the ever changing needs of the world. Also for an organisation to meet its goals and mission employee's skills always need to be enhanced. This in most cases can be done through training and development, coaching and mentoring. The demands of clients changes rapidly and skilled employees are needed to ensure that they meet those needs. Currently it is very tough for a company to attract employees outside the organisation which poses all necessary skills and knowledge to fill the gaps in that organisation, thus, the simple and convenient option is to develop internal staff members. Coetzee et al (2013:213) provide 10 important reasons for uplifting people skills.

- Enhance employability of designated groups – through these programmes, unemployed people can acquire the skills they need to enter the labour market or start their own small business.
- Solve organisational problems – Training and development can solve organisational problems, such as absenteeism, ineffective and inefficient performance, low productivity, high employee's turnover, dispute and poor service delivery.
- Satisfy personal growth needs – Education, training and continuous professional development can play a double role by providing activities and opportunities that results in greater organisational effectiveness and increased personal growth for all employees.
- Prepare for promotion and managerial succession – Training and development enables employees to acquire the skills needed for a promotion, and it eases the transition from the employee's present job to one involving greater responsibility.
- Orient new employees – Training and development for the newly appointed staff play a very crucial role as it helps them acquire more skills they need to fulfil their roles in the organisation
- Prevent managerial, professional and critical or scare technical skills obsolesces- Rapidly changing technical, legal and social environment affects the way managers, professionals and technical experts perform their jobs and the skills of employees who fails to adapt to these changes becomes out of date and ineffective.

- Update employee skills – technological changes means that job changes, employees skills must be updated so that technological advances can be integrated successfully into the organisation.
- Promote employability and sustainable livelihood.

2.28.6 Training and development need analysis

Werner, *et al* (2012:252-253) argue that training of an organisation is a planned effort to help employees acquire job related knowledge, skills, abilities, and behaviour, with the goal of applying these on the job. A formal training program may range from formal classes to one on one mentoring, and it may take place on the job or at remote location. However before any training is conducted it is important for the employer to first conduct need analysis to determine what kind of training is needed to avoid wasting valuable resource in wrong areas.

The decision to conduct need assessment should be triggered by outside forces such as customer request or legal requirement. Noe *et al* (2011:259) Organisations and their employees must constantly expand their knowledge, skills and behaviour to meet customer needs and compete in today's demanding and rapidly changing business environment. There are three most important analysis which happen before any training take place, such analysis include:

- Organisational analysis: This is a process for determining the appropriateness of training by evaluating the characteristics of the organisation. The organisation analysis looks at training needs in light of the organisation's strategy, resource available for training and management support for training activities
- Personal analysis: Is a process for determining individuals needs and readiness for training, which also involves answering questions such as (1) are these employees ready for training? (2) Who needs training? (3) Do performance deficiencies result from a lack of knowledge, skills, or ability?
- Task analysis: The process of identifying the tasks, skills, knowledge and behaviour that training should emphasize. Usually this process is conducted along with personal analysis.

2.28.7 Approaches to employee's development

Almost if not all organisation knows that their employees need to be developed. The question is how and for what reason. Employee's development comes in different forms and it requires certain skills and knowledge to develop employees. During the performance management contracting phase employees are required to indicate what they need to be developed on. After the agreement on those PDP's employer must ensure that all the developmental part indicated are addressed.

Some organisation outsource their services to external consultant to develop their employees, however there are many other ways of developing employees internally without considering outsourcing such services. Most developmental part of employees which requires external assistance is mostly those of engineering. Noe *et al* (2011:260-274) provide some of the approaches employers can use to develop their employees. Some of these approaches include:

- Formal education- employers may support employee's development through a variety of formal educational programs, either at the workplace or off site. These may include workshops designed specifically for the organisation's employees, short courses offered by consultants or universities.
- Assessments – Another best way to provide employees development is assessment, collecting information and providing feedback to employees about their behaviour, communication style, or skills. Information for assessment may come from the employees, their peers, managers, and customers. The most frequent use of assessment is to identify employees with management potential to measure current manager's strength and weaknesses.
- Job experience – most employees' development occurs through job experience the combination of relationship, problem, demands, tasks, and other features of an employee's job. Using job experience for employee development assumes that development is most likely to occur when the employee's skills and experience do not entirely match the skills required for the employees' current job. To increase job experience employers can use:
  - Job enlargement- involves adding challenging or new responsibility to employee's current job. Example, include completing a special project, switching roles within work team, or researching new way to serve customer.

- Job rotation – is a process of moving employees through a series of job assignment in one or more functional areas. Job rotation helps employees gain an appreciation for the company's goals, increase their understanding of different company functions, develops a network of contacts, and improve problem solving and decision making skills, but the disadvantage might be a department may hurt productivity and increase the workload of those who remain after employees are rotated out.

- Interpersonal relationship – employees can also develop skills and increase their knowledge about the organisation and its customer by interacting with a more experienced organisational members. The type of relationships used for employee's development are mentoring and coaching.
  - Mentoring – is the improvement of experienced, productive senior employee who helps develop a less experienced employee, called the "protégé". One major advantage of mentoring program is that they ensure access to mentors for all employees, regardless of gender or race.
  - Coaching – is a peer or manager who works with an employee to motivate the employee help him/her develop skills, and provide reinforcement and feedback

2.28.8 Theories of learning

Coetzee et al (2013:213-17) argues that learning theories helps learning facilitation to understand the learning process by incorporating the principle behind the learning theories into the design and development of learning materials, employee training and development can enhance the learning process. Furthermore, they provided the four learning theory which they claim that it is very important for employee's development. Such theories include:

- Behaviourist perspective on the learning process
  - Robinson (2006) in Coetzee et al (2013:213) provide that this theory has been influential in highlighting specific elements in the learning process that need to be considered when designing or forecasting learning events. It demonstrates how behaviour can be shaped through appropriate reinforcement techniques. It explains learning in terms of what happens in the world around us.

- Cognitive approach to learning
  - Focus on how individuals process and interpret information, while acknowledging that human does not always learn by performing a task and receiving direct reinforcement. Instead human can use memory, judgement problem solving, reasoning and understanding to make connections between what they observe and how they should behave or perform in situation.
- Social learning theories
  - Schunk 2004 in Coetzee et al (2013:213) posits that people learn from observing other people. By observing, they acquire knowledge, belief and attitude and learn rules, skills and belief. Social theory introduces the concept of role model. It suggests that individuals will seek to model themselves on others who they perceive to be successful.
- Humanist perspective on learning
  - View knowledge as a personnel subjective issue, not an external commodity waiting to be internalised through the absorption of content, (Reynolds, Caley & Mason 2002) in Coetzee et al (2013:217).

2.29 Theoretical framework for performance management system

2.29.1. What drives performance?

Good management includes the ability to motivate employees that they are actually aspired to perform well at work and help achieve the organisational goal. In order for any organisation to function properly the management team must know what drives performance among their staff members. Employee has certain factors which influences them to perform in the manner the way they perform. Therefore, it is the responsibility of the organisation's management to find out what factors need to be put in place to motivate their employees to perform in an acceptable manner. Motivation is a process that involves the purposiveness of behaviour. The process is brought about by factors that activate behaviour and influences its direction and perseveration (Ziel *et al* 2009:129).

2.29.2 Classification of motivational theories

The diagram below reflects the facts involved during the implementation of the indicated theories. The content and process theories deals with what the how of motivation respectively, while the reinforcement theories look at the ways in which desired behaviour can be encouraged (Smith *et al* 2011:387)

There are two main groups of theories of motivation: Content and process theories. Content theories assumes that all individual process the same set of needs and therefore prescribe the characteristics that ought to be present in a job, which on the other hand, process theories stress the differences in people's needs and focus on the cognitive process that create these differences, for example, Frederic Hertzberg (content theories) who proposed that job satisfaction and dissatisfaction appears to be caused by different factors. Below is the list which distinguished the satisfiers and dissatisfies factors towards employee's job performance.

Hygiene factors (Dissatisfiers)	**Motivators (Satisfiers)**
• Supervision	• Goal achievement
• Policy	• Recognition
• Work environment	• Intrinsic nature of the work itself
• Relationship with colleagues	• Responsibility
• Pay/ Rewards	• Advancement

Adapted from: Smith, Cronje, Brevis and Viba 2011:389

Motivators provide a reason to stay, while unsatisfactory hygiene factor can provide reason to leave. What all process theories have in common is an emphasis on cognitive process in determining a person's level of motivation, for example, Equity theory assumes that one important cognitive process involves people looking around and observing what effort other people are putting into their work and what reward follows. Expectancy theory resulted from Vroom's (1973) who in his argument states that crucial to motivation at work is the perception of link between effort and reward, perceiving this link can be thought of as a process in which individual's calculates first, whether there is a connection between effort and reward, and second, the probability that rewards will follow from high performance (Vander Wagen 2007:229-230).

No	Content theories	Process theories	Reinforcement theories
Facts	• Identify the need that the employee want to satisfy • Identify the factor that influence the behaviour of employees	• The process of goal setting • Evaluations of satisfaction after goals have been achieved	• Behaviour – as a function of its consequences
Theories	• Maslow's hierarchy of needs • Herzberg two factor model • Acquired need theory	• Equity theory • Expectancy theory	• Reinforcement theory

Smith *et al* (2011:387)

2.29.3 Expectancy theory

When change recipients anticipate that a change could provide them with some benefits, they may well be motivated to support it, but within this possibility will actually be translated into positive action will depend on their expectation that the change will deliver the promised benefits. Expectancy theory considers how expectations influence motivation.

Two factors of expectancy theories (Vroom; 1964 & Porter and Lewer 1968) in Swanepoel, Erasmus and Schenk (2008:333) argues that behaviour is the function of two factors: the attractiveness of outcomes and expectation about the achievement of value outcomes. Vroom's expectancy theory of motivation holds that the tendency to act in a certain way depends on the strength of the expectation that the act will be followed by a given outcome, and on the degree to which the person desires that outcome

- Outcome: Vroom(1964) refers to this as "Valene", if stakeholders expect the change to reduce the availability of valued outcomes, they are likely to offer resistance if on the other hand, they expect it to increase the availability of valued outcomes, they are likely to support
- Expectancies: Stakeholder's motivation will be influenced by their expectations about the likelihood that they will actually receive values outcome in practice.

- Effort to performance expectancy: this refers to the person's expectation that they can perform at a given level, in other words, that their efforts will lead to successful performance.
- Performance to outcome expectancy- this refers to a person expectation that some level of person will lead to desire outcome, or the avoidance of negative outcomes.

2.29.4 Maslow's hierarchy of needs

According to motivational theory, it is proven that although no need is ever fully gratified, a substantial satisfied need no longer motivates. Maslow argue that if you need to motivate someone you need to first understand what level of the hierarchy that individual is currently on and then that's where you can focus on satisfying the needs at or above that level. Maslow separated the five needs into higher and lower needs. Psychological and safety needs were described as lower ordered needs and social, esteem and self-actualisation as higher needs (higher-internally & lower extern) (Swanepoel, Erasmus and Schenk 2008:325). Below is Maslow's hierarchy of needs:

Maslow's hierarchy of needs

Adapted from Swanepoel, Erasmus & Schenk (2008:325)

2.30 Regulatory Framework on (PMDS) Performance management and development system in South Africa.

The South Africa public sector is governed by much legislation to ensure a sound and fair implementation of every policy. In the development of each policy, legislative frameworks are considered. DPSA, EPMDS (2007:9) and PSC (2014: 5-7), provides the main source of authority for various elements of performance management and development System (PMDS) in South Africa and these frameworks includes:

- **The Public Service Act 103 of 1994**

  - Section 3 (5) (c) of the Public Service Act 103 of 1994, indicate that performance appraisal should be provided for in the public service. Section 7 (3) (b) of the above mentioned Act stipulate that an HOD shall be responsible for the effective management and administration of his or her department.

- **The Public Service Regulation of 2001**

  - Part VIII, paragraph B1 of the Public Service Regulation of 2001 and section 1,5 of the SMS public service handbook (Republic of South Africa 2003) provides that public service institutions shall determine different systems for performance appraisal for HOD's, Senior managers and all the staff.

- **White paper on Human Resource Management in the Public service of 1997**

  - According to Section 5.9.1 of the White paper on human resource Management in the Public service of 1997 states that the success of the Public Service in delivering its operational and developmental goals depends primarily on the efficiency and effectiveness with which employees carry out their duties. Furthermore, it states that performance is therefore an integral part of an effective human resource management and development strategy. It is an on-going process, in which the employee and employer together, strive constantly to improve the employee's individual performance and his or her contribution to the organisation's wider objectives. Managing performance is therefore a key human resource management tool to ensure that:

- Employees know what is expected of them
- Managers know whether the employee's performance is delivering the required objectives
- Poor performance is identified and improved
- Good performance is recognised and rewarded

- **Public Service Coordinating Bargaining Council Resolution no 13 of 1998**

This resolution provides for a framework for senior managers in the public service to agree upon individual performance, which are:

- Key duties and responsibilities,
- Outputs targets for the performance agreement period,
- Date for performance reviews,
- Dispute resolution mechanisms, and
- Date on which salary increment will come into effect and mechanism for the managing/awarding salary increases.

- **Public Service Coordinating Bargaining Council Resolution No. 9 of 2000**

This resolution provides for the structuring of remuneration packages to be translated to more transparent total cost to employer and inclusive flexible remuneration package system.

- **Public Service Coordinating Bargaining Council Resolution no 10 of 1999**

Paragraph 4 of the resolution outlines procedures in respect of poor performance. It provides clear steps in managing employees who perform poorly.

- **Senior Management Service Handbook, 2003, as amended**

  Chapter 4 of the Handbook describes the processes and requirements of performance management and development for members of the SMS. Part III provides that the MPSA may issue directives on performance management for senior managers. It further recommends that departments must establish their own departmental PMDS policy and must integrate the provisions of Chapter 4 of the SMS Handbook in their departmental policy on performance management and development and ensure that there are linkages between the performance measures that apply to SMS members and non-management employees.

Relevant directives issued by the Department of Public Service Administration and departmental policies

2.31 Legal implications

South Africa is governed by many pieces of legislation. Performance management and development system is governed by the above mentioned legislation and regulations, therefore managers must consider these legislations when managing the performance and development system in their organisation. Because performance appraisals are used as one basis for human resource management actions, they must meet certain legal requirements (Snell & Bohlander, 2010:369). For instance, dismissal on grounds of poor performance in terms of the Labour Relations Act (No. 66 of 1995) is allowed, but the processes followed in reaching that conclusion must be legally correct according to the Employment Equity Act (No. 55 of 1998) if the department wishes to avoid litigations (Van Aswegen 2012:152).

An employee has the right to challenge the decision of the employer if he/she believes that it is not fair. The employee can take the employer to CCMA or even to the labour court. Kleynhaus *et al* (2006:165) and Grobler *et al* (2009:267) provide that in order for an organisation to avoid legal problems with their employees regarding performance management reviews, employers must consider the recommended points listed below:

- Written appraisals must be conducted at all levels in the organisation and must never be backdated or altered later.

- All appraisers must be trained.
- Standards must be job-related and must be consistent.
- Problem areas must be identified.
- Timetables and specific goals for improvement must be established when substandard performance is identified.
- Employees must be given clear opportunities to respond to negative feedback.
- Written evidence must be provided that the employee received the performance evaluation and performance evaluations should be confidential, and
- Check past performance: past performance appraisals if termination for poor work performance is being considered; past performance appraisal should be scrutinised to see if the employee was adequately informed of their performance deficiencies and if the performance appraisals are consistent with the stated reason for the employee's dismissal. The employee should also have been given fair opportunity to meet the required standards.

2.32. Conclusion

It can be concluded based on the literature reviewed that performance management and development system is still a challenge for most organisations. Some of the factors affecting the implementation of this system are internal and external factors which employers do not have control over. However, some of the factors which cause these challenges could be resolved with proper training and attention provided by the supervisors to their employees. Training of both managers and employees is an essential element which organisations ought to consider in order to eliminate some of the errors which occur during the managing and implementing of the system.

According to the literature reviewed, poor policy translation and lack of training are the most common factors which hamper the successful implementation of the system. Poor support of training by human resource development unit has a negative effect on the successful implementation of the system. Newly appointed employees depend on the training and induction from both their supervisors and human resource development unit in order to improve their performance to achieve the set performance standards linked to the organisational goals, while on the other hand policy translation also has a significant role to play in ensuring that the

PMDS policy is easily understood by the employees. This chapter focused on reviewing of the related literature on performance management in both private and public sector in order to determine the causes and possible solutions which could be used to ensure that the system yields the intended fruits. The next chapter focuses on the research methods and design adopted for this study.

CHAPTER 3: RESEARCH METHODS AND DESIGN

3.1. Introduction

The previous chapter focused on the literature review on performance management and development systems in organisations. This chapter focuses on the research methods and design adopted for the study. It further provides an outline of the ethics considered, data analysis and the limitations to the study. A clear distinction between qualitative and quantitative research is also provided in order to help the reader to understand why the researcher has adopted mixed methods in this study. It is very important that the investigator understands the purpose of each approach before selecting the method to use for collection of research data. The mixed method approach was adopted and the types of data collected in this study are explained in detail and also some of the common advantages and disadvantages of data collection techniques are provided.

3.2. Research methods and design

It is very important to explain the two different terms which are the heart of this chapter. These terms are research design and research method. "Research designs are procedures for collecting, analysing, interpreting and reporting data in research studies. They are useful because they help guide the methods that researchers must choose during their studies and set the logic by which they make interpretations at the end of the studies" (Creswell & Clark, 2011:52).

Research design is the plan according to which we obtain research participants and collect information from them (Welman, Kruger & Mitchell, 2005:52), while on the other hand, research methods constitute the processes that researchers use to collect data from the identified research participants. It is important to know that each design is supported by certain methods which one can use to collect data, which means that selecting both methods (mixed approach) gives the researcher a range of benefits in collecting data.

The nature of the study undertaken is empirical study which refers to studies which involve applied research whereby the data dealt with arises from what is done in institutions. Within

empirical studies, there are also two categories whereby researchers may use primary data or they may analyse existing data (Masilo 2013:14). The researcher in the study has collected primary data by means of using questionnaires and interview.

The study has adopted a mixed method approach, where both interviews and questionnaires were used as a data collection tools. Firstly structured questionnaires were administered to the sampled participants and secondly in-depth interviews were conducted with the relevant middle and senior management service and also union representatives who deal with the implementation and management of the system on a daily basis in order to enable the researcher to probe deeper for information from the participants and also to get more detailed perspectives on the issues raised in the questionnaires. Between quantitative and qualitative research, the quantitative dimension is concerned with the deductive testing of hypotheses and theories, whereas qualitative research is concerned with exploring a topic, and with inductively generating hypotheses.

"It is becoming more common to combine qualitative and quantitative approaches, taking advantage of the strength that each has to offer in combination. The close relationship between qualitative and quantitative forms of research is evident when it is realized that the four main techniques for collecting data (documents, interviews, observations and questionnaires) can each involve either (or both) qualitative and quantitative elements" Blaxter *et al* (2010:185). It provides more comprehensive evidence for studying a research problem than either quantitative or qualitative research alone. Another advantage of using mixed method is that the researcher enjoys the benefit of using all of the tools of data collection available rather than being restricted to using one approach.

3.2.1. Research design

It is important that after the researchers have chosen the approach to their study they must then select the design which they are going to use. There are two main sampling types used in quantitative and qualitative research: probability sampling and non-probability sampling. Under each of these sampling techniques, there are sampling types from which one ought to choose depending on the type or nature of study. Under quantitative research both design types are applicable depending on the type of the study undertaken, while under qualitative research only non-probability sampling is applicable.

According to Bless, Higson-Smith & Kagez (2006:100) non-probability sampling refers to the case where the probability of including each element of the population in a sample is unknown. It is not possible to determine the likelihood of the inclusion of all representative elements of the population into the sample. On the other hand, probability sampling is the opposite of non-probability sampling. However, the advantage of probability sampling is that it enables the researcher to indicate the probability with which sample results deviate in differing degrees from the corresponding population values (for example population means) (Welman, Kruger & Mitchell 2005:56).

Under qualitative approach, in this study a non-probability sampling was adopted. Then the sampling type employed in this research was judgemental sampling. "In judgmental sampling, the strategy is to select units that are judged to be the most common in the population under investigation" (Bless, *et al* 2013:172). The reason for the researcher adopting these sampling designs is because one of the objectives of the study is to develop a new model which requires some advice from the experts on the topic under investigation.

"Mixed methods design involves the collection or analysis of both quantitative and qualitative data in a single study in which the data collected concurrently or sequentially are given a priority, and involve the integration of the data at one or more stages in the process of research" (Flick, 2007:96). Often it is impractical to involve all members of the population, thus selecting who participates in a survey is a crucial issue.

3.2.1.1. Quantitative versus Qualitative research

In social science, the three research approaches mainly used are qualitative and quantitative and mixed methods research. However, these types of approaches serve different purposes in research and in order for the researchers to achieve their research objectives, researchers must know which approach to adopt depending on the type of their study. One can use quantitative or qualitative, but in other cases using both methods is recommended. Using mixed methods provides more benefits than using one approach. Welman, Kruger and Mitchell (2005:8-9) provide the differences between quantitative and qualitative research methodologies which researchers ought to consider before choosing which one to adopt.

- The purpose of quantitative research is to evaluate objective data consisting of numbers while qualitative research deals with subjective data that are produced by the respondents or interviewees.

- As a result of dealing with numbers, quantitative researchers use a process of analysis that is based on complex methods to confirm or disapprove hypotheses. On the other hand, qualitative research is based on flexible and exploratory methods because it enables the researcher to interrogate the data progressively so that a deeper understanding of what is being investigated can be achieved.
- The purpose of quantitative research is not to deal directly with everyday life, but rather with an abstraction of reality. In contrast, qualitative researchers investigate only the constraints of day to day events and base their results on the daily events and behaviour of people.
- Quantitative researchers try to understand the facts of a research investigation from an outsider's perspective; on the other hand, qualitative researchers try to achieve an insider's view by talking to subjects or observing their behaviour in a subjective way; they believe that first-hand experience of the object under investigation produces the best data.
- Quantitative researchers try to keep the research process as stable as possible. In contrast, qualitative researchers work with the dynamic and changeable nature of reality.
- Quantitative researchers control the investigation and structure of the research investigation and structure of the research situation in order to identify and isolate variables; in contrast, qualitative researchers make use of a holistic approach, that is, they collect a wide array of data, for example documents, photos, records, observations, interviews and case studies.
- Quantitative researchers focus more on reliability that is consistent and stable measurement of data as well as replicability of the study in other contexts but under similar conditions. As far as qualitative data is concerned, validity is considered as more important because the objective of the study must be representative of what the researcher is investigating.
- Lastly quantitative research usually aims for larger numbers of case and the analysis of results is usually based on statistical significance. Qualitative research, on the other hand, involves small samples of people, studied by means of in-depth method.

3.2.1.2.Population and sample

Vanderstoep & Johnston (2009:26) describe population as the universe of people to which the study could be generalised, and a sample refers to the subset of people from the population who participate in the study. This study is conducted in South Africa amongst the selected five national government departments. In South Africa there are 47 national departments from which the researcher has chosen 5 (five) of them to be the sample. Five departments selected constitute 10.6%. The names of the selected national government departments are: Department of Public Service and Administration, Department of Tourism, Department of Arts and Culture, Department of Performance Monitoring and Evaluation, and Office of the Public Service Commission.

Staff members from level 3 to 12 were requested to fill in the questionnaires, while staff members from level 13 upwards and union representatives were requested to participate in the interviews. The reason for having selected the middle and senior management services and Union representatives to participate in interviews is to probe for deeper information about the topic under investigation as these are employees who are involved in the day to day implementation and monitoring of the system. With reference to the researcher's experience these selected groups encounter day to day challenges with regard to the implementation of every policy in their organisations and mostly the performance management and development system. The samples of each department are provided below:

Office of the Public Service Commission: During the time of the study the total number of employees in the Office of the Public Service Commission was 273. A sample of 15 % (41) of the operational staff members from all units was required to fill in questionnaires. In-depth interviews were conducted with the Middle and senior management services and Union representative in order to validate the response from the questionnaires.

Department of Tourism: During the time of the study, the national department of Tourism had 530 staff members. A sample of 15 % (80) of operational staff members were requested to fill in questionnaires. In-depth interviews were conducted with the Middle and senior management services and Union representative in order to validate the response from the questionnaires.

Department of Performance, Monitoring and Evaluation. During the time of the study, the department of Planning, Monitoring and Evaluation had 237 staff members from which 15% (36) of the operational staff were requested to fill in questionnaires. In-depth interviews after the questionnaires had been analysed were conducted with the Middle and Senior management services and also with the union representatives.

Department of Arts and Culture – During the time of the study, the national department of Arts and Culture had 521 staff members. A sample of 15% (79) of operational staff members from the total population were asked to fill in questionnaires. A follow up in-depth interview after the questionnaires had been analysed was conducted with the middle and senior management services and also with the union representatives.

Department of Public Service and Administration: During the time of the study, the Department of Public Service and Administration had 430 staff members from which 15% (65) of the operational staff were requested to fill in questionnaires, and a follow up with an in-depth interview after the questionnaires had been analysed was conducted with the Middle and Senior management services and also with the union representatives.

3.3. Research data collection tools and source

In qualitative and quantitative research, there are two types of data: primary and secondary data. According to Kothari (2009:21) primary data is original information collected for the first time. Primary data are original in nature and directly related to the research problem. Primary data can be collected in a number of ways such as one-on-one interview, telephone surveys, and focus group. Moreover, primary data is current and it can better give a realistic view to the researcher about the topic under consideration. Primary data refers to data that has not yet been published or not yet reached the public; it is first-hand information, while on the other hand, secondary data refers to the data that is accessible in published literature. Secondary data is information that has been collected previously and that has been put through the statistical process (Hanekom, 1987: 28).

"Data that has been observed, experienced or recorded close to the event are the nearest one can get to the truth, and are called primary data, while on the other hand written sources that interpret or record primary data are called secondary data, which tend to be less reliable"

(Walliman 2011:69). In this study the researcher collected both primary and secondary data. The technique for primary data collection in this study were interviews and questionnaires, and under secondary data, published books, government reports, related articles, and publications.

The interviews conducted for data collection were in-depth interviews. Data collection through in-depth interview is extremely useful in situations where either in-depth information is needed or little is known about the area. "The flexibility allowed to the interviewer in what he asks of a respondent is an asset as it can elicit extremely rich information" (Kumar 2005:125-130)**.** **"**The unstructured interview has been variously described as naturalistic, autobiographical, in-depth, narrative or non-directive; and the formal interviews are modelled on conversation and, like the conversation, are a social event with, in this instance, two participants. The interview method involves questioning or discussing issues with people. It can be a very useful technique for collecting data which would likely not be accessible using techniques such as observation or questionnaires" (Blaxter, *et al* 2010:193).

The second data collection technique used was questionnaires. According to Blaxtter, Hughes & Tight (2010:201) questionnaires are the most widely used social research technique. They further argue that questionnaires can be administered in many different ways which are; firstly they can be sent by post to the intended respondent, who are then expected to complete and return themselves, secondly they can be administered over the telephone or face to face, in the latter case becoming much like a highly structured interview, they can be sent over the internet. The researcher employed self-administered questionnaires to the sampled participants. The two data collection tools (questionnaires and interviews) are explained in detail below.

3.3.1. Questionnaires

There are different types of questionnaires which are mostly used for data collection in social science; these types include, firstly, open ended questionnaires which are questions for which the responded is asked to provide own answers. The same applies to in depth qualitative interviewing which uses almost exclusively open ended questions. Open-ended questions leave the participants completely free to express their views as they wish in as detailed or complex a manner, as long or as short a form as they feel appropriate. No restrictions, guidelines or suggestions for solutions are given (Bless *et al*, 2013:209).

Secondly, close-ended questionnaires are survey questions in which the respondent is asked to select an answer from a list provided by the researcher. These are popular in survey research

because they provide a greater uniformity of responses and are more easily processed than open-ended questions, (Babbie, 2011:244). In close-ended questions the possible answers are set out in the questionnaire or schedule and the respondent ticks the category that best describe the respondent's answer. Close-ended questionnaires facilitate answering and make it easier for the researcher to code and classify responses (Kumar 2005:132). Thirdly semi-structured questionnaires contain both open and close-ended questionnaires, and participants are asked to select and answer from the provided categories of answers and may also be requested to motivate the answer provided.

3.3.2. Interview

Qualitative approach offers the researcher to use interviews, observations, video documents, drawing, diaries, memoirs, newspaper, biographies, historical documents, autobiographies, and so on as data collection tool. Other considerations are the desire to triangulate or obtain various types of data on the same problem, such as combining interviews with questionnaires, (Corbin & Strauss 2008:27-28). Interview is a data collection encounter in which one person (an interviewer) asks questions of another (interviewee).

In this study the researcher adopted the questionnaire as a primary source of collecting data for this study, while interviews were used as a follow up and check the reliability of the data collected from the respondents. Qualitative interview- constructed with survey interviewing, is based on a set of topics to be discussed in depth rather than the use of standardized questions, (Babbie 2014:330). The type of interview to be employed in this study is an in-depth interview. Interview is a conversation between two people in which one person tries to direct the conversation to obtain information for some specific purpose.

The strengths of in-depth interview are many: firstly an interview allows researchers to get "deep" answers to their questions from "experts" on the issue. Generally, researchers seeking depth are trying to gain insight about some element of human experience beyond the basic facts of who, what, where and when. Secondly an open-ended style of a well conducted in depth interview is familiar to everyone, for we all ask and respond to questions as a means of exchanging information in the course of a normal day (Gorden 1992 in Guest, Namey and Mitchell, 2013:116). Triangulation of methods will be employed in this research study in order to validate and check the reliability and the practicability of each method. The term triangulation will be explained in details in the next section.

3.4. Triangulation

Triangulation refers to the use of more than one method while studying the same research question in order to "examine the same dimension of a research problem" (Hesse-Biber 2010:3). Triangulation could require researchers to check the extent to which a quantitative perspective supports conclusions based on qualitative source and vice versa. It thus reduces the risk of chance association and systematic biases, since it relies on information collected from a diverse range of individuals, teams and settings through a variety of methods (Maxwell, 1996:93 in Maree & Van Der Westhuizen, 2009:34).

It is worth noting that this does not necessarily involve combining qualitative and quantitative approaches or even different methods of data collection. Triangulation in this first sense can involve combining data produced by different methods and these may span the qualitative – quantitative divide, thus, postal questionnaire data may be used to check conclusions reached on the basis of semi-structured or unstructured interviews or vice versa, while interpretation of interview data, produced in varying ways, might be checked through participant observation, or vice versa. The advantage of drawing data from sources that have different potential threats to validity is that it is possible to reduce the chance of reaching false conclusions (Bergman 2008:23).

3.5. Piloting or pre-testing of questionnaires

"Piloting or reassessment without tears, is the process whereby the researcher try out the research techniques and methods which are available, and see how they work in practice and if necessary, modify his plans accordingly" (Blaxter, *et al* ;2010:138). Survey questionnaires can be piloted first with colleagues, friends, students, and family who assume the role of specific and general audiences. Once the questionnaire is in reasonable shape, it can be piloted with individuals, focus groups, or both.

The piloting process should be a test of each of the following components of the survey: salience of the questions, the clarity of individual words, and individual questions, the nature of the stems and responses categories, the scale employed, skip instructions, redundant or absent questions. For pen-and paper and web survey, the attractiveness of the layout should also be assessed by those piloting the instrument (Andres 2012:87). It is strongly advisable for

researchers that before starting with their data collection process both their interviews questions and questionnaires start by being pre-tested. Many questionnaires might be easy to read but prove to be hard to answer.

Walter (2013:140) suggested that it is important to always conduct a pilot of questionnaires to eliminate and test if the data gathered actually answers the specific research questions. It enables the researcher to assess if the questionnaire flows well, if the instructions are adequate, if some items are regularly misunderstood or skipped, and if the time taken to complete the survey is reasonable. The researcher piloted questionnaires on 9 Masters students in order to verify the concepts outlined above. Masters students in public administration with some of their senior lecturers from the Faculty of Commerce at Mafikeng Campus were asked to participate in the pre-testing of the researcher's questionnaires before field work was undertaken. A few amendments were made in the questionnaire after some students could not understand the meaning of the exact questions.

3.6. Data collection - Advantages and disadvantages of various techniques

During the data collection process the researcher is forced to choose an appropriate data collection technique which is most suitable for the study. Before one collects data, irrespective of the design chosen, the advantages and disadvantage of each technique ought to be observed. In this research only questionnaires and interviews were used as data collection methods. While selecting the two methods, the researcher had first looked at the disadvantages and advantages of each. There are many data collection methods in the world of academia but only a few of the commonly used methods are discussed.

Table: Advantages and disadvantages of data collection techniques

Bless, Higson-Smith & Kagee (2006:137) tabled advantages and disadvantages of some of the commonly used data collection techniques in social science: Collecting of research data requires a skill. However to make it easy for one to do so it is very important for researchers to first identify the advantages and disadvantages of all available technique before choosing them. Below are some of the advantages and disadvantages of data collection techniques which researchers can check first before starting to collect data.

Techniques	Advantages	Disadvantages
Questionnaire	• Easily standardised • Low drain on time and finances • Very little training of researchers	• Difficult to interpret subject responses • Difficult to check that subject understand the questions • Low response rate and response bias
Mailed questionnaire	• Easily standardised • Low drain on time and finances • Very little training of researchers • Reach a geographically spread sample	• Difficult to interpret subject responses • Difficult to check that subject understand the questions • Very low response rate and response bias • Questionnaire may not be fully completed
Standardised interviews	• Relatively easily standardised • Can ensure that subjects understand questions • Can clarify, interpret subject responses & Better respond rate	• Very time consuming and expensive • Research assistant need training • Bias due to social desirability

Exploratory interview	• Does not impose structure on to interview • Can access what subject feels is important • Useful for generating hypotheses	• Very time consuming and expensive • Research assistants need training • Very difficult to standardise and analyse & bias due to social desirability
Focus group	• Participant shares views and discuss ideas • Participants gain insight into pressing concerns • Many African cultures rely on small groups for decision making	• No individual response since participants influence each other • Without a skilled facilitator some participant maybe excluded • Bias due to social desirability is extreme
Telephone interview	• Cheaper than other interviews • Reach a geographically spread sample	• Research assistant need training • It may introduce sampling bias • Many people cannot be reached at all by telephone.

Adapted from Bless, Higson-Smith & Kagee (2006:137)

3.7. Internal and external validity in qualitative and quantitative research

Maree & Van Der Westhuizen (2009:30) describe quantitative internal validity as the degree to which one can state with certainty that differences in results are due to experimental treatment and not due to other factors that may have interfered with the research process. A high degree of internal validity implies that the results or findings of the research connect with the phenomena the researcher is investigating and not by other influencers, while on the other hand the term validity in qualitative research refers to internal validity to only some extent. The advantage of using both methods (quantitative and qualitative research) provides benefits when it comes to the validity and reliability of the research findings and conclusions. Quantitative research results were used to check the reliability of the qualitative research results and vice versa.

Validity refers to the degree to which the findings can be inferred or generalised, and for which population they are applicable, and includes population validity, which refers to the identification of the population to which results can justifiably be generalised or inferred. It also includes ecological validity, which demands a fair degree of certainty that the effect of intervention is independent of the overall environment or ecology of that intervention or experiment (Maree & Van Der Westhuizen 2009:30).

3.8 Data analysis

A grounded theory was used to analyse qualitative data, while on the other hand SPSS was used to analyse the quantitative data. Babbie (2011:299) describes grounded theory as an approach with a positivist concern for "systematic set of procedure" in doing qualitative research. It is an inductive approach to the study of social life that attempts to generate a theory from the constant comparing of unfolding observations. This differs greatly from hypothesis testing, in which theory is used to generate hypotheses to be tested through observation. Masilo (2013:25) argues that grounded theory focuses on the development of new knowledge, for example, building new theories. During the analysis of data the validity and the reliability of findings was given more attention by means of using quantitative and qualitative results to verify each other's research findings, for it is possible for the results to be valid while not being reliable or vice versa.

3.9 Ethics

Ethics refers to the principles of behaviour that distinguish good and bad, right and wrong (Rao, & Hari: 2002:928). During the research stages the researcher ensured that all processes undertaken whether in data gathering, analysis, and interpretation ethical rules are honoured. Some of the ethics considered are:

- **Permission** – the researcher ensured that permission was requested and granted before the commencement of data collection from the departments
- **Deception -** it is the responsibility of the researcher to make the true nature of the study known by participants, also the fabrication and falsification of data was not entertained.
- **Publications -** The researcher ensured that in case where the results are published, participants were not be identified by name or in any other way that would make it possible for them to be identified.
- **The right to privacy** – All participants have right to privacy and no employee was forced to participate in the study. All participants were made aware of their rights in writing and that they can withdraw their contribution to the study if they need to do so.
- **The right to anonymity and confidentiality**- The researcher ensured that the promise of anonymity and confidentiality was maintained at all time. No publication was printed with the names or any information which can result in identification of the participant.
- **The fabrication or falsification of data** – No data was falsified in order for the researcher to reach research objectives.
- **Plagiarism –** The researcher ensured that all borrowed information is acknowledged in the report.
- **Recording of own data** – The researcher ensured that the recorded data was original as had been recorded from the interviewee and no other additional data had been added.
- **Feedback** – The researcher took upon himself to provide feedback to the institutions where the data had been gathered from by both doing presentations of the findings and also submitting hardcopy of the whole research report.

3.10 Limitations of the study

- **Generalization –** the research focused on five national government department in South Africa, therefore generalizing the findings of the research to other national departments in other countries is limited.
- **In-complete questionnaires –** Some returned questionnaires were not completely filled and these were discarded at the point of analysis.

3.11 Conclusion

The mixed methods approach was employed in this study in order to get the benefits of using more than one data collection tool, which also helps to verify the validity and the reliability of each method. Pilot-testing of questionnaires and triangulation of data was also explained in details in order to explicate the benefits of using the two methods. The sampled participants included both operational and senior and middle management service and also union representatives. This chapter focused on the research methods and design adopted in this study, and the next chapter focuses on the data presentation and analysis.

CHAPTER FOUR:

PRESENTATION AND ANALYSIS OF DATA

4.1. Introduction

The previous chapter outlined and defended the research methods and design adopted for this study. This chapter presents two sections of data obtained by a questionnaire administered to employees and interview results from personnel manning the five different government departments. These departments are: National department of Tourism, Department of Public Service and Administration, Office of the Public Service Commission, Department of Performance Monitoring and Evaluation and Lastly the Department of Arts and Culture. The data from the questionnaire is presented and analysed in the order of the research objectives presented earlier in chapter one.

4.2 SECTION 1: QUANTITATIVE RESEARCH

The overall total number of questionnaires distributed to respondents in all the five (5) departments was 301. According to the sample provided in Chapter 3, National Department of Tourism was allocated 80 questionnaires, Department of Public Service and Administration was allocated 65 questionnaires, Office of the Public Service Commission was allocated 41 questionnaires, the Department of Performance Monitoring and Evaluation was allocated 36 questionnaires and the Department of Arts and Culture was allocated 79 questionnaires. 15% from the total post establishment of each department was used as a sample for the questionnaires.

In the process of analysing the questionnaires, each question was linked to a research objective. Thus, a group of statements were analysed in order to determine whether or not the research objective has been achieved. Secondly, in-depth interview questions (qualitative approach) which was used to probe for deeper understanding of the topic under study was also analysed to substantiate the findings from the quantitative approach (questionnaires). Individual interviews were conducted with the sampled participants as elaborated in Chapter 3. The qualitative data analysis is discussed in detail in the next Section (2).

The questionnaire was divided into the following two sections namely: Section A - Demographics (Gender, contract type, race and salary level) and Section B - General questions. Interviews were open ended questions and these allowed the respondents to express their concerns, opinions and understandings of the implementation of the performance appraisal system in government departments that they worked for. The quantitative data is presented in the form of tables and graphs in subsequent segments of this study.

- **Response rate**

The overall total number of questionnaires distributed to respondents in all the five (5) departments was 301. Due to different reasons, not all questionnaires were returned from the five (5) departments. For DPSA, out of 65 questionnaires only 60 were returned, NDT out of 80 only 59 were returned, DPME out of 36 only 10 were retuned, from DAC out of 79 only 68 questionnaires were returned and lastly from PSC out of 41 only 26 were returned. The overall questionnaires administered were 301 and only 223 were returned, giving a 74.08% response rate. This percentage is statistically high and acceptable for quantitative analysis.

- **Personal information analysis**

This section presents the personal data of the respondents.

4.2.1. Employees of the Department of Performance Monitoring and Evaluation

4.2.1 Section A: Demographics

Gender

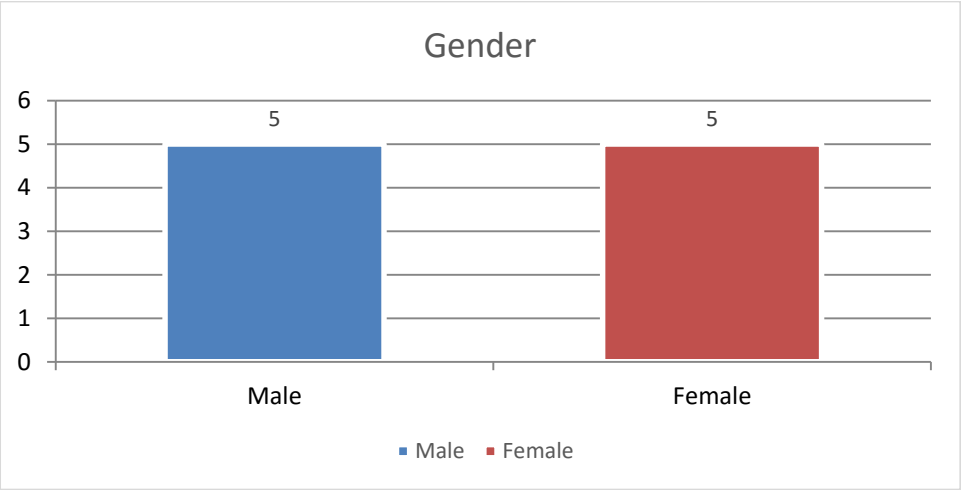


Figure 1 reflects the gender difference and results show that gender is equal (50%). There is an equal representation of gender in the Department and it could be inferred that there is a gender balance.

Contract type

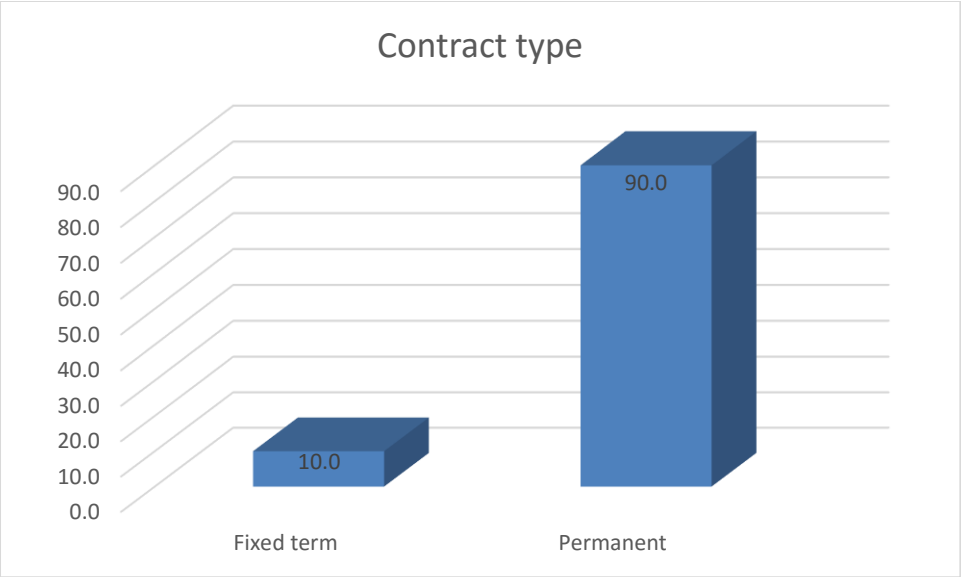
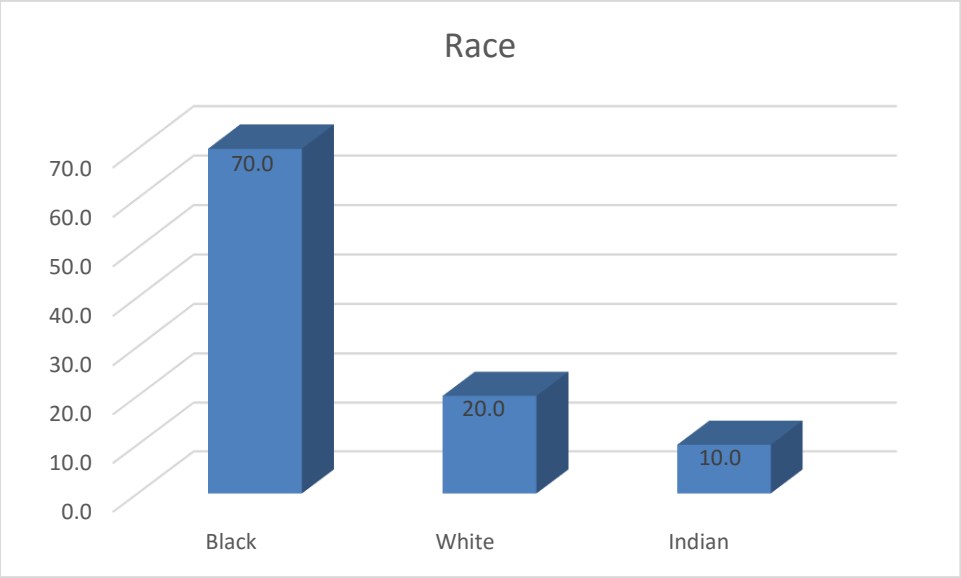


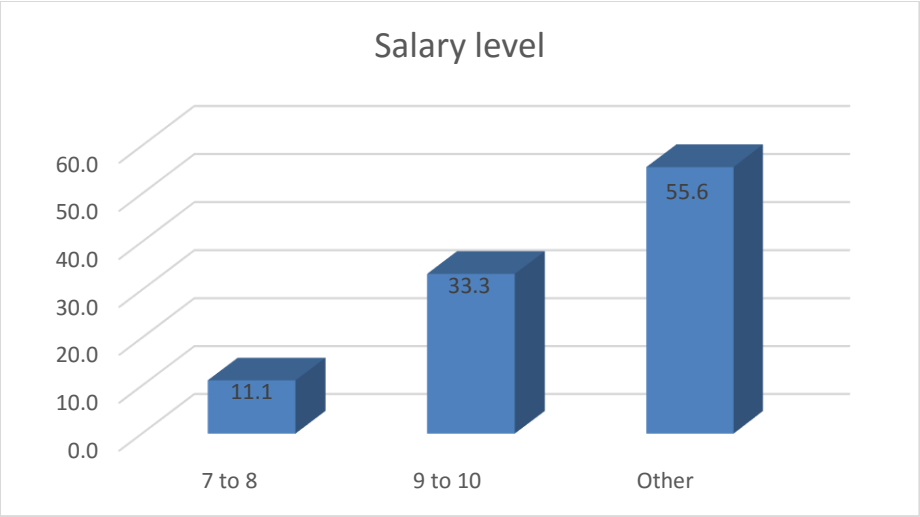
Figure 4.2.1 reflects the contract type differences where the majority of the respondents were working on a permanent basis at 90%. The minority was on fixed term contract with 10% of the employees. This further reflects that the department is more dependent on employees who are permanently employed than those on the fixed term contracts.

Race



The figure above reflects that 70% of respondents were black, followed by 20% of white respondents and minority were Indian with 10%. South African demographics reflect the above chart for the country is dominated by black people.

Salary level



The figure above reflects that majority (55.6%) of the employees are earning above level 10, followed by employees who are earning between 9 to 10 salary level, and the minority who earn between 7 to 8 salary levels with 11.1%.

4.2.2 Section B: Tables and charts

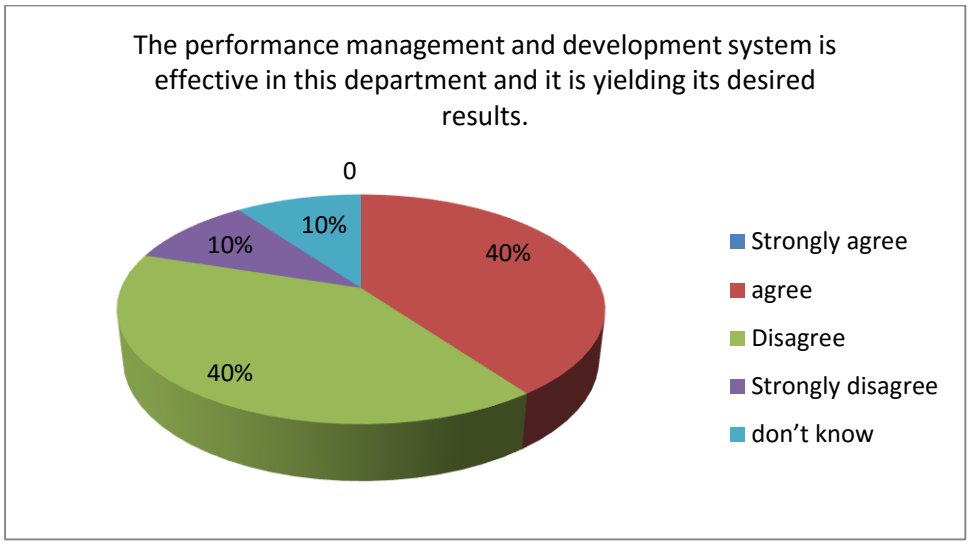
Overview of the current position on performance management and development system in selected South African National Government Departments.

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
The performance management and development system is effective in this department and it is yielding its desired results.	0(0.0%)	4(40.0%)	4(40.0%)	1(10.0%)	1(10.0%)	10(100)
There are many challenges associated with the management and implementation of the performance management and development system	0(0.0%)	7(70.0%)	3(30.0%)	0(0.0%)	0(0.0%)	10(100)
Managers and supervisors fully support the implementation of the performance management and development system in this department.	1(10.0%)	5(50.0%)	3(30.0%)	1(10.0%)	0(0.0%)	10(100)
Training and orientation on performance management and development system is	3(30.0%)	6(60.0%)	1(10.0%)	0(0.0%)	0(0.0%)	10(100)

always provided to newly appointed and old staff members in order to improve their performance						
Middle management services and senior management services do their performance management contracting on time each financial year.	0(0.0%)	6(60.0%)	3(30.0%)	0(0.0%)	1(10.0%)	10(100)

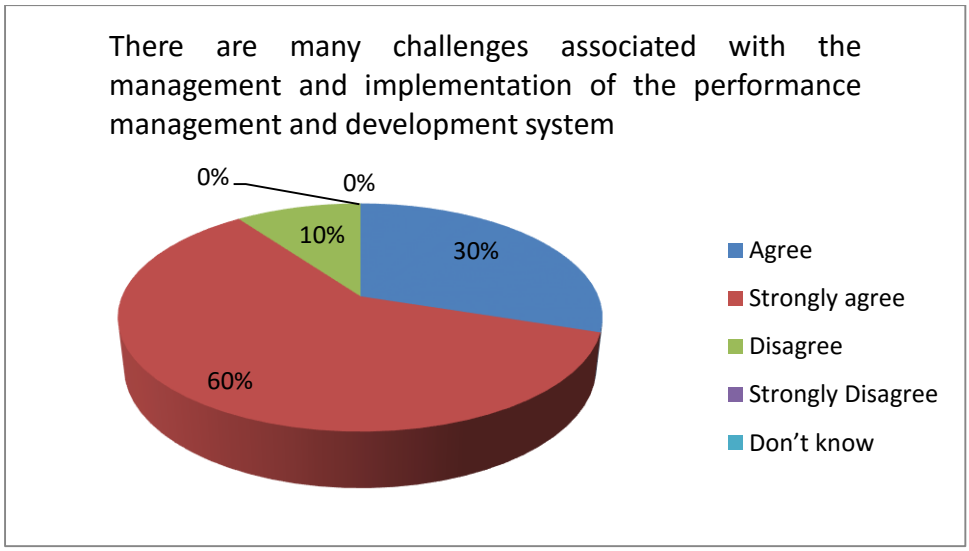
The table above presents the responses to questions relating to personnel overviews of the current position on performance management and development system in the selected South African National Government Departments. The respondents were requested to respond to ten statements. They were asked to rate each item on a scale of 1 to 5 (1= strongly agree; 2= agree; 3= unsure, 4= disagree and 5 = strongly disagree).

Perceptions of the current evaluation system



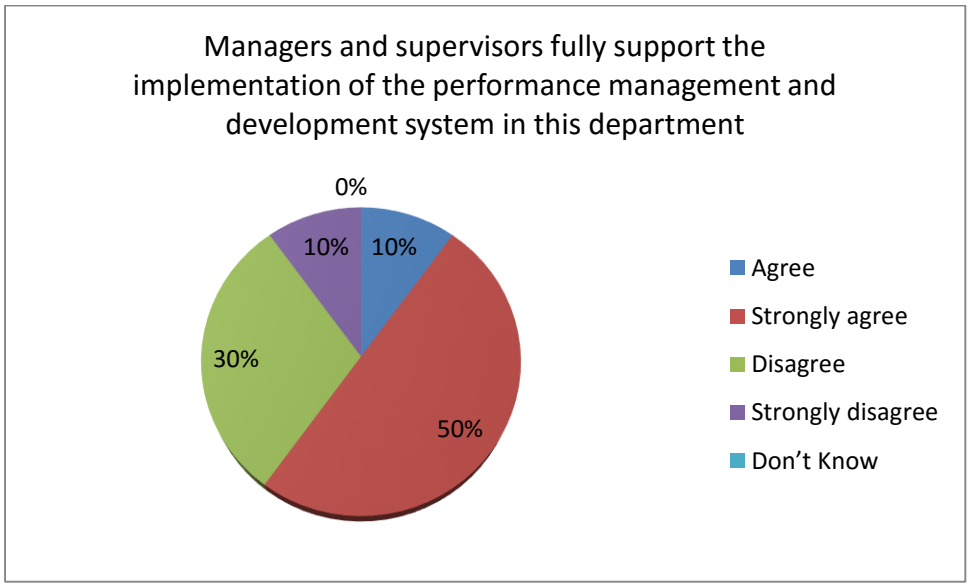
According to the pie-chart above, 40% of the respondents agreed that the performance management and development system is effective in their department and that it is yielding its desired results, while 40% disagreed and 10% strongly disagree with the statement. From the staff complement there are some who indicated that they do not know, constituting 10% of the respondents. The charts reveals that the majority of employees believe that the system has achieved its intended results, while some (40%) employees do not agree that the objectives of the system have been achieved based on their experience at their work place. The 10% who indicated that they do not know are those who are employed on fixed term contract who are interns who are not exposed to the entire evaluation system yet.

Challenges with the current system



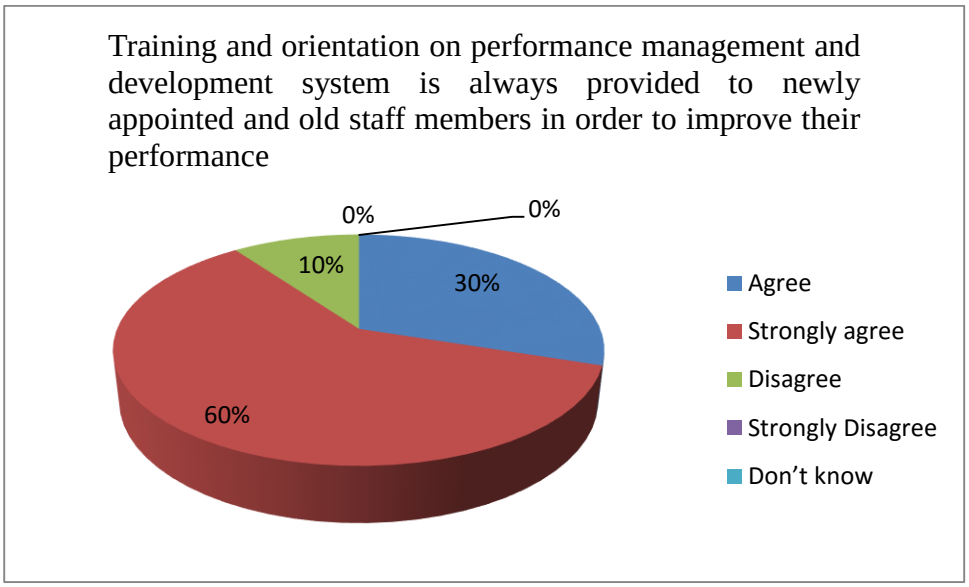
In the second statement 70% (10% & 60%) of the respondents strongly agreed that there are many challenges associated with the management and implementation of the performance management and development system, while on the other hand 30% disagree with the statement. The above chart reveals that 70% of employees in this department are still experiencing challenges with regard to the management and implementation of the system. This also points out that irrespective of the results displayed in Chart 1 employees are not happy with how the system is being managed in this department.

Support for the current system



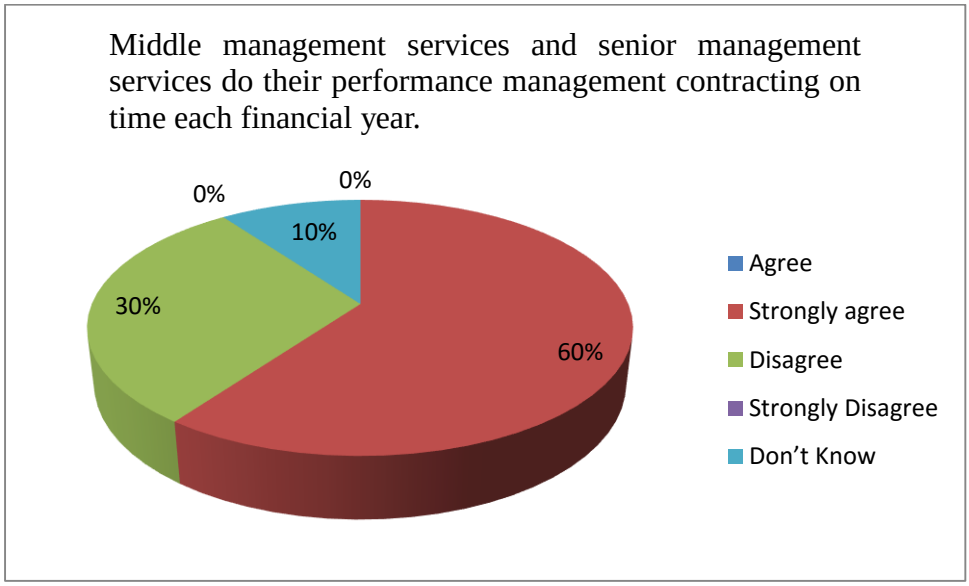
The majority 60% (10% & 50%) of the respondents agreed that managers and supervisors fully support the implementation of the performance management and development system in this department, while on the other hand the minority with 40% disagrees with the provided statement. The above chart reveals a refreshing perceptions that majority agrees that managers and supervisors fully support the implementation of the system. However 40% disagree meaning that not all employees benefits from the support of their supervisors.

Training and orientation towards performance appraisal system



The above chart shows that 90% (30% & 60%) of the respondents strongly agreed that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance. It is convincing that training and orientation of the newly appointed employees is provided. Those 10% who disagree are those on the fixed term contract who are interns who have not yet been introduced or oriented on the way in which the performance management and development system works in this department.

Timing of performance management contracting



The above chart reveals that at least 60% (0% & 60%) of the respondents agreed that middle management services and senior management services do their performance management contracting on time each financial year, while 30% disagreed with the statement and those who indicated that they do not know constituted 10%. The chart reveals that 60% of the MMS and SMS try to lead by example by contracting on time. However, 30% of employees do not agree with the statement, meaning that the process of contracting is not transparent to all employees. Those who indicated that they do not know are those on fixed contracts who have not yet been exposed much on the way things are done in the department most especially regarding PMDS.

Current challenges in improving performance management and development system in the South African national government departments.

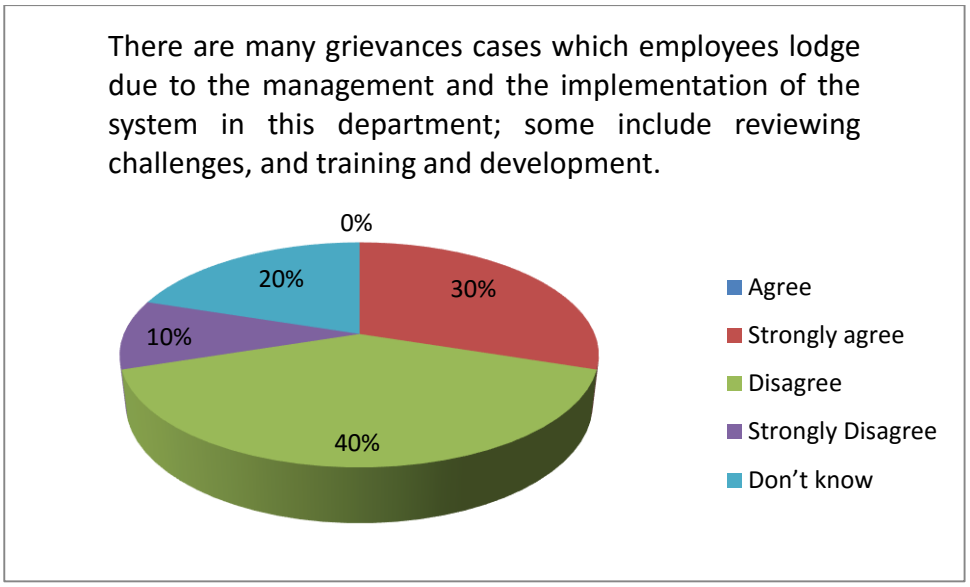
STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
There are many grievances cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development.	0(0.0%)	3(30.0%)	4(40.0%)	1(10.0%)	2(20.0%)	10(100)
Responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provide full support during	2(20.0%)	8(80.0%)	0(0.0%)	0(0.0%)	0(0.0%)	10(100)

the implementation of the performance management and development system						
This department have supervisors who are experts in the management and implementation of the performance management and development system.	1(10.0%)	2(20.0%)	7(70.0%)	0(0.0%)	0(0.0%)	10(100)
Performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery.	0(0.0%)	1(10.0%)	6(60.0%)	3(30.0%)	0(0.0%)	10(100)
Employees are happy with the management and implementation of the performance management and development system in this department.	1(10.0%)	2(20.0%)	6(60.0%)	1(10.0%)	0(0.0%)	10(100)
Managers and supervisors are biased when reviewing/assessing employee's performance	0(0.0%)	4(40.0%)	4(40.0%)	1(10.0%)	1(10.0%)	10(100)
The department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year.	4(40.0%)	5(50.0%)	0(0.0%)	0(0.0%)	1(10.0%)	10(100)
Appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units	0(0.0%)	3(30.0%)	7(70.0%)	0(0.0%)	0(0.0%)	10(100)

The table above presents the responses to the questions about the current challenges in improving performance management and development system in the South African national government departments. The above statements in the table was asked in order to determine whether or not there are challenges in the management and implementation of the current performance management and development system, and the findings was that 70% of employees indicated that there are challenges in the management and implementation of the current performance management and development system.

Knowing that there are challenges without identifying those challenges serves no purpose, therefore this statement, together with the second objective, were asked in order to outline those challenges in improving the performance management and development system. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

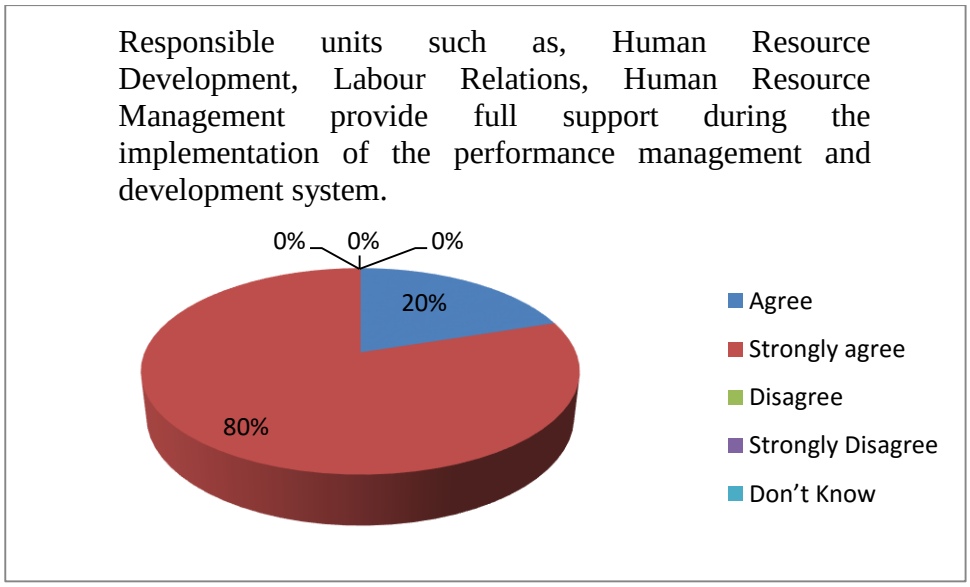
Distribution of grievance cases



According to the summary pie-chart above, the study reveals that 50% (10% & 40%) of the respondents disagreed that there are many grievances cases which employees lodge due to the management and the implementation of the system in their department; some include reviewing challenges, and training and development, while on the other hand 30% agreed that there are grievances which are lodged due the management and implementation of the current system, while the minority 20% (% & 20%) stated that they do not know anything regarding these claims.

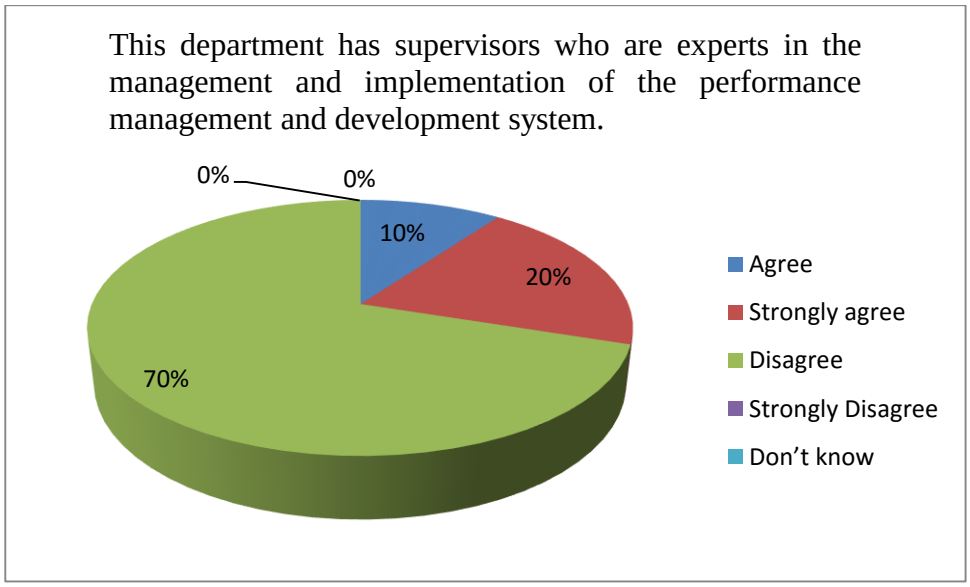
Based on the results of the chart, it is evident that in this department there is no quarterly report which is published for all employees to know what is going on with regards performance management and development system. Those who are connected are the ones who know exactly what is happening on performance management and development system in their department. It is evident that most people are in the dark about the progress and what needs to be done in order for the organisation to achieve its performance mandate.

Support for the current evaluation system



The above chart reveals that 100% (20% & 80%) of the respondents strongly agreed that responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provide full support during the implementation of the performance management and development system. The above chart reveals that all responsible units are doing their best to ensure that the objective of the system are met by providing full support during the implementation of the performance management and development system.

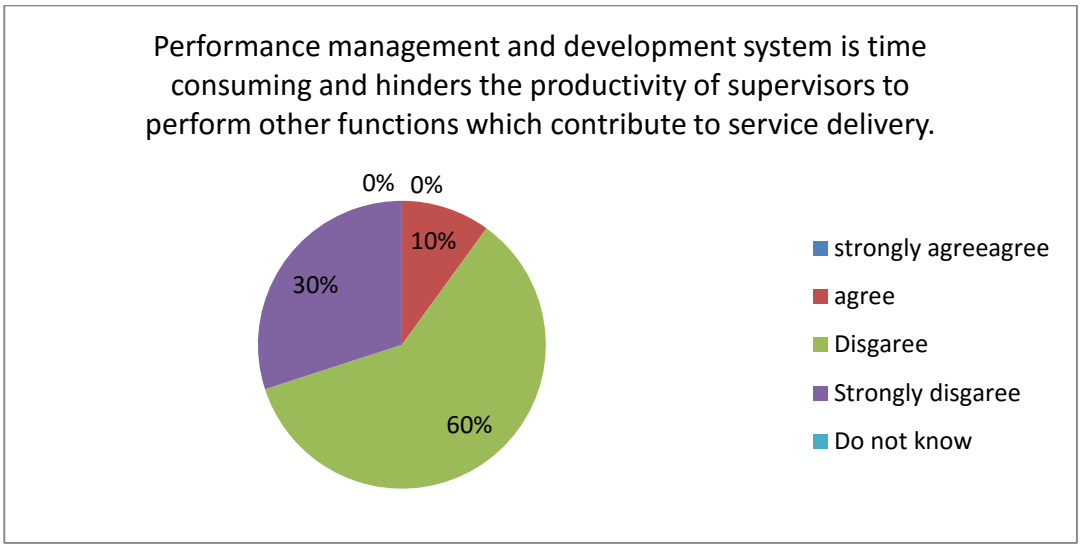
Expertise in the performance system



The above chart reveals that 70% (70% & 0%) of the respondents strongly disagreed that their department has supervisors who are experts in the management and implementation of the

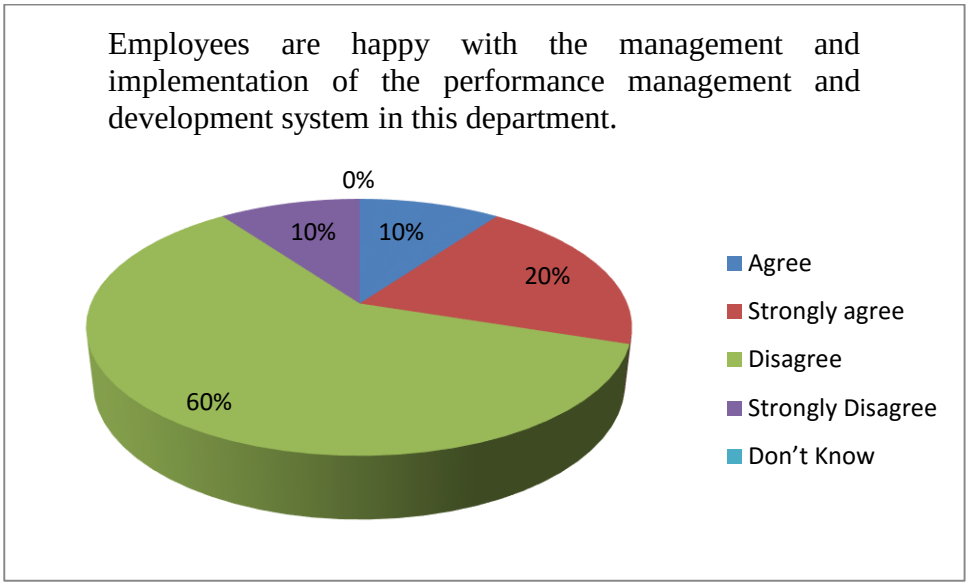
performance management and development system, while the minority of 30% (10% & 20%) agrees with the above provided statement. The chart reveals that one of the challenges that occurs when implementing and managing the performance management and development system is due to lack of experts to ensure that all process are followed correctly when managing and implementing the system. No system can achieve its intended goals without being implemented by people who are knowledgeable to do so.

The efficacy of performance management



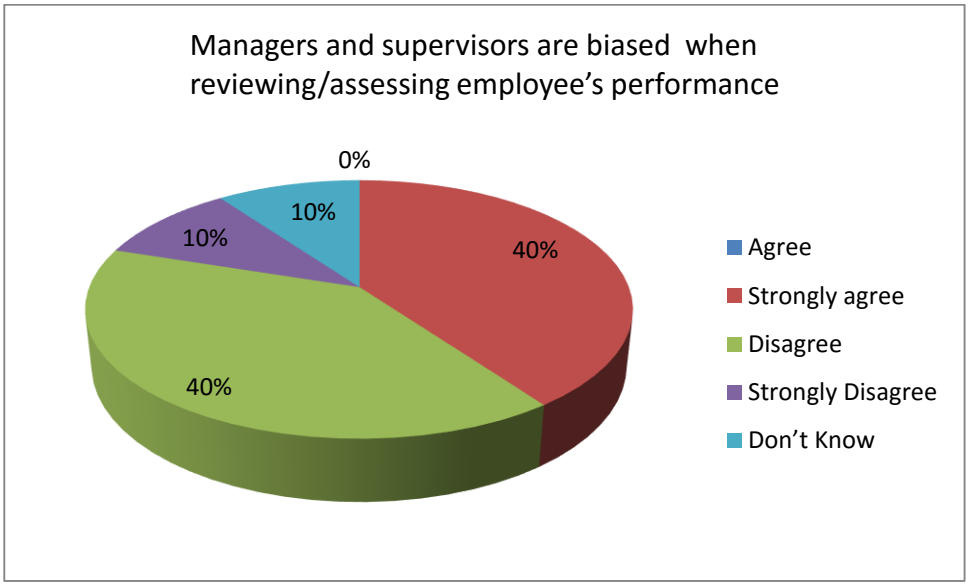
According to the chart above, 90% (60% +30%) of the respondents strongly disagreed that performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery, while only 10% (0 % 10%) support the provided statement. The above chart reveals that the majority of employees understand the importance of the performance management and development system that is the reason why they do not see it as time consuming irrespective of the challenges they face during the implementation phase. The 10% who are interns do not see the bigger picture and as a result they have not yet been exposed to the system in detail.

Satisfaction levels with current appraisal system



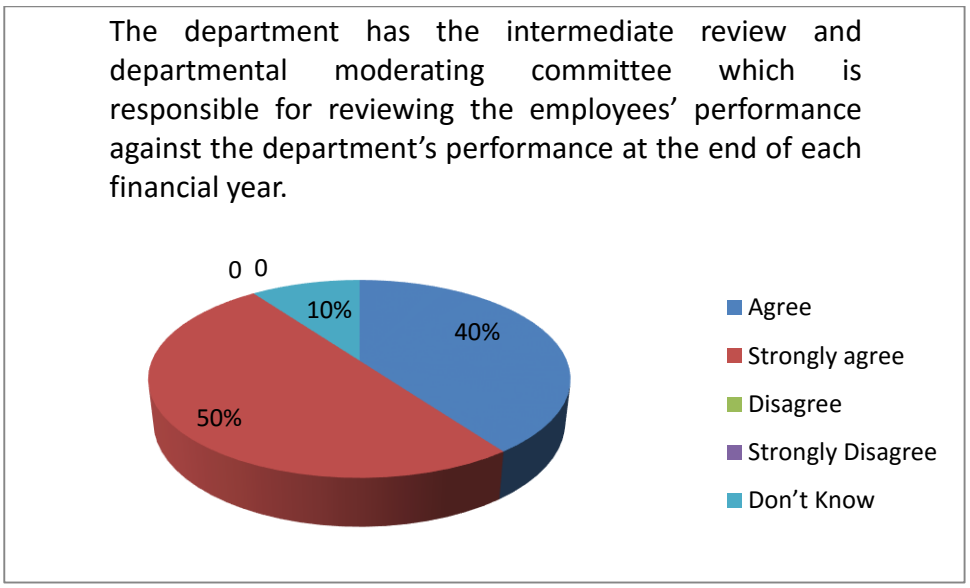
The above chart reveals that 70% (60% & 10%) of the respondents strongly disagreed that employees are happy with the management and implementation of the performance management and development system in this department, while on the other hand 30% of the respondents claimed the contrary. The chart reveals that the majority of employees are not enjoying the way in which the system is being implemented and such sentiments could be attributed to the fact that there are no experts responsible for the management and implementation of the system irrespective of the support provided by all responsible units.

Perceptions of bias among performance reviewers



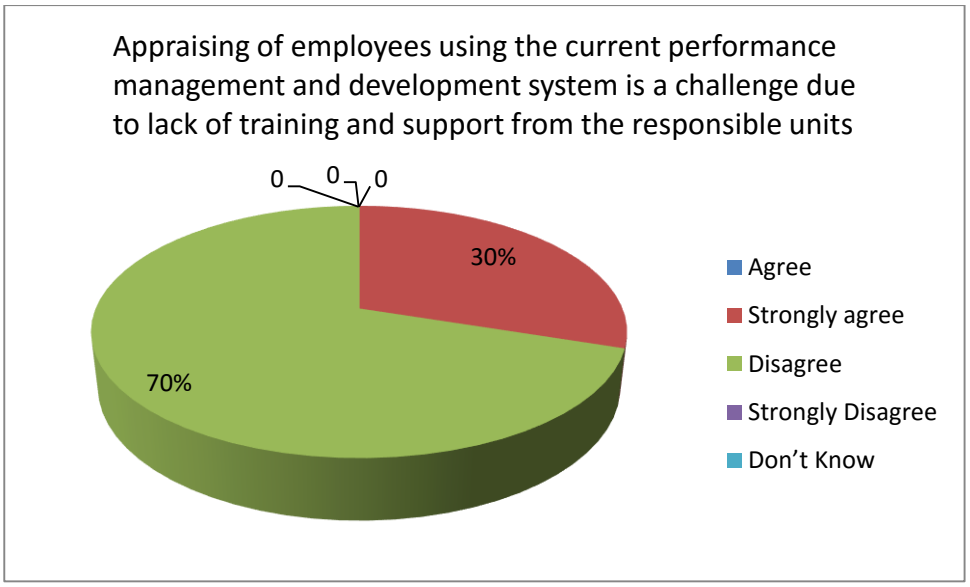
According to the above chart 50% (40% & 10%) of the respondents disagreed that managers and supervisors are biased when reviewing/assessing employee's performance, while on the other hand 40% (% & 40%) agrees that managers and supervisors are biased when assessing employee's performance, followed by 10% who indicated that they do not know anything about it. The chart reveals that these are some employees who believe that their managers and supervisors are bias when evaluating their performance. These believe can demotivate employees to improve on their performance if such claim is not address immediately.

Perceptions about review and moderating committees



The above chart reveals that 90% (40% & 50%) of the respondents strongly agreed that the department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year, while the remaining 10% indicated that they do not know if such processes are taking place in the department. It is evident based on the results that this department has an intermediate review and departmental moderating committee.

Perceptions on challenges of the performance review currently in use



The above chart reveals that 70% (70% & 0%) of the respondents strongly disagreed that appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units, while on the other hand 30% claims the contrary. The above chart clearly supports Chart 4.2.2 on the fact that responsible units provide full support on the management and implementation of the system. The results further provide that challenges of- appraising of employees might be due to lack of experts rather than lack of training and support from responsible units.

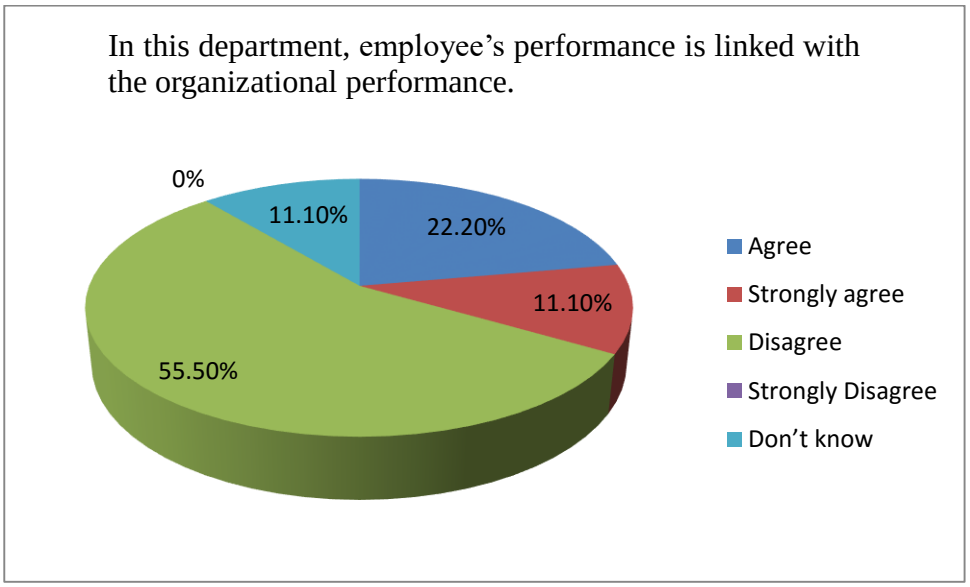
Determining how employees' performance could be linked with the departmental performance

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
In this department, employee's performance is linked with the organizational performance.	1(22.2%)	1(11.1%)	5(55.5%)	0(0.0%)	1(11.1%)	9(100)
The current performance management and development system helps employees improve their performance.	1(10.0%)	5(50.0%)	4(40.0%)	0(0.0%)	0(0.0%)	10(100)
Managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's).	1(10.0%)	6(60.0%)	3(10.0%)	0(0.0%)	0(0.0%)	10(100)

My job description provides clear goals and outcomes expected from me by my supervisor regarding performance	3(30.0%)	7(70.0%)	0(0.0%)	0(0.0%)	0(0.0%)	10(100)
The department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA).	4(40.0%)	5(50.0%)	1(10.0%)	0(0.0%)	0(0.0%)	10(100)
The Head of Human Resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the department.	1(10.0%)	5(50.0%)	1(10.0%)	0(0.0%)	3(30.0%)	10(100)
Training and refresher courses on the procedure and processes to be followed during the implementation of this system are conducted every year.	2(20.0%)	3(30.0%)	2(20.0%)	0(0.0%)	3(30.0%)	10(100)
Managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole.	3(30.0%)	7(70.0%)	0(0.0%)	0(0.0%)	0(0.0%)	10(100)

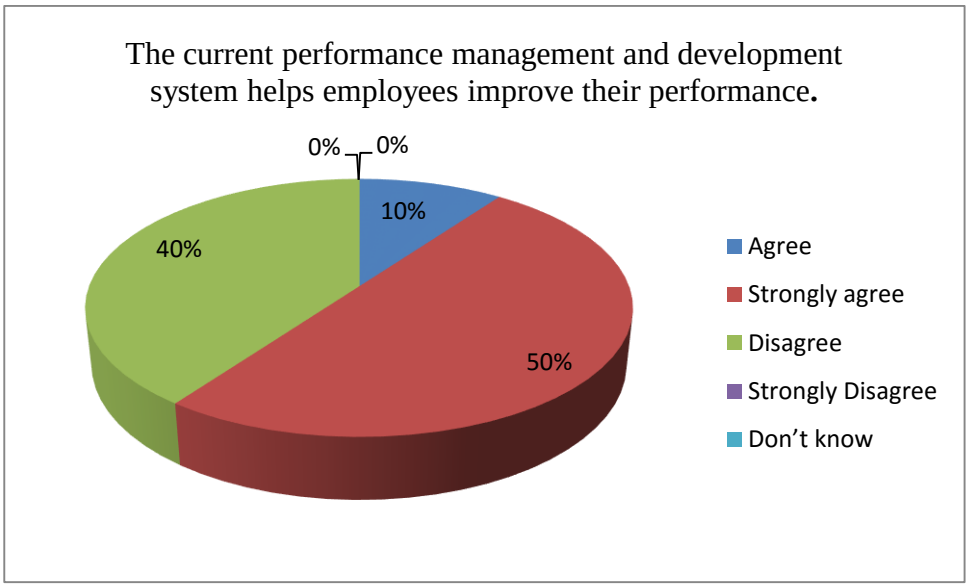
The table above presents the responses to questions relating to determining how the employees' performance could be linked with the departmental performance in order to achieve the organizational goals by using the current system. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Links between employee performance and organisational performance



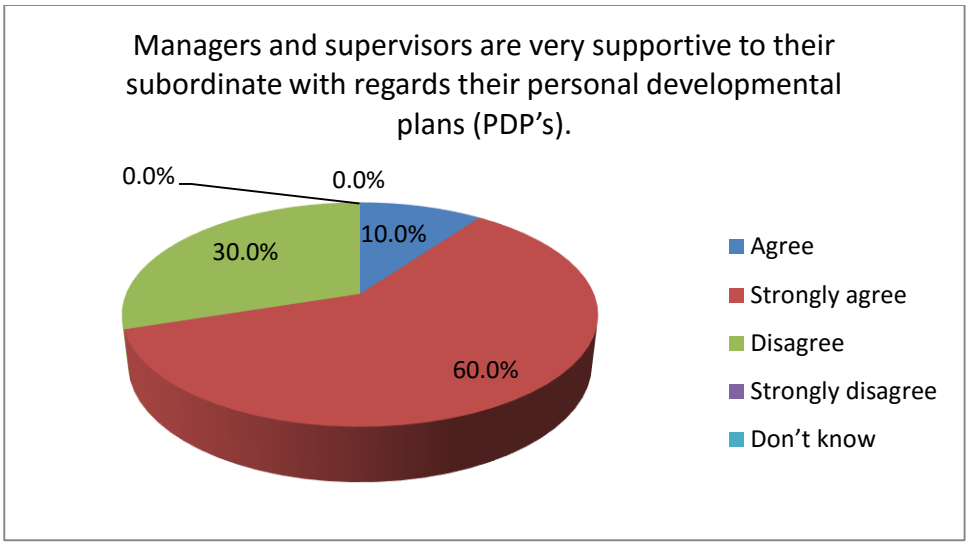
According to the above chart 55.5% (55.5% & 0%) of the respondents disagreed that in their department; employees' performance is linked with the organizational performance, while 33.3% (22.2% & 11.1%) agree with the above provided statement. Linking employee's performance with organisation's performance is the best way to ensure that the organisation achieves its goal. The above chart reveals that there are some still challenges in this department when it comes to linking the two components.

Impact of appraisal on performance



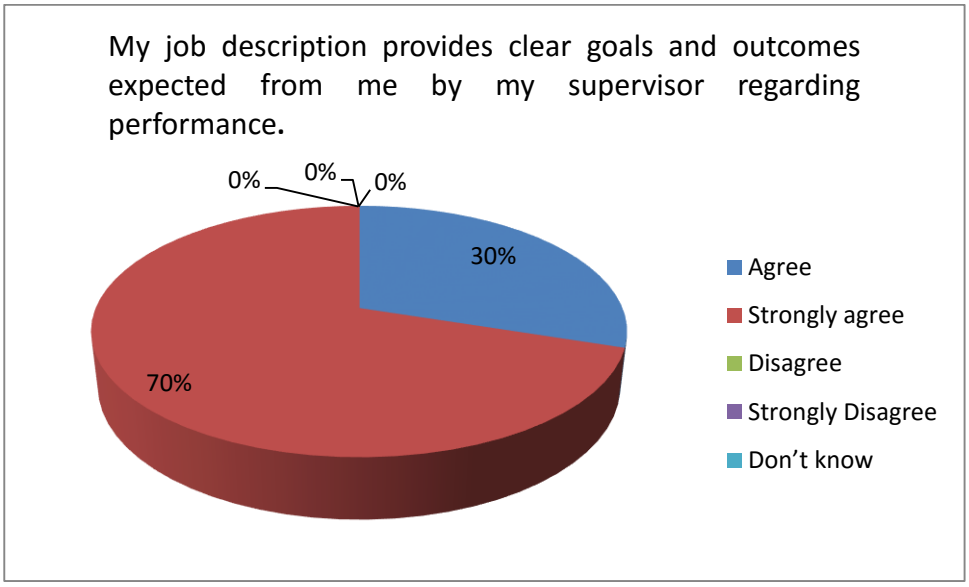
The above statement now asks whether the current system helps employee's improve their performance and the study reveals that 60% (10% & 50%) of the respondents agreed that the current performance management and development system helps employees improve their performance, while 40% of other respondents disagree with the claim. The above chart reveals that the majority of employees are benefiting from the system when it comes to improving their performance by using the current performance appraisal system.

Perceptions about the role of managers and supervisors in current practices



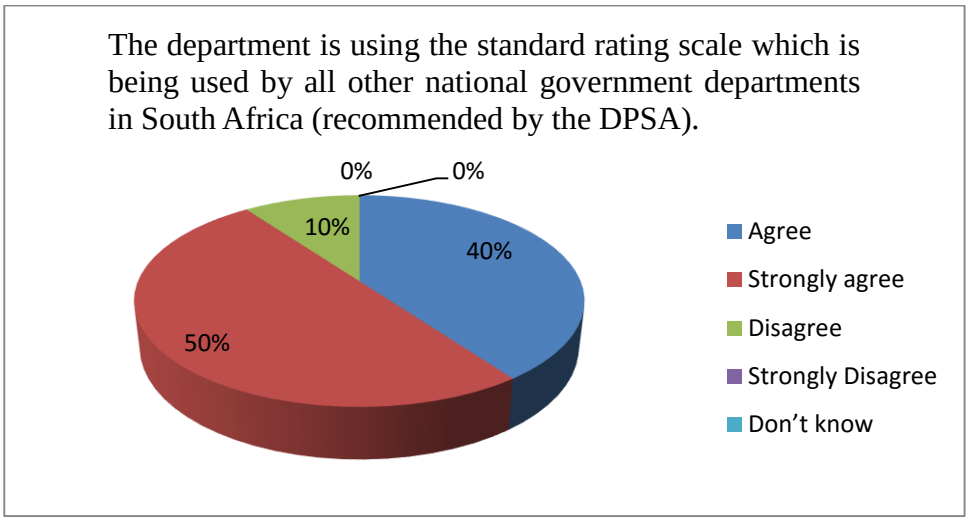
According to the chart above, the study reveals that 70% (10% & 60%) of the respondents strongly agreed that managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's)., while on the other hand 30% disagree with the claim that PDP's play a very significant role in encouraging employees to perform effectively. The chart reveals that managers and supervisors are putting effort in ensuring that the personal developmental plans of employees are address as majority of the employees support the claim statement.

Matching job description to performance outcomes



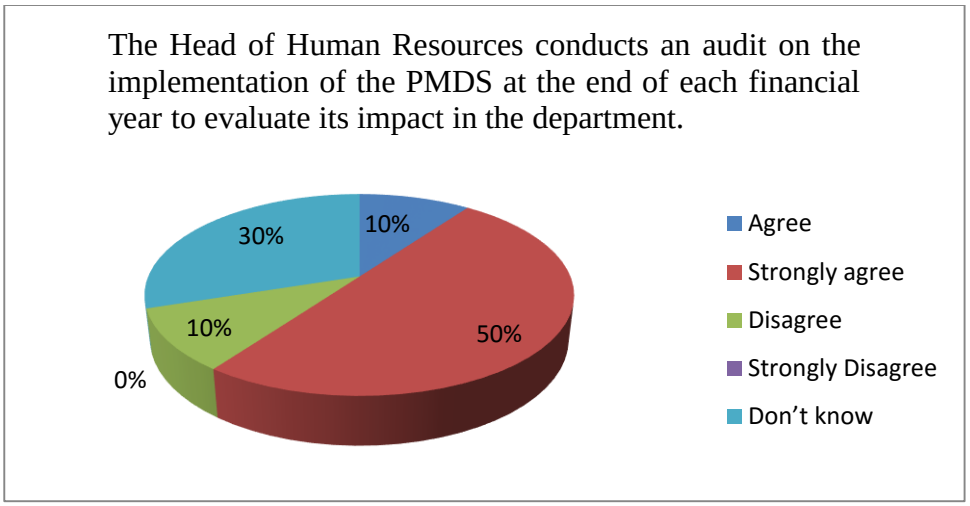
According to the above chart 100% (30% & 70%) of the respondents strongly agreed that their job description provides clear goals and outcomes expected from them by their supervisor regarding performance. The chart reveals that employees do not have problems with identifying their expected goals and outcomes as their supervisors clearly outline them for their employees.

Perceptions on use of standard scales in rating performance



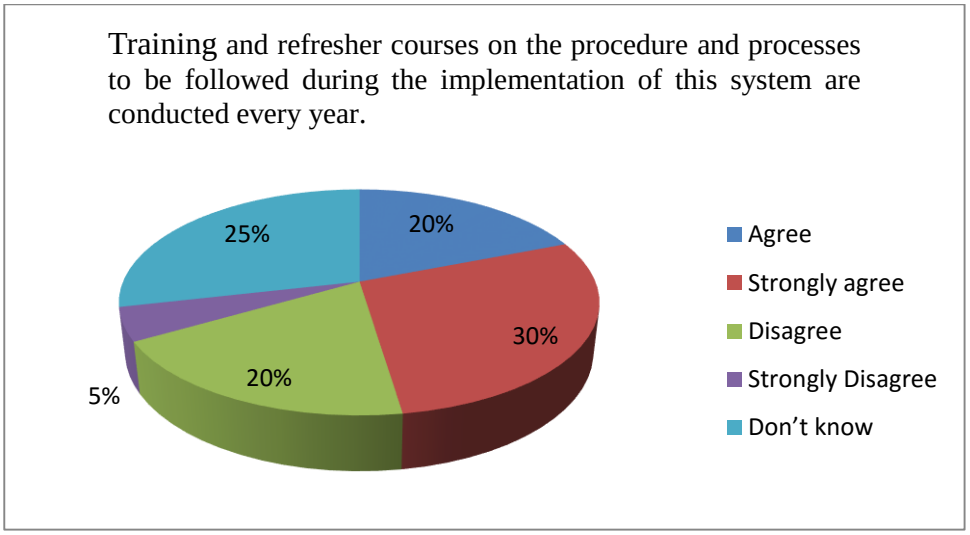
According to the performance management and development system policy framework developed by the DPSA a standard rating scale was recommended to be used across all national government departments. According to the chart above, 90% (40% & 50%) of the respondents strongly agreed that the department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA), while on the other hand 10% of the respondents disagreed with the claimed statement. The chart reveals that indeed the department is using the recommended rating scale by the DPSA

Human resources audit trail



The above chart reveals that 60% (10% & 50%) of the respondents agreed that the Head of Human Resources conducts an audit on the implementation of the PMDS at the end of each financial year, while on the other hand 10% of the respondents disagreed and lastly 30% indicated that they do not know if such process is happening. The chart reveals that there are still some of the employees who are not fully aware of what is happening in the department with regard to the process which are being undertaken to ensure that the goals and objectives of the system are achieved.

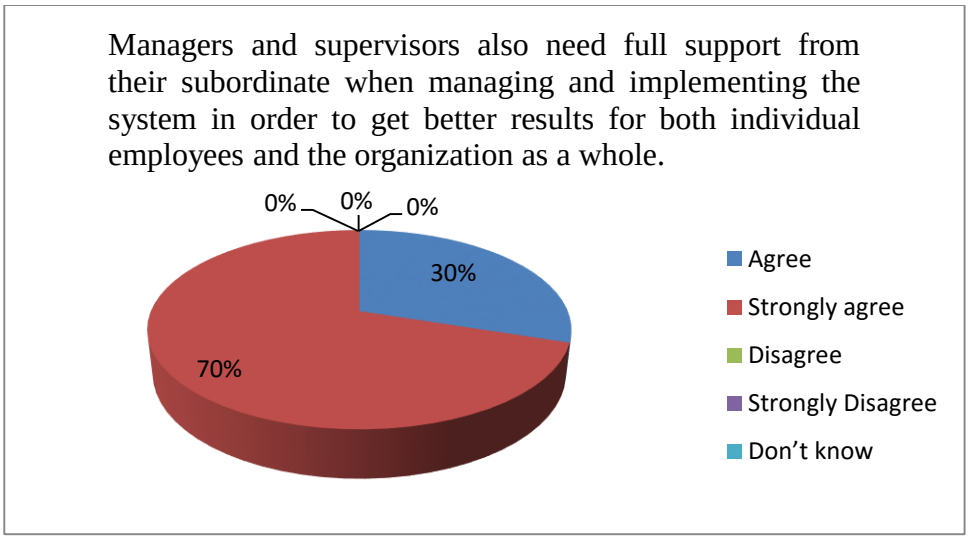
Perceptions on the utility of training and refresher courses



The above chart reveals that 50% (20% & 30%) of the respondents agreed that training and refresher courses on the procedures and processes to be followed during the implementation of this system are conducted every year, while on the other hand 25% of the responded disagreed with the provided statement, and the rest of the 25% indicated that they do not know. The chart

reveals that not all employees are benefiting from the support being provided by the responsible units when it comes to the implementation and management of the system.

Connecting managers, supervisors and subordinates in the appraisal process



The above chart reveals that 100% (30% & 70%) of the respondents strongly agreed that managers and supervisors also need full support from their subordinates when managing and implementing the system in order to get better results for both individual employees and the organization as a whole. The chart also reveals that employees understand that managers and supervisor cannot achieve the goals of the system alone without their support.

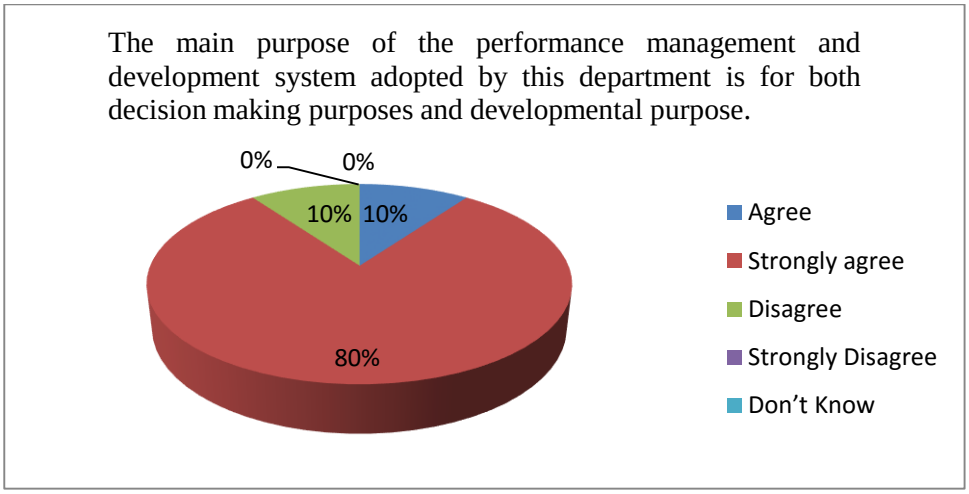
Suggesting a new model on performance management and development system

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
The main purpose of the performance management and development system adopted by this department is for both decision-making purposes and developmental purpose	1(10.0%)	8(80.0%)	1(10.0%)	0(0.0%)	0(0.0%)	10(100)
The current performance management and development system needs to be amended or re-designed in order to meet the organization's goals in today's rapidly changing environment	2(20.0%)	6(60.0%)	1(10.0%)	1(10.0%)	0(0.0%)	10(100)

The table above presents the responses to questions relating to suggest a new model on how the performance management and development system should be managed in order to yield the desired results. The respondents were requested to respond to two statements thereof. They were

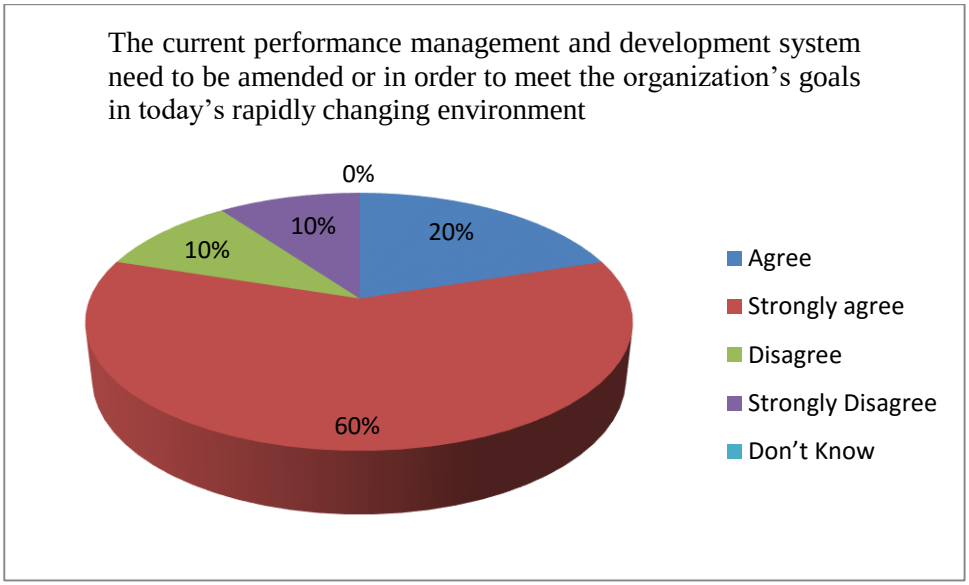
asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perceptions on the purposes of the performance management system



According to the above chart, the study reveals that 90% (80% & 10%) of the respondents strongly agreed that the main purpose of the performance management and development system adopted by this department is for both decision-making purposes and developmental purposes, while only 10% strongly disagreed with the claim embedded in this statement. The purpose of the system in this department is clear for both decision and developmental purposes.

Amendment of the current performance management and development system



The last objective was to determine whether there is a need for the re-design or amendment of the current performance management and development system, and at least 80% (20% & 60%) of the respondents strongly agreed that the current PMDS needed to be amended or re-designed in order

to meet the organization's goals in today's rapidly changing environment, while the remaining 20% (10% + 10%) disagreed with the statement. The above chart reveals that the current system needs to be amended in order to ensure that all its objectives can be met.

4.3. Department of Public Service and Administration

4.3.1 Section A: Demographic profile

Gender

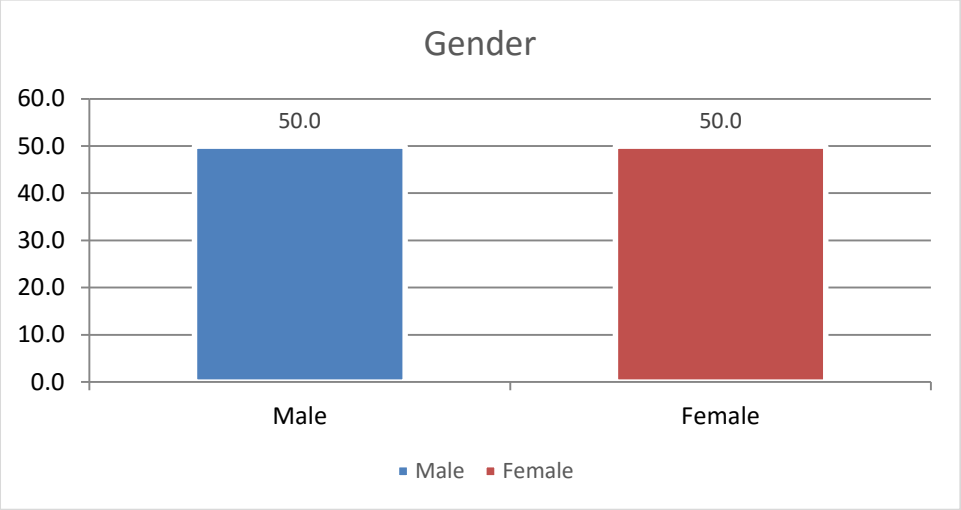


Figure 1 reflects gender difference and results shows that gender is equal (50%). No gender that dominates the other.

Contract type

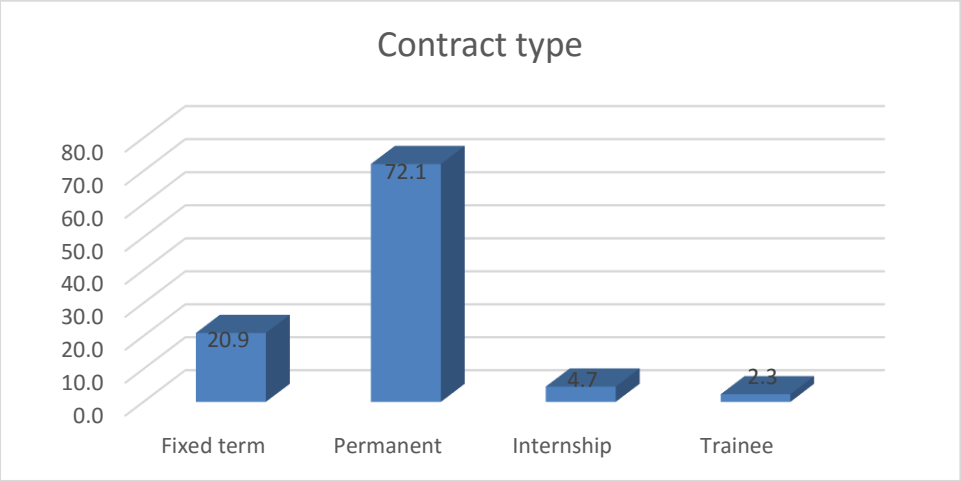


Figure 2 reflects contract type differences and the majority of the respondents were working on permanent basis with 72.1%, followed by fixed contract employees with 20.9%, followed

by internship contracts with 4.7% and minority was the trainees' contract with 2.3%. The department is dominated by permanent employees.

Race

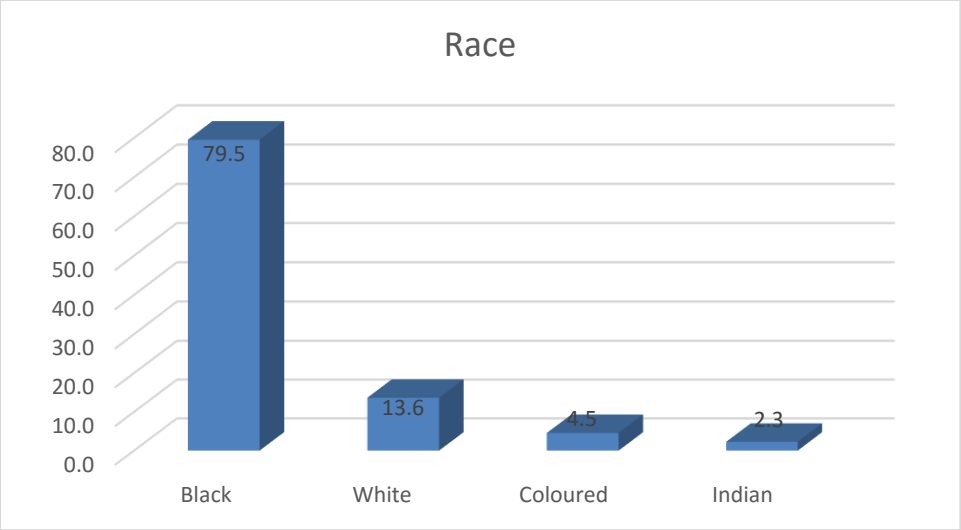


Figure 3 reflects that 79.5% of respondents' were black, followed by 13.6% of white, followed by 4.5% of coloured and minority were Indian with 10%. The South African demographic is dominated by black people therefore 79.5% of black employees fully represent the demographic distribution of the country.

Salary level

Figure 4 Reflects that majority (26.2%) of the employees are earning between 5 to 6 salary levels, followed by employees who are earning between 9 to 10 salary level with 21.4%, and minority earn between 7 to 8 salary levels with 14.3%. In most if not all organisation majority

of employees are those on the operational lower level and the number decreases as the salary level goes up as reflected by this chart.

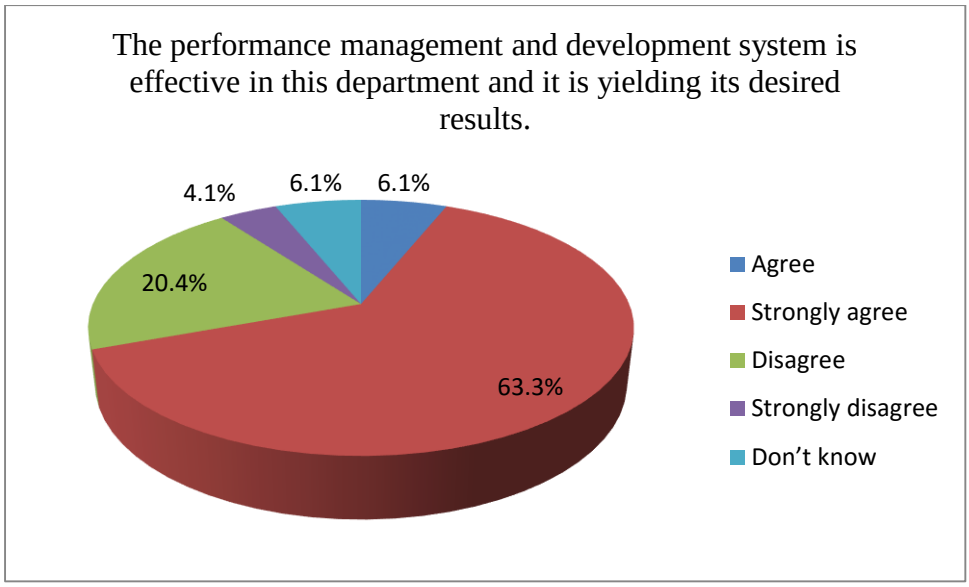
4.3.2 Section B: Tables and charts

Overview of the current position on performance management in the selected South African National Government Departments

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	**2**	**3**	**4**	**5**	
The performance management and development system is effective in this department and it is yielding its desired results.	3(6.1%)	31(63.3%)	10(20.4%)	2(4.1%)	3(6.1%)	49(100)
There are many challenges associated with the management and implementation of the performance management and development system	11(22.0%)	33(66.0%)	4(8.0%)	0(0.0%)	2(4.0%)	50(100)
Managers and supervisors fully support the implementation of the performance management and development system in this department.	3(6.0%)	28(56.0%)	10(20.0%)	3(6.0%)	6(12.0%)	50(100)
Training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance	3(6.0%)	25(50.0%)	4(8.0%)	2(4.0%)	16(32.0%)	50(100)
Middle management services and senior management services do their performance management contracting on time each financial year.	2(4.1%)	12(24.5%)	8(16.3%)	2(4.1%)	25(51.0%)	50(100)

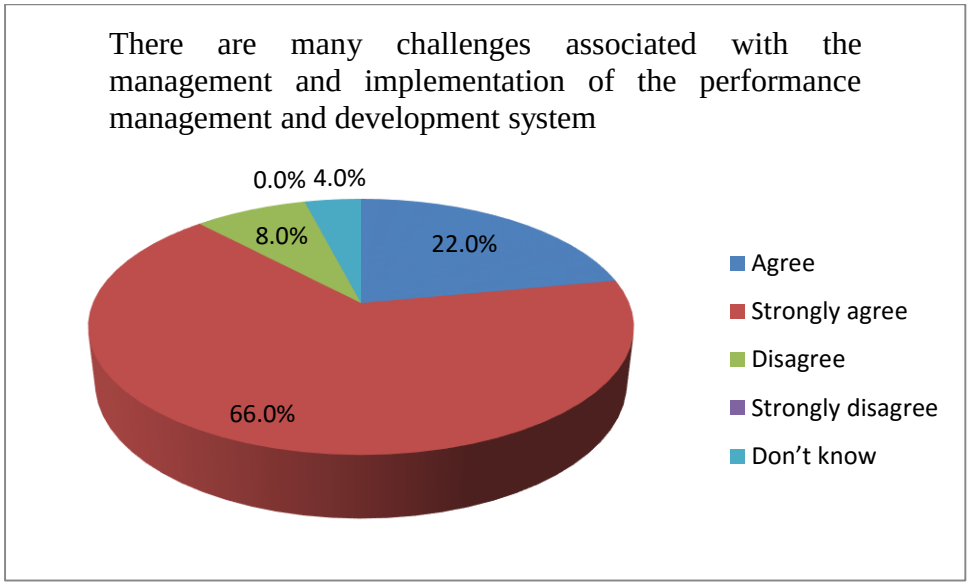
The table above presents the responses to the questions relating to present an overview of the current position on performance management in the selected South African National Government Departments. The respondents were requested to respond to five statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perceptions on the current performance review system



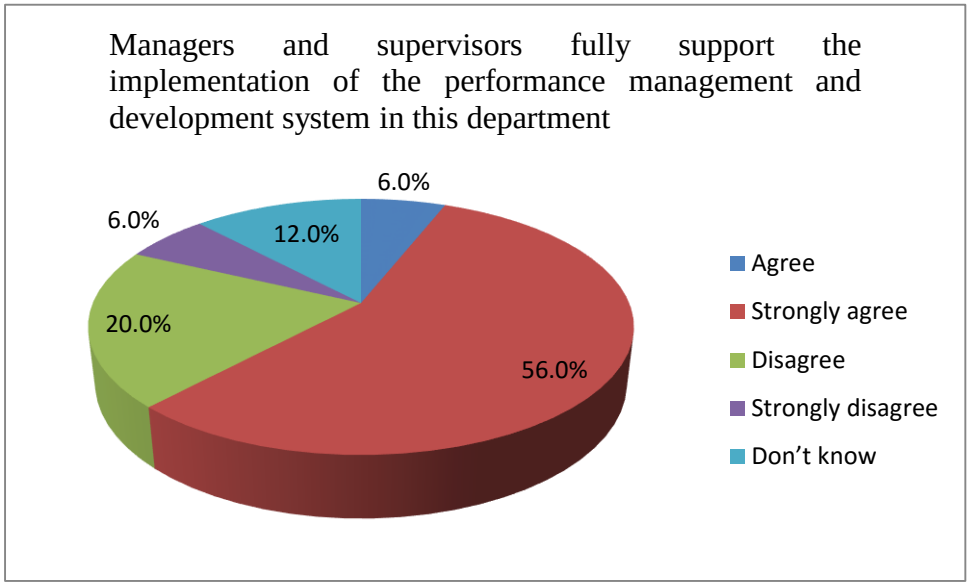
According to the above provided chart, the study reveals that 69.4% (6.1% & 63.3%) of the respondents agreed that the performance management and development system is effective in this department and it is yielding its desired results, while on the other hand 24.5% (20.4%& 4.1%) strongly disagree with the claim statement and with the minority of 6.1% indicated that they do not know if the system if effective in the department. The chart reveals that the working effectively but not all employees are benefiting from the same results.

Challenges in implementation of performance review system



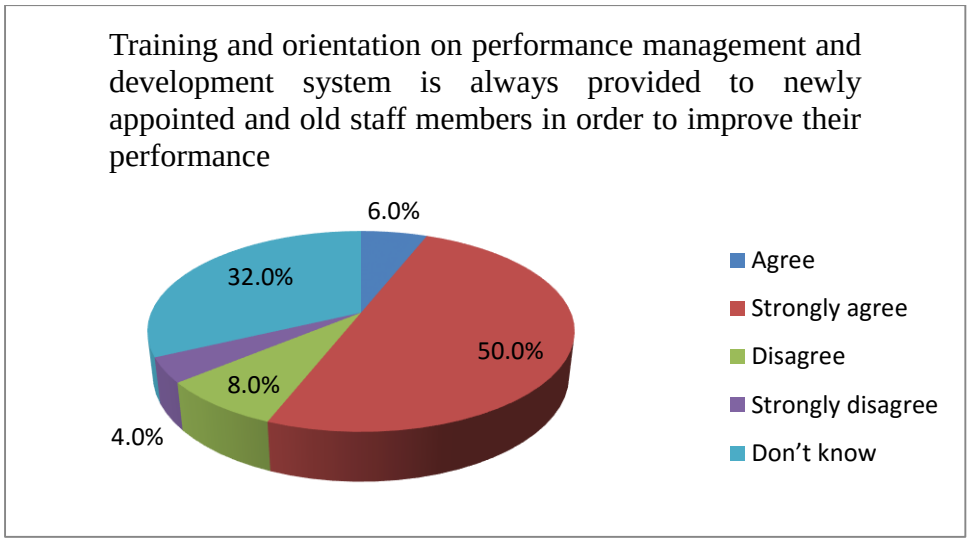
According to the above chart, the study reveals that 88% (22% & 66%) of the respondents strongly agreed that there are many challenges associated with the management and implementation of the performance management and development system, while on the other hand only 8% of respondents claim that there are challenges associated with the implementation of this system, with the minority of 4% indicating that they do not know whether there are challenges in the management of the system. The chart reveals that there are still many things which still need to be fixed in order for the system to be considered fully effective as majority of employees are stating that they are facing lot of challenges ass associated with the management and implementation of the performance management and development system.

Perceptions on functions of supervisors and managers in current system



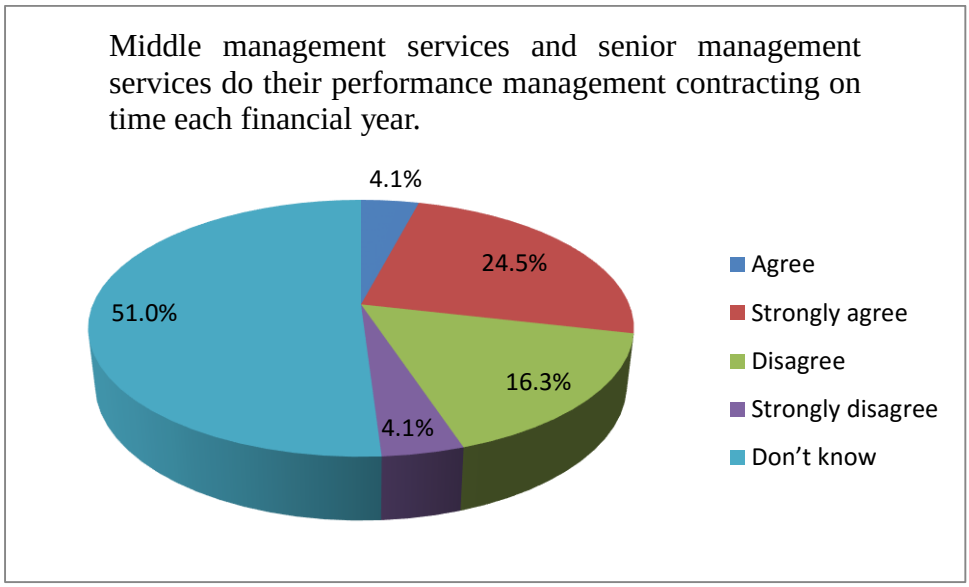
According to the chart above, the study reveals that 62% (6% & 56%) of the respondents agreed that managers and supervisors fully support the implementation of the performance management and development system in this department, while on the other hand 12% indicated that they do not know and 26% disagreed that there is support from the managers and supervisors. In this case, for an organization to operate effectively using this system, a 100% support from managers is needed. The chart reveals that not all managers and supervisors are fully supportive of the implementation of the system as some employees disagree that managers and supervisors are doing so.

Perceptions on training and orientation of employees



According the above chart the study reveals that 56% (6% & 50%) of the respondents agreed that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance, while on the other hand 12% (4% & 8%) disagree with the statement and lastly 32% of the employees indicated that they do not know if such is happening. The above chart reveals that lot still have to be done to ensure that all employees get to understand the way in which the system actually works. Not all employees has benefited from this training and orientation on performance management and development system after their appointment.

Timing the contracts



The above chart reveals that at least 51% of the respondents do not know that middle management services and senior management services do their performance management contracting on time each financial year, while 20, 4% disagree that such process takes place as it was supposed to, and 28, 6% of respondent agree that MMS and SMS do enter into their performance contract. The chart reveals that transparency in contracting on time by senior and middle management service is not there, which could be used as a motivational factor to encourage employees on the lower level to also contract on time.

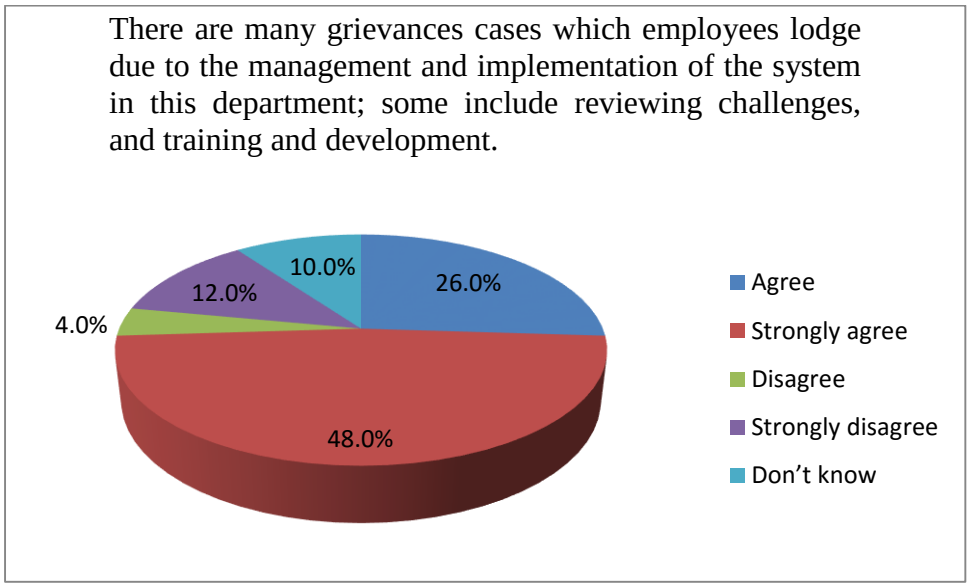
Current challenges in improving performance management and development system in the South African national government departments

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	**2**	**3**	**4**	**5**	
There are many grievances cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development.	13(26.0%)	24(48.0%)	2(4.0%)	6(12.0%)	5(10.0%)	50(100)
Responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provide full support during the implementation of the performance management and development system	10(20.0%)	27(54.0%)	5(10.0%)	5(10.0%)	3(6.0%)	50(100)
This department have supervisors who are experts in the management and implementation of the performance management and development system.	1(2.0%)	19(38.8%)	6(12.2%)	4(8.2%)	19(38.8%)	49(100)
Performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery.	0(0.0%)	13(26.0%)	26(52.0%)	7(14.0%)	4(8.0%)	50(100)
Employees are happy with the management and implementation of the performance management and development system in this department.	2(4.1%)	21(42.9%)	17(34.7%)	2(4.1%)	7(14.3%)	49(100)
Managers and supervisors are biased when reviewing/assessing employee's performance	1(2.1%)	20(42.6%)	6(12.8%)	0(0.0%)	20(42.6%)	47(100)
The department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year.	3(6.1%)	20(40.8%)	1(2.0%)	0(0.0%)	25(51.0%)	49(100)
Appraising of employees using the current performance management and	1(2.0%)	17(34.7%)	16(32.7%)	0(0.0%)	15(30.6%)	49(100)

development system is a challenge due to lack of training and support from the responsible units						

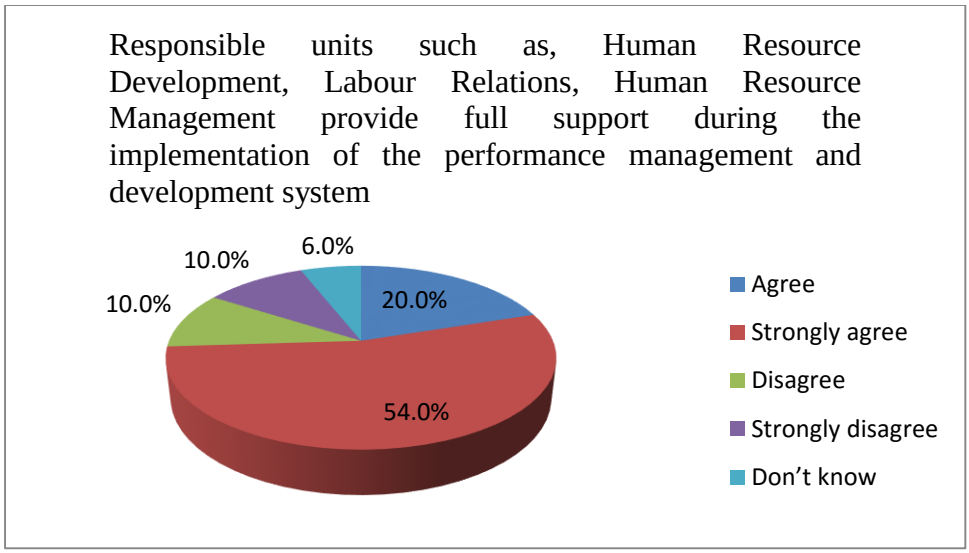
The table above presents the responses to the questions relating to present an overview of the current position on performance management in the selected South African National Government Departments. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perceptions on grievance cases



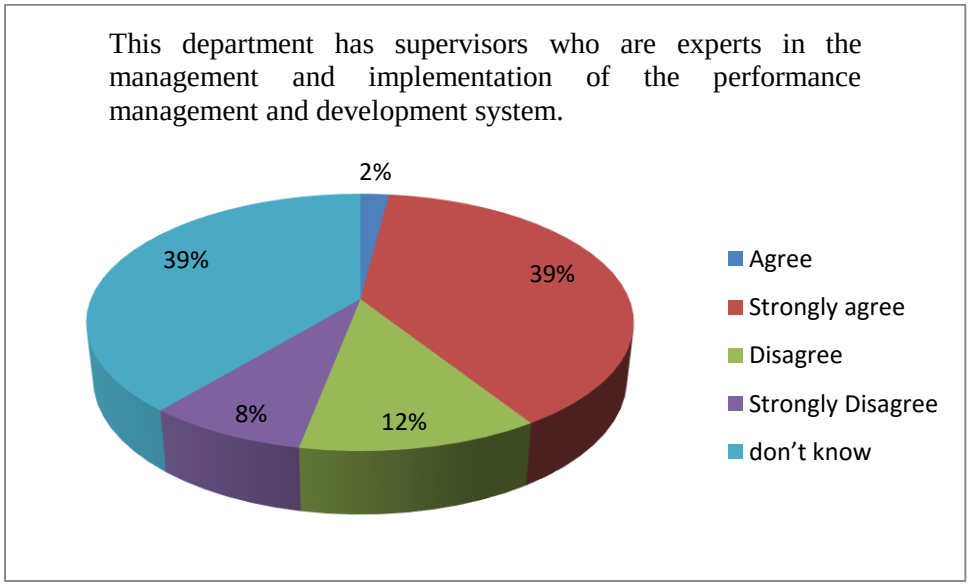
According to the above chart, the study reveals that 74% (26% & 48%) of the respondents strongly agreed that there are many grievances cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development, while on the other hand 16% of respondents disagree that there are grievances regarding the implementation of the system and 10% indicated that they do not know if there are such problems in their department. The chart reveals that more still need to be done to ensure that challenges associated with performance management and development system are completely eliminated for majority of employees are still experiencing challenges in this department.

Support from other integral units



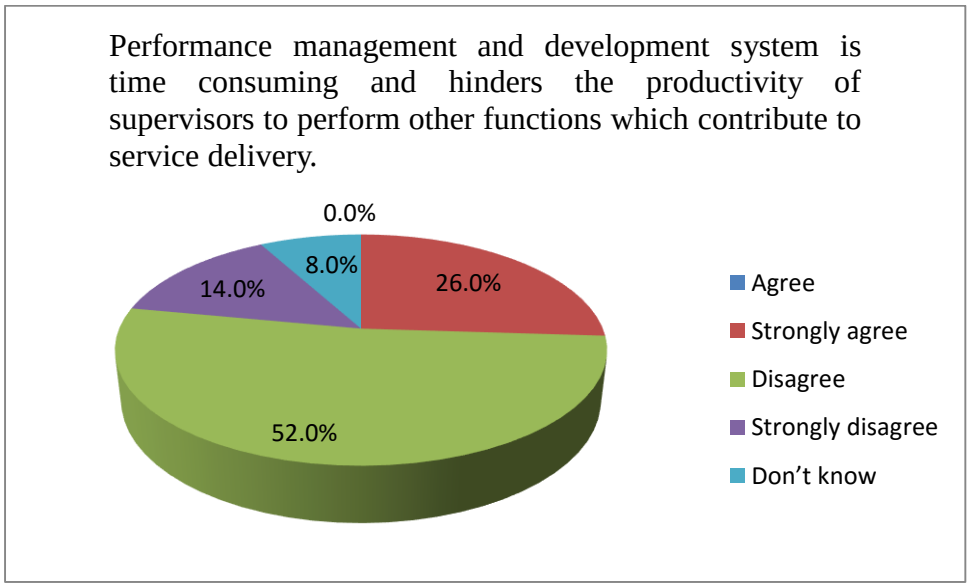
According to the chart provided above, the study reveals that 74% (20% & 54%) of the respondents strongly agreed that responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provides full support during the implementation of the performance management and development system, while 20% (10% & 10%) of the respondents disagree that responsible units are providing such support and only 6% indicated that they do not know. The chart reveals that responsible units ensure that the system achieves its intended results even though all affected employees need to be made aware of what these units are doing to ensure that they benefit from what is being done so that they are not left behind.

Expertise in reviewing performance



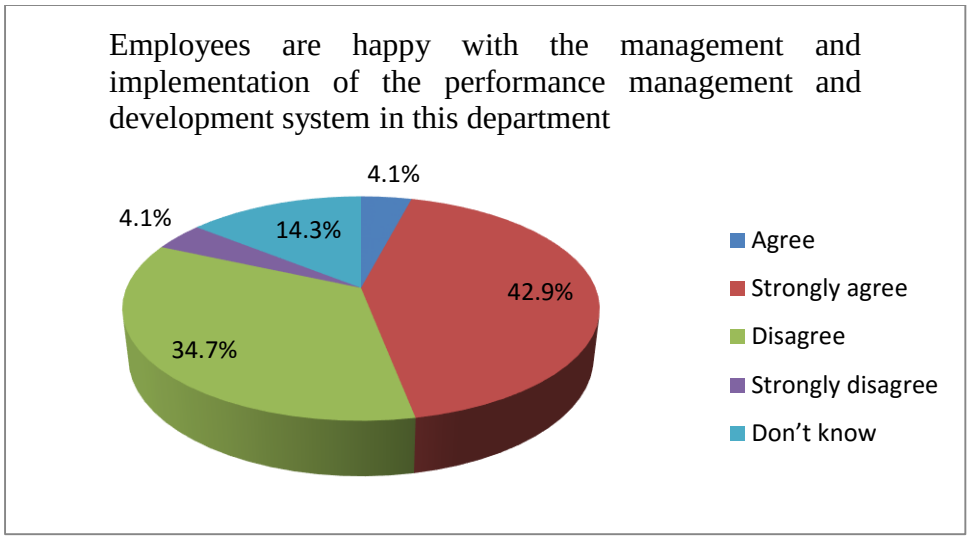
The above chart shows that 40.8% (2% & 39%) of the respondents agreed that their department has supervisors who are experts in the management and implementation of the performance management and development system, while on the other hand 20% of respondents disagree that there are performance management expect in their department and also 30% of respondents indicating that they do not know if there are such people in their department. It is arguable that if expects are there in the department why are there so many claims that there are grievances due to the way in which the system is managed and implemented. The above chart reveals that not all employees are benefiting from the experts knowledge neither they are making much influence on all employees' performance improvements.

Challenges in implementing performance appraisal system currently



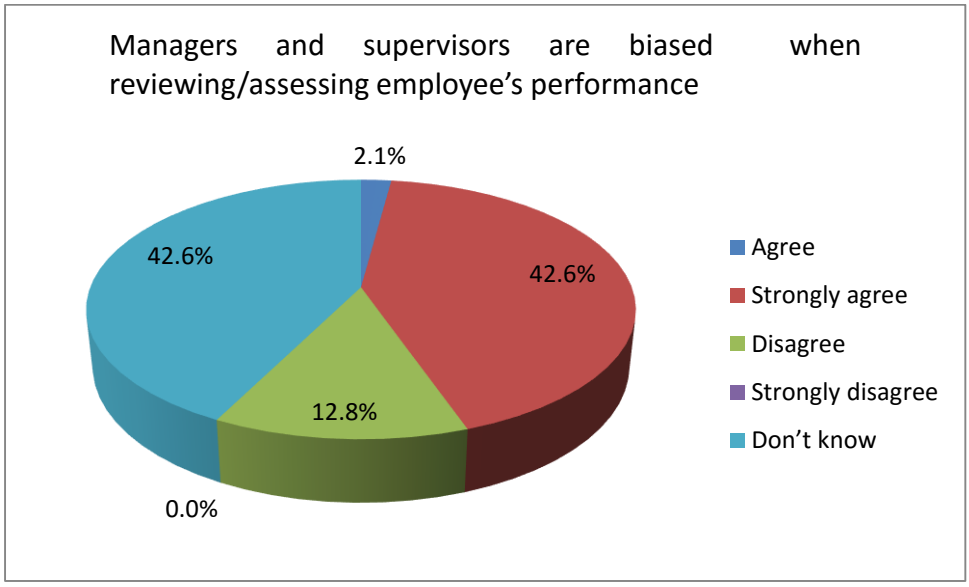
According to the chart above, 66% (52% & 14%) of the respondents disagree that performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery, while on the other hand 26% respondent strongly agree that this system is time consuming. Only 8% of respondents indicated that they do not know if really this PMDS system is time consuming or not. The above chart reveals that most employees understand the need for the performance management and development system in their department and how it contributes to service delivery.

Satisfaction levels with current performance management



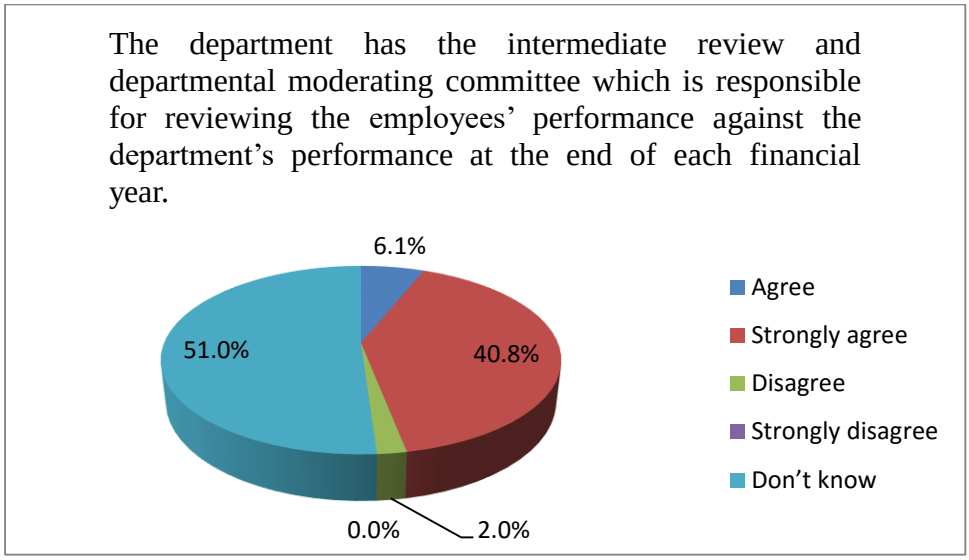
The above research results reveals that 47% (4.1% & 42.9%) of the respondents agreed that employees are happy with the management and implementation of the performance management and development system in this department, while on the other hand 38.8% (34,7 & 4,1%) respondents disagree that employees are happy with the management and implementation of this system. While only 14, 3% indicated that they do not know if whether employees are happy with the way in which they system is being managed in this department. The above chart reveals that more still need to be done to ensure that all employees are happy with the way in which they system is being managed and implemented in this department in order for the system to have meet its intended results for some employees are not happy.

Bias among supervisors and managers in system implementation



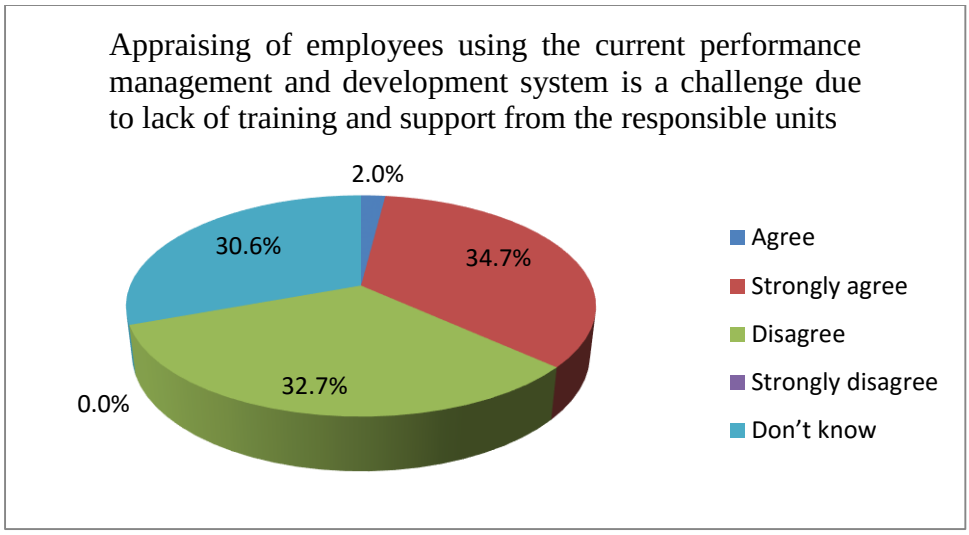
According to the above chart, the results reveals that 44,7% (42.6% & 2,1%%) of the respondents agreed that managers and supervisors are biased when reviewing/assessing employee's performance, while only 12,8% disagree with that claim. 42.6% of respondents agree that they know truly that is the case. The chart reveals that employees believe that managers and supervisors are bias when evaluating their performance. The chart reveals that employees are not happy with how the system is being implemented due to the high number of employees who believes that managers are bias. This means much still has to be done to ensure that the levels of dissatisfaction are brought to 0% when assessing employees' performance.

Presence of review and moderating committees in Department



The above chart reveals that 51% (0% & 51%) of the respondents do not know if the department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year, while 46, 9% (6, 1% & 40, 8%) agrees that the department has these two committees responsible for reviewing employees each financial year against the departmental performance. The responsible units must ensure that during training or orientation emphasise the purpose of the available performance management and development system committees.

Limitations in current practices



The above chart reveals that at least 36.7% (2, 0% & 34, 7%) of the respondents agreed that appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units, while 32, 7% respondents disagreed that they are facing such challenges, 30,6% of respondents indicated that they do not know anything regarding the provided statement. The chart reveals that training and support from responsible units need to be encourage and improved to ensure that appraising of employees should not be a challenge.

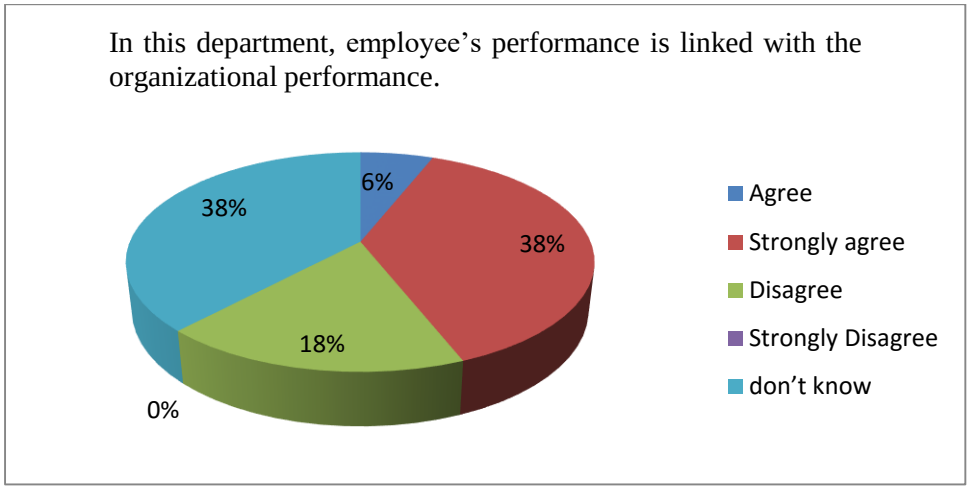
Determining employees' performance and links to departmental performance

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
In this department, employee's performance is linked with the organizational performance.	3(6.0%)	19(38.0%)	9(18.0%)	0(0.0%)	19(38.0%)	50(100)
The current performance management and development system helps employees improve their performance.	2(4.0%)	29(58.0%)	15(30.0%)	1(2.0%)	3(6.0%)	50(100)
Managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's).	3(6.3%)	34(70.8%)	8(16.7%)	1(2.1%)	2(4.2%)	48(100)
My job description provides clear goals and outcomes expected from me by my supervisor regarding performance	11(22.9%)	32(66.7%)	5(10.4%)	0(0.0%)	0(0.0%)	48(100)

The department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA).	2(4.1%)	22(44.9%)	0(0.0%)	0(0.0%)	25(51.0%)	49(100)
The Head of Human Resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the department.	1(2.1%)	13(27.1%)	6(12.5%)	1(2.1%)	27(56.3%)	48(100)
Training and refresher courses on the procedure and processes to be followed during the implementation of this system are conducted every year.	1(2.2%)	33(71.7%)	5(10.9%)	1(2.2%)	6(13.0%)	46(100)
Managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole.	9(18.8%)	36(75.0%)	0(0.0%)	0(0.0%)	3(6.2%)	48(100)

The table above presents the responses to the questions relating to present an overview of the current position on performance management in the selected South African National Government Departments. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

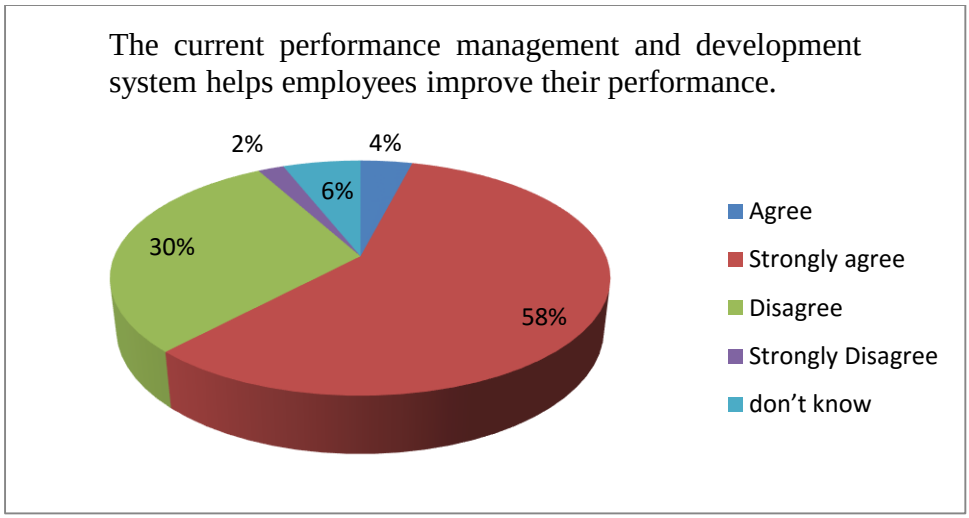
Employees' performance and links to departmental performance



According to the above provided chart 44% (6% & 38%) of the respondents agreed that in their department, employee's performance is linked with the organizational performance, followed by those indicated that they do not know with 38% and those who disagreed constituted 18%. It is very important that employee's performance be linked with the organization's performance in order for the organization to achieve its goals. The chart reveals that not all employees know if the organisational performance is directly linked to their performance. It is the responsibility

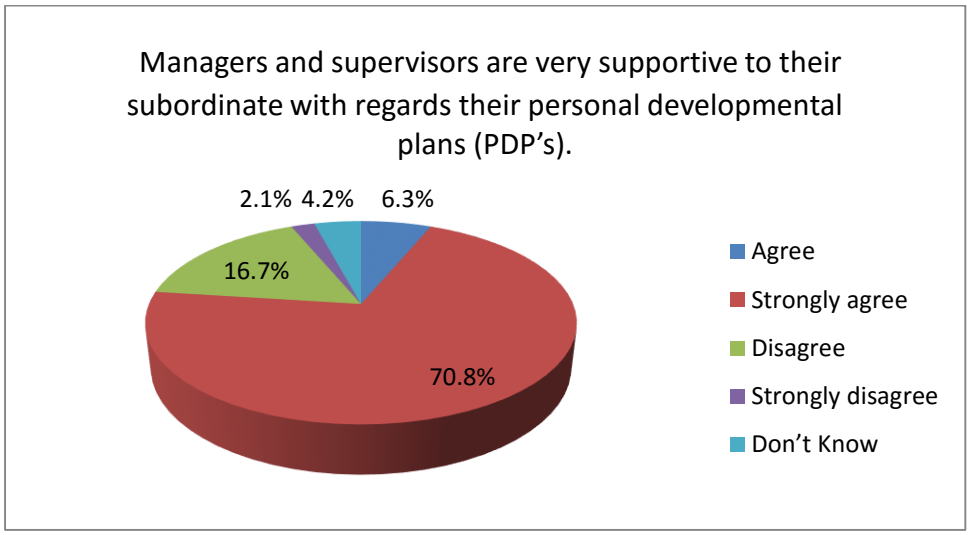
of supervisor to ensure that all employees understand and know their contribution towards the overall organisation's performance and how do they fit in.

Perceptions about current performance management and development practices



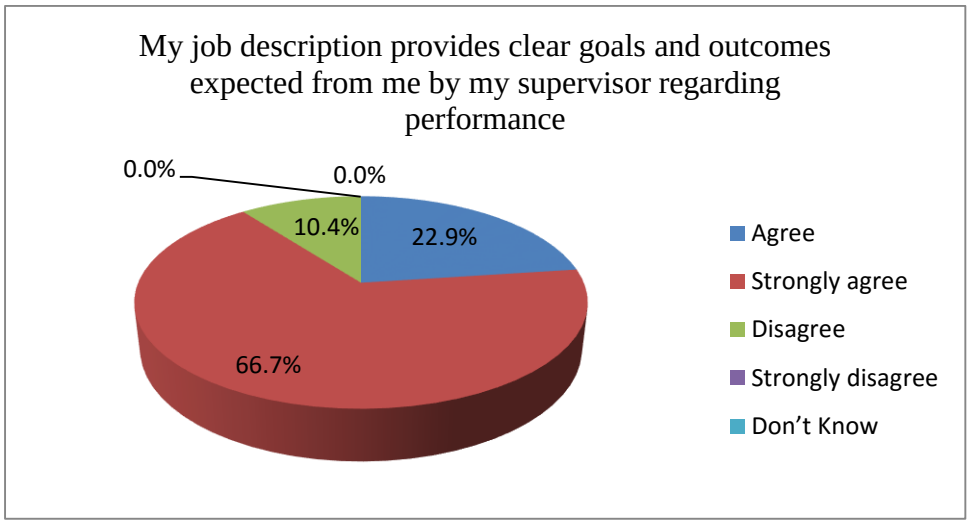
The other purpose of the performance management and development system policy framework is to identify poor performers and take remedy action to help them improve their performance. The study reveals that 62% (4% & 58%) of the respondents agree that the current performance management and development system helps employees improve their performance, while those who disagrees with the claimed statement constituted 32% (30% & 2%) , followed by those who indicated that they do not know with 6%. The chart reveals that employees understand that and are benefiting from the objective of the system which is to help to improve their performance.

Perceptions on managers and supervisors in PDPs



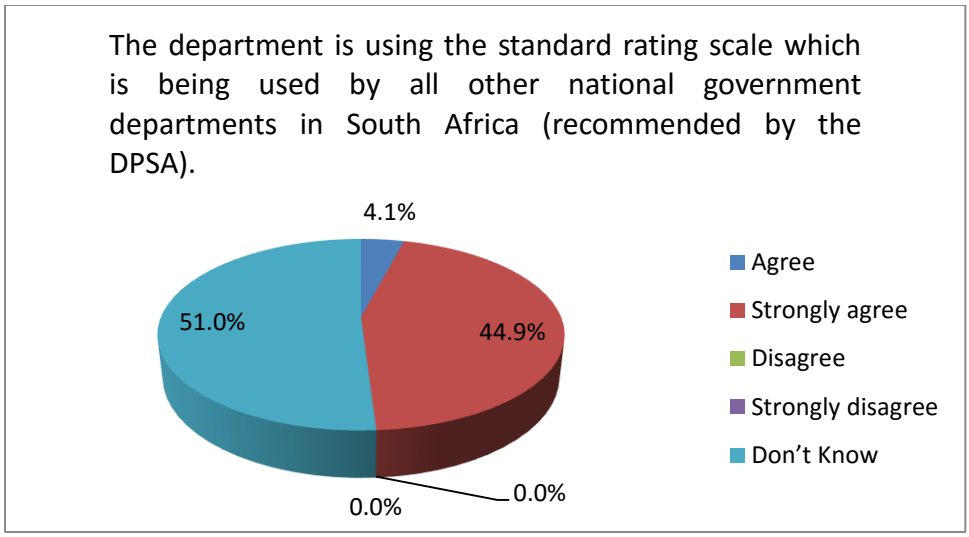
The above chart reveals that 77.1% (6.3% & 70.8%) of the respondents strongly agreed that managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's), while those who indicated that they do not know constituted 4.2%, followed by those who disagreed with 19% (16.7% & 2.1%). The chart reveals that managers and supervisors are playing their role by providing support to employees with regards addressing their PDP's.

Connecting job description to performance indicators



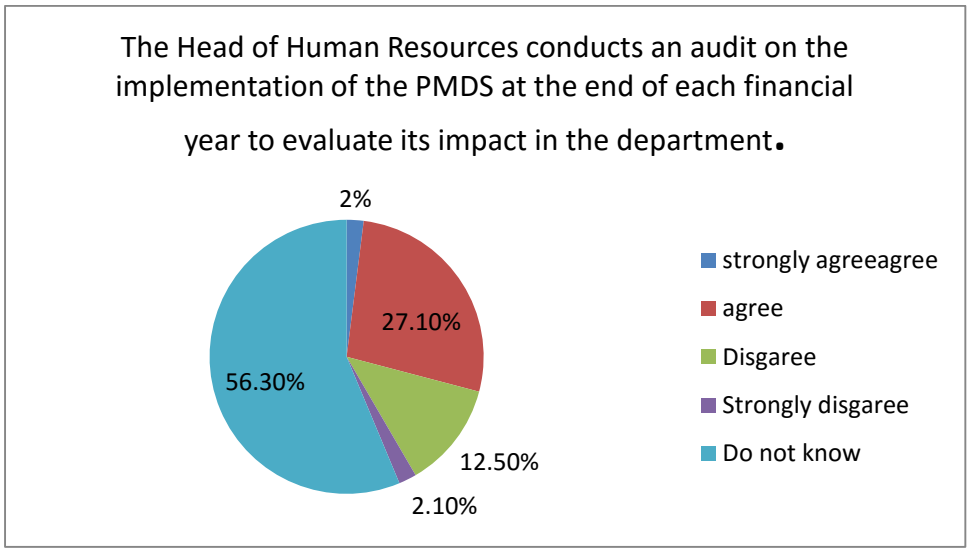
The table above shows that 89.6% (22.9% & 66.7%) of the respondents strongly agreed that their job description provides clear goals and outcomes expected from me by my supervisor regarding performance, while only 10, 4% disagree with the statement. The chart reveals that managers and supervisors have made it easy for the employees to know what exactly is expected from them by providing clear goals and expectations from employees.

Perceptions on rating scale currently in vogue



The above chart reveals that 51% of the respondents do not know if the department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA), while those who agrees with the statement constituted 49% (44.9% & 4.1%) . The chart reveals majority of supervisors and managers have not explained enough to employees which rating scale will be used during their assessment period.

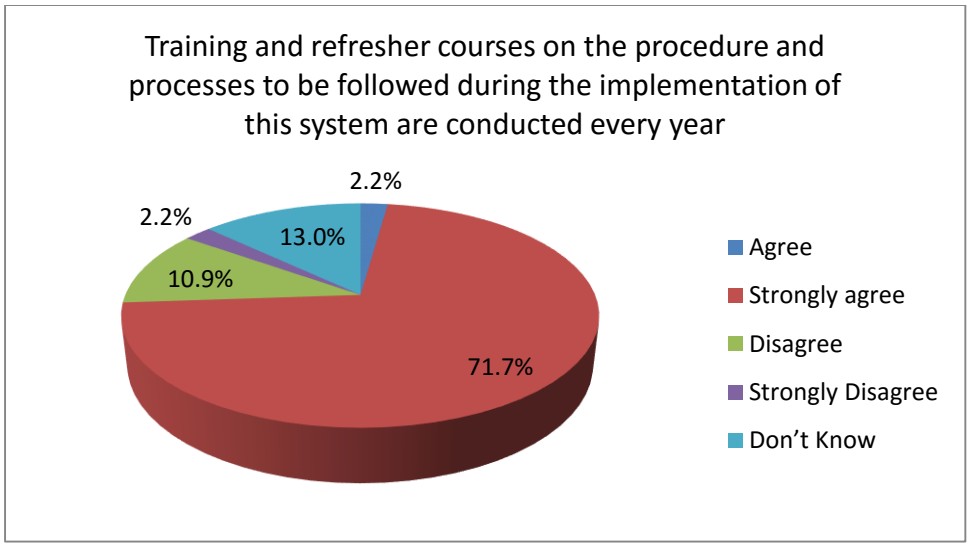
Human resources audit trail



The study reveals that 56.3% of the respondents do not know if whether the head of Human Resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the department, while those who disagree constitute 15% (2% & 13%), followed by those who agree with 29% responses. The chart reveals that there are lot of

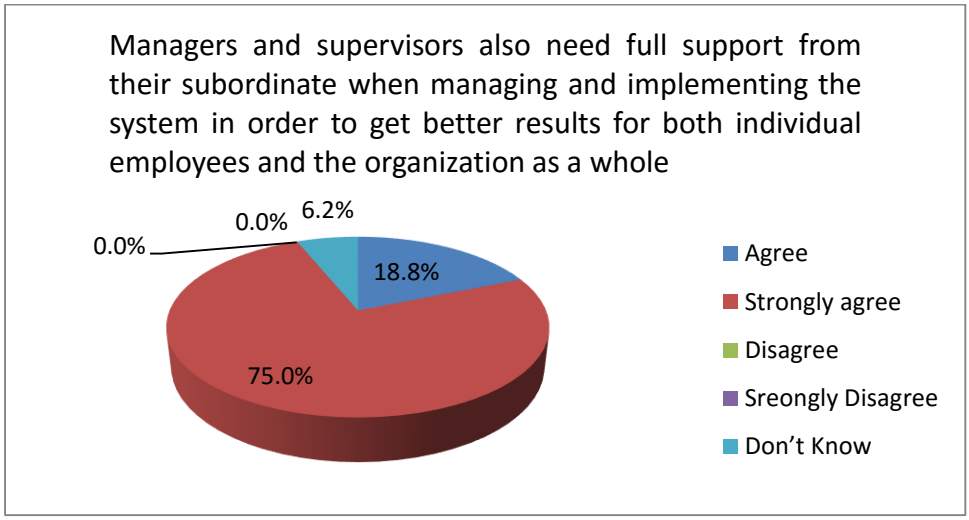
people who are not provided with information on what is done at the end of the cycle with regard to the implementation of the performance management and development system.

Perceptions on training and refresher courses



The study reveals that 73.9% (2.2% & 71.7%) of the respondents agrees that training and refresher courses on the procedure and processes to be followed during the implementation of this system are conducted every year, while 13.1% (10.9% &2.2%) disagree with the statement and lastly those who indicated that they do not know constituted 13%. The chart reveals that employees of this department are benefiting from the training and refresher courses which are provided by the responsible unit to ensure that employees know the procedure and processes to follow during the implementation of the system.

Managerial support needs



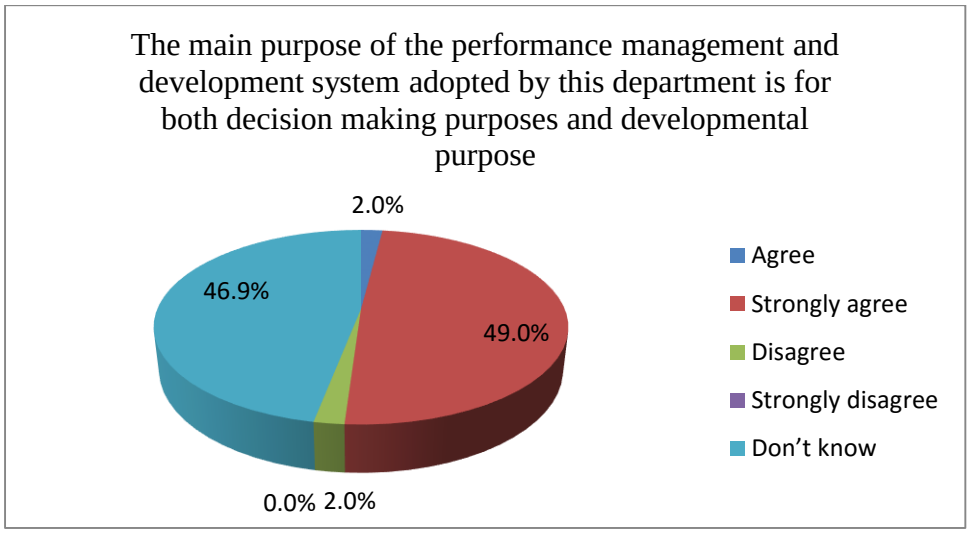
The above chart reveals that at least 93.8% (18.8% & 75%) of the respondents strongly agreed that managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole, while those who indicated that they do not know constituted 6, 2%. The above chart reveals that employees of this department understand that managers and supervisors need their support to ensure that the objectives of the system are achieved.

Possibilities of a new model on performance management and development system

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	**2**	**3**	**4**	**5**	
The main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose	1(2.0%)	24(49.0%)	1(2.0%)	0(0.0%)	23(46.9%)	49(100)
The current performance management and development system need to be amended or re-designed in order to meet the organization's goals in today's rapidly changing environment	11(22.9%)	19(39.6%)	13(27.%)	2(4.2%)	3(6.3%)	48(100)

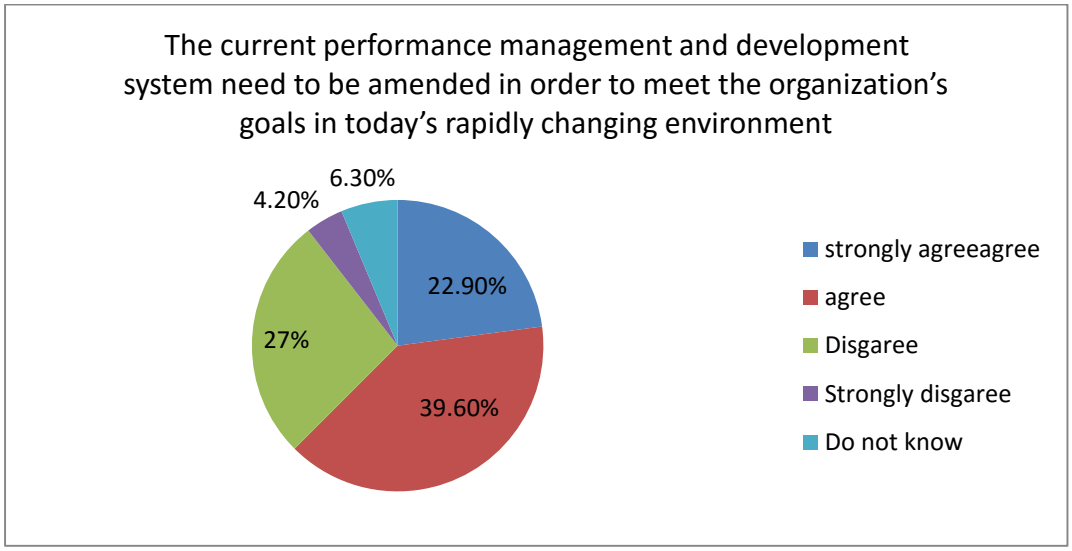
The above table presents the responses to questions relating to suggesting a new model on how performance management and development system should be managed in order to yield the desired results. The respondents were requested to respond to two statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perceived purposes of performance management



According to the chart above the study shows that 51% (2% & 49%) of the respondents agreed that the main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose, while 46,9% indicate that they do not know, followed by the those who disagreed with 2%. The chart reveals that the department is using the system for two main reasons which are developmental and decision making purposes.

Amendment of current performance management system



The above chart shows that at least 62.5% (22.9% & 39.6%) of the respondents agreed that the current performance management and development system need to be amended in order to meet the organization's goals in today's rapidly changing environment, while those who do not agree that the system be changed constitute 31,2% (27,% & 4,2%), followed by those who do

not know with 6,3%. The chart reveals that employees want that the current system be amended to ensure that it meet their needs and also meet its objectives.

4.4 Employees of National Department of Tourism

4.4.1 Demographic profile

Gender

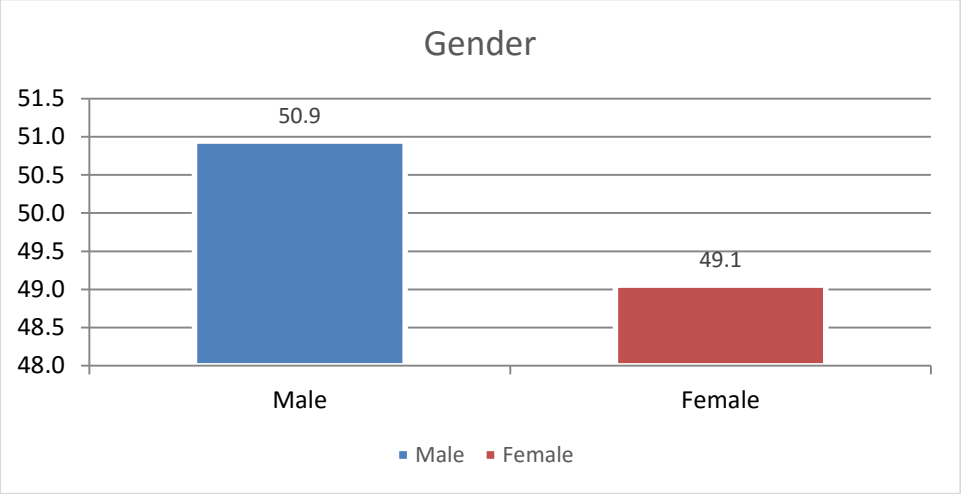


Figure 1 Reflects gender difference and results show that male (50.9%) dominates female (49.1%).

Contract type

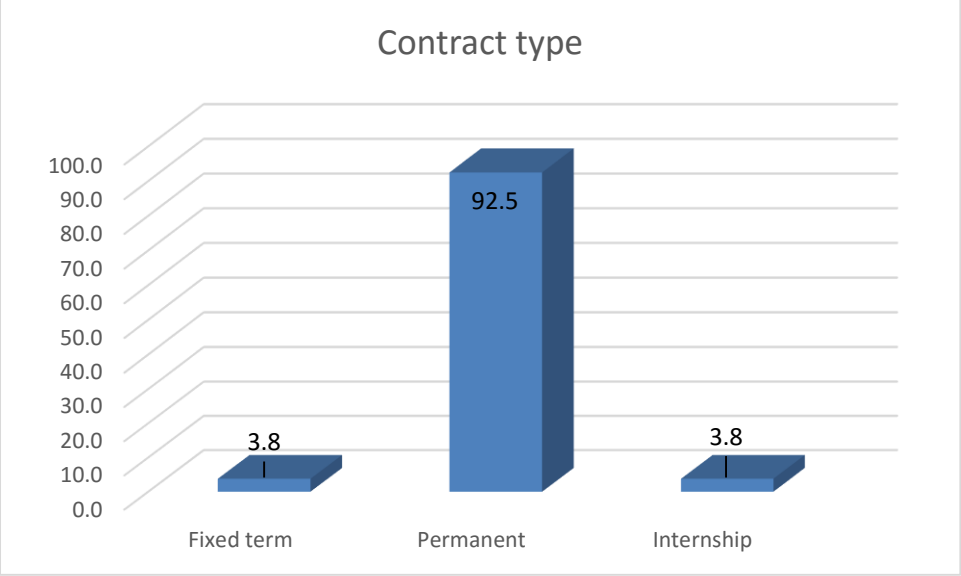


Figure 2 reflects contract type differences and the majority of the respondents were working on permanent basis with 92.5%, followed by workers who on internship and the minority was

fixed contract with 3.8% respectively. The chart reveals that the department is dominate with employees on permanent contract rather than fixed term contracts.

Race

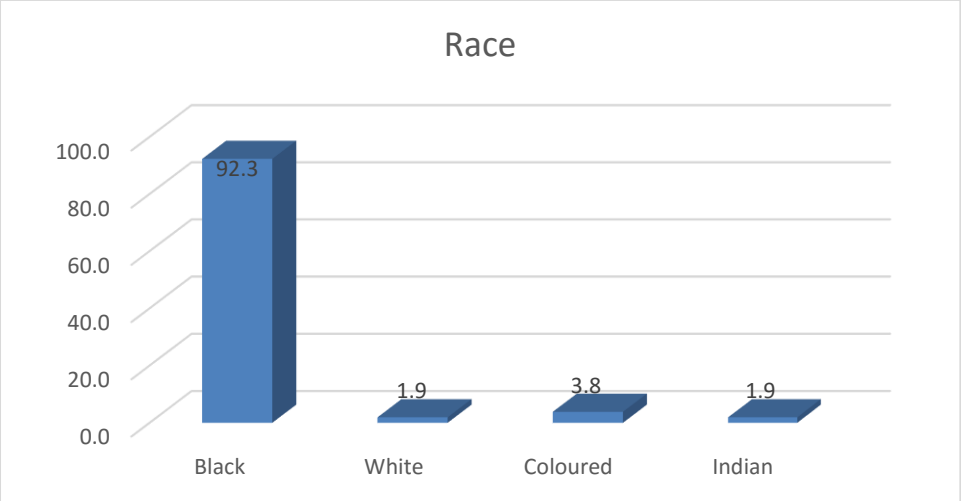


Figure 3 Reflects that 92.3% of respondents' were black, followed by 3.8% of coloured and minority were white and Indian with 1.9%. South Africa as a country is dominated by black people, therefore the above chart support the demographic chart of South Africa.

Salary level

Figure 4 Reflects that majority(35.8%) of the employees are earning between 7 to 8 and 9 to 10 salary levels, followed by employees who are earning between 5 to 6 salary level with 20.8%, and minority earn between 3 to 4 salary levels with 3.8%. The above chart reveals that majority of employees who participated in this study are those on high operational position.

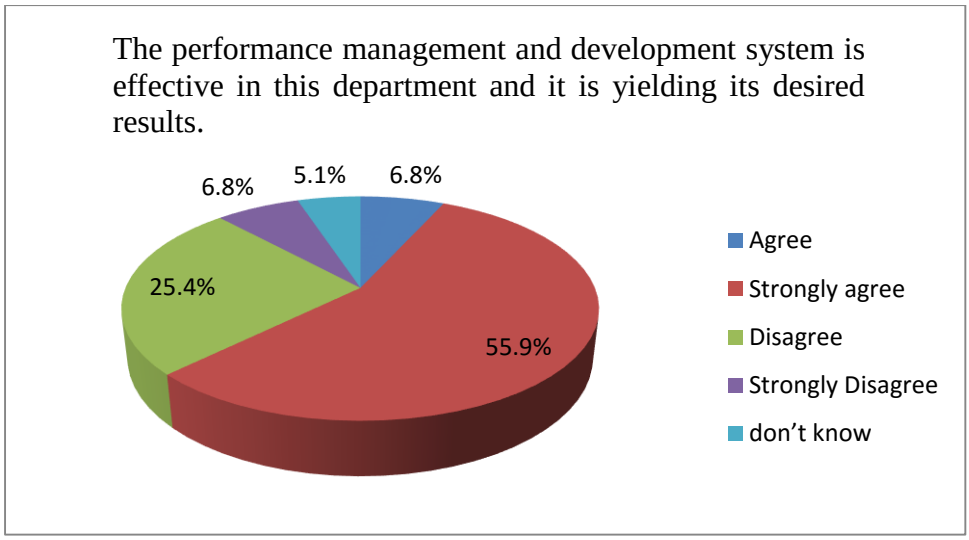
4.4.2 Section B: Tables and charts

Overview of the current position on performance management in the selected South African National Government Departments

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	**2**	**3**	**4**	**5**	
The performance management and development system is effective in this department and it is yielding its desired results.	4(6.8%)	33(55.9%)	15(25.4%)	4(6.8%)	3(5.1%)	59(100)
There are many challenges associated with the management and implementation of the performance management and development system	14(24.1%)	23(39.7%)	16(27.6%)	1(1.7%)	4(6.9%)	58(100)
Managers and supervisors fully support the implementation of the performance management and development system in this department.	8(13.6%)	33(55.9%)	13(22.0%)	2(3.4%)	3(5.1%)	59(100)
Training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance	16(27.1%)	26(44.1%)	8(13.6%)	4(6.8%)	5(8.5%)	59(100)
Middle management services and senior management services do their performance management contracting on time each financial year.	6(10.7%)	19(33.9%)	9(16.1%)	3(5.4%)	19(33.9%)	56(100)

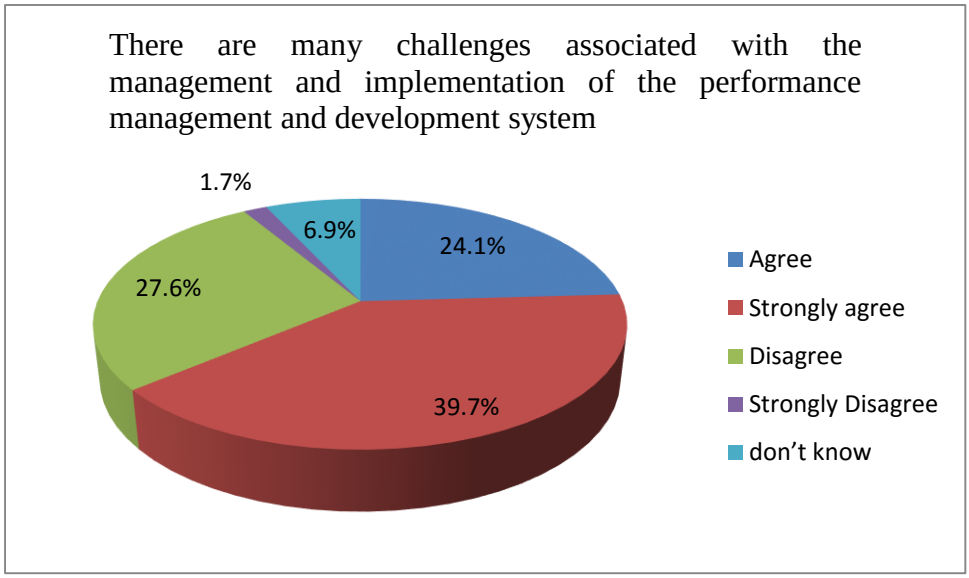
The table above presents the responses to the questions relating to present an overview of the current position on performance management in the selected South African National Government Departments. The respondents were requested to respond to five statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perception on the current performance review system



The chart shows that 62.7% (6.8% & 55.9%) of the respondents agreed that the performance management and development system is effective in this department and it is yielding its desired results, while 32.2% (25.4% & 6.8%) disagree with the claimed statement, followed by those who indicated that they do not know who indicated that who constituted 5.1%. The chart reveals that the system in this department is working and majority of staff believes that it is yielding its desired results.

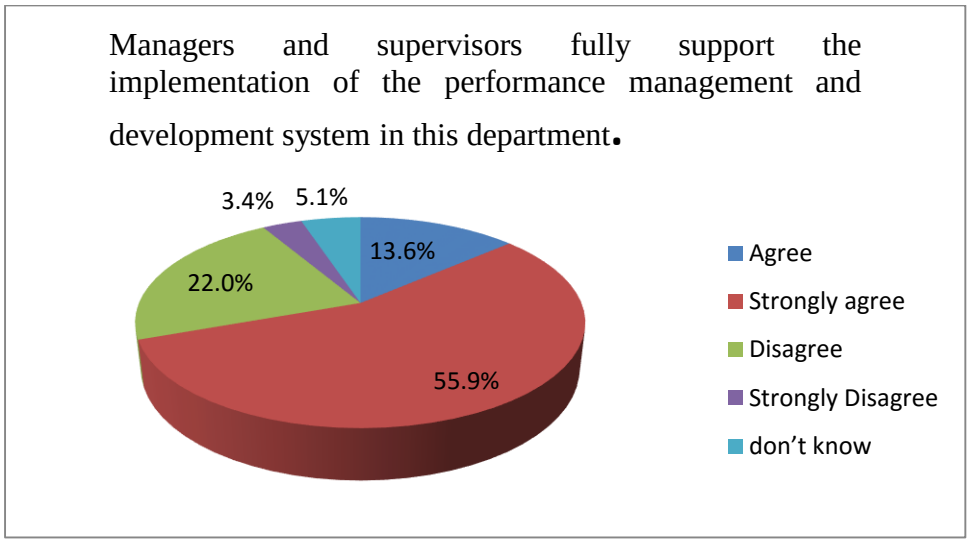
Challenges in implementation of performance review system



The chart shows that 63.8% (24.1% & 39.7%) of the respondents agreed that there are many challenges associated with the management and implementation of the performance

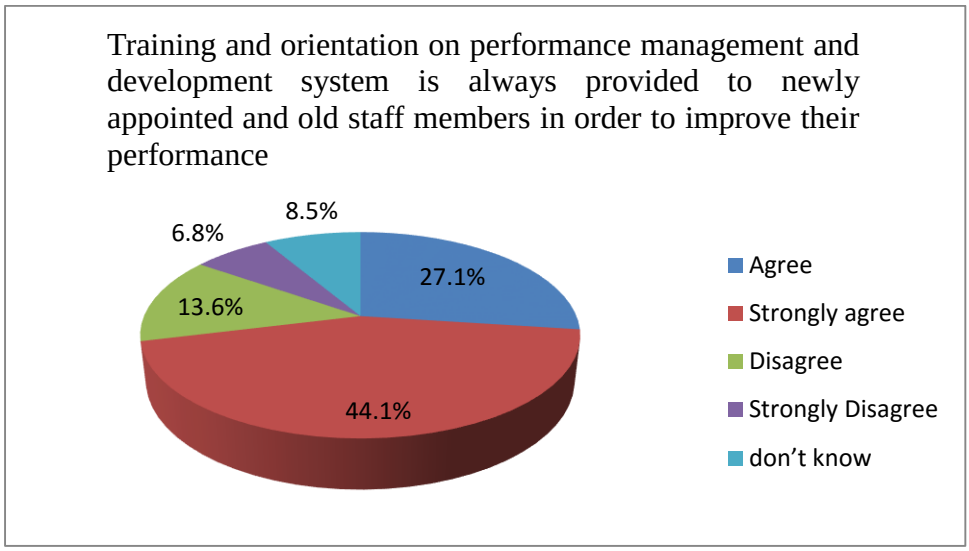
management and development system, while those who disagree constituted 29.3% (27.6% & 1.7%), followed by those who do not know who constituted 6.9%. The chart reveals that most employees are facing lot of challenges when it comes to the management and implementation of the system.

Perceptions on functions of supervisors and managers in current system



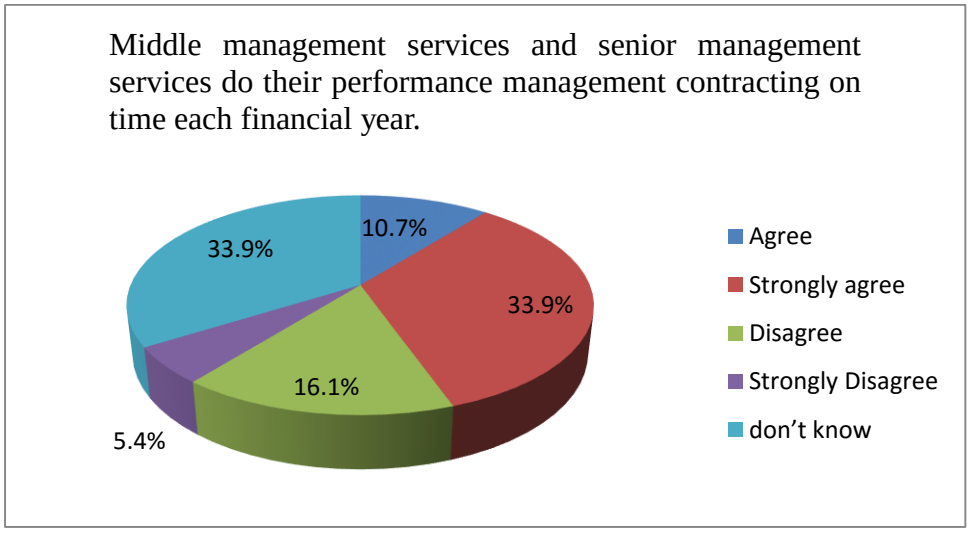
The chart shows that 69.5% (13.6% & 55.9%) of the respondents agreed that managers and supervisors fully support the implementation of the performance management and development system in this department, while those who disagree constitute 25.4% (22% & 3.4%), followed by those who indicated that they do not know with 5.1%. The chart reveals that most managers and supervisor are doing their best to ensure that the system achieves its objectives in this department by providing full support on the implementation of the system.

Perception on training and orientation of employees



The chart shows that 71.2% (27.1% & 44.1%) of the respondents strongly agreed that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance, while 20.4% (13.6% & 6.8%) of respondents disagree with the statement, followed by those who indicated that they do not know who constituted 8.5%. The chart reveals that the department is playing their role of ensuring that training and orientation on PMDS is provided to all newly appointed and old staff members.

Timing the contract



The study shows that at least 44.6% (10.7% & 33.9%) of the respondents agreed that middle management services and senior management services do their performance management contracting on time each financial year, while 33.9% of respondents indicated that they do not know, followed by the minority of 21.5% (16.1% & 5.4%) who disagreed with the claimed

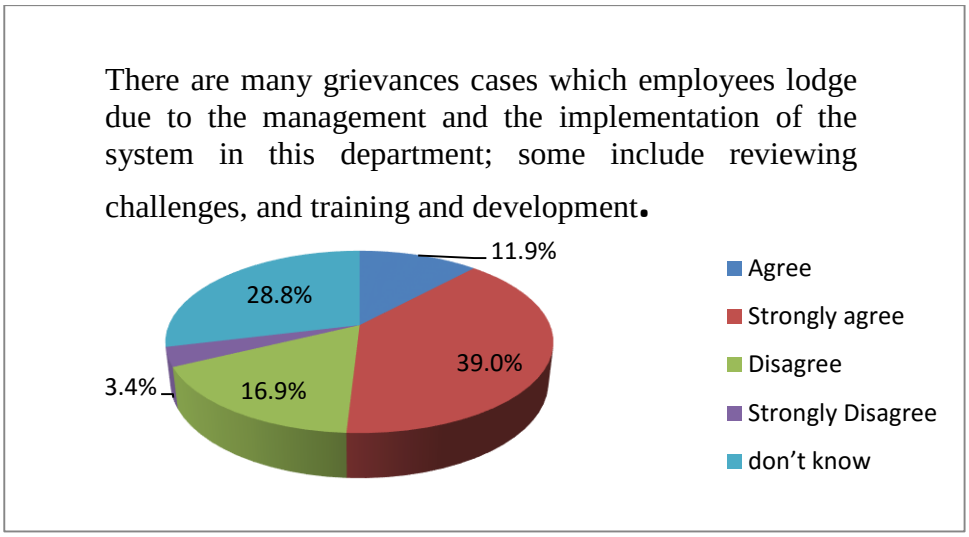
statement. The chart reveals that not all employees are having full information on whether their seniors are leading by example by doing their performance contracting on time.

The current challenges in improving performance management and development system in the South African national government departments

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	**2**	**3**	**4**	**5**	
There are many grievances cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development.	7(11.9%)	23(39.0%)	10(16.9%)	2(3.4%)	17(28.8%)	59(100)
Responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provide full support during the implementation of the performance management and development system	12(20.3%)	31(52.5%)	7(11.9%)	3(5.1%)	6(10.2%)	59(100)
This department has supervisors who are experts in the management and implementation of the performance management and development system.	3(5.2%)	23(39.7%)	17(29.3%)	7(12.%)	8(13.8%)	58(100)
Performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery.	7(11.9%)	10(16.9%)	29(49.2%)	11(18.6%)	2(3.4%)	59(100)
Employees are happy with the management and implementation of the performance management and development system in this department.	3(5.1%)	13(22.0%)	20(33.9%)	14(23.7%)	9(15.3%)	59(100)
Managers and supervisors are biased when reviewing/assessing employee's performance	8(13.8%)	20(34.5%)	12(20.7%)	5(8.6%)	13(22.4%)	58(100)
The department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year.	10(17.5%)	33(57.9%)	2(3.5%)	1(1.8%)	11(19.3%)	57(100)
Appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units	4(7.3%)	18(31.6%)	20(35.1%)	3(4.9%)	12(21.1%)	57(100)

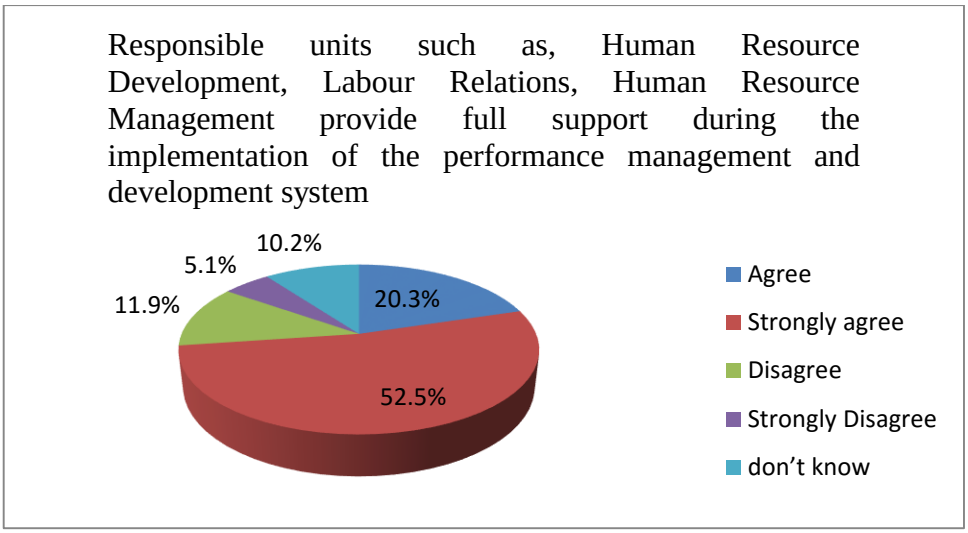
The table above presents the responses to the questions relating to outline the current challenges in improving performance management and development system in the South African national government departments. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perception on grievance cases



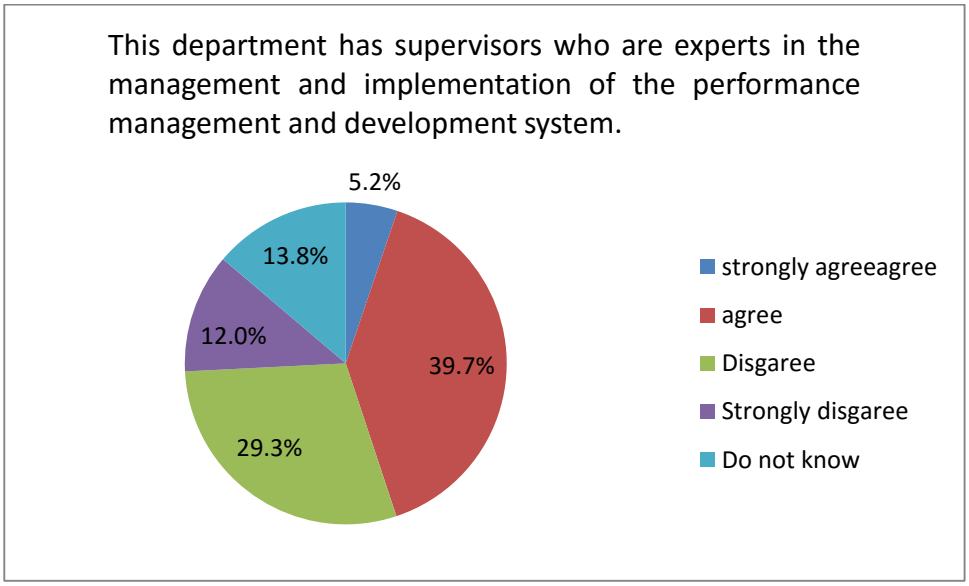
The chart shows that 50.9% (11.9% & 39%) of the respondents agreed that there are many grievances cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development, while on the other 20.1% (16.9% & 3.4%) of respondents disagree with the provided statement, followed by the last group with 28.8% of those who indicated that they do not know. The chart clear reveals that the department still need to perfect the way in which the system is being managed and implemented in order to ensure that the grievance which are lodged due to unsatisfactory by employees are eliminated to 0%.

Support from other integral units



The chart shows that 72.8% (20.3% & 52.5%) of the respondents strongly agreed that responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provides full support during the implementation of the performance management and development system, while 17% (11.9% & 5.1%) of respondents disagree with the statement, followed by those who indicated that they do not know with little percentage of 10.2%. The chart reveals that the responsible units are doing their best by providing full support during the implementation of the system to ensure that employees are happy with all processes and also to ensure that the system objectives are met.

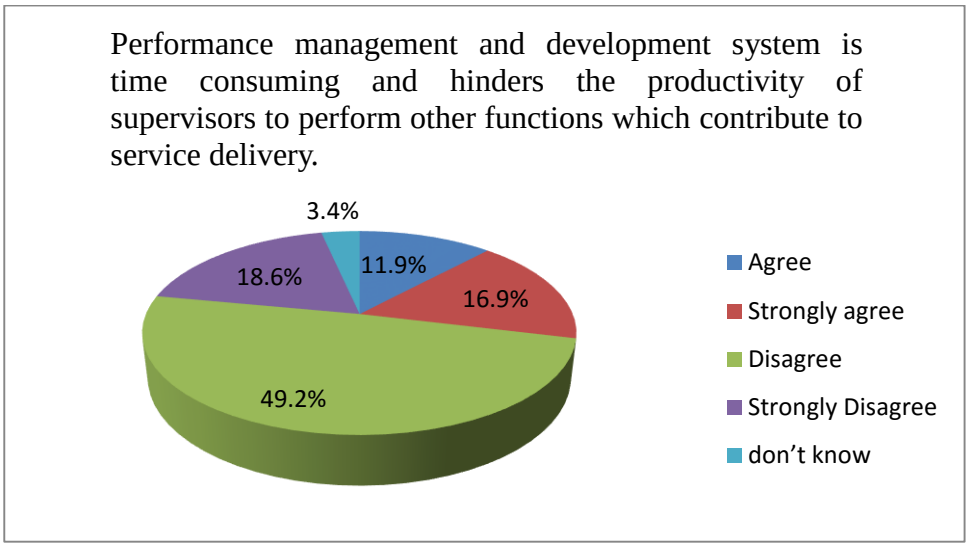
Expertise in reviewing performance



The above chart shows that 44.9% (5.2% & 39.7%) of the respondents agreed that these departments have supervisors who are experts in the management and implementation of the performance

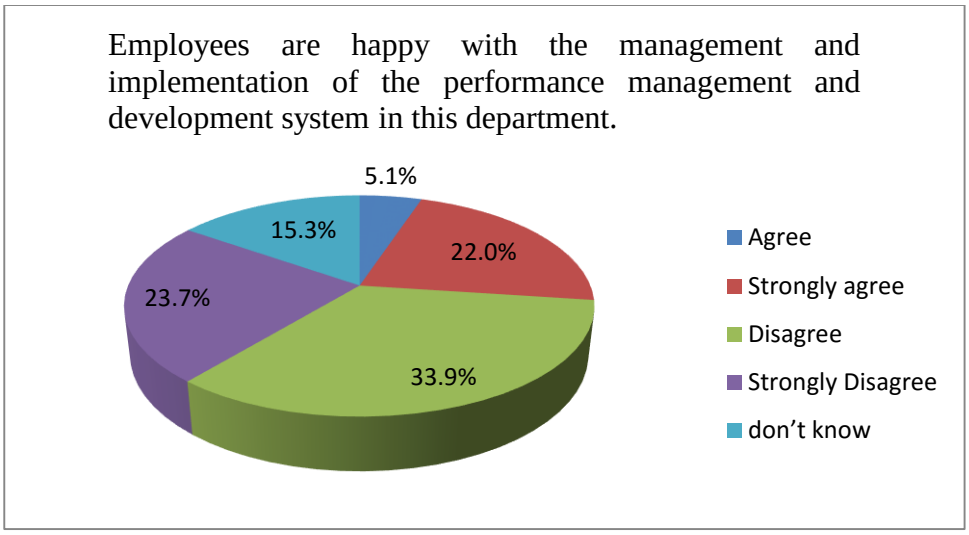
management and development system, while those who disagree constituted 41.3% (29.3% & 12.%), followed by those who indicated that they do not know who constituted 13.8%. The chart reveals that lack of experts in this department might be another cause of challenges which employees experience and grievance which employees lodge due to poor management and implementation of the system.

Challenges in implementing performance appraisal system



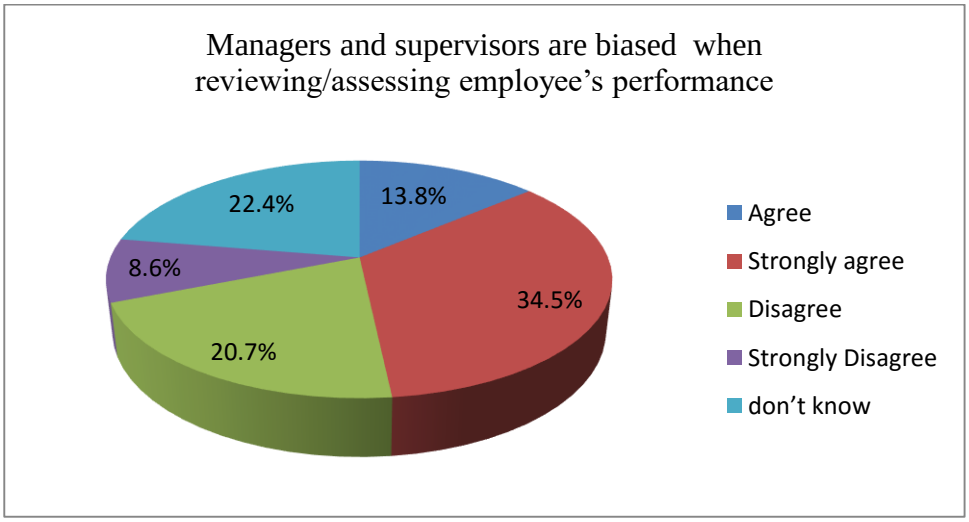
The above chart shows that 67.8% (18.6% & 49.2%) of the respondents disagreed that performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery, while 28.8% (16.9% & 11.9%) agreed that management and implementation of the system is truly time consuming and hampers the productivity of the supervisors, followed by those who indicated that they do not know whether it is time consuming or not who constituted 3.4%. The chart reveals that most employees understand the need for performance management and development system in their department and also its contribution towards effective service delivery.

Satisfaction level with current performance management and development system



The chart shows that 57.6% (33.9% & 23.7%) of the respondents disagreed that employees are happy with the management and implementation of the performance management and development system in this department, while on the other hand 27% (22% & 5.1%) respondents agree that employees are happy with regards the implementation and management of the system, followed by those who indicated that they do not know with 15.3%. The chart reveals that there are lot of problem which need immediate attention to ensure that employees find joy during the management and implementation of the performance management and development system. Many employees are not happy with the implementation of the system in this department.

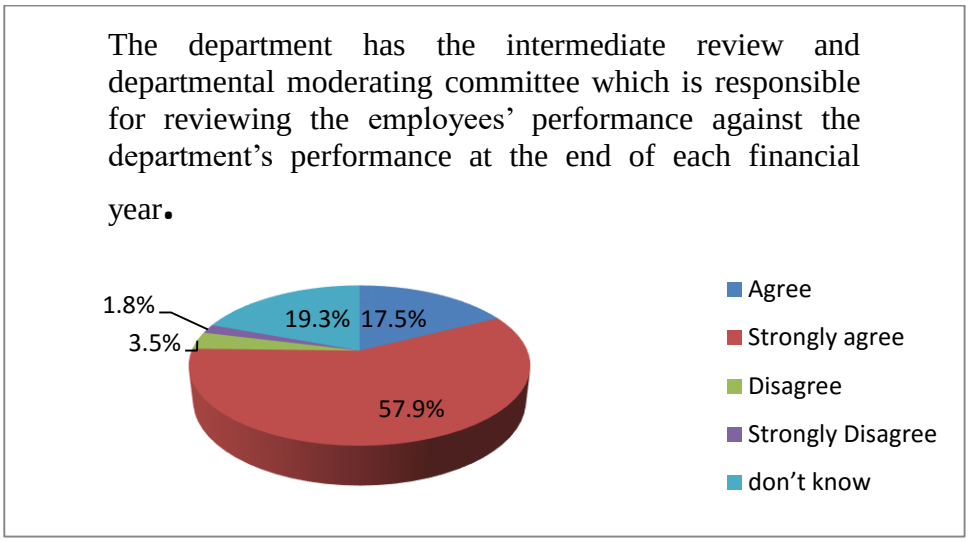
Bias among supervisors and managers in system implementation



The chart shows that 48.3% (13.8% & 34.5%) of the respondents agreed that managers and supervisors are biased when reviewing/assessing employee's performance, while those who disagree constituted

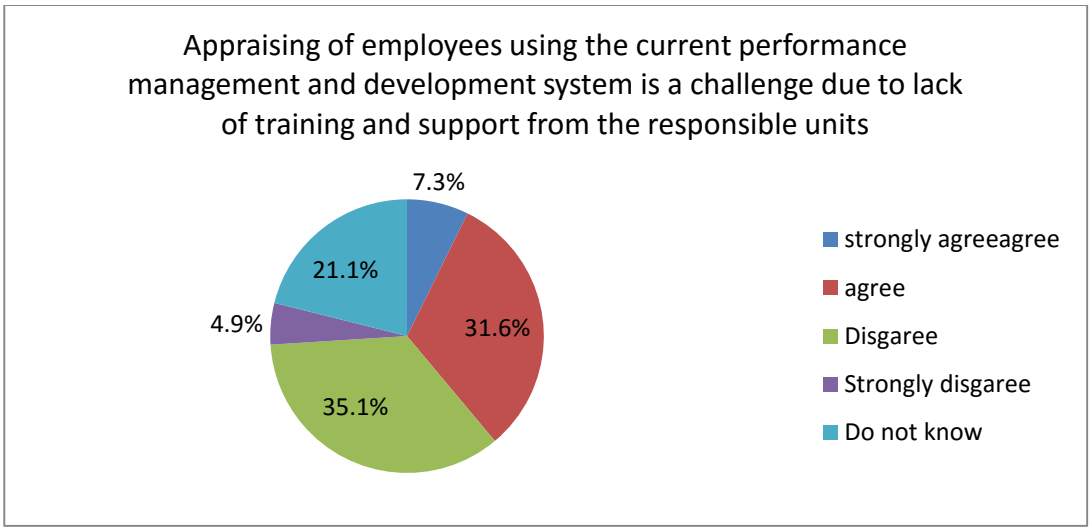
29.3% (20.7% & 8.6%), followed by those who indicated that they do not know with 22.4%. The chart reveals that training is still required for most of supervisor and managers to ensure that they fully understand the negative impact they cause on employees personal life when they are bias when evaluating their performance.

Presence of review and moderating committees in Department



The chart shows that 75.4% (17.5% & 57.9%) of the respondents strongly agreed that the department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year, while on the other hand 19.3% of respondents indicated that they do not know, followed by 5.3% (3.5% & 1.8%) who disagreed with the provided statement. The chart reveals that this department has the performance intermediate and departmental moderating committee but not all employees in the department are aware of the existence of these committees.

Limitation in current practices



The chart shows that at least 40% (35.1% & 4.9%) of the respondents disagreed that appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units, while on the other hand 38.9% (31.6% & 7.3%) of agree that surely performing this task is a challenge due to lack of training, followed those indicated that they do not know who constituted 21.1%. The chart reveals that not all employees are trained enough to understand the performance appraisal process by the responsible units. More training is required to ensure that all employees do not find any challenge when assessing employees performance as this could reduce grievances lodged by employees due to poor implementation of the system and bias by supervisor and managers due to lack of knowledge and skills

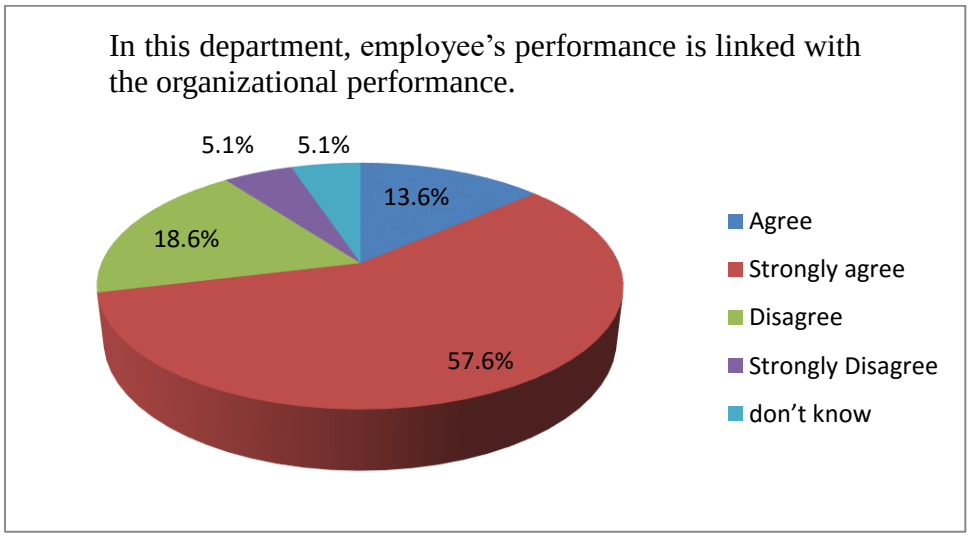
To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
In this department, employee's performance is linked with the organizational performance.	8(13.6%)	34(57.6%)	11(18.6%)	3(5.1%)	3(5.1%)	59(100)
The current performance management and development system helps employees improve their performance.	8(13.8%)	27(46.5%)	11(19.0%)	8(13.8%)	4(6.9%)	58(100)
Managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's).	6(10.3%)	25(43.1%)	19(32.8%)	5(8.6%)	3(5.2%)	58(100)

My job description provides clear goals and outcomes expected from me by my supervisor regarding performance	17(28.8%)	25(42.4%)	12(20.3%)	5(8.5%)	0(0.0%)	59(100)
The department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA).	14(24.6%)	31(54.3%)	2(3.5%)	1(1.8%)	9(15.8%)	57(100)
The Head of Human Resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the department.	3(5.3%)	19(33.3%)	8(14.0%)	2(3.5%)	25(43.9%)	57(100)
Training and refresher courses on the procedure and processes to be followed during the implementation of this system are conducted every year.	9(16.1%)	24(42.9%)	11(19.6%)	1(1.8%)	11(19.6%)	56(100)
Managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole.	17(29.8%)	31(54.3%)	5(8.8%)	1(1.8%)	3(5.3%)	57(100)

Table 4.3.3 presents the responses to the questions relating to determine how the employees' performance can be linked with the departmental performance in order to achieve the organisational goals by using the current system. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

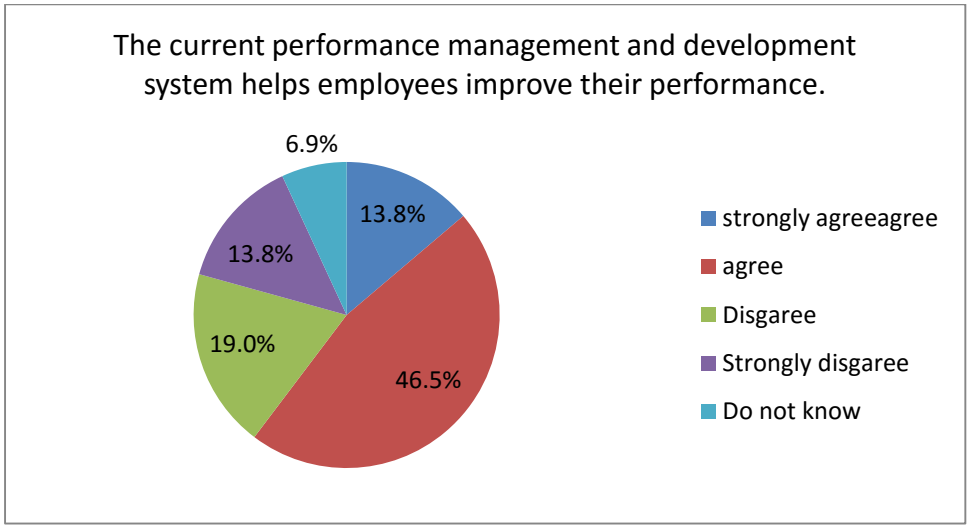
Employees' performance and link to departmental performance



The chart shows that 71.2% (13.6% & 57.6%) of the respondents strongly agreed in this department, employee's performance is linked with the organizational performance, while on

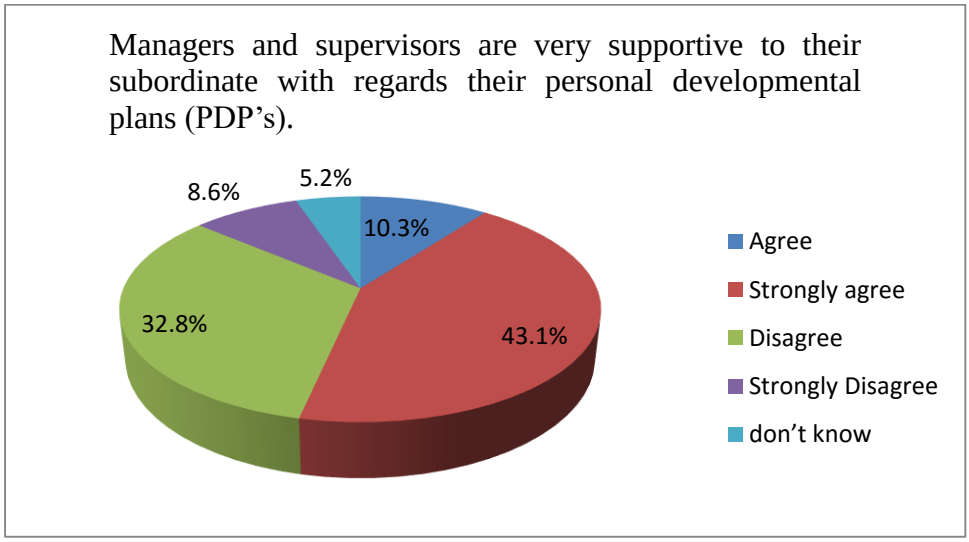
the other hand 23.7% (18.6% & 5.1%) disagree with the provided statement, followed by 5.1% of those who indicated that they do not know. The chart reveals that the system working in this department but however it have not achieve its full objectives.

Perception about current PMDS Practices



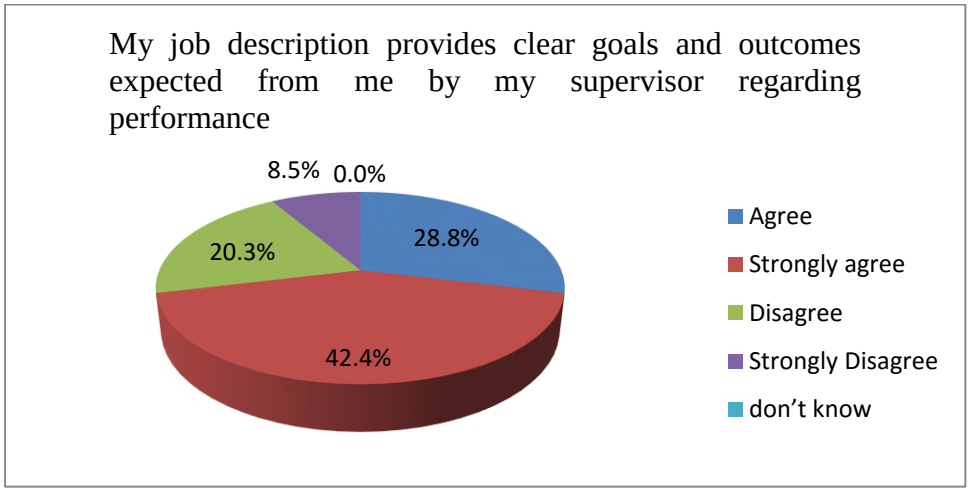
The chart reveals that 60.4% (13.8% & 46.5%) of the respondents agreed that the current performance management and development system helps employees improve their performance, while 32.8% (19% & 13.8%) disagree with the provided statement, followed by the last group who indicated that they do not know with 6.9%. The chart reveals that the current system is helping most of the employees to improve their performance which is one of the objectives of the system.

Perception on managers and supervisors in PDPs



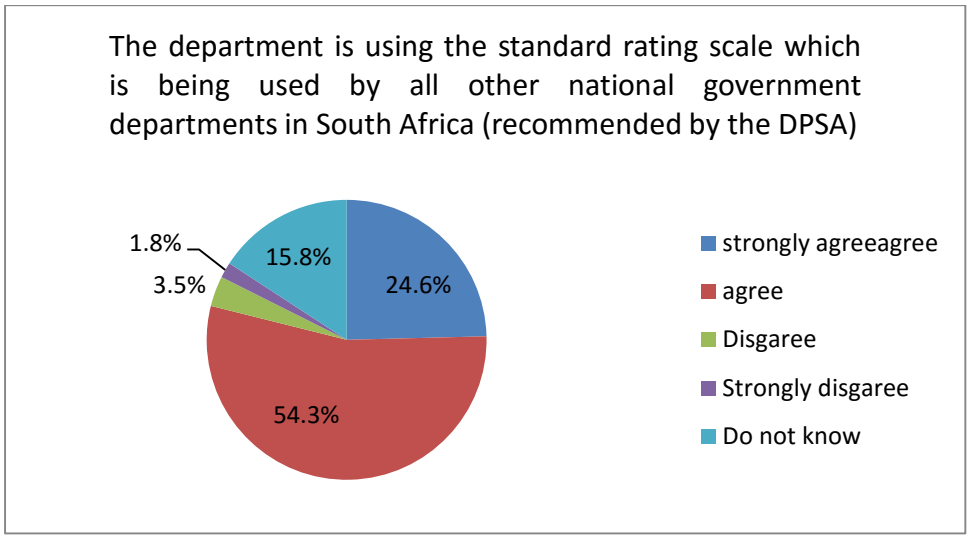
The chart shows that 53.4% (10.3% & 43.1%) of the respondents agreed that managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's), while on the other hand 41.4% of respondents disagree with the provided statement, followed by those who indicated that they do not know who constituted 5.2%. The chart reveals that although there are managers and supervisors who are supportive to employee's person developmental plans but there are some employees who are not receiving the same treatment or benefits from their supervisors which might be the cause of some of challenges which employees encounter when implementing this system.

Connecting job description to performance indicator



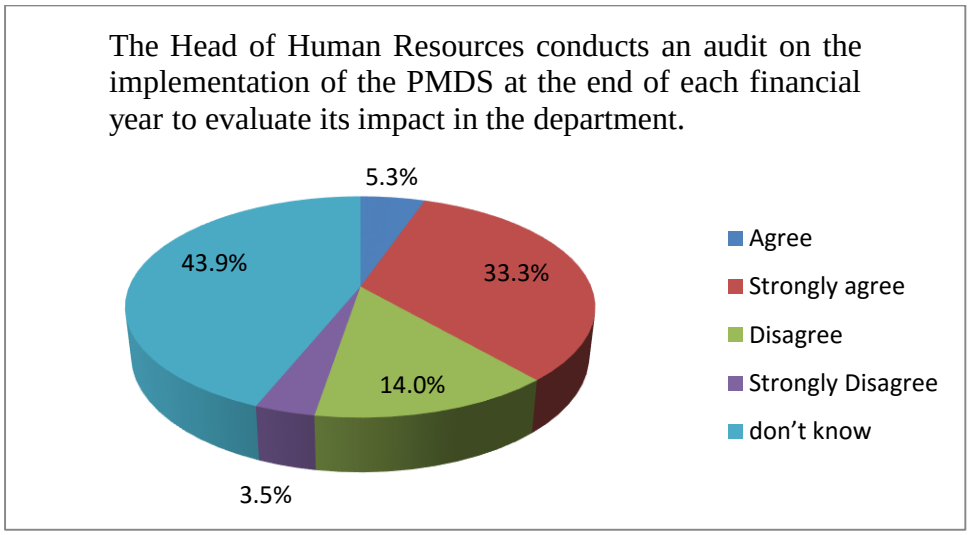
According to the above chart the study reveals that 71.2% (28.8% & 42.4%) of the respondents strongly agreed that their job description provides clear goals and outcomes expected from me by my supervisor regarding performance, which is a good thing, while on the other hand 28.8% (20.3% & 8.5%) disagree with the statement. The chart reveals that managers and supervisor are playing their role by deriving and providing clear goals and outcomes for their employees which helps employees understand and know exactly what they are expected to do in order for the organisation to achieve its intended results.

Perception on rating scale currently in vogue



The study reveals that 79% (24.6% & 54.3%) of the respondents strongly agreed that the department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA), while those who indicated that they do not know constituted 15.8%, followed by those who disagree with the provided statement who constituted 5.3% (3.5% & 1.8%). The chart reveals that this department has complied with the DPSA mandate in using the recommended a standard rating scale when evaluating employee's performance.

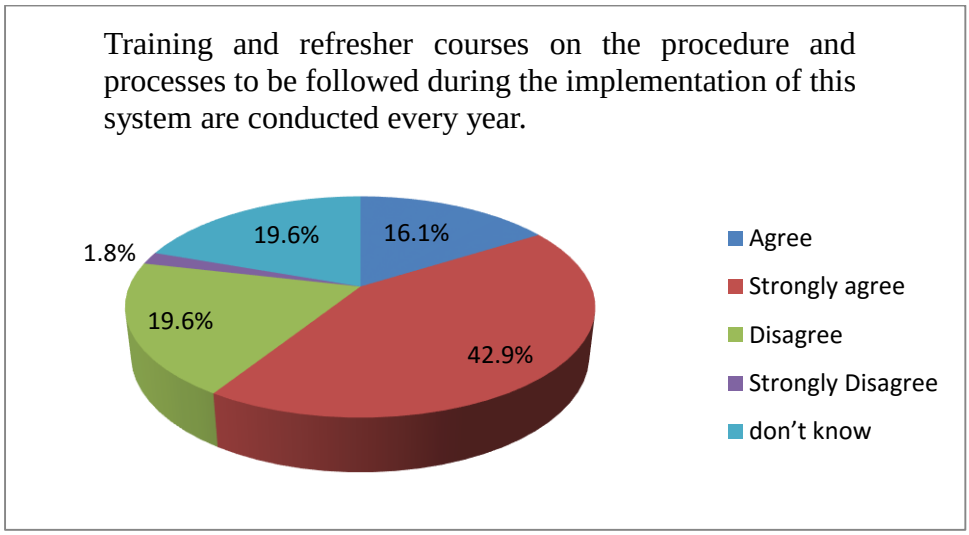
Human Resource audit trail



The chart shows that 43.9% of the respondents do not know whether the head of human resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the department, while on the other hand 17.5% (14% & 3.5%)

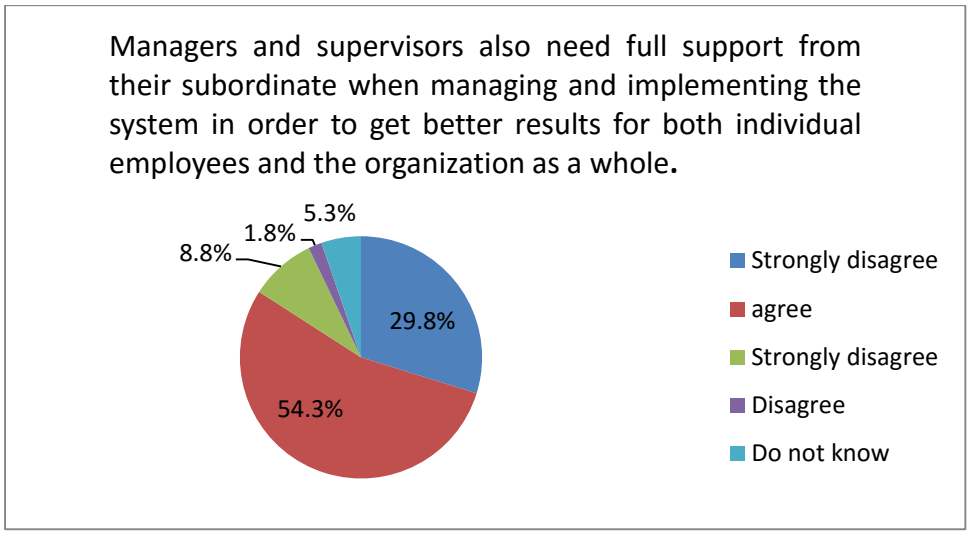
disagreed with the claimed statement, followed by those who agreed with the statement who constituted 38.6% (33.3% & 5.3%). The chart reveals that information regarding performance management and development system is not distributed fairly to all employees in the department most especially at the end of the financial year.

Perception on training and refresher course



The chart shows that 59% (16.1% & 42.9%) of the respondents agreed that training and refresher courses on the procedure and processes to be followed during the implementation of this system are conducted every year, while 21.4% (19.6% &1.8%) disagree with the provided statement, followed by 19.6% respondents who indicated that they do not know. The chart reveals that not all employees benefit the same from the training and refresher courses which are made available for employees on the procedures and processes to be followed during the implementation phase.

Managerial support needs



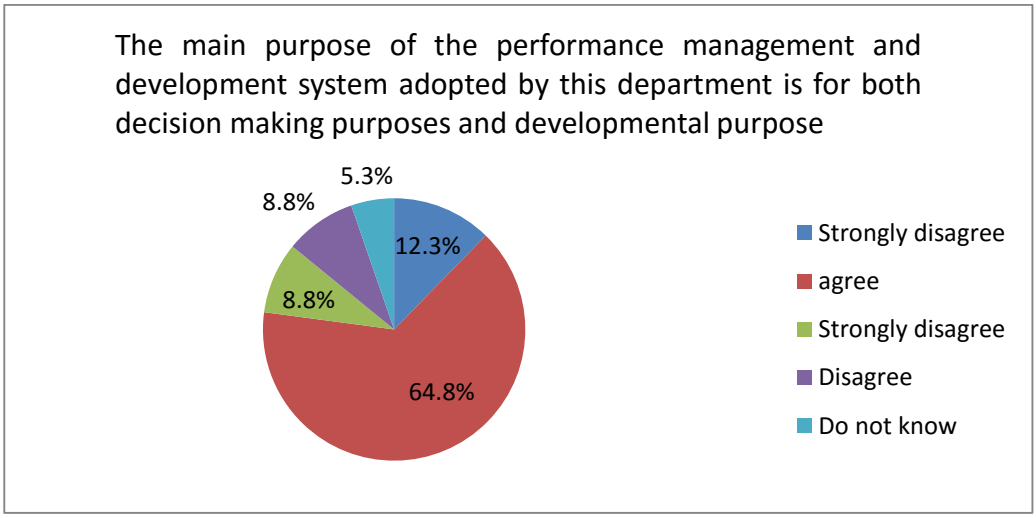
The chart shows that 84.2% (29.8% & 54.3%) of the respondents strongly agreed that managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole, while on the other hand 10.6% (8.8% & 1.8%) respondents disagree with the provided statement, followed by the last group who indicated that they do not know who constituted 5.3%. The chart reveals that employees understand that their managers and supervisors need their support in order to ensure that they achieve the objective of the system and get better results for themselves and the organisation as a whole.

To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
The main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose	7(12.3%)	37(64.8%)	5(8.8%)	5(8.8%)	3(5.3%)	57(100)
The current performance management and development system need to be amended in order to meet the organization's goals in today's rapidly changing environment	16(27.6%)	29(50.0%)	8(13.8%)	0(0.0%)	5(8.6%)	58(100)

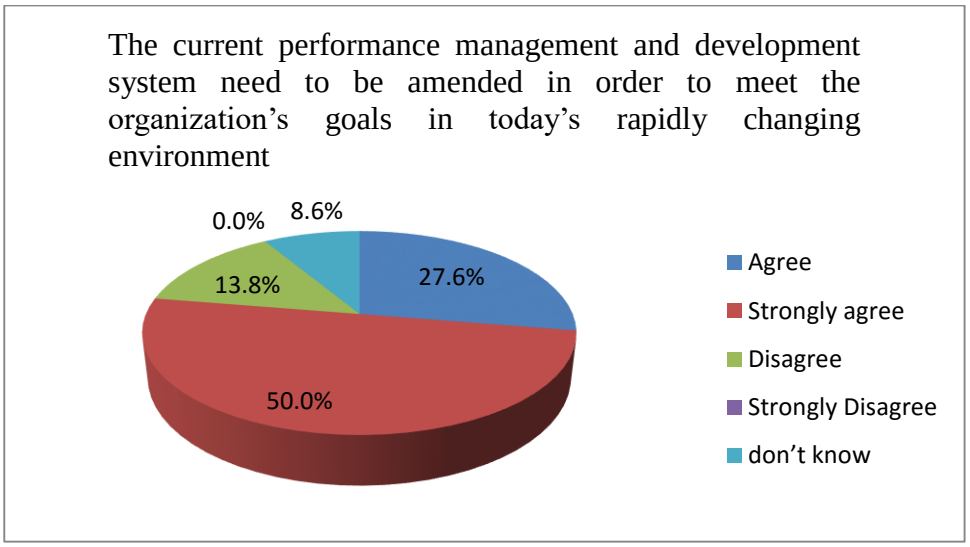
The table above presents the responses to the questions relating to determine how the employees' performance can be linked with the departmental performance in order to achieve the organisational goals by using the current system. The respondents were requested to respond to two statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perceived purposes of performance management and development system



The above chart shows that 77.1% (12.3% & 64.8%) of the respondents strongly agreed that the main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose, while those who disagree constituted 17.6% (8,8% & 8,8%), followed by those who indicated that they do not know who constituted 5.3%. The chart reveals that performance management and development system in this department was primarily adopted for the purpose of decision making and developmental purpose.

Amendment of current performance management system



The study shows that 77.6% (27.6% & 50%) of the respondents strongly agreed that the current performance management and development system need to be amended in order to meet the organization's goals in today's rapidly changing environment, while on the other hand 13.8% disagree with the statement, followed by those who indicated that they do not know who constituted 8.6%. The chart reveals that employees believe that if the current system can be redesign better results could be achieved. That's the reason majority (77.6%) of employees agrees that the system has to be redesigned.

4.5 Employees of Department of Arts and Culture

4.5.1 Demographic profile

Gender

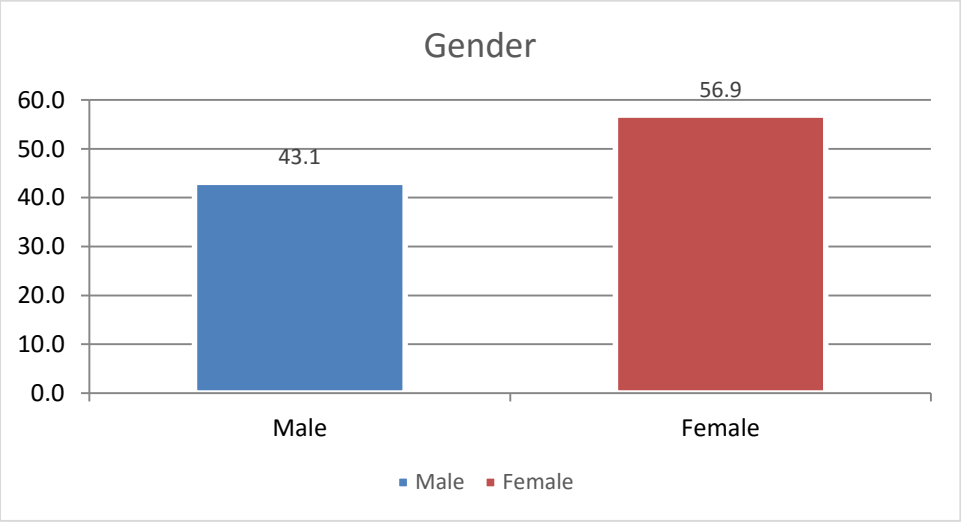


Figure1 Reflects gender difference and results show that female (56.9%) dominates male (43.1%).

Contract type

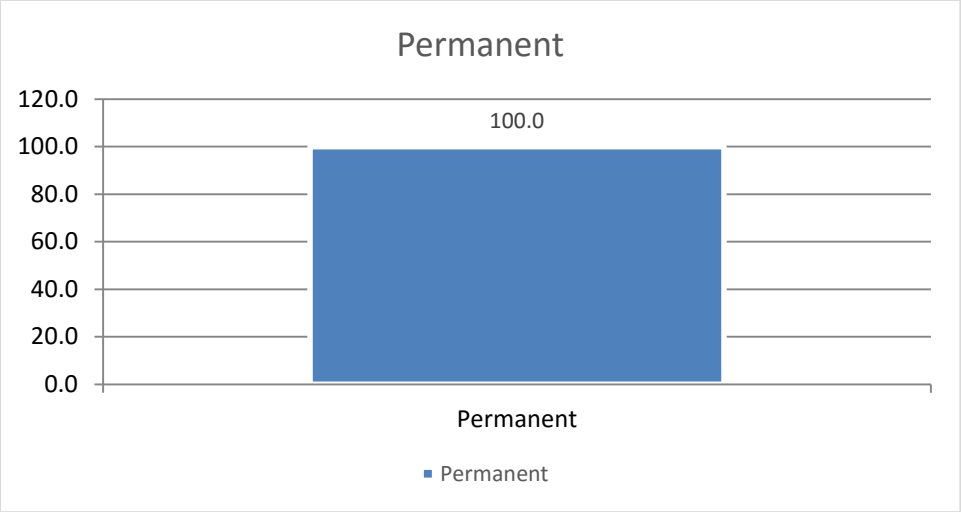


Figure 2 Reflects contract type differences and all the respondents were working on permanent basis with 100%. All employees participated in this study were all permanently employed in the department.

Race

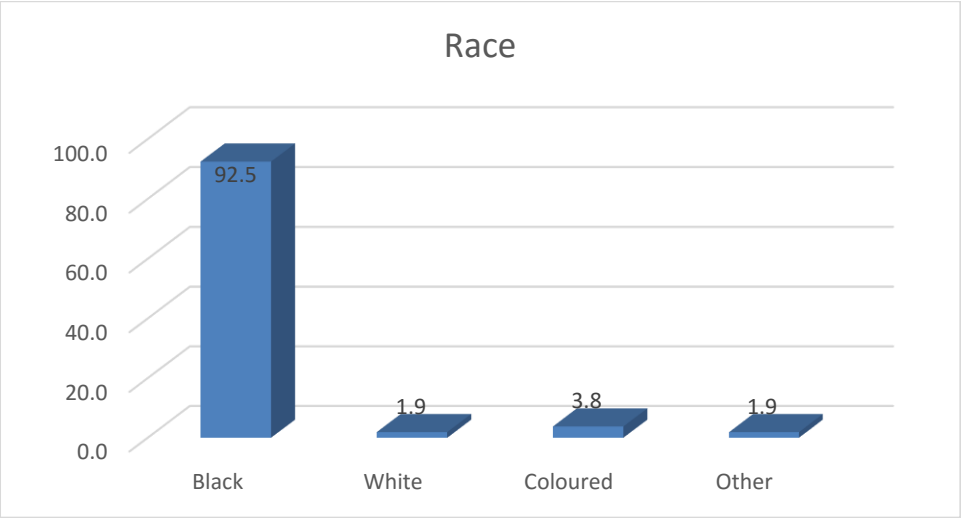


Figure 3 Reflects that 92.5% of respondents' were black, followed by 3.8% of coloured and minority were white and Indian with 1.9%. The South African demographic profile is fully

dominated by black people therefore the chart profile support the South African scale which majority are blacks.

Salary level

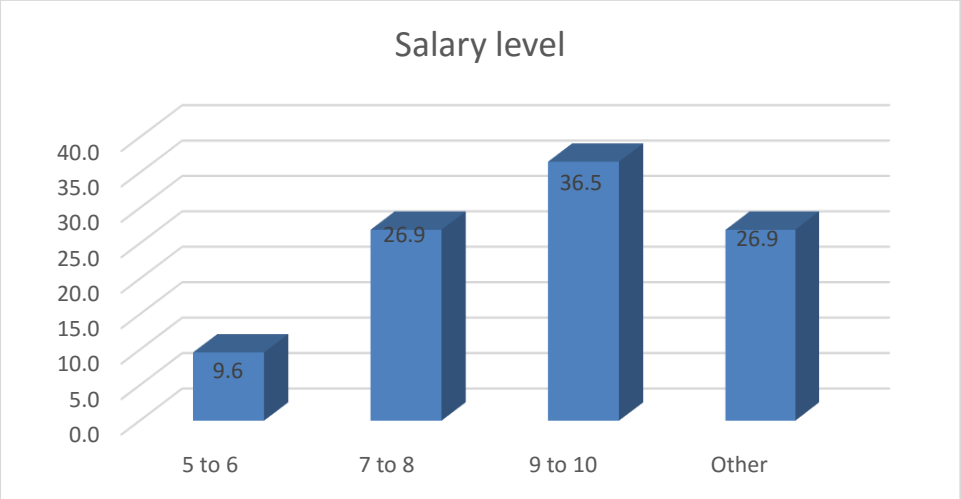


Figure 4 Reflects that majority (36.5%) of the employees are earning between 9 to 10 salary levels, followed by employees who are earning between 9 to 10 salary level with 26.9%, and minority earn between 5 to 6 salary levels with 9.6%.

4.5.2. Section B: Tables and charts

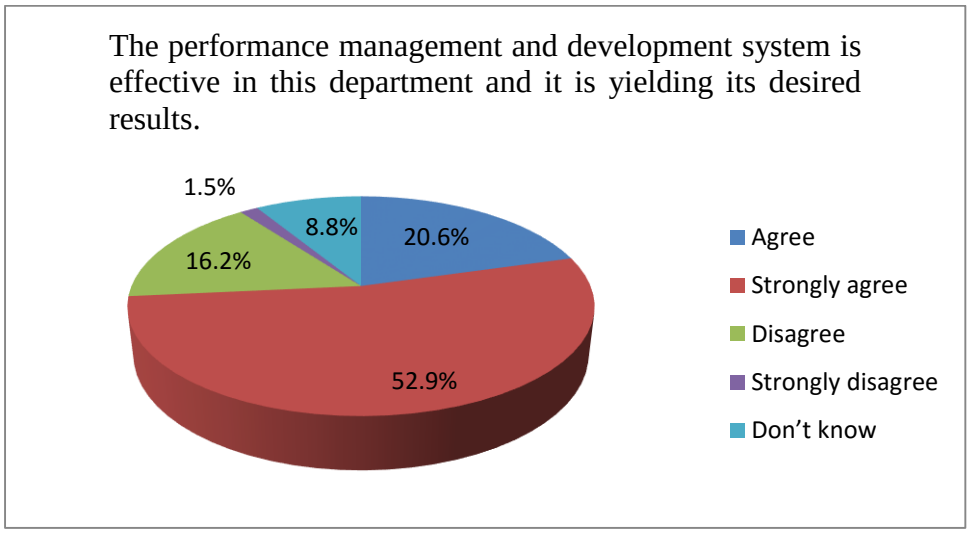
Overview of the current position on performance management in the selected South African National Government Departments

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	**2**	**3**	**4**	**5**	
The performance management and development system is effective in this department and it is yielding its desired results.	5(7.5%)	34(50.7%)	20(29.9%)	2(29.9%)	6(9.0%)	67(100)
There are many challenges associated with the management and implementation of the performance management and development system	14(20.6%)	36(52.9%)	11(16.2%)	1(1.5%)	6(8.8%)	68(100)
Managers and supervisors fully support the implementation of the performance	3(4.4%)	35(51.5%)	14(20.6%)	4(5.9%)	12(17.6%)	68(100)

management and development system in this department.						
Training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance	13(19.4%)	32(47.8%)	10(14.9%)	7(10.4%)	5(7.5%)	67(100)
Middle management services and senior management services do their performance management contracting on time each financial year.	3(4.5%)	18(26.9%)	21(31.3%)	9(13.4%)	16(23.9%)	57(100)

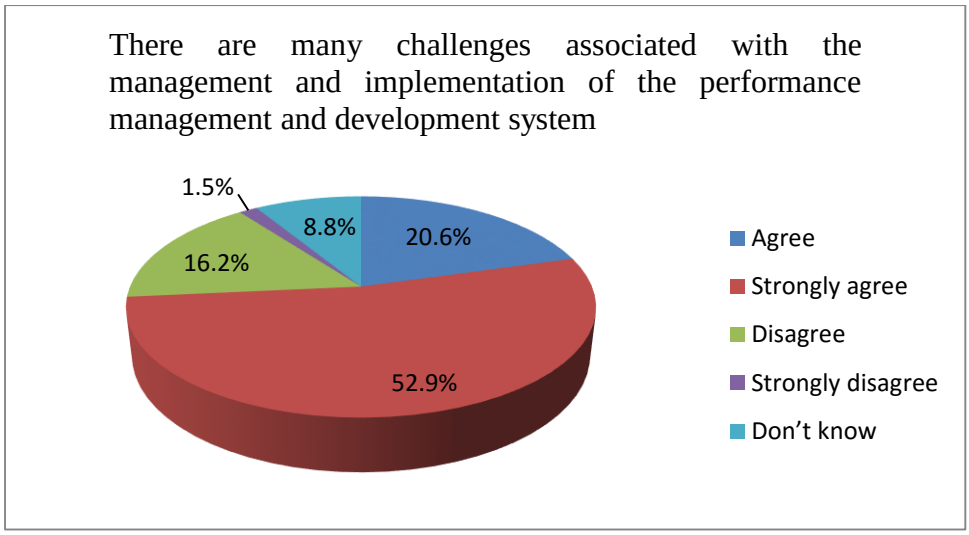
The table above presents the responses to the questions relating to present an overview of the current position on performance management in the selected South African National Government Departments. The respondents were requested to respond to five statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perception on the current performance review system



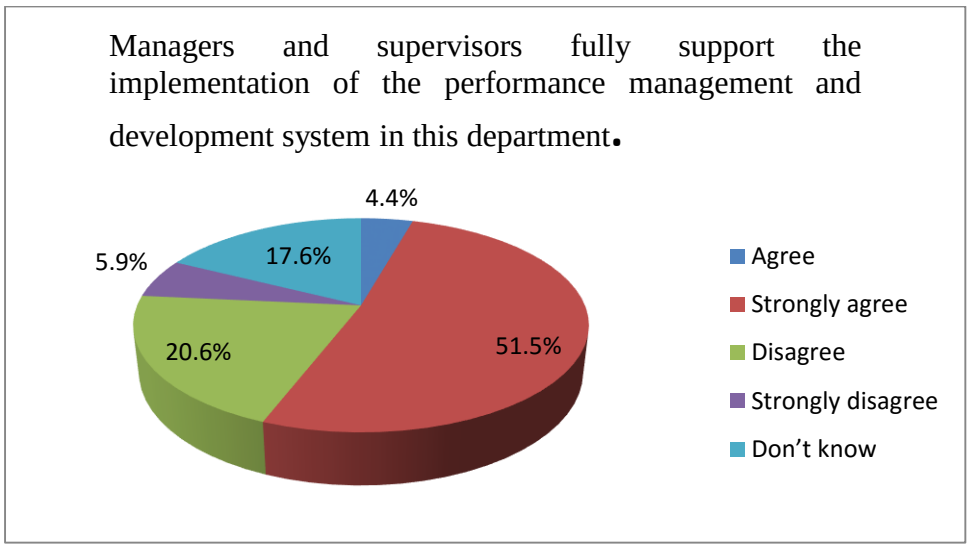
According to the above chart 78.8% (58.2% & 20,6%) of the respondents agreed that the performance management and development system is effective in this department and it is yielding its desired results, while 17,7% (16,2% &1.5%) respondents disagree with the claim, followed by 8,8% of respondents who indicated that they do not know if the system is effective and yielding its desire results. The chart reveals that the system is being implemented effectively yielding its desire results.

Challenges in implementing of performance review system



The results reveals that 73.5% (20.6% & 52.9%) of the respondents strongly agreed that there are many challenges associated with the management and implementation of the performance management and development system, while 17,7% (16,2% & 1,5%) disagree that there are challenges in the implementation of this system, followed by the last group of do not know who constituted 8,8%. The chart reveals that the department has lot of work to do to improve on the implementation of the system to ensure that challenges affecting the employees are eliminated completely.

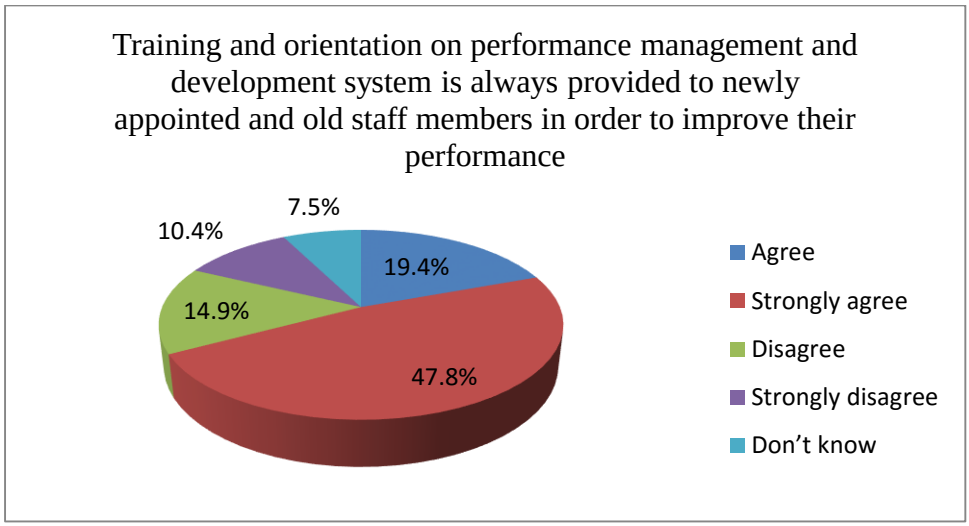
Perception on functions of supervisors and managers in current system



The study reveals that 59.9% (4.4% & 51.5%) of the respondents agreed that managers and supervisors fully support the implementation of the performance management and development system in this department, However 59, 9% is not fully enough, for this kind of a system a 100% support is fully needed. While on the other hand 26, 5% (20,5% & 5,9%)

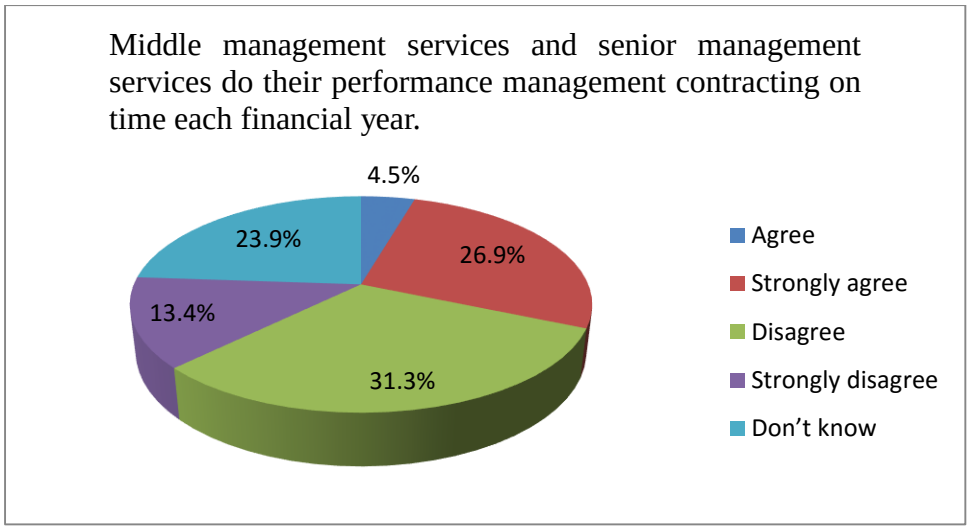
disagree with the statement ,followed by 17,6% of those who indicated that they do not know. The chart reveals that employees understand that in order for the system to achieve its objective both managers and supervisor need their supports in order to ensure that the objectives are achieved.

Perception on training and orientation of employees



The chart shows that 67.2% (19.4% & 47.8%) of the respondents agreed that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance, while 25,8% (14,9% & 10,4%) disagree with the statement , followed by those who indicated that they do not know with 7,5%. The chart reveals that not all employees are benefiting from these training and orientation which is provided to employees who are newly appointed and old staff member. It seems that on some of the employees who have benefited from these training offered in the department.

Timing the contracts



The study reveals that at least 44.7% (31.3% & 13.4%) of the respondents disagreed that middle management services and senior management services do their performance management contracting on time each financial year. Those who agree constituted 31, 4% (26, 9% & 4,5%), followed by those who do not know with 23,9%. The chart reveals that seniors are trying their best to lead by example when it comes to doing their performance contracting on time. However, some employees are still not convinced that all seniors are doing that on time.

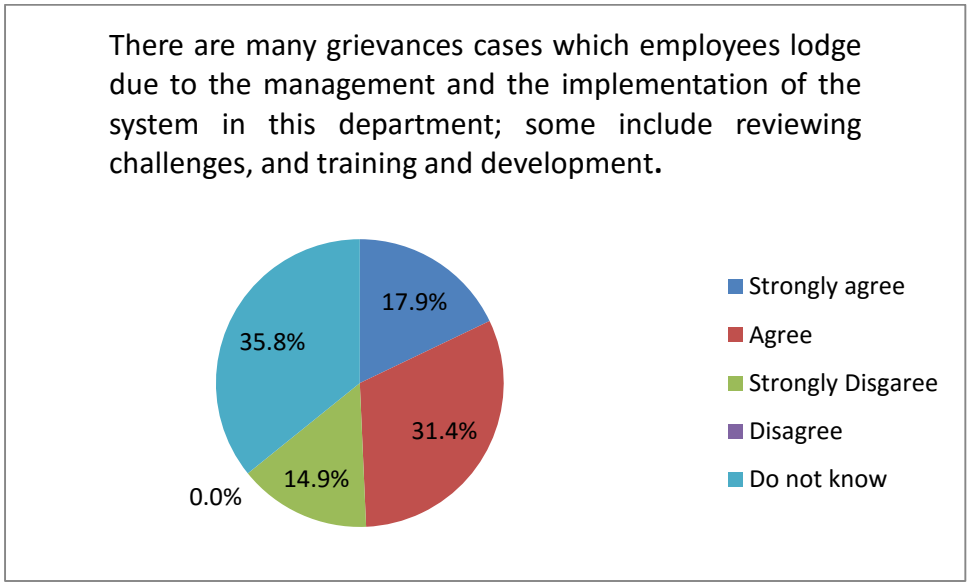
The current challenges in improving performance management and development system in the South African national government departments

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
There are many grievances cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development.	12(17.9%)	21(31.4%)	10(14.9%)	0(0.0%)	24(35.8%)	67(100)
Responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provide full support during the implementation of the performance management and development system	9(13.2%)	45(66.2%)	7(10.3%)	3(4.4%)	4(5.9%)	68(100)
This department have supervisors who are experts in the management and	4(6.1%)	24(36.4%)	18(27.3%)	8(12.1%)	12(18.2%)	66(100)

implementation of the performance management and development system.						
Performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery.	3(4.5%)	8(12.1%)	36(54.6%)	17(25.8%)	2(3.0%)	66(100)
Employees are happy with the management and implementation of the performance management and development system in this department.	1(1.5%)	9(13.4%)	30(44.8%)	14(20.9%)	13(19.4%)	67(100)
Managers and supervisors are biased when reviewing/assessing employee's performance	18(27.7%)	18(27.7%)	11(16.9%)	7(10.8%)	11(16.9%)	65(100)
The department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year.	7(10.4%)	45(67.2%)	1(1.5%)	3(4.5%)	11(16.4%)	67(100)
Appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units	9(13.4%)	27(40.3%)	18(26.9%)	4(6.0%)	9(13.4%)	67(100)

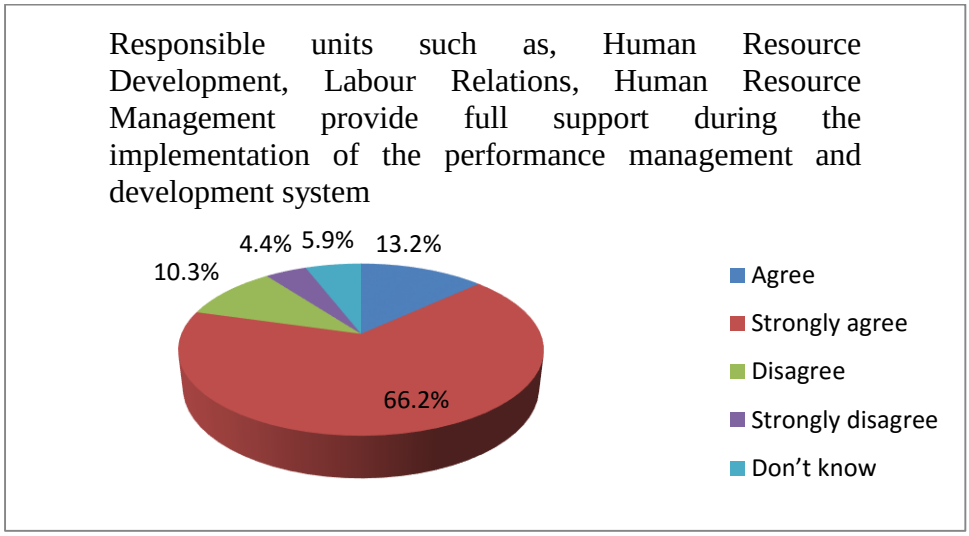
The table above presents the responses to the questions relating to outline the current challenges in improving performance management and development system in the South African national government departments. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perception on grievance cases



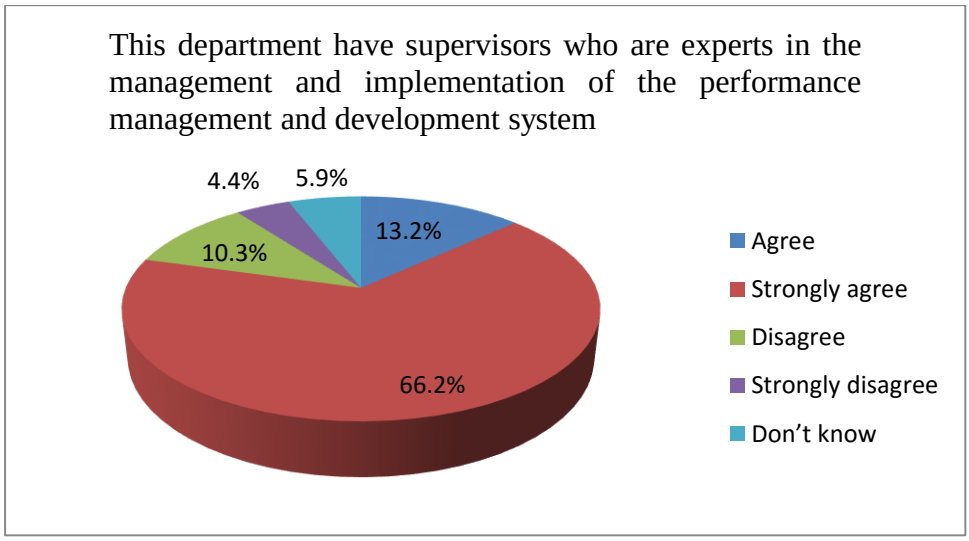
The chart shows that 48.6% (17.3% & 31.4%) of the respondents agreed that there are many grievances cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development, while those who do not k now constituted 35, 8% and followed by 14, 9% of those who disagree with the statement. The chart reveals that the system is still faced with lot of challenges and criticism that is the reason why employees are continuously lodging grievance due to poor management and implementation of the system. Employees are not happy with the management of the system

Support from other integral units



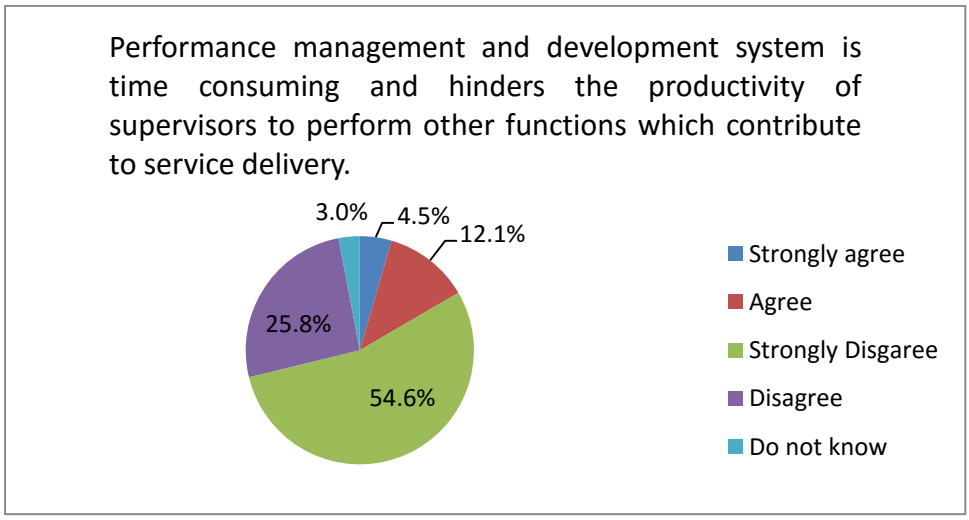
The chart shows that 79.4% (13.2% & 66.2%) of the respondents strongly agreed that responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provides full support during the implementation of the performance management and development system, while on the other hand 14,7% (10,3% & 4,4%) disagree that the responsible unit are providing full support during the implementation of the system, followed by 5,9% of those who indicated that they do not know. The chart reveals that responsible units are doing their best by providing full support on the implementation of the system to ensure that its objectives are met.

Expertise in reviewing performance



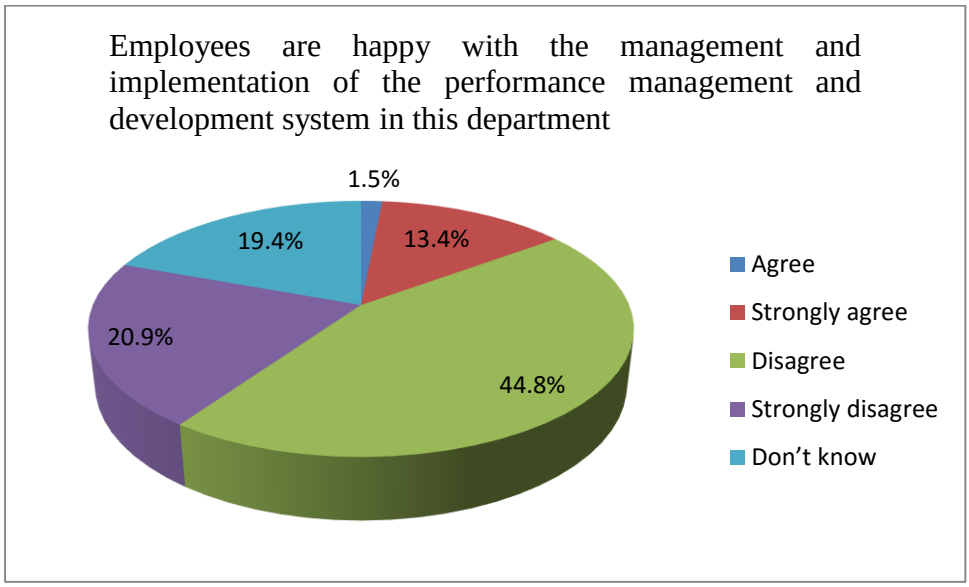
The chart shows that 79.4% (66.2% & 13.2%) of the respondents agreed that their departments have supervisors who are experts in the management and implementation of the performance management and development system, while 14,7% (10.3% &4.4%) disagree that this department has experts to management the system, followed by those who indicated that they do not know who constituted 5.9%. The chart reveals that the department has done their best to ensure that they develop their employees to be experts on the management and implementation of the system. By making sure that the department has experts to manage the system is a clear indication that the department is committed to ensure that the objectives of the system are achieved.

Challenges in implementing performance appraisal system currently



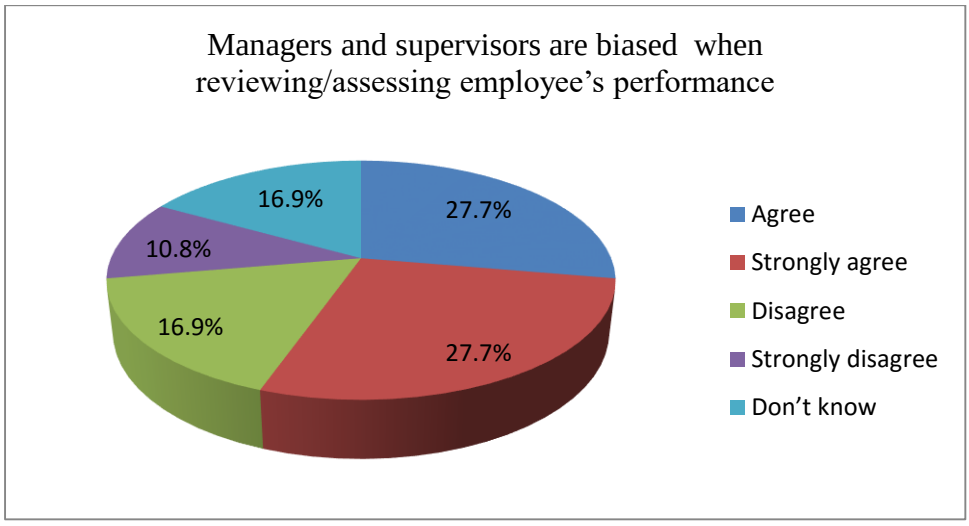
The study shows that 80.4% (54.6% & 25.8%) of the respondents strongly disagreed that performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery, while minority who constituted 16,6% (12,1% & 4,5%) agree with the claim statement, followed by those who indicated that they do not know with 3% respondents. The chart reveals that employees understand that in order for the department to provide better service the performance management and development system need to be used to ensure that the employees performance is measured against the set targets which contribute towards service delivery.

Perception on rating scale current in vogue



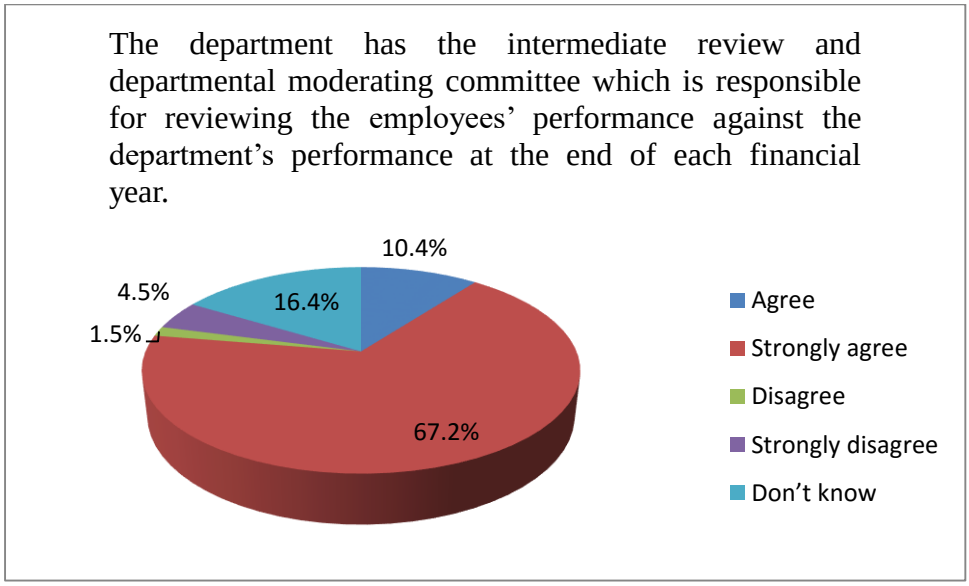
The study shows that 65.7% (44.8% & 20.9%) of the respondents disagreed that employees are happy with the management and implementation of the performance management and development system in this department, while those who claim to be happy constituted 14,9% (13,4% & 1,5%), followed by those who indicated that they do not know with 19,4% of respondents. The chart reveals that more still need to be done in order to restore the trust and confidence of employees on the current system as employees has lost trust and are not happy with the management and implementation of the performance management and development system.

Bias among supervisor and managers in system implementation



The chart shows that 55.4% (27.7% & 27.7%) of the respondents agreed that managers and supervisors are biased when reviewing/assessing employee's performance, while on the other hand 27,7% (16,9% & 10,8%) disagree with the claimed statement, followed by 16.9% of those who indicated that they do not know. The chart reveals that employees are discouraged as they believe that majority (55.4%) of the managers and supervisors are biased when assessing their performance which has negative impact on the future performance.

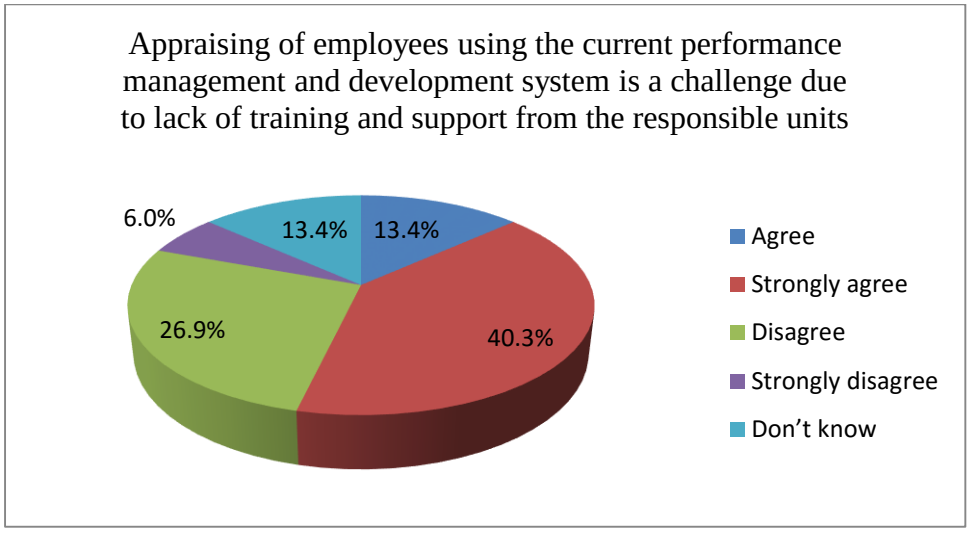
Perception on training and refresher course



The chart shows that 77.6% (10.4% & 67.2%) of the respondents strongly agreed that the department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year. The chart reveals that although the department has an

intermediate review and moderating committee still there are some employees who do not know if such committees do exist in their department. Meaning that employees who do not know if this committees exits are not making use of them.

Managerial support needs



The chart shows that at least 53.7% (13.4% & 40.3%) of the respondents agree that appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units, while those who disagree constituted 32.9% (26.9% & 6%) followed by those who indicated that they do not know who constituted 13,4%. The chart reveals that even if there are training provided to help employees understand the process to be followed during the assessment appraisal phase, there are some employees who are not benefiting from this training. The selection process for training should be reviewed to ensure that all employees benefit from the available training which will help them conduct their performance appraisal effectively.

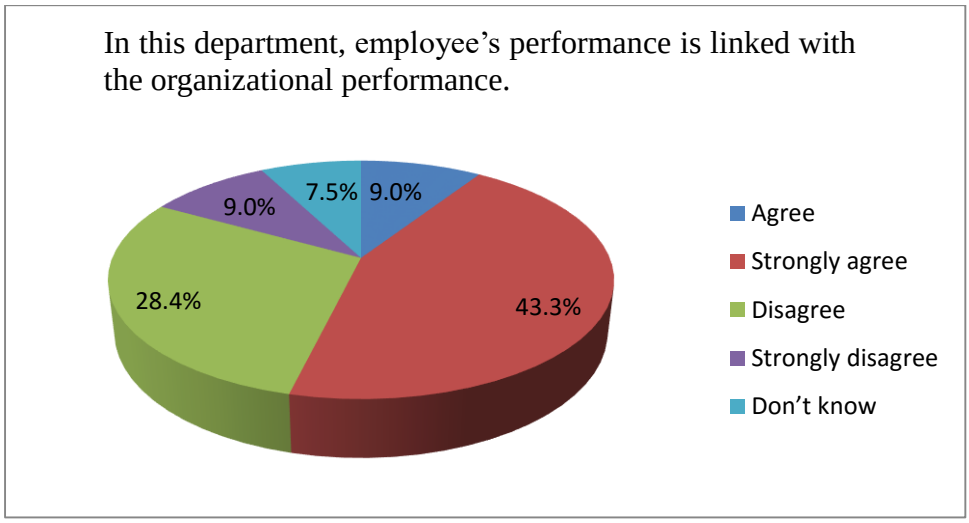
To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
In this department, employee's performance is linked with the organizational performance.	6(9.0%)	29(43.3%)	21(31.3%)	6(9.0%)	5(7.5%)	67(100)

The current performance management and development system helps employees improve their performance.	7(10.4%)	25(37.3%)	19(28.4%)	10(14.9%)	6(9.0%)	67(100)
Managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's).	9(13.4%)	26(38.8%)	17(25.4%)	14(20.9%)	1(1.5%)	67(100)
My job description provides clear goals and outcomes expected from me by my supervisor regarding performance	21(31.4%)	34(50.7%)	7(10.4%)	3(4.5%)	2(3.0%)	67(100)
The department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA).	14(21.2%)	30(45.5%)	1(1.5%)	1(1.5%)	20(30.3%)	66(100)
The Head of Human Resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the department.	2(3.0%)	10(15.2%)	9(13.6%)	1(1.5%)	44(66.7%)	66(100)
Training and refresher courses on the procedure and processes to be followed during the implementation of this system are conducted every year.	6(9.0%)	38(56.7%)	12(17.9%)	2(3.0%)	9(13.4%)	67(100)
Managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole.	16(23.8%)	45(67.2%)	3(4.5%)	1(1.5%)	2(3.0%)	67(100)

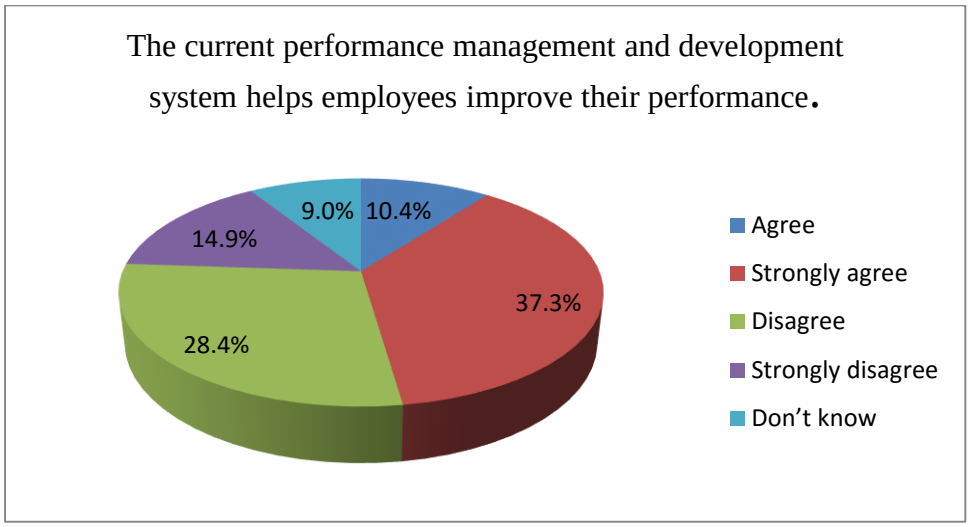
The table above presents the responses to the questions relating to determine how the employees' performance can be linked with the departmental performance in order to achieve the organizational goals by using the current system .The respondents were requested to respond to ten statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Employees' performance and link to departmental performance



The study reveals that 52.3% (9% & 43.3%) of the respondents agreed that in their department, employee's performance is linked with the organizational performance, while 37,4% (28,4 & 95) disagreed with the claimed statement, followed by 9% of the group who indicated that they do not know. The chart reveals that most employees do not know that all individual performance is linked to the overall performance of the organisation. This could be another reason why employees are performing ineffectively as they do not know how their contribution fit in in the overall organisational performance.

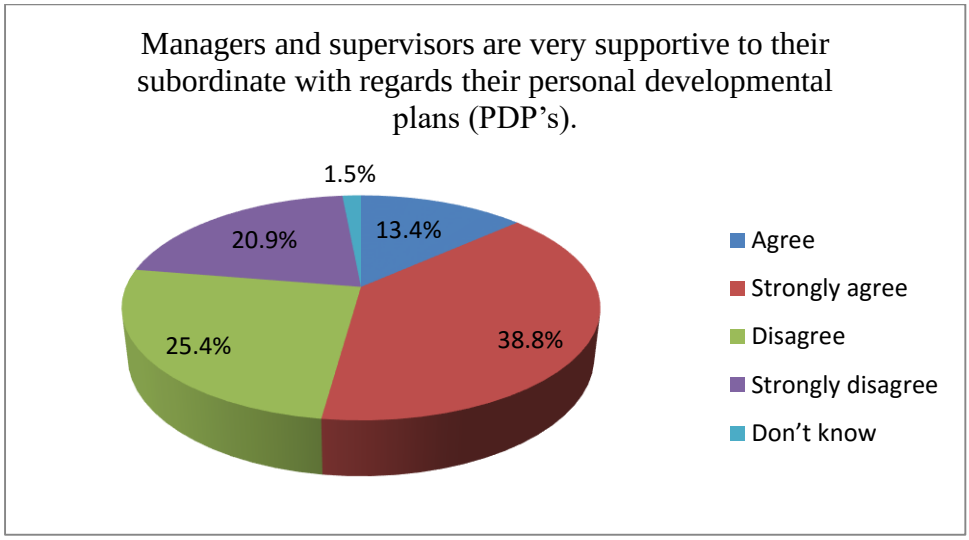
Perception about current PMDS practices



The above chart reveals that 47.8% (10.4% & 37.4%) of the respondents agreed that the current performance management and development system helps employees improve their performance, followed by a shocking statistics that 43, 3% (28,4% & 14,9%) disagree with the claim statement. Followed by the last group who indicated that they do not know who

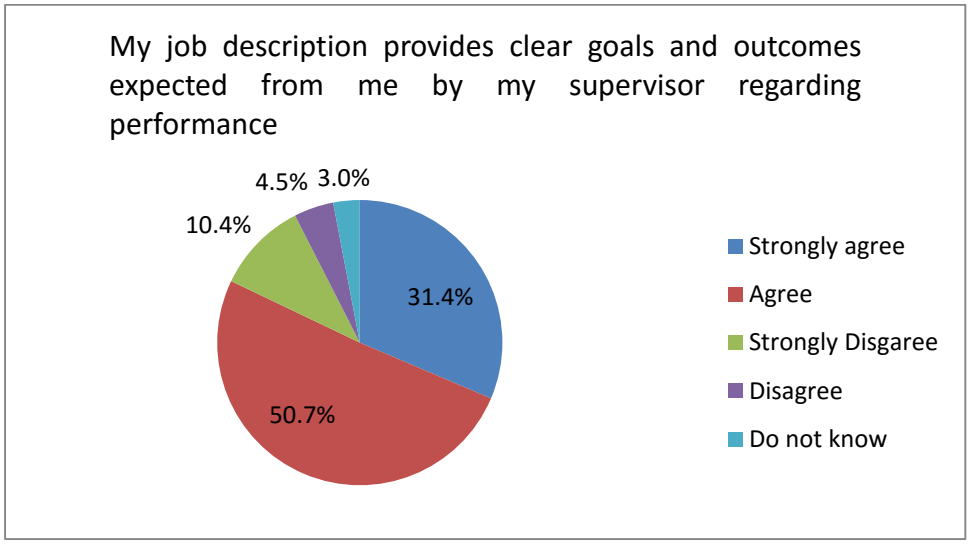
constituted 9%. The chart reveals that the system is helping employees improves their performance. However, some employees are not experiencing such assistance to improve their performance due lack of training and support from supervisors regarding their PDP's.

Perception on managers and supervisors in PDPs



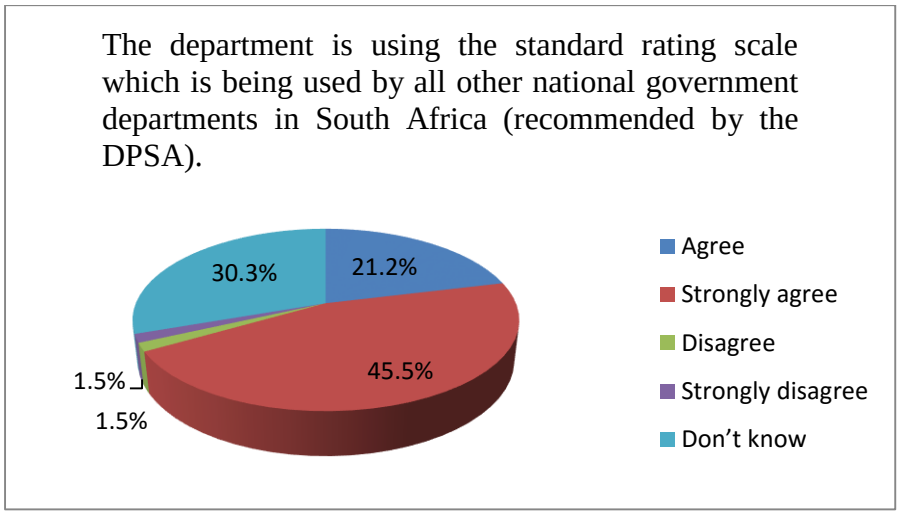
The study reveals that 52.2% (13.4% & 38.8%) of the respondents agreed that managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's), while those who disagree constitute 46,3% (20,9% & 25,4%), followed by 1,5% of those who indicated that they do not know. The chart reveals that most employees have good supervisors who provide full support on their PDP's which also contribute to employee's growth and performance, while some employees are not being supported as expected by their supervisors and managers

Connecting job description to performance indicator



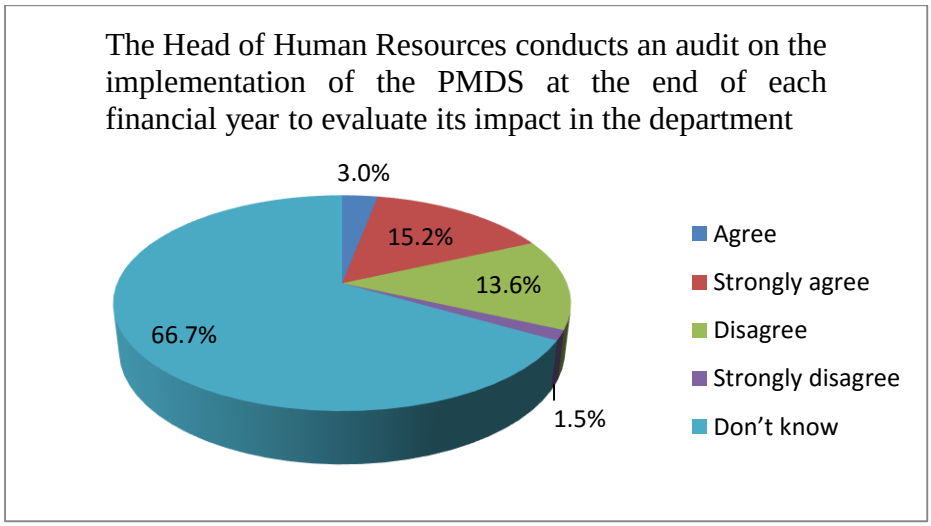
The above chart reveals that 82.1% (31.4% & 50.7%) of the respondents strongly agreed that their job description provides clear goals and outcomes expected from me by my supervisor regarding performance, while 3% indicate that they do not know, followed by the last group of people who disagree with the statement who constituted 14,9% (10,4% & 4,5%). The chart reveals that supervisor has done their best to ensure that employees clearly know what is expected of them so that when they are working they know exactly how they are contributing to the organisational performance.

Perception on rating scale currently in vogue



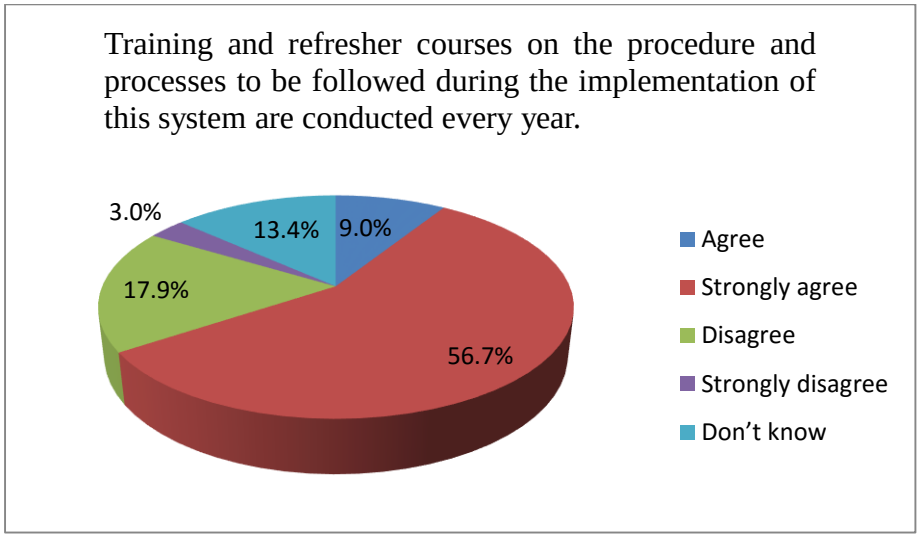
The research results reveals that 66.7% (21.2% & 45.5%) of the respondents agreed that the department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA), while 30,3% indicated that they do not know , followed by those who disagree with the claimed statement with 3% (1,5% 7 1,5%). The chart reveals that the department has complied with the mandate provided by the DPSA that all government departments must use a standardised rating scale.

Human resource audit trail



The above chart reveals that those who indicated that they do not know that this process is taking place in this department constituted 66,7% , while those who agree constituted 18,2% (15,2% & 3%), followed by those who disagreed with the claim who constituted 15,1% (13,6% & 1,5%). The chart reveals that employees are not aware of most of the things which are happening in the department especially those which are done by senior managers on performance management and development system.

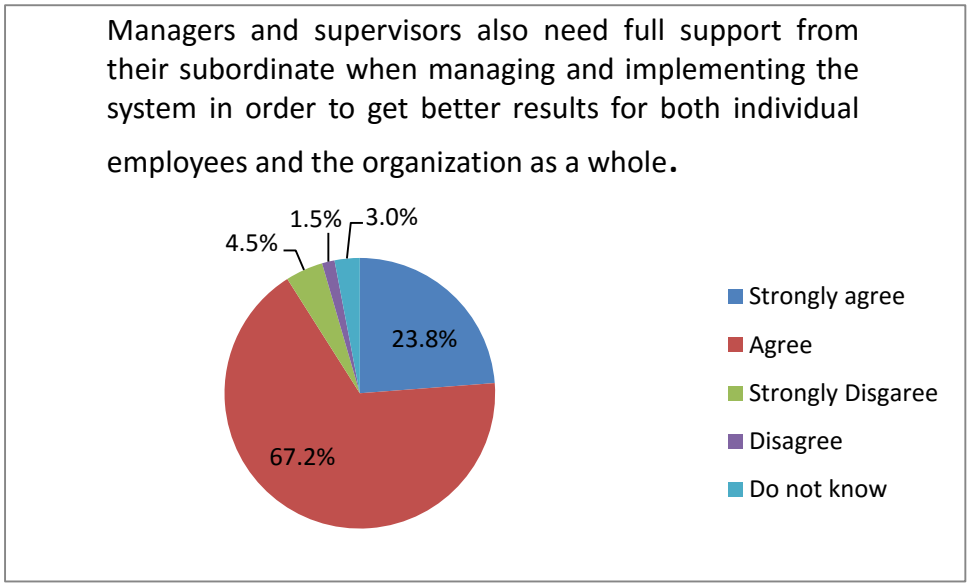
Perception on training and refresher course



The study reveals that 65.7% (9% & 56.7%) of the respondents agreed that training and refresher courses on the procedures and processes to be followed during the implementation of this system are conducted every year. It is strongly advisable that this kind of programmes be conducted quarterly in order to familiarize employees with how the system works to avoid

uncertainties. While on the other hand 20,9% (17,9% & 3%) disagrees with the claimed statement, followed by those who indicated that they do not know with 13,4%.

Managerial support needs



The above chart reveals that at least 91% (23.8% & 67.2%) of the respondents strongly agreed that managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole, while minority of 6% (4,5% & 1,5%) disagreed with the claimed statement, followed by those who indicated that they do not know with 3%. The chart reveals majority of employees understand that managers and supervisors also need support from them in order to ensure that during the implementation process they get better results for both the organisation and individual employees.

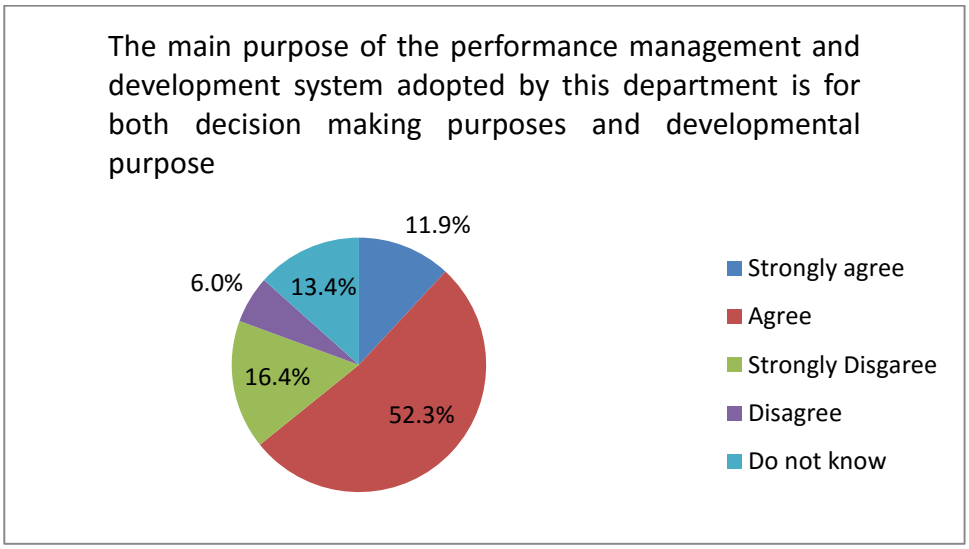
To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
The main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose	8(11.9%)	35(52.3%)	11(16.4%)	4(6.0%)	9(13.4%)	67(100)
The current performance management and development system need to be	25(37.9%)	24(36.3%)	7(10.6%)	0(0.0%)	10(15.2%)	66(100)

amended in order to meet the organization's goals in today's rapidly changing environment						

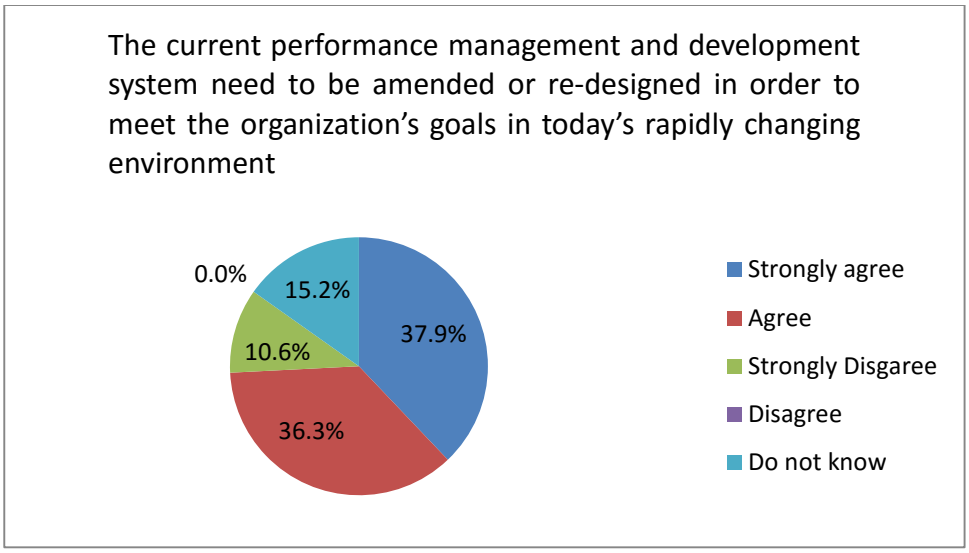
The table above presents the responses to the questions relating to suggest a new model on how should the performance management and development system be managed in order to yield the desired results. The respondents were requested to respond to two statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perceived purpose of performance management



According to the above chart the study reveals that 64.2% (11.9% & 52.3%) of the respondents agreed that the main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose, while those who disagree constituted 22,4% (16,4% & 6%), followed by those who indicated that they do not know who constituted 13,4%. The chart reveals that this department uses the performance information for decision making and developmental purpose.

Re-designing of current performance management and development system



The study reveals that 74.3% (37.9% & 36.3%) of the respondents strongly agreed that the current performance management and development system need to be amended in order to meet the organization's goals in today's rapidly changing environment. While on the other hand those who disagree that the system need to be redesign constituted 10,6% (10,6% & 0%), followed by those who do not know with 15,2%. The chart reveals that employees believe that if the current system can be amended is then most of the challenges and problems associated with the implementation and management of the system can be eliminated.

4.6 Employees of Office of the Public Service Commission

4.6.1 Section A: Demographic profile

Gender

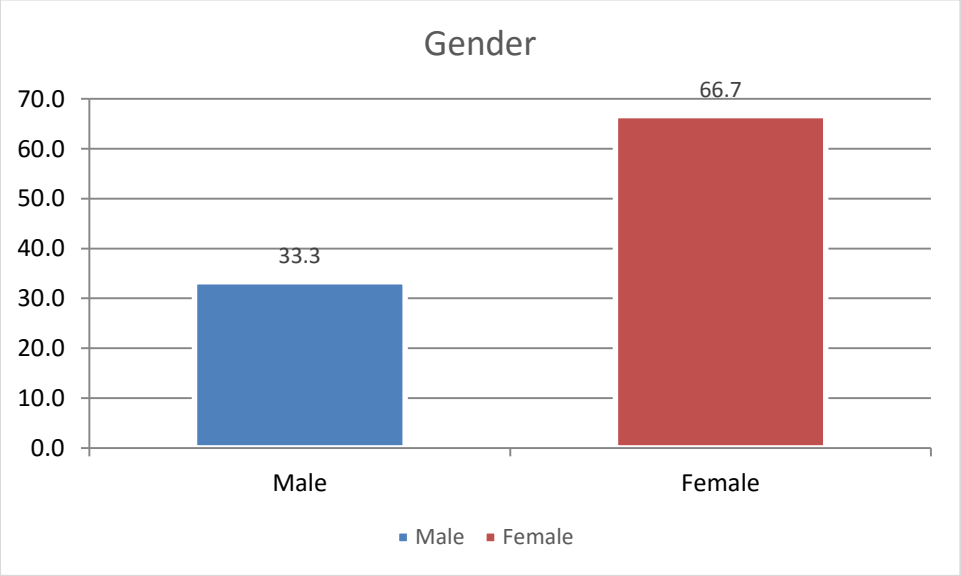


Figure 1 reflects gender difference and results show that female (66.7%) dominates male (33.3%).

Contract type

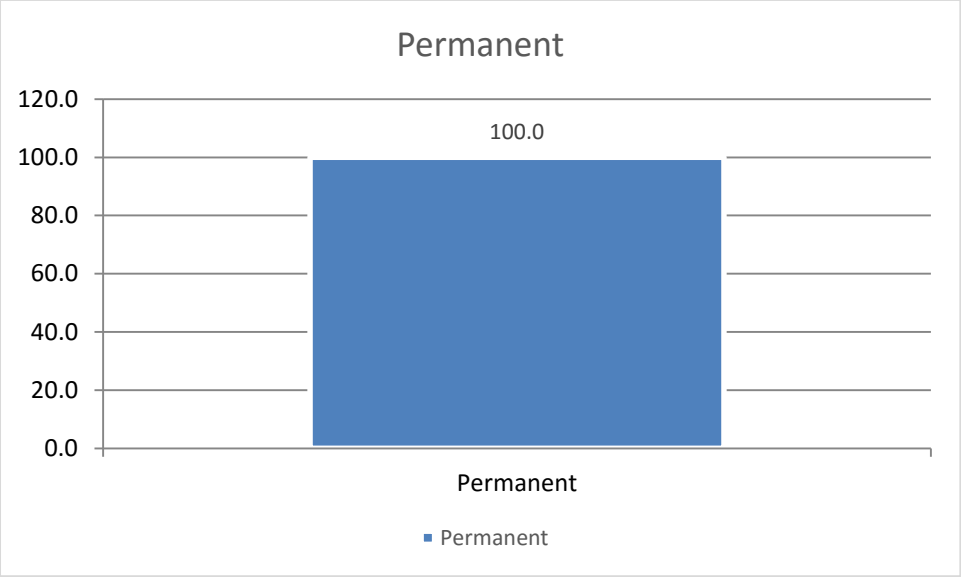


Figure 2 reflects contract type differences and all the respondents were working on permanent basis with 100%. The chart reveals that the department depend primarily on permanent employees.

Race

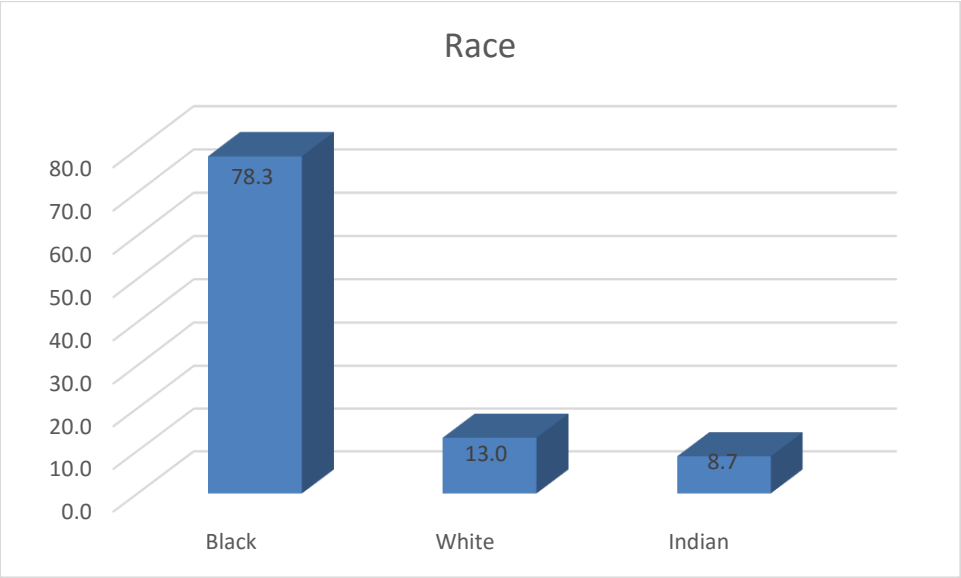


Figure 3 reflects that 78.3% of respondents' were black, followed by 13% of white and minority were Indian with 8.7%.

Salary level

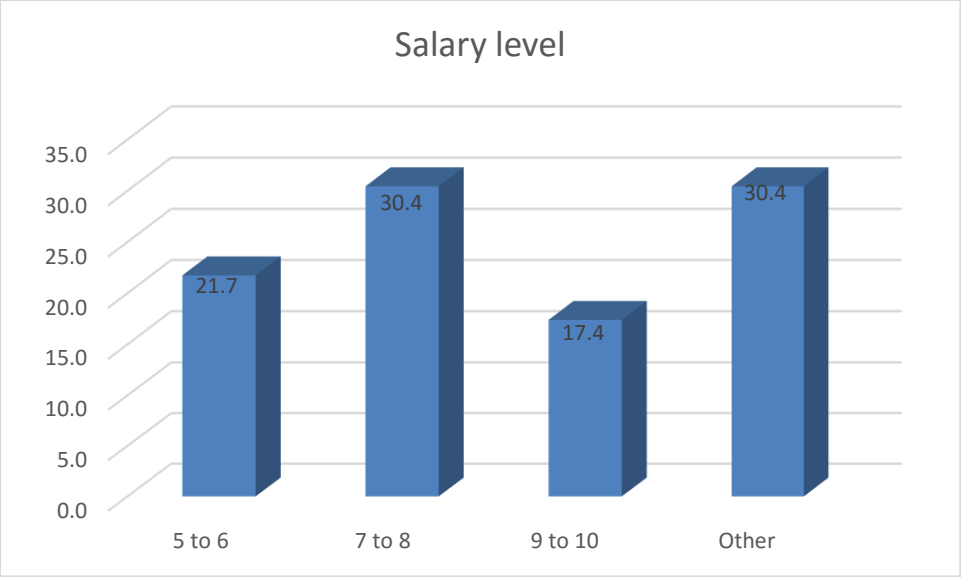


Figure 4 Reflects that majority (30.4%) of the employees are earning between 7 to 8 salary levels, followed by employees who are earning between 5 to 6 salary level with 21.7%, and minority earn between 9 to 10 salary levels with 17.4%.

Section B: Table and charts

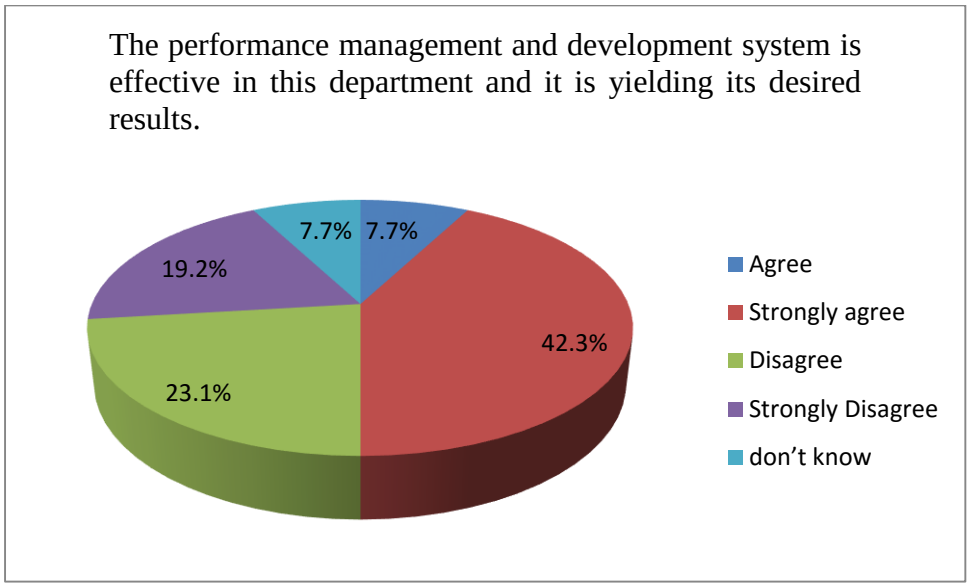
Overview of the current position on performance management in the selected South African National Government Departments.

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
The performance management and development system is effective in this department and it is yielding its desired results.	2(7.7%)	11(42.3%)	6(23.1%)	5(19.2%)	2(7.7%)	26(100)
There are many challenges associated with the management and implementation of the performance management and development system	6(23.1%)	13(50.0%)	4(15.4%)	2(7.7%)	1(3.8%)	26(100)
Managers and supervisors fully support the implementation of the performance management and development system in this department.	1(3.8%)	13(50.1%)	7(26.9%)	2(7.7%)	3(11.5%)	26(100)
Training and orientation on performance management and development system is always provided to newly appointed and	4(15.4%)	8(30.8%)	8(30.8%)	3(11.5%)	3(11.5%)	26(100)

old staff members in order to improve their performance						
Middle management services and senior management services do their performance management contracting on time each financial year.	0(0.0%)	4(15.4%)	11(42.3%)	2(7.7%)	9(34.6%)	26(100)

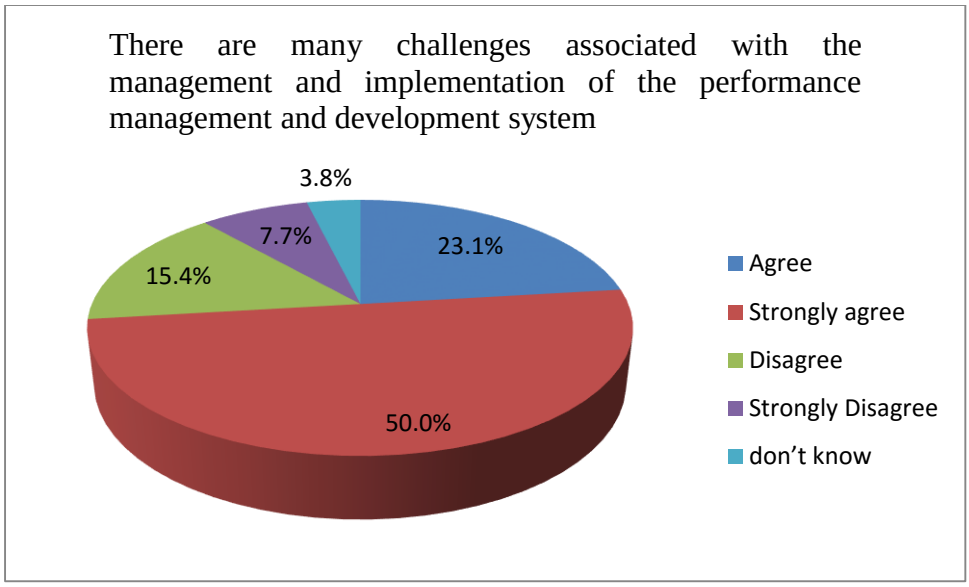
The table above presents the responses to the questions relating to present an overview of the current position on performance management in the selected South African National Government Departments. The respondents were requested to respond to five statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perception on the current performance review system



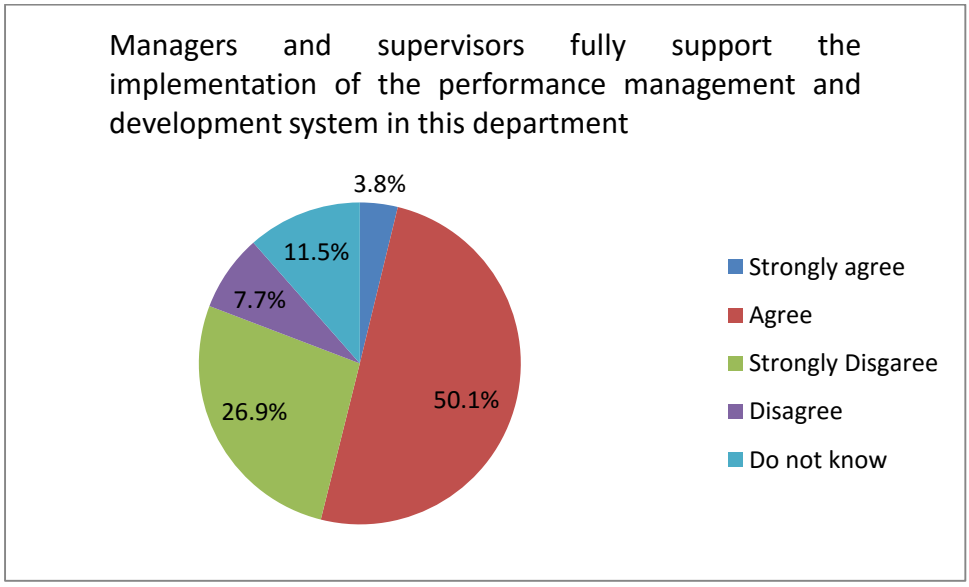
According to the above chart 50% (7.7% & 42.3%) of the respondents agreed that the performance management and development system is effective in this department and it is yielding its desired results, while 42,3% of the respondents disagree with that the system if effective in this department. Those who indicated that they do not know constituted 7, 7%. The chart reveals that the system is implemented but not achieving its desired results. 42.3 % of employees clearly disagree with the claimed statement. This simple means that the system is not achieving what employees though it would address in the department. More effort has to be put in place during the implementation of the system to ensure that all processes and procedures are followed correctly for the intended results to be achieved.

Challenges in implementing of performance review system



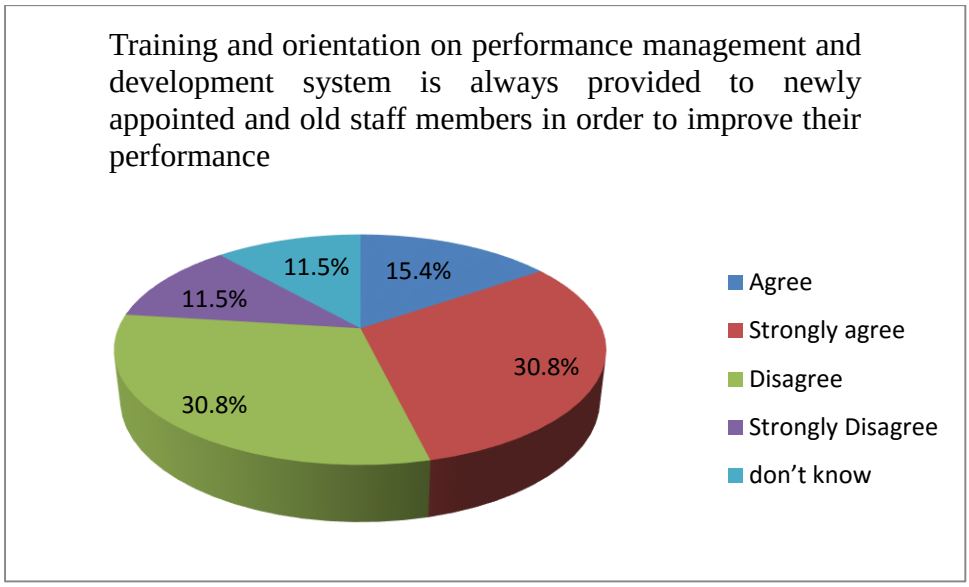
The above chart reveals that 73.1% (23.1% & 50%) of the respondents strongly agreed that there are many challenges associated with the management and implementation of the performance management and development system, while 23,1% (15,4% & 7,7%) disagreed that there is challenges with the current performance management system, followed by those who indicated that they do not know with 3,8%. The chart reveals that the system is not yet fully effective and it is still faced with lot of challenges which still need to be address in order for the system to meet its goals and boost the confidence of employees on the promised deliverables.

Perceptions on functions of supervisors and managers in current system



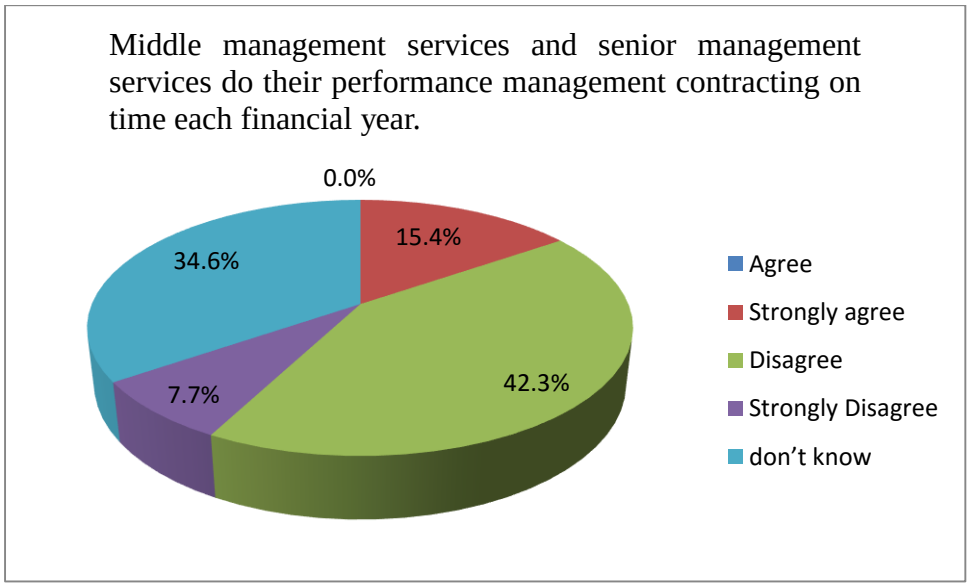
The above chart reveals that 53.9% (3.8% & 50.1%) of the respondents agreed that managers and supervisors fully support the implementation of the performance management and development system in this department, while 34,6% (26,9 & 7,7%) of respondents disagree that managers and supervisor fully support the system. Followed by those who indicated that they do not know with 11,5%. The chart reveals that majority (53.9%) of managers and supervisors believe on the success of the system and therefore they put more effort and full support on its implementation to ensure that it achieves its goals.

Perception on training and orientation of employees



The study results reveals that 46.2% (15.4% & 30.8%) of the respondents agreed that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance, while those who disagree constitute 42,3% (30,8% & 11,5%), followed by those who indicated that they do not know with 11,5%. The chart reveals that not much effort has been dedicated to training newly appointed and old staff members on the management and implementation of the system. The fact that there employees who do not know that such training are happening in their department is a clear indication that things are not being done as it should be.

Timing the contracts



The above chart reveals that at least 50% (42.3% & 7.7%) of the respondents disagreed that middle management services and senior management services do their performance management contracting on time each financial year, while a those who indicated that they do not know constituted 34,6% followed by those who agreed with the statement with 15,4%. The chart reveals that management are not leading by example by doing their performance contracting on time. This has negative effect on those who are looking at them as role models as they are likely to do as they see them doing. Improvement from senior managers by doing their performance contracting on time is strongly recommended.

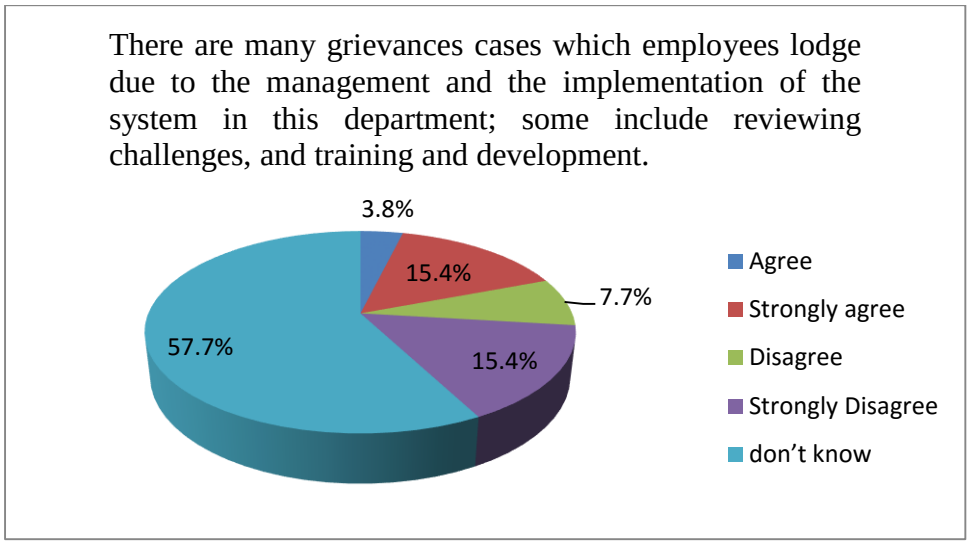
The current challenges in improving performance management and development system in the South African national government departments

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
There are many grievances cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development.	1(3.8%)	4(15.4%)	2(7.7%)	4(15.4%)	15(57.7%)	26(100)
Responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provide full support during	6(23.1%)	8(30.8%)	6(23.1%)	1(3.8%)	5(19.2%)	26(100)

the implementation of the performance management and development system						
This department have supervisors who are experts in the management and implementation of the performance management and development system.	3(11.5%)	4(15.4%)	10(38.5%)	3(11.5%)	6(23.1%)	26(100)
Performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery.	1(3.8%)	5(19.2%)	13(50.0%)	5(19.3%)	2(7.7%)	26(100)
Employees are happy with the management and implementation of the performance management and development system in this department.	1(3.8%)	4(15.5%)	7(26.9%)	7(26.9%)	7(26.9%)	26(100)
Managers and supervisors are biased when reviewing/assessing employee's performance	7(26.9%)	6(23.1%)	10(38.5%)	1(3.8%)	2(7.7%)	26(100)
The department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year.	3(11.5%)	10(38.5%)	4(15.4%)	1(3.8%)	8(30.8%)	26(100)
Appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units	2(7.7%)	12(46.2%)	8(30.8%)	1(3.8%)	3(11.5%)	26(100)

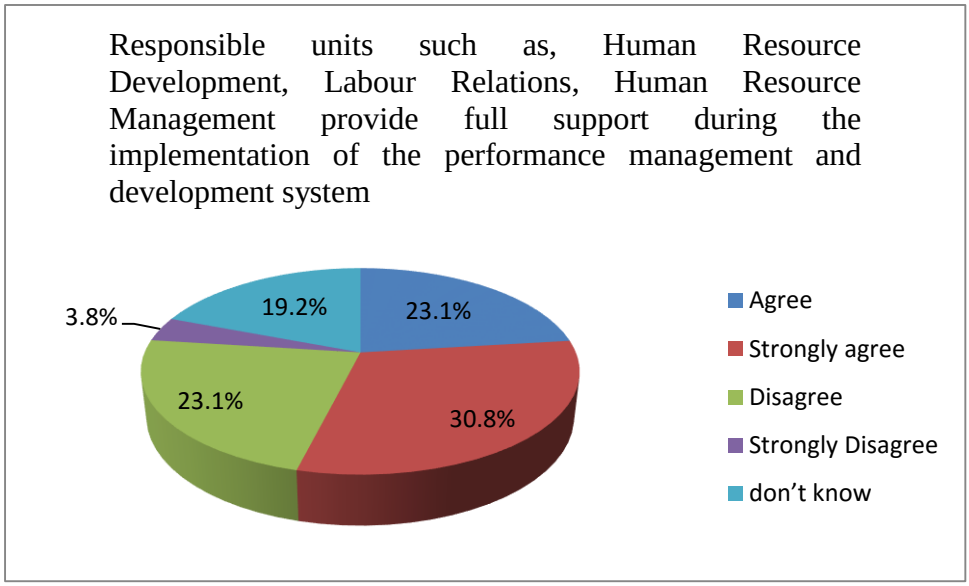
The table above presents the responses to the questions relating to outline the current challenges in improving performance management and development system in the South African national government departments. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perception on grievance cases



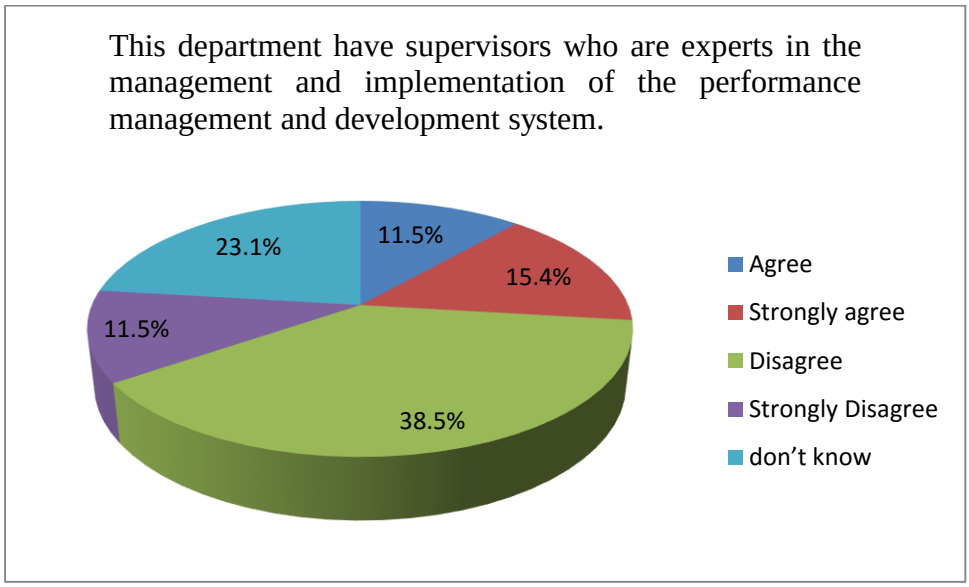
According to the above provided chart 57.7% of the respondents do not know whether there are many grievances cases which employees lodge due to the management and the implementation of the system in this department; which some include reviewing challenges, and training and development, while those who agree with the above statement constitute 19,2% (15,4% & 3,8%) , followed by the last group who disagreed with the statement who constituted 23,1% (15,4% & 7,7%). The chart reveals that little is known by the internal employees on what is happening during the implementation of the performance management and development system especially with the complaints employees has against the supervisors with regards the management of the system.

Support from other integral units



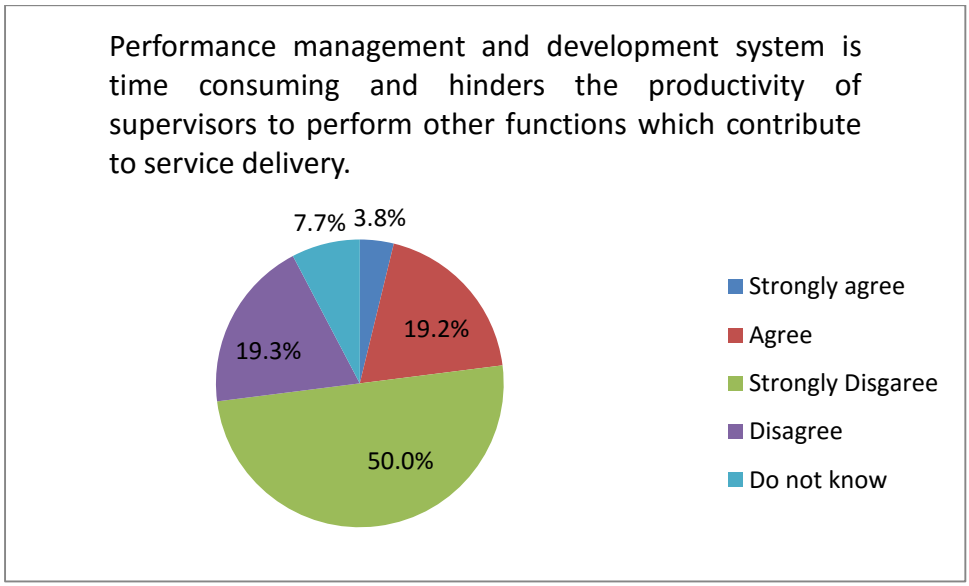
The above chart shows that 53.9% (23.1% & 30.8%) of the respondents agreed that responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provides full support during the implementation of the performance management and development system, While 26,9% (23,1% & 3,8%) of the respondents disagree with the provided statement, followed by those who indicated that they do not know with 19,2%. The chart reveals that responsible units are doing their best to ensure that the system achieve its goals by providing full support during the implementation of the system. This kind of support includes training supervisor and managers and also their subordinates to understand the processes to be followed when managing and implementing the system.

Expertise in reviewing performance



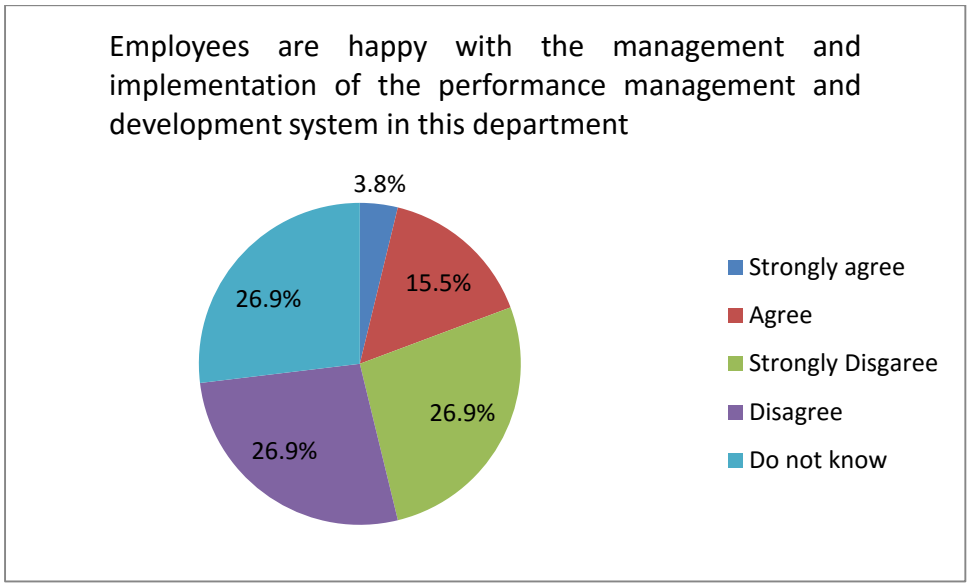
The above chart reveals that 50% (38.5% & 11.5%) of the respondents disagreed that their departments have supervisors who are experts in the management and implementation of the performance management and development system, followed by 26,9% for those who agree with the statement and lastly those who indicated that they do not know constitute 23,1%. The chart reveals employees do not believe that if their department was having experts to manage the system there was going to be challenges they are facing during the management and implementation of the system during the performance cycle.

Challenges in implementing performance appraisal system



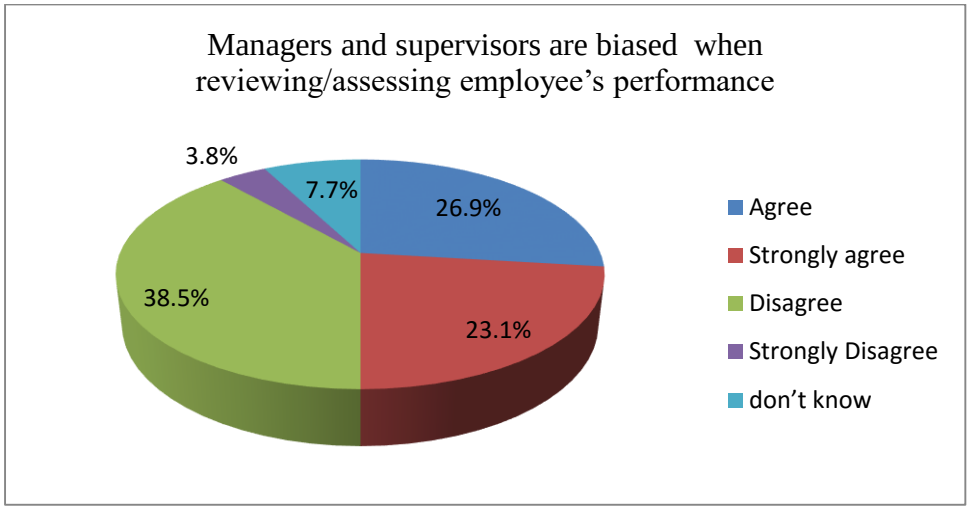
The above chart reveals that 69.3% (50% & 19.3%) of the respondents disagrees that performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery, while those who agrees constitute 23% (19,2% & 3,8%) and followed by those who indicated that they do not know with 7,7%. PMDS if managed properly can simply things in the organization but if it is managed incorrectly it might serve as a thorny factor which can be time consuming and stressing at the same time. The chart reveals that employees in this department understand the need for the performance management and development system and that for the organisation to perform effectively employees performance need to be managed and measured against the set targets which could be easily be done by means of using the PMDS.

Satisfaction level with the current performance management and development system



The above chart reveals that 53.8% (26.9% & 26.9%) of the respondents disagreed that employees are happy with the management and implementation of the performance management and development system in this department, while those who agree with the statement constituted 19,2% (15, 5 & 3,8%) , followed by those who indicated that they do not know with 26,9%. The above chart reveals more that 50% unhappy respondents it is a clearly indication that there are challenges with the implementation and management of the current performance management and development system.

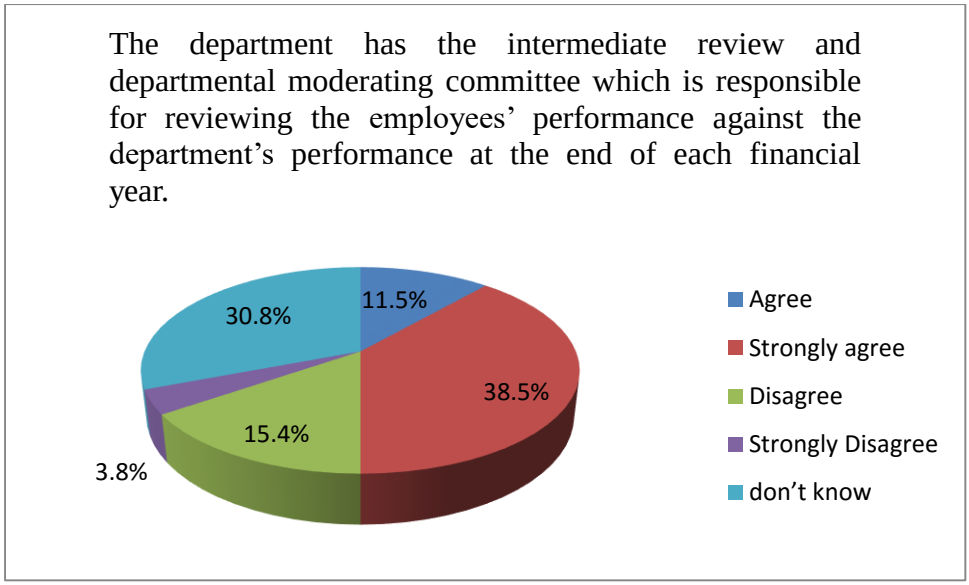
Bias among supervisor and managers in system implementation



The above chart reveals that 50% (26.9% & 23.1%) of the respondents agreed managers and supervisors are biased when reviewing/assessing employee's performance, while on the other hand 32,3% (28,5% & 3,8%) disagree with the provided statement followed by those who

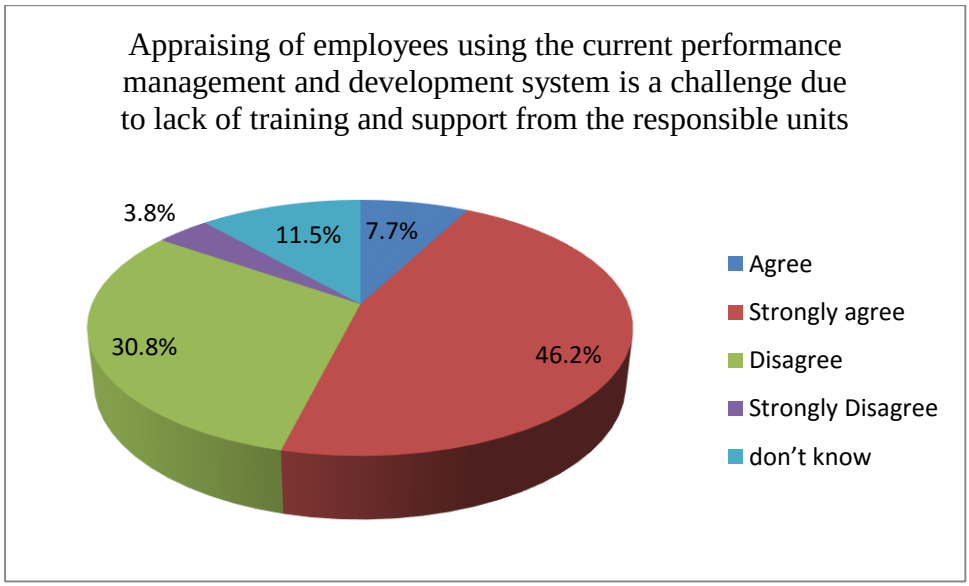
indicated that they do not know with 7,7%. The chart reveals that there are many challenges in this department with regards performance management and that employees are not happy with the management and implementation of the system. The fact that some managers are bias automatically all those who are directly affected by the bias of their managers would not be encouraged to improve their performance and this directly affect the overall performance of the organisation.

Presence of review and moderating committees in Department



The above chart reveals that 50% (11.5% & 38.5%) of the respondents agreed that the department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year, while on the other hand 19,2% (15,4% & 3,8%) disagree with the provided statement, followed by those who indicated that they do not know who constituted 30,8%. The chart reveals that the department has both committees but very few employees know about these committees, meaning that most employees are not directly making use of these committees because they do not even know if they exist in their department.

Limitation in current practices



The above chart reveals that 53.9% (7.7% & 46.2%) of the respondents agreed that appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units, while those who disagrees constitute 34,6% (30,8% & 3,8%) and followed by those who indicated that they do not know with 11,5%. The chart reveals that more still need to be done on the side of training to ensure that all challenges related to performance appraisal due to lack of training are eliminated. Support from responsible units must be visible and strengthened to ensure that the system objective be met.

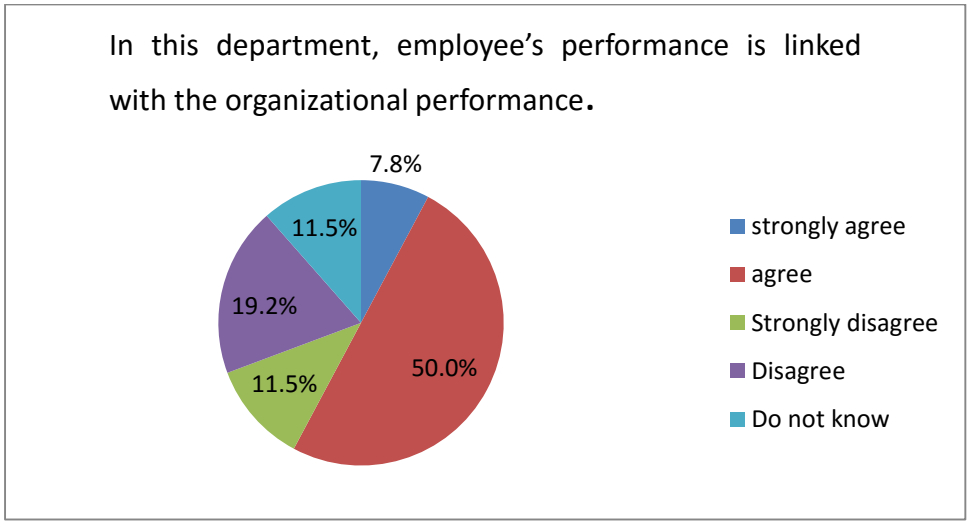
To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
In this department, employee's performance is linked with the organizational performance.	2(7.8%)	13(50.0%)	3(11.5%)	5(19.2%)	3(11.5%)	26(100)
The current performance management and development system helps employees improve their performance.	3(12.0%)	11(44.0%)	3(12.0%)	6(24.0%)	2(8.0%)	25(100)
Managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's).	1(3.8%)	11(42.3%)	8(30.8%)	6(23.1%)	0(0.0%)	26(100)

My job description provides clear goals and outcomes expected from me by my supervisor regarding performance	4(15.4%)	16(61.5%)	5(19.2%)	1(3.8%)	0(0.0%)	26(100)
The department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA).	7(26.9%)	11(42.3%)	2(7.7%)	0(0.0%)	6(23.1%)	26(100)
The Head of Human Resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the department.	0(0.0%)	6(23.1%)	4(15.4%)	3(11.5%)	13(50.0%)	26(100)
Training and refresher courses on the procedure and processes to be followed during the implementation of this system are conducted every year.	1(3.8%)	4(15.4%)	12(46.2%)	2(7.7%)	7(26.9%)	26(100)
Managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole.	4(26.9%)	17(65.5%)	1(3.8%)	1(3.8%)	0(0.0%)	26(100)

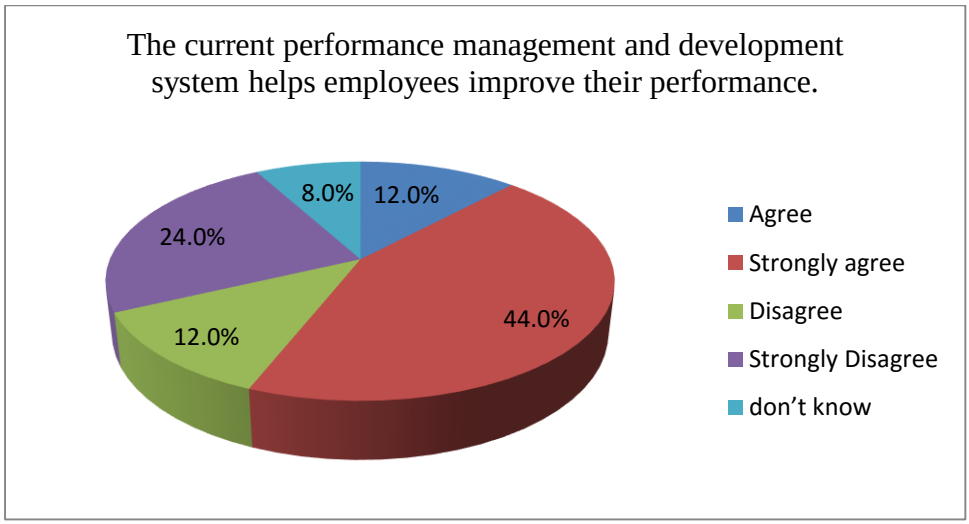
The table above presents the responses to the questions relating to determine how the employees' performance can be linked with the departmental performance in order to achieve the organisational goals by using the current system. The respondents were requested to respond to ten statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Employees' performance and link to departmental performance



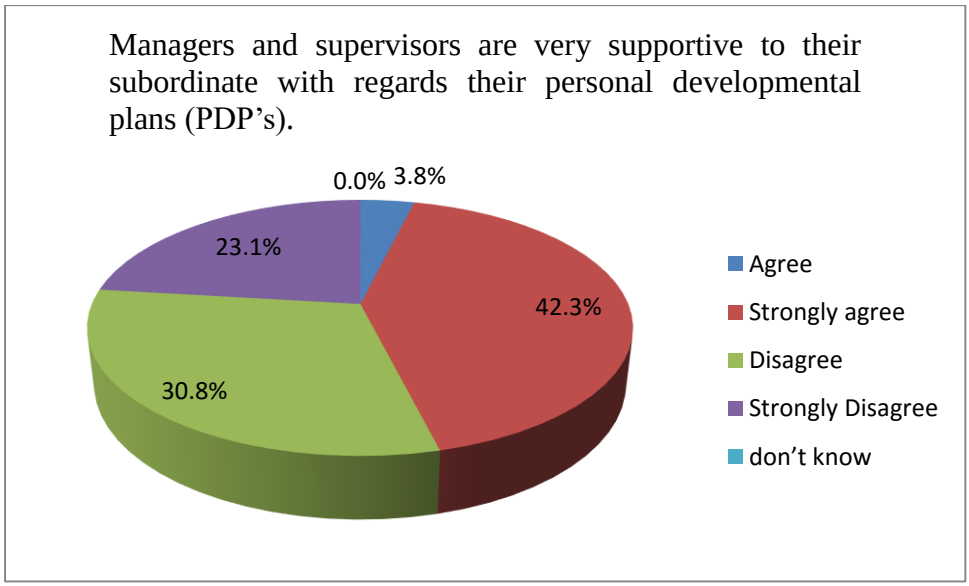
According to the study the results reveals that 57.8% (7.8% & 50%) of the respondents agreed that in their department employee's performance is linked with the organizational performance, while 30,7% of respondents disagree with the statement, followed by those who indicated that they do not know with 11,5%. The chart reveals that the employees performance is linked with the organisational performance but some employees are not sure if this is true, meaning that employees who indicated that they do not know also are not sure how they are contributing to the overall performance of the organisation.

Perception about current PMDS practices



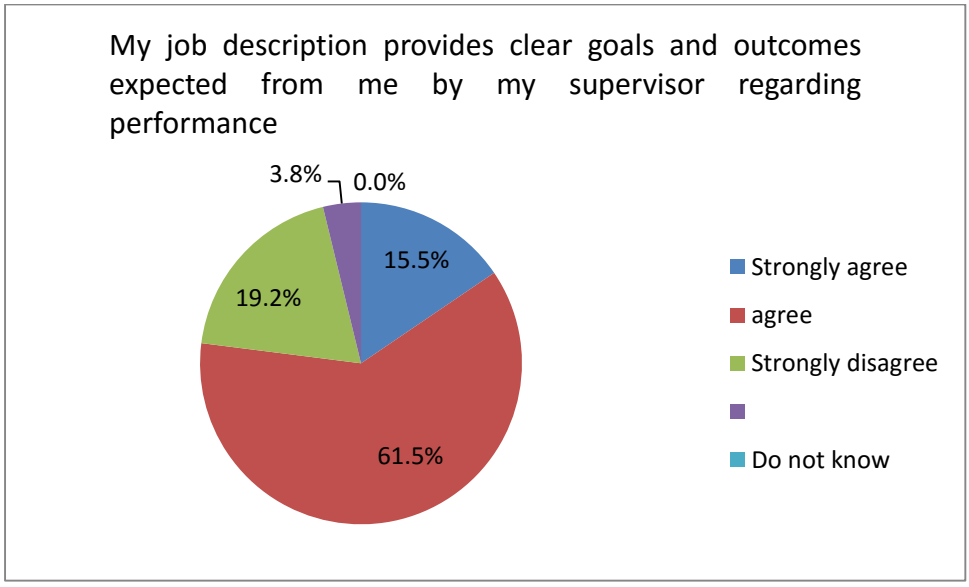
The above chart reveals that 56% (12% & 44%) of the respondents agreed that the current performance management and development system helps employees improve their performance, while 36% (12% & 24%) disagree that the current system is serving that purpose in their department, Followed by those who indicated that they do not know with 8% responses. The chart further reveals that the objective of the system of ensuring that employee's performance improves is starting to be achieved but however more still need to be done to ensure that all employee performance improves

Perception on managers and supervisors in PDPs



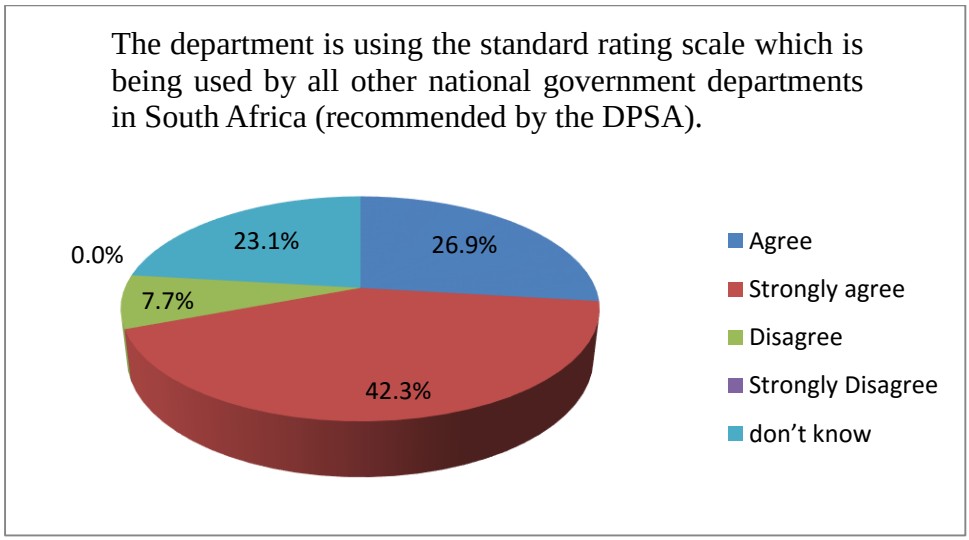
The above chart reveals that 53.9% (30.8% & 23.1%) of the respondents disagreed that managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's). failure to support employees on their PDP's might have negative impact on their performance as their PDP's are those areas which employees feels that they need development on in order to improve their performance. The chart reveals that most managers are do wish to see the system achieving its goals for most of them are very supporting to their subordinates with regards ensuring that their personal development plans are addressed.

Connecting job description to performance indicators



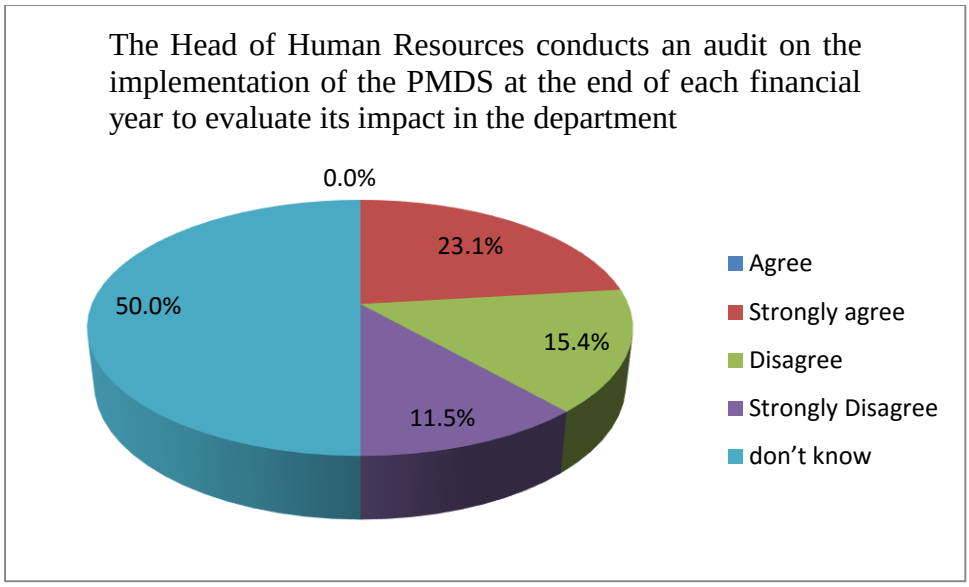
The above chart reveals that 77% (15.5% & 61.5%) of the respondents agreed that their job description provides clear goals and outcomes expected from them by their supervisors regarding performance, while on the other hand 23% (19.2% & 3,8%) disagreed with the statement. The chart further reveals that managers and supervisors are knowledgeable and skilled enough to be able to derive clear key output from their subordinate's job description so that it will be easy for the employees to know what exactly is expected from them and what their targets are.

Perceptions on rating scale currently in vogue



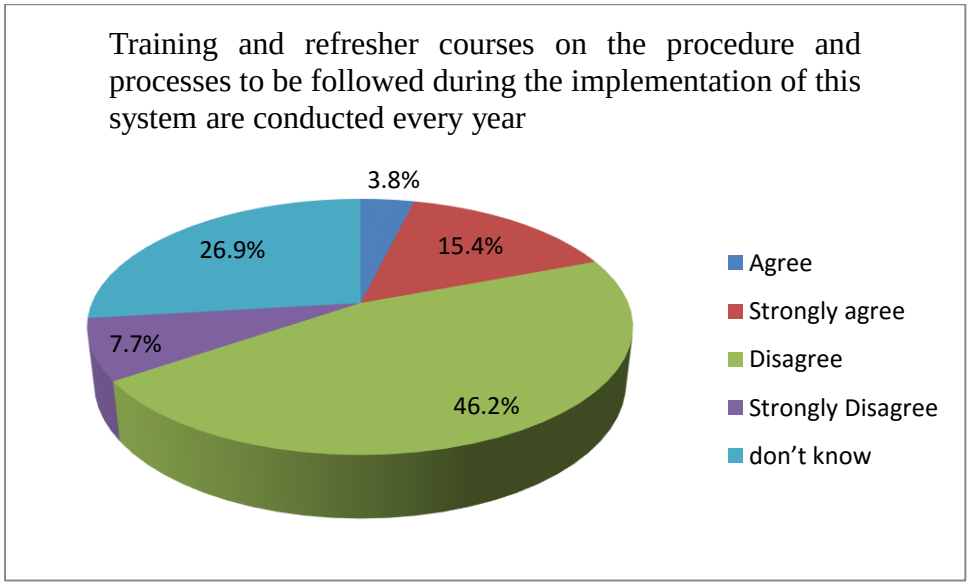
The study reveals that 72,2% (26.9% & 42.3%) of the respondents agreed that the department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA), while those who indicated that they do not know constituted 23,1%, followed by those who disagree with 7,7%. The chart further reveals that this department has complied with the DPSA mandate that all national departments must use the standardised performance rating scale. Furthermore some employees seem not to be knowledgeable of the rating scale used by other government national departments.

Human Resource Audit trail



The study reveals that 50% of the respondents do not know if the head of human resources conducts an audit as required, while those who disagree that such processes are done in this department constitute 26,9% (11,5% & 15,4%), followed by those who agree that the process is done annually with 23,1%. The chart further reveals that the annual audit is not necessary conducted in this department but however the only report which is conducted is the one done by the DPSA.

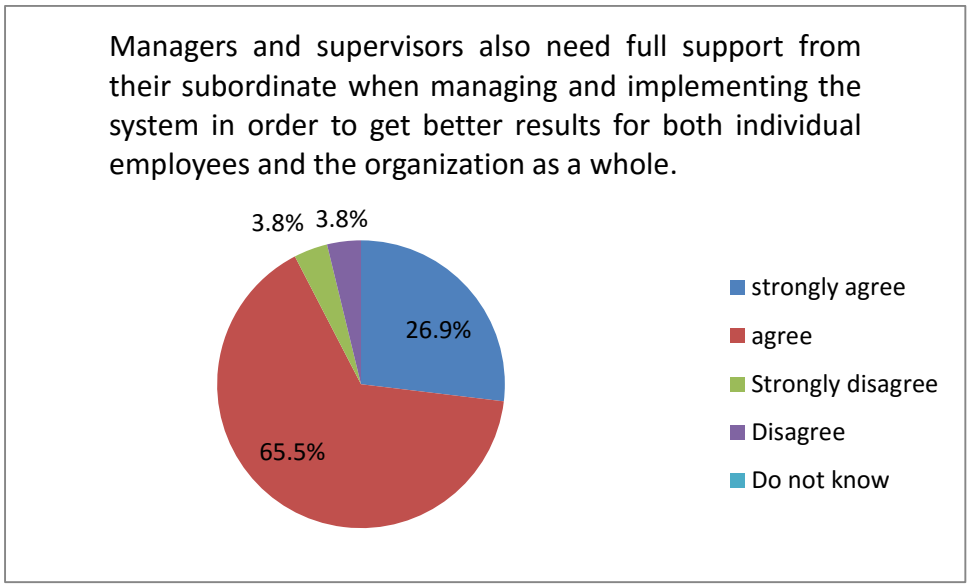
Perception on training and refresher course



The above chart reveals that 53.9% (46.2% & 7.7%) of the respondents disagreed that training and refresher courses on the procedure and processes to be followed during the implementation

of this system are conducted every year, while those who agree with the statement constituted only 19,2% (15,4% & 3,8%), those who indicated that they do not know constituted 26,9%. The chart reveals that majority of employees in this department are not receiving any training and refresher courses on the procedure and processes to be followed during the implementation phase of the system. This might be another main cause of grievance which employees lodge due to poor management and implementation of the system

Managerial support needs



The study reveals that at least 92.4% (65.5% & 26.9%) of the respondents agreed that managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole. Those who disagreed constituted 7,6% (3,8% & 3,8%). The chart further reveals that employees understand that the success of the implementation of the system is also on the hand. By employees accepting that managers and supervisors need their support it is a clear indication that employees understand some of the procedures to be followed when implementing the system.

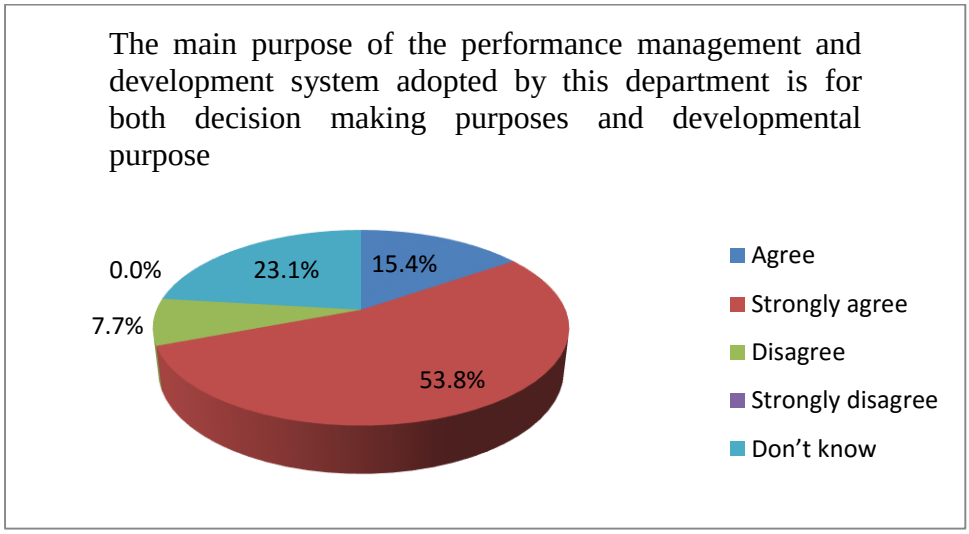
To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	

The main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose	4(15.4%)	14(53.8%)	2(7.7%)	0(0.0%)	6(23.1%)	26(100)
The current performance management and development system need to be amended in order to meet the organization's goals in today's rapidly changing environment	8(32.0%)	11(44.0%)	4(16.0%)	0(0.0%)	2(8.0%)	25(100)

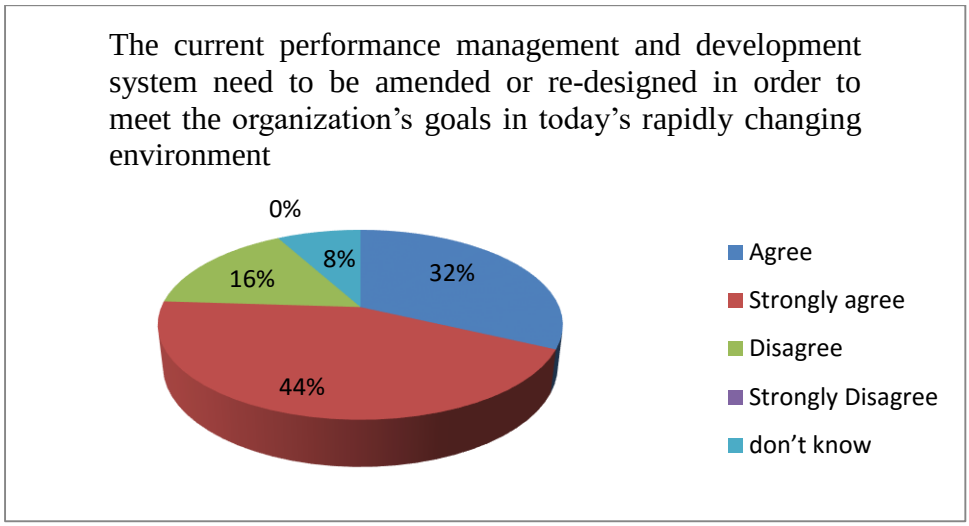
The table above presents the responses to the questions relating to suggest a new model on how should the performance management and development system be managed in order to yield the desired results. The respondents were requested to respond to two statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perceived purposes of performance management and development system



According to the above chart the results reveals that 69.2%(15.4% & 53.8%) of the respondents agreed that the main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose, while those who disagree constitute only 7,7%, and those who indicated that they do not know exactly which this system serve for at their department constituted 23,1%. The chart further reveals that this department needed the system for both purposes which is to use the performance information for decision making such as promotion, transfer and service termination and also for developmental purposes.

Amendment of current performance management system



The results on the above chart reveals that 76% (29.4% & 58.8%) of the respondents strongly agreed that the current performance management and development system need to be amended in order to meet the organization's goals in today's rapidly changing environment. This is a clear indication to show that employees are not happy with the current PMDS. Only 16% of respondents disagree that there is a need for the current to be re-design, this group claim to be content with the current system, followed by 8% of those who indicated that they do not know. The chart further reveals that employees believes that if the system can be amended some of their challenges which they are experiencing with the current system can be eliminated. The fact that majority of employees support the claim that the system should be redesign it is a clear indication that the current system is facing lot of criticism and therefore it need to be adjusted to meet the need of the people it was developed for.

4.7 Overall departments (DPSA, DPME, PSC, NDT, & DAC)

4.7.1 Section A: Demographic profile

Gender

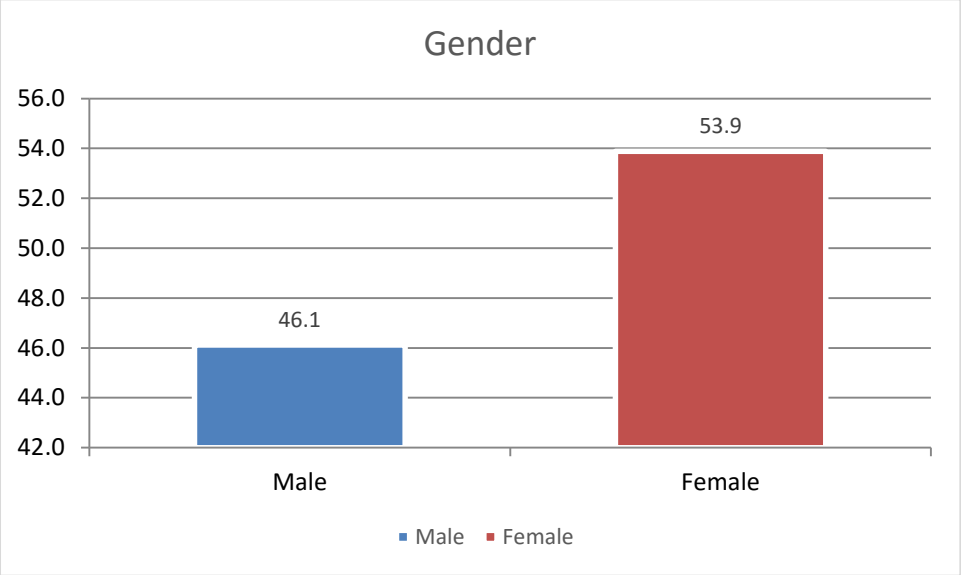


Figure 1 Reflects gender difference and results show that female (53.9%) dominates male (46.1%). Based on the South African demographic, female dominates the male. The chart reveals the true reflection of the South African demographics.

Contract type

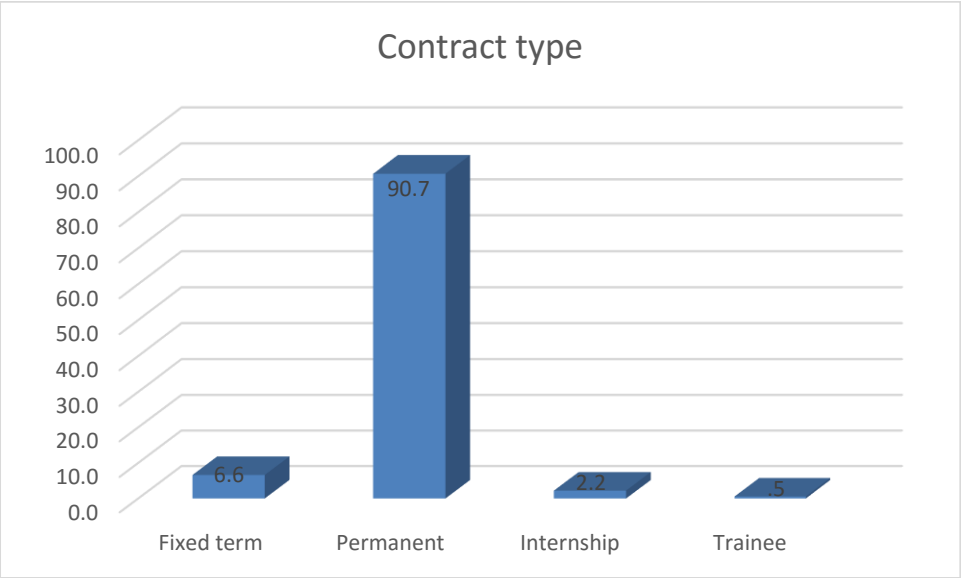


Figure 2 reflects contract type differences and the majority of the respondents were working on permanent basis with 90.7%, followed by workers who on fixed contract with 6.6% and the

minority were trainee's contract with 0.5%. The chart further reveals that these departments are dominated by permanent staff member.

Race

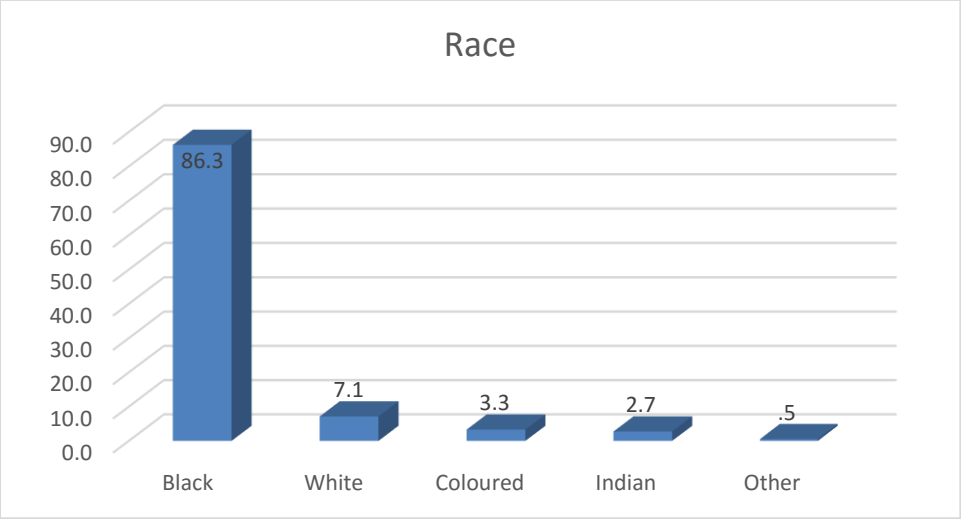


Figure 3 Reflects that 86.3% of respondents' were black, followed by 7.1% of white, followed by 3.3% of coloured, followed by 2.7% of Indian, and minority were white and other with 0.5%. South African is dominated by black people, therefore the chart depict the true reflection of South African demographic as a country.

Salary level

Figure 4 Reflects that majority(30.2%) of the employees are earning between 9 to 10 salary levels, followed by employees who are earning between 7 to 8 salary level with 26.3%, and minority earn between 3 to 4 salary levels with 5.6%.

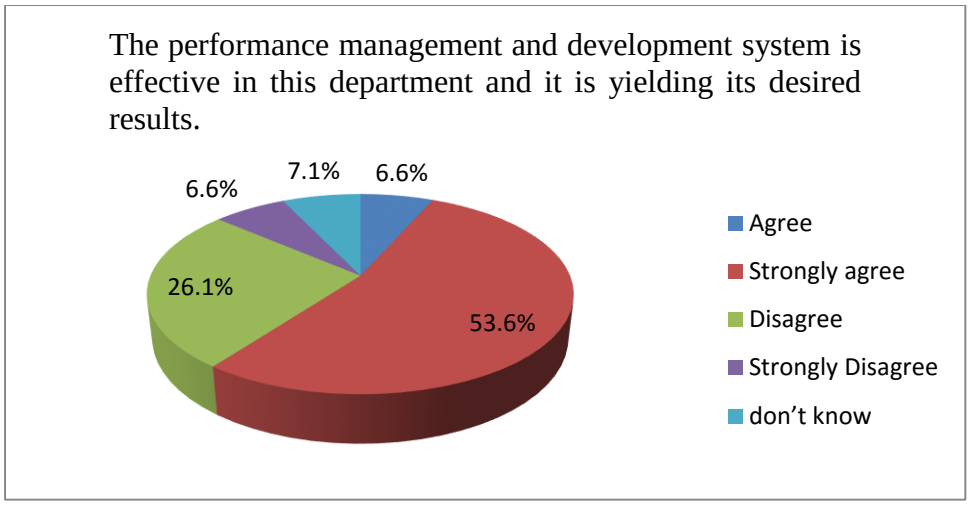
4.7.2. Section B: Table and charts

Overview of the current position on performance management in the selected South African National Government Departments

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	**2**	**3**	**4**	**5**	
The performance management and development system is effective in this department and it is yielding its desired results.	14(6.6%)	113(53.6%)	55(26.1%)	14(6.6%)	15(7.1%)	211(100)
There are many challenges associated with the management and implementation of the performance management and development system	45(21.3%)	112(52.8%)	38(17.9%)	4(1.9%)	13(6.1%)	212(100)
Managers and supervisors fully support the implementation of the performance management and development system in this department.	16(7.5%)	114(53.5%)	47(22.1%)	12(5.6%)	24(11.3%)	213(100)
Training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance	39(18.4%)	97(45.8%)	31(14.6%)	16(7.5%)	29(13.7%)	212(100)
Middle management services and senior management services do their performance management contracting on time each financial year.	11(5.3%)	59(28.4%)	52(25.0%)	16(7.6%)	70(33.7%)	208(100)

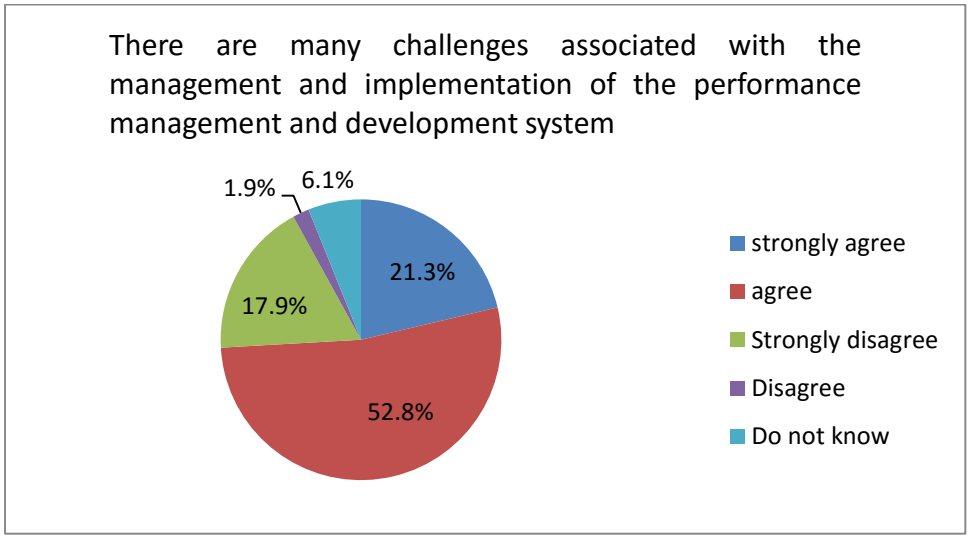
The table above presents the responses to the questions relating to present an overview of the current position on performance management in the selected South African National Government Departments. The respondents were requested to respond to five statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perception on the current performance review system



The above chart reveals that 60.2% (6.6% & 53.6%) of the respondents agreed that the performance management and development system is effective in these departments and it is yielding its desired results, while 32,7% (26,1% & 6,6) of respondents disagrees with the provided statement. 7.1% of the respondent indicated that they do not know if that above statement is true. The chart further reveals that the system has been implemented in this department but it does not seem to have bear results as expected. Some employees consider it not effective as a result of not benefiting from the benefits it was supposed to produce.

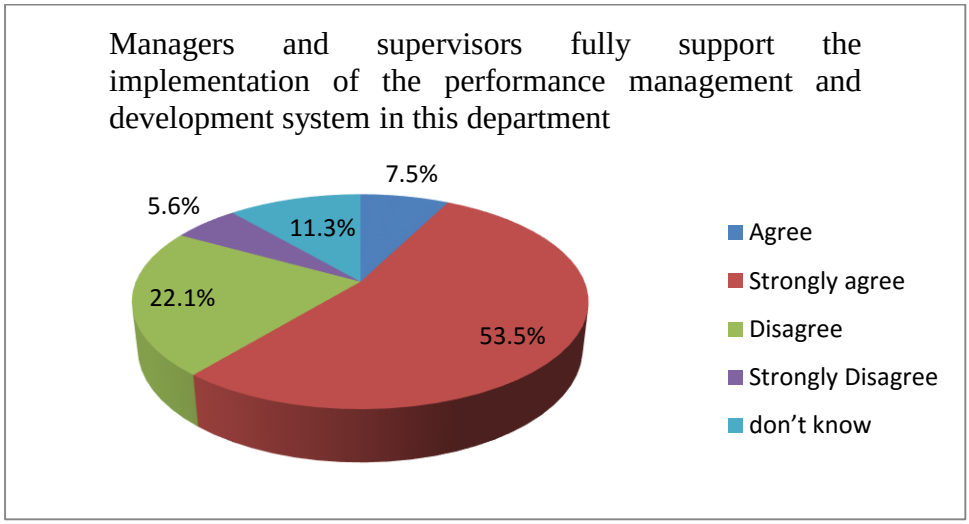
Challenges in implementing of performance review system



According to the above results 74.1% (21.3% & 52.8%) of the respondents strongly agreed that there are many challenges associated with the management and implementation of the

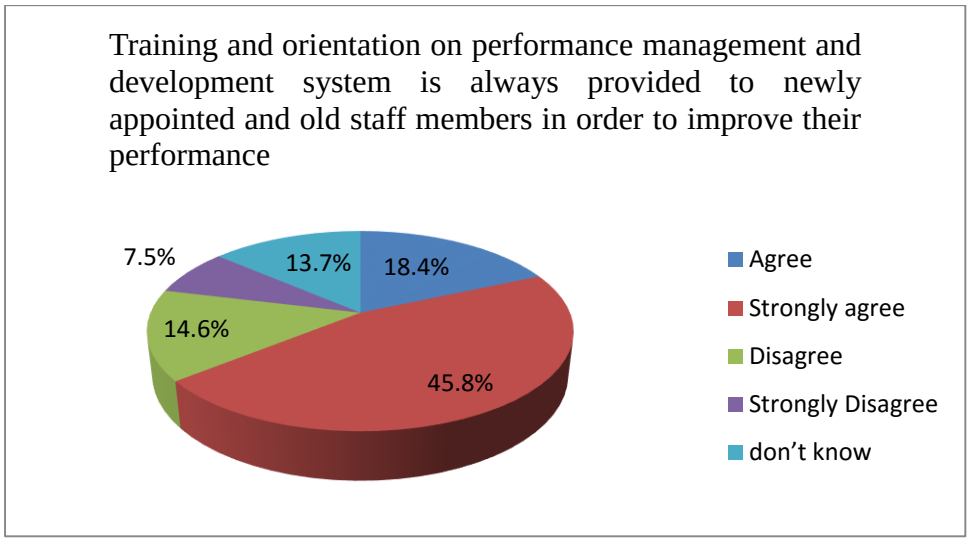
performance management and development system, while on the other hand 19,8% (17,9% &1,9%) disagree that there are challenges with regard to the implementation and management of the current PMDS. 6,1% respondents indicated that they do not know if there are challenges in the implementation of this system. The chart further reveals that the system is not achieving its intended results as majority of employees indicated that they are facing challenges associated with the management and implementation of the system. It clearly shows that more still need to be done in order to ensure that all these challenges are eliminated and to restore the trust of employees on performance management and development system.

Perception on functions of supervisors and managers in current system



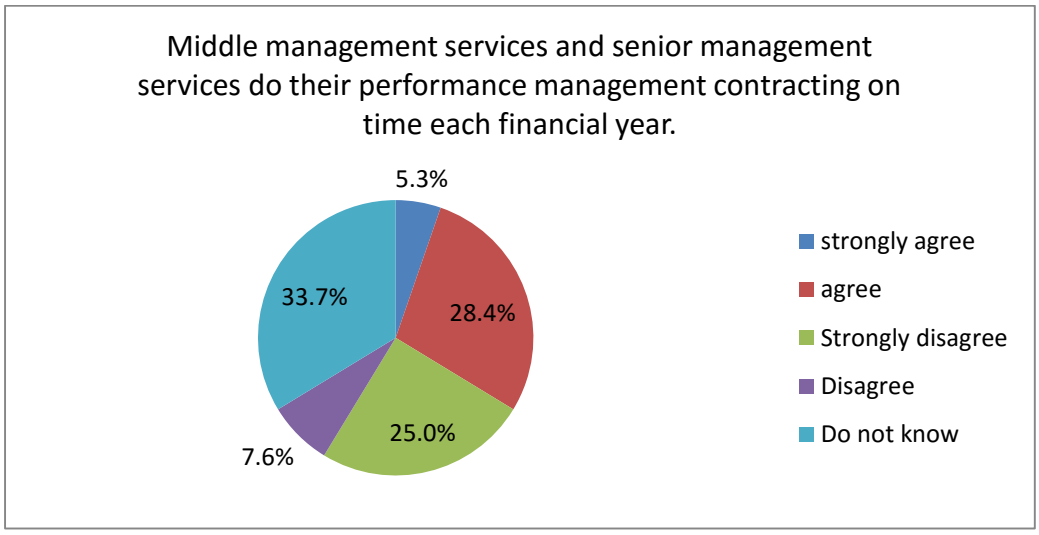
The above chart reveals that 61% (7.5% & 53.5%) of the respondents agreed that managers and supervisors fully support the implementation of the performance management and development system in this department, while on the other hand 27,6% (22, 1%& 5,6%) disagree that such support s visible in their department, with 11,3% of respondents indicated that they do not know if really managers and supervisor are supportive during the implementation of this system. The chart further reveals that majority of employees understand that the success of the system is also on their hand by ensuring that they support their managers and supervisor towards the same goals during the implementation of the system in these departments

Perception on training and orientation of employees



The above chart reveals that 64.2% (18.4% & 45.8%) of the respondents agreed that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance, while 22,1% (14,6% & 7,5%) of respondents disagree with the claim. The chart further reveals that these departments do offer training and orientation to all newly appointed and old staff members. However not all employees have benefited from this training and orientation, responsible units must ensure that training and orientation is conducted will all employees irrespective of the position and levels.

Timing the contracts



According to the above chart the study reveals that at least 32.6% (25% & 7.6%) of the respondents disagree that middle management services and senior management services do

their performance management contracting on time each financial year, while only 33,3% (28.4%+ 5.3%) agrees that management are doing so and those who indicated that they do not know constitute 33.7%. The chart reveals that middle and senior managers are not leading by example by doing their performance contracting on time. Those employees who look at them as role models are likely to do the same as their leaders are also not complying with the policy directives.

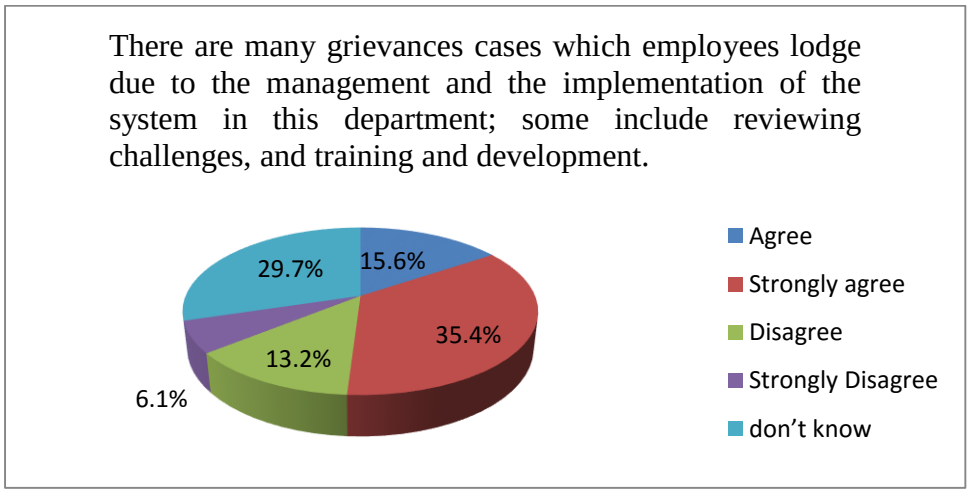
The current challenges in improving performance management and development system in the South African national government departments.

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
There are many grievances cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development.	33(15.6%)	75(35.4%)	28(13.2%)	13(6.1%)	63(29.7%)	212(100)
Responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provide full support during the implementation of the performance management and development system	39(18.3%)	119(55.9%)	25(11.7%)	12(5.6%)	18(8.5%)	213(100)
This department have supervisors who are experts in the management and implementation of the performance management and development system.	12(5.7%)	72(34.4%)	58(27.8%)	22(10.5%)	45(21.6%)	209(100)
Performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery.	11(5.2%)	37(17.5%)	110(52.2%)	43(20.4%)	10(4.7%)	211(100)
Employees are happy with the management and implementation of the performance management and development system in this department.	8(3.8%)	49(23.2%)	80(37.9%)	38(18.0%)	36(17.1%)	211(100)
Managers and supervisors are biased when reviewing/assessing employee's performance	34(16.5%)	68(33.0%)	43(20.9%)	14(6.8%)	47(22.8%)	206(100)
The department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance	27(12.9%)	113(54.1%)	8(3.8%)	5(2.4%)	56(26.8%)	209(100)

against the department's performance at the end of each financial year.						
Appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units	16(7.7%)	77(36.8%)	69(33.0%)	8(3.8%)	39(18.7%)	209(100)

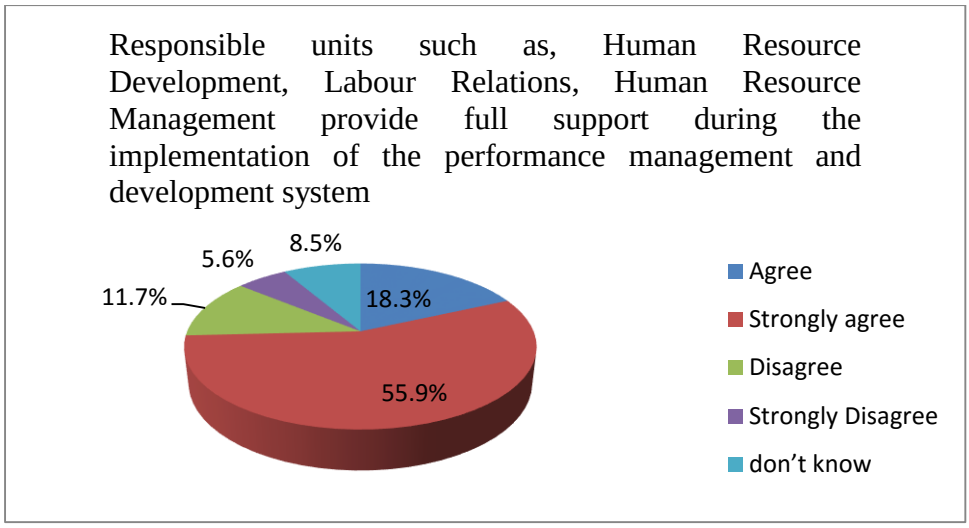
The table above presents the responses to the questions relating to outline the current challenges in improving performance management and development system in the South African national government departments. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perception on grievance cases



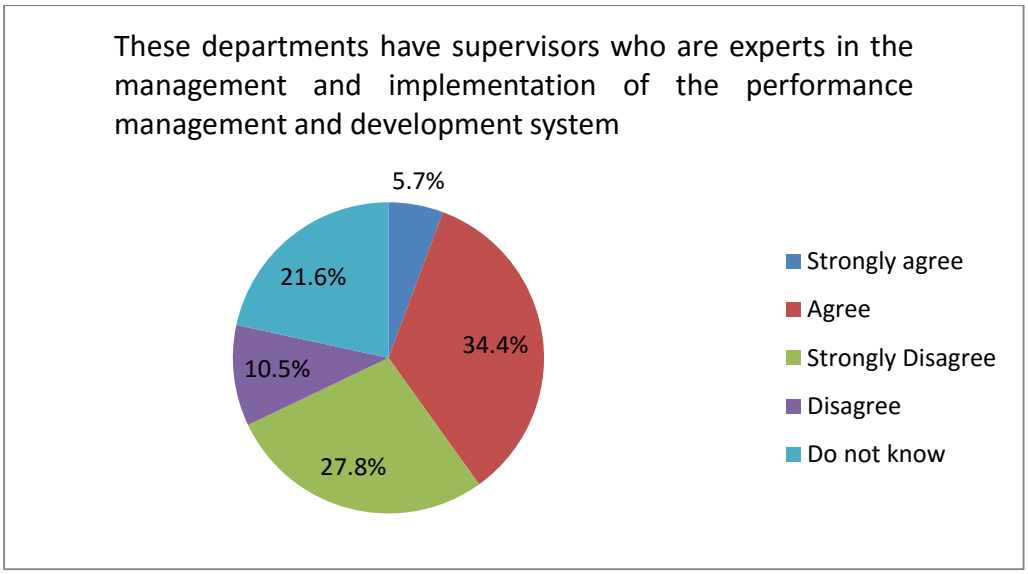
According to the above chart, the study reveals that 51% (15.6% & 35.4%) of the respondents agreed that there are many grievances cases which employees lodged due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development, while on the other hand only 19,3% (13,2% & 6,1%) disagree that there are grievances lodged against the way in which the system is being implemented, mostly during the assessment/reviewing processes. Lastly 29,7% of respondents indicated that they do not know if there are such kind of challenges in the departments.

Support from other integral units



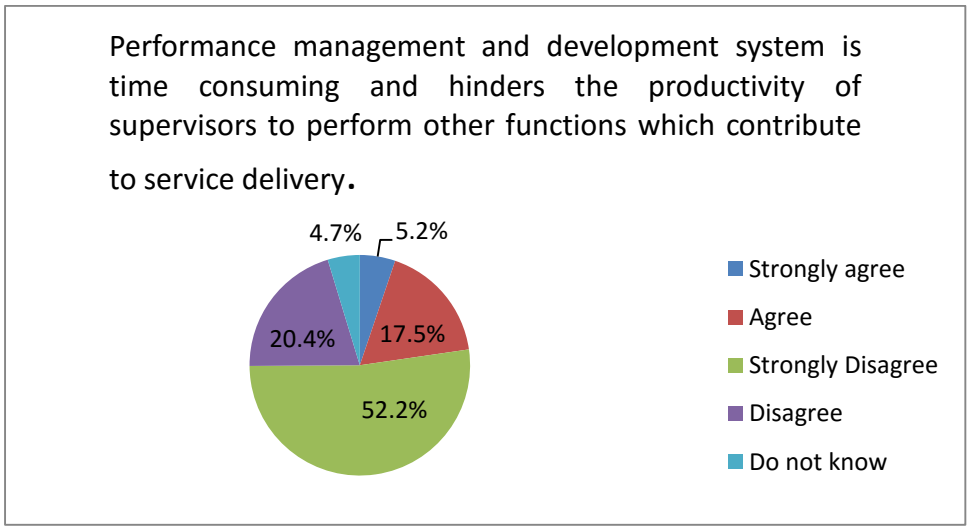
The above chart reveals that 74.2% (18.3% & 55.9%) of the respondents strongly agreed that responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provides full support during the implementation of the performance management and development system, while only 17,3% disagreed with the claimed statement, following the least with 8,5% who indicated that they do not know whether support is being provided by these units. In these departments responsible units depicts that they support the implementation of the system as they provide full support during the implementation of the system. However few employees seem not to have benefited from the support of these responsible units, therefore, awareness of the available support, which could be in the form of training, counselling, and advising should be advertised where employees can see them and make use of them.

Expertise in reviewing performance



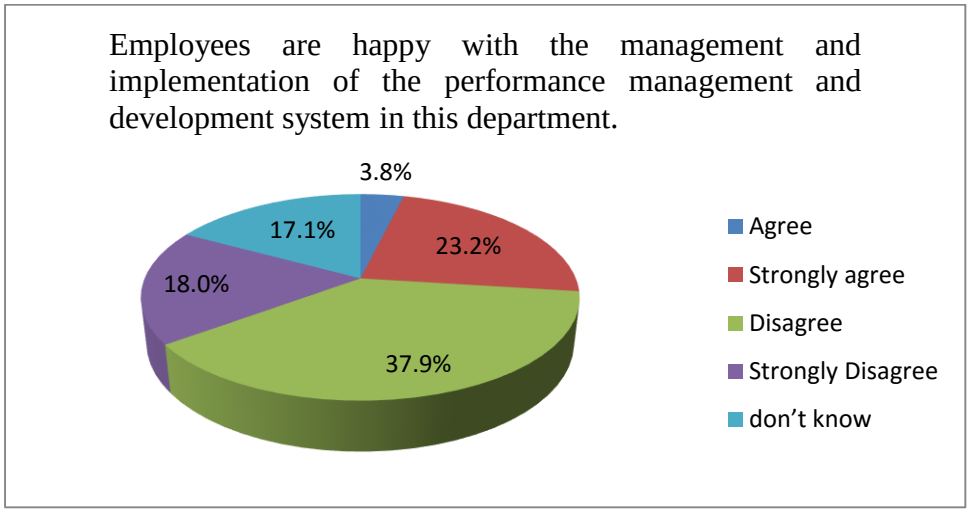
The above chart reveals that only 40.1% (5.7% & 34.4%) of the respondents agreed that their departments have supervisors who are experts in the management and implementation of the performance management and development system, while on the other hand 38,3% (27,8% & 10,5%) disagree that these departments have expects in the management and implementation of the system. Lastly followed by 21, 6% respondents who indicated that they do not know if truly these departments have expects when it comes to PMDS. The charts reflect that not all departments are having experts to manage and implement the system as required. Coordinators of the system in different department still need to be developed into the level of an experts in order to meet the needs of all employees whose performance are managed by the same system

Challenges in implementing performance appraisal system currently



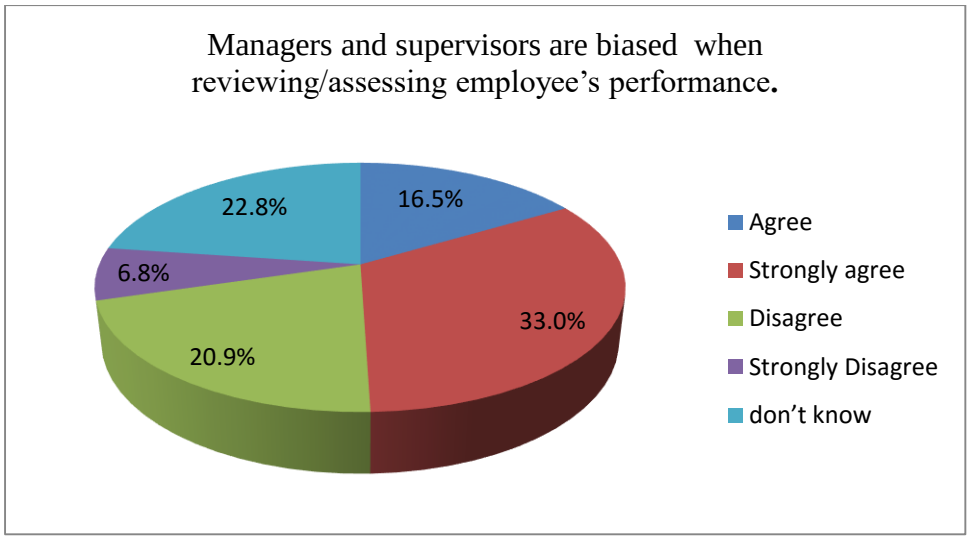
The results reveals that majority of respondents 72.6% (52.2% & 20.4%) strongly disagree that performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery, however 22,7% (17,5% & 5,2%) of respondents indicate that management and implementation of this system is time consuming and hinders the productivity of supervisors to perform functions which contribute to service delivery, following 4,7% respondents who indicated that they do not know if the system is time consuming. The chart further reveals that employees in these departments understand the need for performance management and development system and that productivity of supervisor is part of managing the employee's performance by means of using the same system which has a direct positive impact on effective service delivery.

Satisfaction level with the current performance management and development system



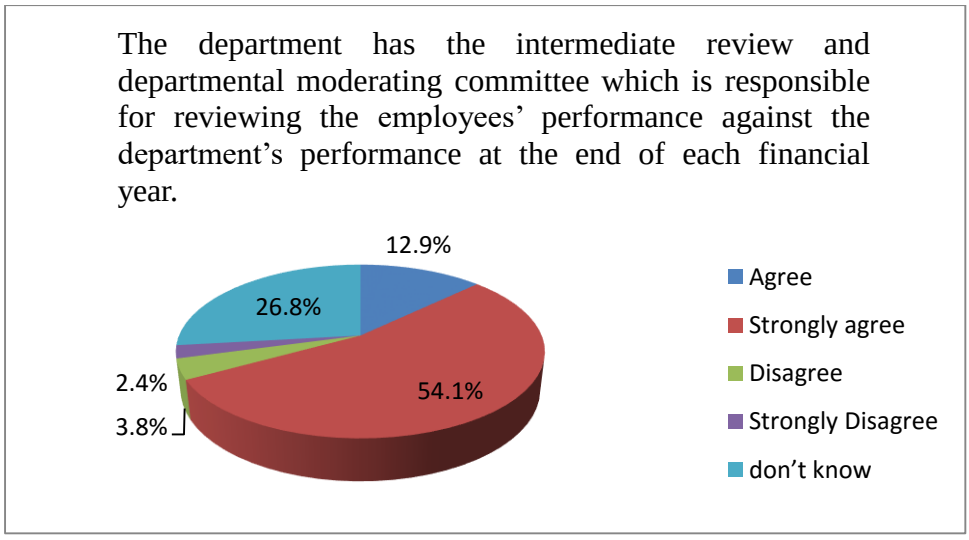
The study reveals that majority of respondents 55.9% (37.9% & 18%) disagreed that employees are happy with the management and implementation of the performance management and development system in this department, while those who agrees constituted 27% (23.2% & 3.8%), followed by those who do not know with 17.1%. This means that the current system still has to be adjusted to meet the needs of the employees for majority of the employees are not happy with the management and implementation of the system in all these national government departments. Furthermore if the system is not adjusted employees will continue to be more demotivated and at the end it will result in employee's poor performance which will have negative impact on service delivery of the country as a whole.

Bias among supervisor and managers in system implementation



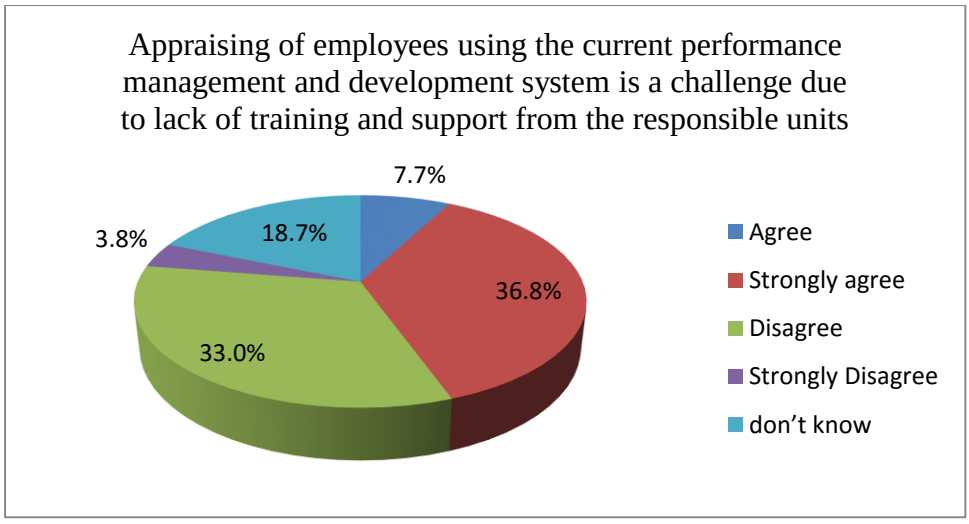
The study reveals that 49.5% (16.5% & 33%) of the respondents agree that managers and supervisors are biased when reviewing/assessing employee's performance, and as a results employees lodge grievances against the management and implementation of the system. While on the other hand 27, 7% (20, 9 & 6,8%) disagree that managers and supervisor are bias when reviewing employees performance, following 22,8% respondents indicated that they do not know. With so high percentage of respondents claiming that managers and supervisor are biased when reviewing employees performance raise more concerns when compared to the challenges which the departments faces with regards the current system. The chart further reveals that the issue of bias is a main concern from employees when it comes to performance evaluation in all these departments. It further shows that responsible units has lot of work to do to ensure that managers and supervisor refrain from this kind of behaviour as it negatively affects the performance of individual employees

Presence of review and moderating committee in Department



The above chart reveals that 67% (12.9% & 54.1%) of the respondents agreed that the department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year, while on the other hand minority of 6,2% (2,4% & 3,8%) of respondents disagree that these committees are available, following those who indicated that they do not know with 26,8%. The chart reveals that these departments have the two recommended committees although some employees do not know if these committees exist in their department. This also show that employees are not knowledgeable of all processes and procedures which their performance assessed score goes to before their performance bonus is paid out.

Limitations in current practices



The above chart reveals that 44.5% (7.7% & 36.8%) of the respondents agreed that appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units. In many cases evaluation training is only done theoretically without any practical testing or evaluation whether the trainee has understood the content of the training. 36,8% (33% & 3,8%) of respondents disagreed that using the current system to assess employee is a challenge due to lack of training. Following those who indicated that they do not know with 18,7% respondents. The chart further reveals that some of the challenges they are facing might be due to the fact that they are not trained enough to tackle and avoid all unnecessary problems they encounter during the implementation and management of the system especially during the evaluation phase at the end of each quarter..

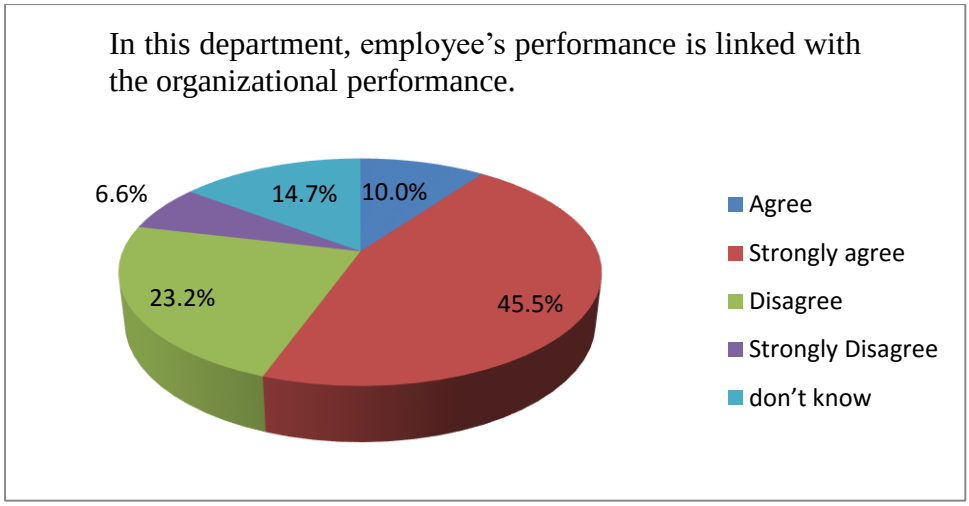
To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	2	3	4	5	
In this department, employee's performance is linked with the organizational performance.	21(10.0%)	96(45.5%)	49(23.2%)	14(6.6%)	31(14.7%)	211(100)
The current performance management and development system helps employees improve their performance.	21(10.0%)	97(46.2%)	52(24.8%)	25(11.9%)	15(7.1%)	210(100)
Managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's).	20(9.9%)	102(49%)	55(25.8%)	26(12.7%)	6(2.9%)	209(100)
My job description provides clear goals and outcomes expected from me by my supervisor regarding performance	56(26.7%)	114(54.2%)	29(13.8%)	9(4.3%)	2(1.0%)	210(100)
The department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA).	41(19.7%)	99(47.6%)	6(2.9%)	2(1.0%)	60(28.8%)	208(100)
The Head of Human Resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the department.	7(3.4%)	53(25.6%)	28(13.5%)	7(3.4%)	112(54.1%)	207(100)

Training and refresher courses on the procedure and processes to be followed during the implementation of this system are conducted every year.	19(9.3%)	102(49.7%)	42(20.5%)	6(2.9%)	36(17.6%)	205(100)
Managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole.	52(25.0%)	136(65.5%)	9(4.3%)	3(1.4%)	8(3.8%)	208(100)

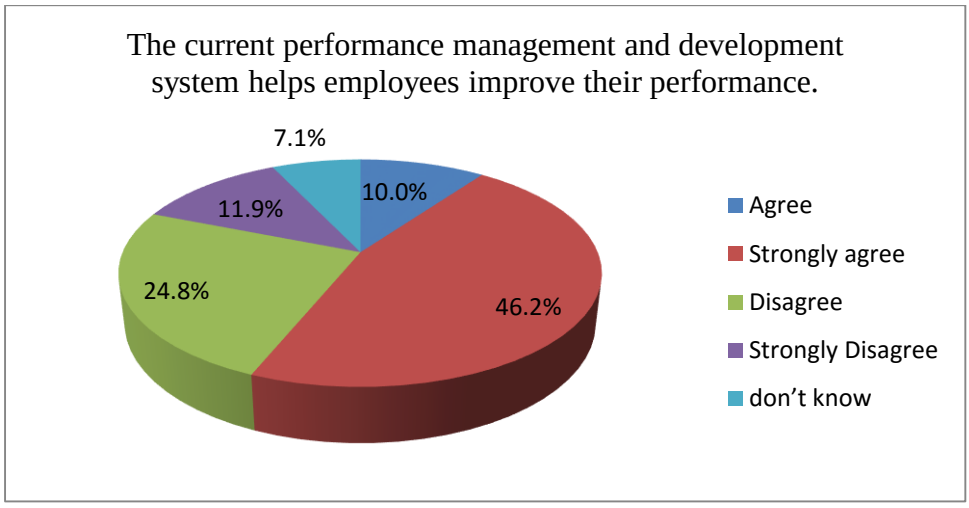
The table above presents the responses to the questions relating to determine how the employees' performance can be linked with the departmental performance in order to achieve the organisational goals by using the current system. The respondents were requested to respond to ten statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Employees' performance and link to departmental performance



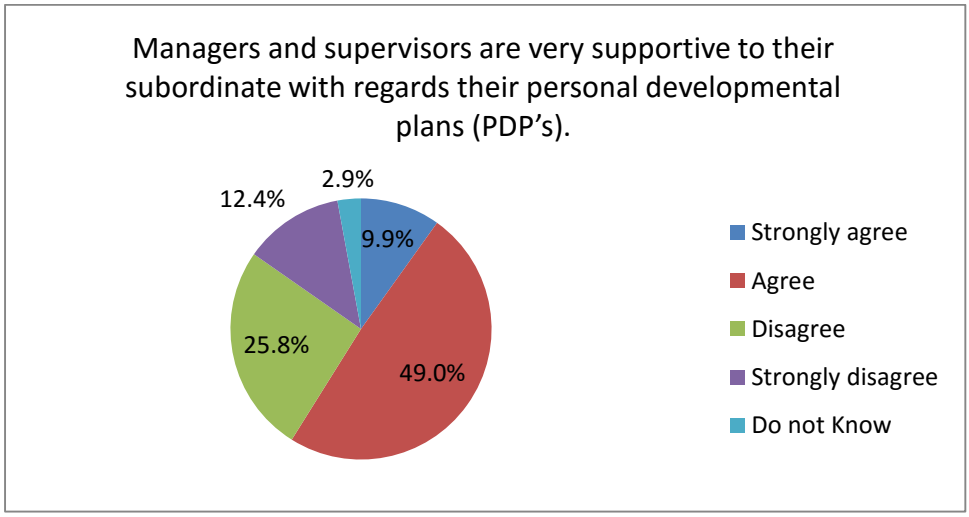
The above chart reveals that 55.5% (10% & 45.5%) of the respondents agreed that in their departments, employee's performance is linked with the organizational performance, while on the other hand 29,8% (23,2% & 6,6%) disagreed with the claimed statement, followed by those who indicated that they do not know with 14,7% respondents. It is evident from the chart that these departments understand the need for linking employee's performance with the organisational performance. However there are still some employees who do not understand how their individual performance contributes to the entire organisational performance.

Perception about current PMDS practices



The above chart reveals that only 56.2% (10% & 46.2%) of the respondents agreed that the current performance management and development system helps employees improve their performance. 36,7% (24,8 % & 11,9%) disagreed that the system is serving that purpose, following those who indicated that they do not know with 7,1%. The system is not met to be used for compliance purposes but rather to identify and help to improve performance of employees. If not all employee sees the system working towards that objective it means something is wrong and it need to be corrected. The chart further reveals that one of the objectives of the system which is to help employees improve their performance by catering for training and all other support which employees need to meet their target are being achieved.

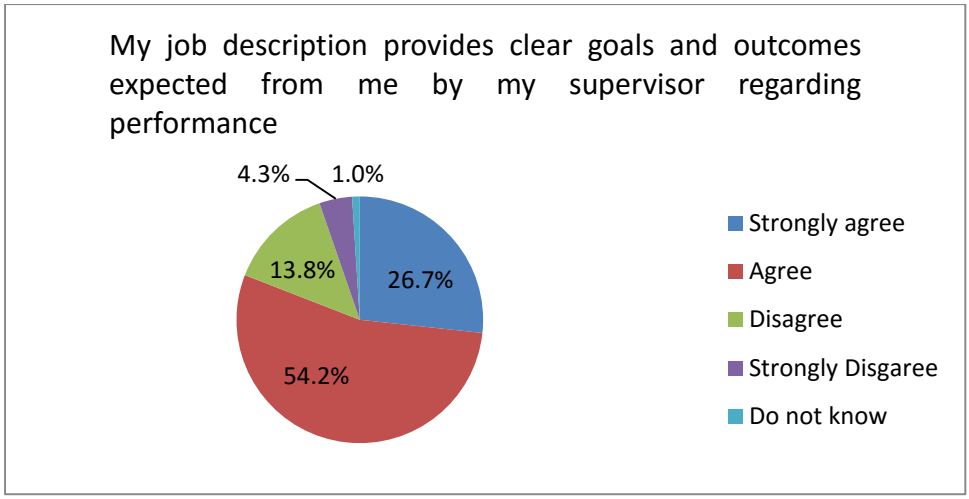
Perception on managers and supervisors in PDPs



The above chart reveals that only 58.9% (9.9% & 49%) of the respondents agree that managers and supervisors are very supportive to their subordinate with regards their personal

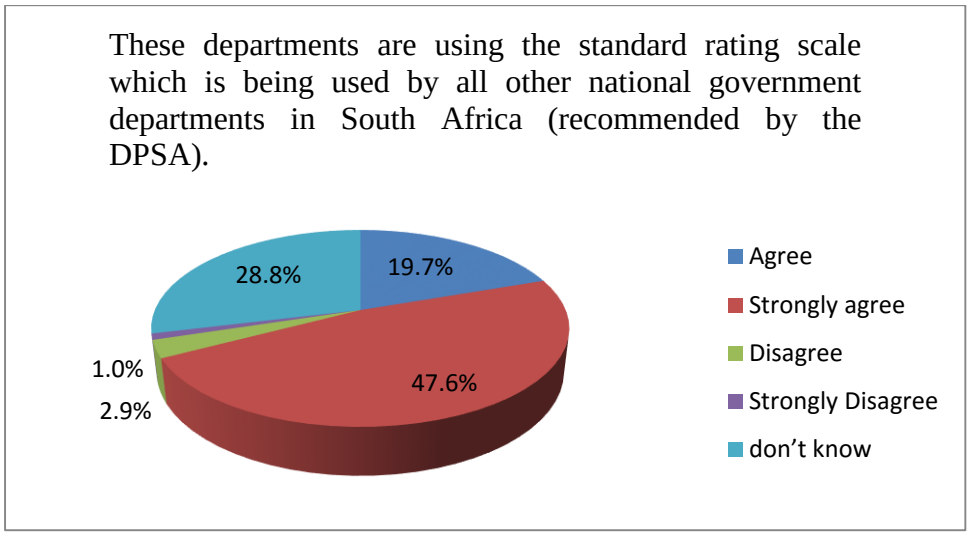
developmental plans (PDP's), while 37,7% (25,8% & 12,4%) of respondents disagree that support regarding their PDP's is given by their managers and supervisor. 2,9% of respondents indicated that they do not know. The chart reveals that not all managers and supervisors are supportive to their subordinates when it comes to addressing their personal development plans which has a negative impact on employee development and growth due to lack of development from their seniors.

Connecting job description to performance indicators



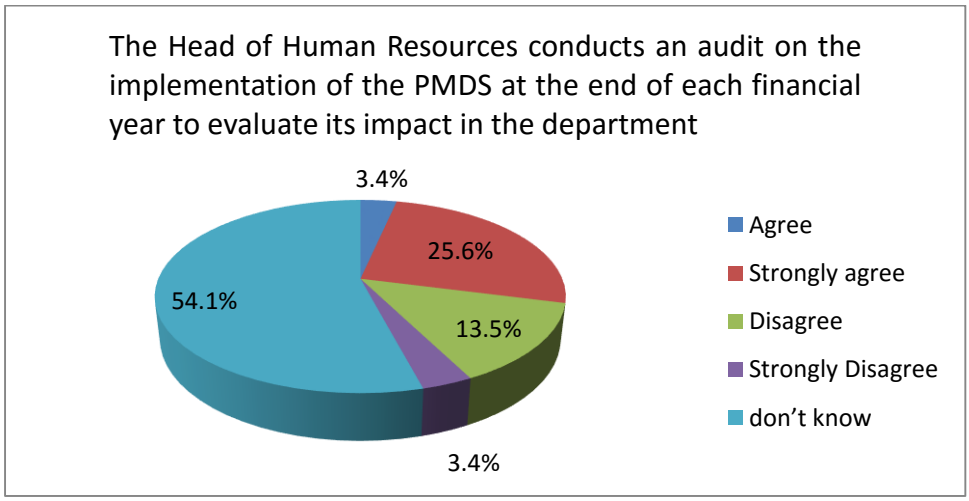
The above chart reveals that 81% (26.7% & 54.2%) of the respondents agreed that their job description provides clear goals and outcomes expected from me by my supervisor regarding performance, while 18,1% (4,3% & 13,8%) of respondents disagree that their job description provides clear goals and outcomes, followed by those who indicated that they do not know with 1% respondents. This means that employees no longer struggle to derive the key outputs required for them to meet their goals as their job description clearly provides everything needed.

Perception on rating scale currently in vogue



The chart reveals that 67.3% (19.7% & 47.6%) of the respondents agreed that these departments are using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA), followed by those who indicated that they do not know with 28,8% respondents and lastly those who indicated that they do not know constituted 3,9% (1% & 2,9%). It further reveals that these departments have complied with the directive from the DPSA that all national government departments must use the standardised performance rating scale when evaluating employee's performance.

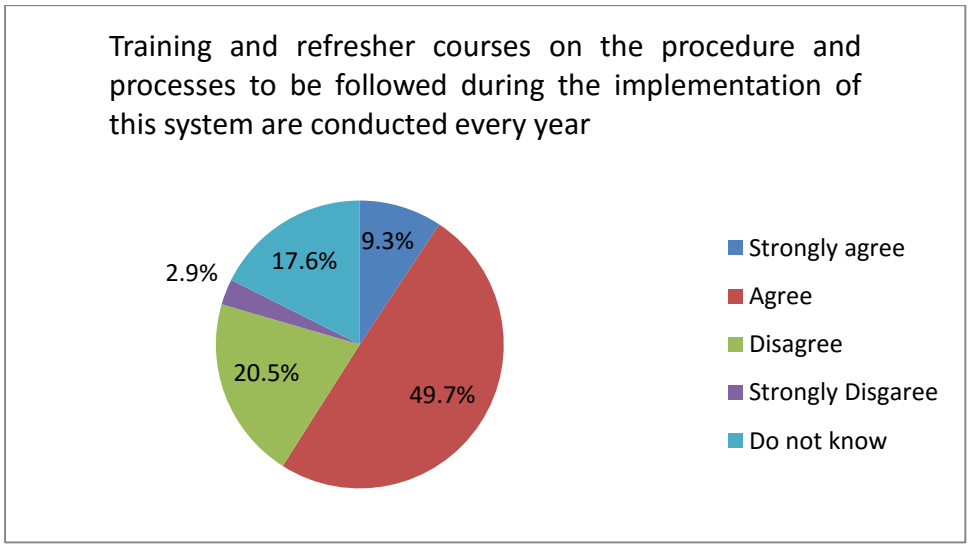
Human resource audit trail



The above study reveals that 54.1% of the respondents do not know if whether the Heads of human resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the departments, followed by 16,9% (13,5% & 3,4%) of respondents who disagree that such process takes place in their departments. The above chart

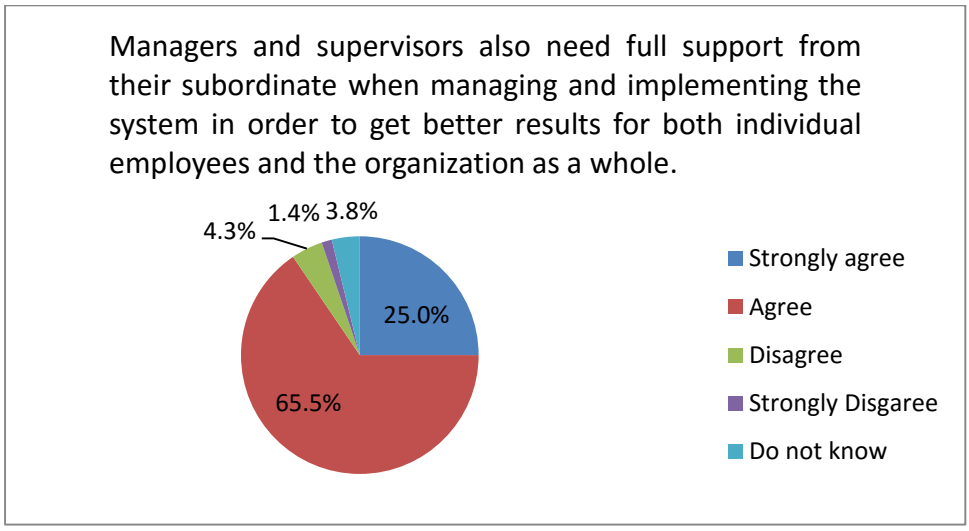
reveals that the heads of departments are no conducting any performance audit at the end of the financial which could help them to identify and improve where lacking if need be

Perception on training and refresher course



The above chart reveals that 59.% (9.3% & 49.7%) of the respondents agreed that training and refresher courses on the procedure and processes to be followed during the implementation of this system are conducted every year, while 23,4% (20,5% & 2,9%) of the respondents disagree on the claimed statement, followed by those who indicated that they do not know with 17,60%. Meaning that these departments are trying their best to ensure that all employees are familiar and updated with all changes and improvement of what is happening regarding the system.

Managerial support needs



The study reveals that 90.5% (25% & 65.5%) of the respondents strong agreed that managers and supervisors also need full support from their subordinate when managing and

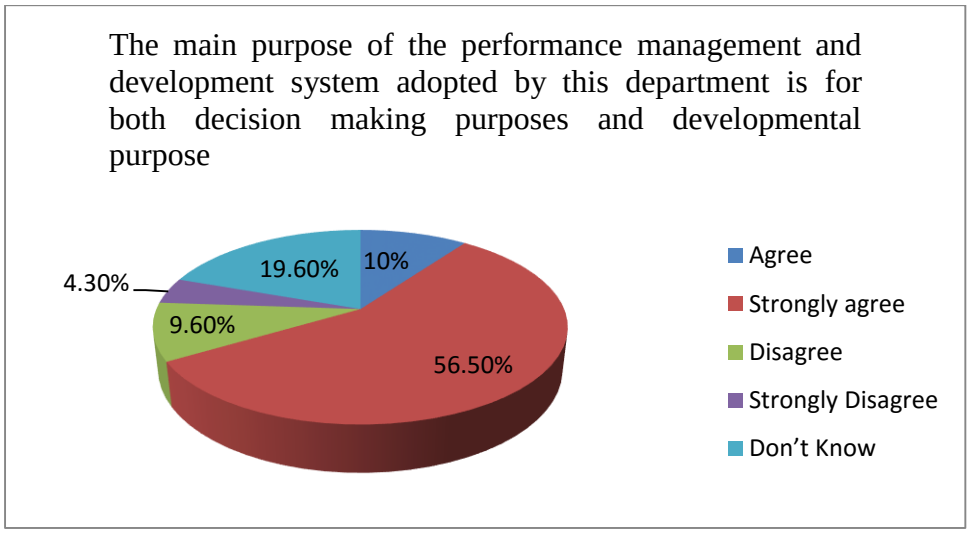
implementing the system in order to get better results for both individual employees and the organization as a whole. While 5, 7% (4,3% & 1,4%) respondents disagreed that managers and supervisors need support from them. Followed by 3,8% respondent who indicated that they do not know. Meaning that employees now fully understand that for the vision of the system to be successful they also need to contribute to ensure that managers and supervisors are not over burdened by doing everything themselves. Employees understand that order for the system to get better results for them and the organisation as a whole they have to support their seniors when implementing the system.

To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?

STATEMENTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DO NOT KNOW	TOTAL
	1	**2**	**3**	**4**	**5**	
The main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose	21(10.0%)	118(56.50%)	20(9.6%)	9(4.3%)	41(19.6%)	209(100)
The current performance management and development system need to be amended in order to meet the organization's goals in today's rapidly changing environment	62(30.0%)	89(43.0%)	33(15.9%)	3(1.4%)	20(9.7%)	207(100)

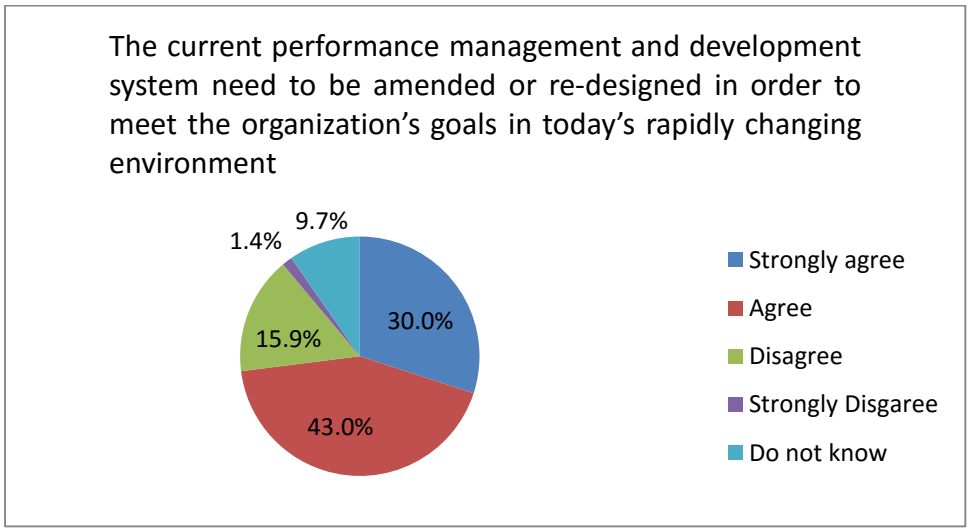
The table above presents the responses to the questions relating to suggest a new model on how should the performance management and development system be managed in order to yield the desired results. The respondents were requested to respond to ten statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Perceived purpose of performance management and development system



According to the above provided chart 66.5% (10% & 56.50%) of the respondents agreed that the main purpose of the performance management and development system adopted by their departments is for both decision making purposes and developmental purpose, while those who disagreed constituted 13,9% (4,3% & 9,6%) and lastly those who indicated that they do not know constituted 19,6%. This means that these departments are using the performance information of employees for decision making purposes such as, promotion, transfer and termination and also for developmental purposes such as training and development.

Amendment of current performance management and development system



The study reveals that 73% (30% & 43%) of the respondents strongly agreed that the current performance management and development system need to be amended in order to meet the organization's goals in today's rapidly changing environment. Those who disagreed

constituted 17,3% (15,9% & 1,4%) and lastly those who indicated that they do not know who constituted 9,70% response. This means that employees are not happy and are facing challenges with the management and implementation of the current performance management and system. Employees believe that if the current system could be adjusted it can be able to meet their needs and solve all other challenges which they are facing with the current system.

4.8 SECTION 2: QUALITATIVE DATA PRESENTATION AND ANALYSIS

This section focuses on the qualitative analysis of the data collected by means of interviews with middle and senior management services from the five (5) sampled national government departments. These departments include: Department of Public service and Administration, Department of National Tourism, Department of Arts and Culture, Office of the Public Service Commission and the Department of Performance Monitoring and Evaluation. In each department, a number of participants whom the researcher judged to be knowledgeable of the research topic under investigation were sampled. However, each department had its own number of personnel depending on their availability.

A list of ten questions was used to probe for more information from the sampled participants from the five mentioned departments. Individual interviews were conducted and a maximum time of one hour was provided to all participants to express their opinions and experiences on the ten questions. The researcher then recorded the answers from the interviewee through the pen and paper method as the electronic recorder was not used due to the consent the researcher had with the participants and also by honouring the research ethics that the researcher will not bridge the agreement he had with his participants.

During the analyses of the interview questions all answers provided under each question are grouped together in order to formulate a clear set of findings on the challenges of the performance evaluation system. Below are the data presentation and analyses of the findings from each department.

4.9. Department of Arts and Culture

1. **What is the nature and extent of complaints you encounter regarding performance management and development system in this department?**

- **Interviewee 1**: Changing of scores by moderating committees.

- **Interviewee 2:** Bias by managers and delay to resolve PMDS grievances by responsible units.
- **Interviewee 3**: Conflict between managers and subordinates with regards allocation of scores and changing of scores by moderating committees without the consent of the employee.
- **Interviewee 4:** Bias by managers when evaluating employee's performance.
- **Interviewee 5:** Assessment only conducted twice per year which does not provide enough time for employees to identify his/her shortfalls so that they can improve it.
- **Interviewee 6**: We do not have support from managers when it comes to addressing our personal developmental plans.

Analysis

The main complaints managers and supervisors encounter regarding performance management and development system is rating errors: some managers still have problems with evaluating their employees, some due to bias and some due to lack of knowledge on the management and implementation of the system. Unfairness of the system was identified as arising due to the bias of managers and supervisors and for some reason, employees always complain that the system is no longer used as a tool to manage performance but rather a compliance tool. Employees always lodge complaints and which results in record grievances each financial year due to the fact that employee's scores are mostly changed at the moderating committee without the consent of the employee concerned.

Lack of training: Employees lodge complaints to the Labour Relations Office during the assessment time when their supervisors want to rate them below their expected score often offering the reason that managers did not provide training to them during the course of the years in order for them to improve their performance.

2. How long does it take to resolve those complaints?

- **Interviewee 1**: It depend[s] on the nature of complain[t].
- **Interviewee 2**: More than a year.
- **Interviewee 3**: It take[s] long to resolve PMDS complaints and grievances.
- **Interviewee 4**: Four to six months.
- **Interviewee 5**: It takes time some times more than two years.

- **Interviewee 6**: After reporting to the public service commission (some since 2010).

Analysis

Time frame – All respondents provided that the time to resolve PMDS complains irrespective of its nature it takes long to resolve performance complaints and grievances cases. It is now clear why employees have lost trust and confidence in the system. Based on the evidence provided shows that even if employees' follow the proper channel to resolve the complains it takes a long time to be resolved. This could be another factor which demotivates employees to improve their performance as their complaints always goes un- resolved.

3. **Does lack of experts to assist in implementing the current performance management and development system have an effect on this department?**

- **Interviewee 1:** Yes it does.
- **Interviewee 2:** Yes.
- **Interviewee 3:** No, we have enough capacity. The problem is that there are some managers who are not supportive on the implementation of the system.
- **Interviewee 4:** Not sure if [it] is lack of experts or lack of commitment from among us.
- **Interviewee 5:** Is just compliance, issue of experts is not a problem.
- **Interviewee 6:** Yes but that not only the problem. There are many problems which need to be address people are just hiding behind that we don't have experts to manage the system.

Analysis

It is clear that apart from the fact that the department does not have enough experts to manage and implement the system, lack of support and commitment from some managers to ensure that the system is being implemented effectively is another stumbling block towards the successful implementation of the system in this department.

4. **What kind of effect does it have on employees and the organisation as a whole and what do you suggest need to be done to address this problem?**

Interviewee 1: Demotivated.

Interviewee 2: Employees are demotivated. What need[s] to be done is try to provide change management training to change the mind set of people.

Interviewee 3: Due to the fact that we don't have experts, even our managers are no longer committed to ensuring that the system move[s] forward and achieve[s] its goal.

Interviewee 4: It has affected them negatively. Employees are demotivated to perform outstandingly because they believe that there would not get anything in return. Adjustment of the system.

Interviewee 5: Demotivate most employees

Interviewee 6: Demotivated. We need to get the right people at the right level to manage this system.

Analysis

Employees are demotivated and they are no longer willing to perform beyond expectation knowing that there are no experts who can manage and implement the system effectively and recognize their performance and solve their problems on time. Also due to the fact that most of the system coordinators are at lower level positions it becomes difficult to advise senior management services on aspects of the system even if there is a need to do so. The best solution to this is to get the right people for the job at the right level who can deal with the challenges which are affecting employees at all levels in the department. Secondly, managers need to be trained and those who have flawed the system should be held accountable in order to restore the trust and confidence of the employees about the system.

5. **What makes managers and supervisors to be biased when assessing/appraising employee's performance? What do you think need[s] to be done to address this problem?**

Interviewee 1: Personal factor. Those who are found having flawed the system need to be disciplined.

Interviewee 2: Human nature. They will not change it's in their blood.

Interviewee 3: Unprofessionalism. They need to be trained and made aware that what they are doing is affecting those who they are managing and also the image of the organization.

Interviewee 4: Human nature. Hold them accountable.

Interviewee 5: Personal relationship with certain employees at work. These people do this knowing that [it] is not good. They need to be suspended and we appoint those who are ethical.

Interviewee 6: Bias due to personal relationships at work.

Analysis

The main factors contributing to managers and supervisors being biased is human nature and unprofessionalism based on the information provided. It is clear that these managers and supervisors are not biased because of lack of knowledge and skills but they do it knowingly that it is unethical. That is the reason why they favor their friends and family and deny those who qualify to get the benefits of their hard work. (Intervention) Proper training on PMDS ought to be conducted and accountability measures to be put in place for managers and supervisors who do not comply with the set standards of evaluating employee's performance.

6. **One of the requirements of the PMDS is that at the end of each financial year, the head of human resource management should conduct performance audit, is it happening in this department?**

Interviewee 1: No it is not happening.
Interviewee 2 No it is not happening.
Interviewee3 I am not sure, but I have not seen any report of such kind since I started working for this department.
Interviewee 4 No it is not happening.
Interviewee 5 No it is not happening.
Interviewee 6 I do not know what that is.

Analysis

It is clear that in this department the head of human resource management is not conducting the performance audit at the end of the performance cycle. It becomes very difficult to improve on the implementation of the system if there is no audit which is conducted at the end of the cycle to determine the challenges which the department has encountered during the course of the cycle so that in the next financial year they can do it differently.

7. **What do you think needs to be done to restore the trust and confidence of employees towards the performance management and development system currently in use within the South African public service?**

- **Interviewee 1.** I really do not know.

- **Interviewee 2:** To address grievances due to change of score by moderating committees, direct supervisor must be the ones responsible for presenting their unit scores not the departmental head.
- **Interviewee 3:** Make the system to be easy to understand because the current one is confusing.
- **Interviewee 4:** The system should be transparent, meaning that all scores of the unit should be announced publicly. All performance contracting of senior [staff] should also be announced when they have contracted.
- **Interviewee 5:** Transparency of the whole process.
- **Interviewee 6:** Scrap the current system and introduce the new one.

Analysis

The policy needs to be re-designed and made simpler to understand and to interpret. It should be crafted in such a way that daily activities must be linked to the overall performance of the unit. All cases lodged due to the system need to be addressed within 30 days of the application and proper training should be conducted with both operational and senior management staff to create a common understanding about the objectives of the system. Transparency on the whole process, for instance the issue of confidentiality on the individual performance scores should be scrap out and team commitment be encouraged. The direct manager should be responsible for presenting the employees performance during the moderating committee as they understand the exact performance of their staff.

8. What are the main concerns from employees regarding the management and implementation of the system?

- **Interviewee 1:** Changing of score by moderating committee.
- **Interviewee 2:** Changing of scores by moderating committee.
- **Interviewee 3:** Bias by managers and supervisors.
- **Interviewee 4:** Changing of scores by moderating committee.
- **Interviewee 5:** Victimisation by supervisors and managers.
- **Interviewee 6:** Political interference by senior officials.

Analysis

The main concern which employees raised regarding the management and implementation of the system is changing of scores by the moderating committee without the consent of the employee concerned. This is more demotivating as employees are surprised by the changed scores which they have agreed with their direct supervisors. Secondly bias and victimization of employees by managers and supervisors is another major factor which is affecting employees' performance. Directives from politically connected senior managers which contradict the procedure and processes which must be followed when implementing the system also affect employees negatively.

9. **What challenges do you face as managers when it comes to linking employee's performance with organization's performance?**

- **Interviewee 1:** Lack of knowledge due lack of training.
- **Interviewee 2:…**
- **Interviewee 3**: Technical problems.
- **Interviewee 4:** Lack of understand of the purpose of the system.
- **Interviewee 5:** Political interference on the operational work.
- **Interviewee 6** Isolation of functions from the organizational performance

Analysis

Lack of skills and knowledge to derive the required key outputs which are aligned to SMART principles from the employee's job description to make a direct contribution to the unit performance and also to the overall organization is a problem. All key result areas (KRAs) should be derived from the annual performance plans, therefore most of these annual performance plans are not interlinked with the unit functions and responsibilities. Only a few are linked which makes it more difficult for managers to link employees' performance with organizational performance. Political interference has negative implication of how managers link employees' performance with organizational performance, e.g. staff members are sometimes requested to support other ministerial projects which are not included in employee's performance contract.

10. **More than 70% of respondents claimed that the current performance management and development system needs to be amended or redesigned. What model do you**

think as a manager would be suitable for the management and implementation of the employees' performance in the public service?

- **Interviewee 1:** The one which would have harsh consequences for those who are biased and those who flawed the system.
- **Interviewee 2:** The head of department is the relevant person to answer this question.
- **Interviewee 3:** The system which can reward employee on the basis that the department has achieved its annual goals.
- **Interviewee 4:** The one which can make the assessment process to be easy to manage. The current [one] makes us to always fight with our subordinates.
- **Interviewee 5:** Electronic system which is being used by the SARS department which can be able to count how much documentation one has processed per day.
- **Interviewee 6:** The one which can replace the financial reward with other forms of reward such as, annual leave days.

Analysis

Based on the responses of the participants, it is clear that employees are tired of the current system because those who flawed the system still go unpunished and they emphasize that a good system is not only the one which will simplify things but also the one which can hold people accountable. A system which can replace financial rewards with other forms of rewards such as annual leave days instead of paying of bonuses could be better than monetary rewards. According to the participants' responses, it is clear that employees feel that if the system can reward employees based on the fact that the department has achieved its annual goals everyone would be compelled to perform as expected. A top down assessment is recommended (overall performance).

4.10. Department of Planning Monitoring and Evaluation

1. **What is the nature and extent of complaints you encounter regarding performance management and development system in this department?**

- **Interviewee 1:** Women who go for maternity leave do not qualify for performance bonus.
- **Interviewee 2:** Bias by supervisor and managers, political interference on operational work.

- **Interviewee 3:** Changing of scores by the moderating committee.
- **Interviewee 4:** Change of scores without clear explanation, non-objectivity of the system, and late payment after the final assessment has taken place.

Analysis

Political interference: Unit supervisors and individual employees have problems with political interference whereby employees from different units are requested to leave their daily contracted function and support other political ministerial duties which results in those units being under staffed and at the end having those employees overworked and finally found not having achieved their quarterly outputs as agreed upon in the contract. This ultimately affects their actual performance for the unit. Secondly, moderating committee is commonly known to be the main cause of complaints due to changing of performance scores without the consent of the employee concerned. Managers and supervisors are biased when assessing the performance of employees at the end of the final annual assessment.

2. **How long does it take to resolve those complaints?**

- **Interviewee 1:** It depend[s] on the nature of complaint.
- **Interviewee 2:** It takes more than 30 prescribed days to be resolved.
- **Interviewee 3:** We have some cases which go back to 2013.
- **Interviewee 4:** Sometimes even up to six months especially if it involves reversing the decision made at the moderating committee.

Analysis

Resolving a complaint or grievance practically takes longer than what is stipulated in the grievance procedure policy of 30 days. Depending on the nature of the complaint, the matter could take even up to 2 years most especially if it involves the issue of money such as reversing the decision made at the moderating committee.

3. **Does lack of experts to assist in implementing the current performance management and development system have an effect on this department?**

- **Interviewee 1:** No the department has enough experts to deal with the system.
- **Interviewee 2:** Not really there are some other things which weigh better than that.

- **Interviewee 3:** Yes it does affect the proper implementation of the system.
- **Interviewee 4:** It is not about the lack of experts but it is about lack of commitment from supervisors and managers.

Analysis

The department does not have any problem with expertise to implement the policy, but the problem is human factor and unprofessionalism amongst supervisors and managers. In this department the blame has been shifted from experts to managers and supervisors where some managers indicated that amongst themselves there are some who do not have any clue on how to manage their unit when it comes to its performance by using the system, while on the other hand there are those who know what to do but because of being unethical they do not follow the processes and are biased when assessing their friends, family and enemies.

4. **What kind of effect does it have on employees and the organisation as a whole and what do you suggest need to be done to address this problem?**

Interviewee 1: Employees are demotivated. Providing financial management training to managers and supervisor can help
Interviewee 2: It affects them negatively on their morale. Training managers and supervisors [is essential].
Interviewee 3: Managers do not like attending in-house training; therefore sending them for training elsewhere could help.
Interviewee 4: Employees are very demotivated.

Analysis

Employees are demotivated as a result of the factors indicated above under point number 1 and 3 knowing that their appraisal would not be based on their performance but on the personal relationship level. It is clear that the current system is losing this battle because of a lack of commitment and support from the implementers and those with authority to dictate what to be done and what not. However, **c**ompulsory change management and financial management training on the management and implementation of performance management and development system should be conducted with both managers and supervisors to help them change their mind set and the training should not be in-house training because most senior official do not want to be trained by their subordinates.

5. **What makes managers and supervisors biased when assessing employee's performance? What do you think need to be done to address this problem?**

- **Interviewee 1:** Human nature. Even if you can recommend [it] is still not going to work because it is managed by the same people.
- **Interviewee 2:** Lack of knowledge on how to assess their subordinates. Providing of training to both employees and supervisor.
- **Interviewee 3:** Simple because most managers are not ethical.
- **Interviewee 4:** I do not agree that managers are unethical is just that people do not want to hear the truth.

Analysis

Some managers and supervisors are not ethical and are over powered by the human factor whereby irrespective of the performance of their subordinate they rate their enemies low, while on the other hand their friends, family, and those they fear are rated highly. However there are some who believe that not all managers are alike but it is subordinates who do not want to hear the truth; they only want to get the performance bonus even if they do not deserve it. Provision of training to both employees and supervisors to create common understanding on the implementation of the system seems to be the solution.

6. **One of the requirements of the PMDS is that at the end of each financial year, the head of human resource management should conduct performance audit, is it happening in this department?**

- **Interviewee 1:** Yes we are using the IMPACT**.**
- **Interviewee 2:** Not intensively, but it does happen.
- **Interviewee 3:** Yes it happens.
- **Interviewee 4:** It is not happening as an audit, but however senior management services are being audited on their performance annually**.**

Analysis

In this department participants indicated that audit is conducted, but all respondents refer to different audits not the one which the head of human resource management has to conduct to help improve the management of the system in the next financial year.

7. **What do you think needs to be done to restore the trust and confidence of employees towards the performance management and development system currently in use within the South African public service?**

- **Interviewee 1:** All these problems emanate because of monetary rewards, therefore the public service needs new strategies [that] introduce new rewards systems such as vouchers for deserving employees rather than monetary rewards.
- **Interviewee 2:** Employees have negative mind set also, therefore change management training need[s] to be conducted with both parties(supervisors and subordinates).
- **Interviewee 3:** The system is fully effective; [it] is just that some managers and supervisors abuse the system to benefit themselves and those who are close to them.
- **Interviewee 4:** There should be transparency on the management and implementation of the current system.

Analysis

In order to restore the trust and confidence of employees towards the performance management and development system a formal change management training for all employees irrespective of level every six months to change their mind set needs to be conducted. This entails the removal of monetary rewards and the introduction of other methods of rewards, e.g. leave days for deserving employees and trip vouchers. Introducing of harsh consequences to those who are found to have flawed the system for their own personal benefits rather than the intentionally developed purpose should be reinforced.

8. **What are the main concerns from employees regarding the management and implementation of the system?**

- **Interviewee 1:** Changing of scores by moderating committee without the consent of the employee concerned.
- **Interviewee 2:** Unfairness, inconsistency, and favoritism.
- **Interviewee 3:** Change of scores by moderating committee.
- **Interviewee 4:** Change of scores by moderating committee.

Analysis

The main concerns from employees which are always arising link to the issue of changing of scores by moderating committee and the time it takes to resolve those grievances which arise from those decisions taken by the moderating committee. Secondly, inconsistency of rating by supervisors when evaluating employee's performance is another problem. The last problem is the unfairness by managers in using the system to punish employee rather than a management tool.

9. **What challenges do you face as managers when it comes to linking employee's performance with organisation's performance?**

- **Interviewee 1:** It is a challenge for most of managers because of lack of skill and the knowledge to do so.
- **Interviewee 2:** I do not have any challenge for I have been working on the same job for quite some time now.
- **Interviewee 3:** Political interference make is difficult for us to link the two because sometimes they ask us to support other ministerial duties which are not linked to any of what we have contracted for.
- **Interviewee 4:** Some managers and supervisors struggle because they are not committed to learn, they only want to be assisted only during the contracting time.

Analysis

There is no direct link between what the lower employee does with what the department needs to achieve. Only the job descriptions of the senior management services have a direct link with the overall performance of the organization. That is why most employees might perform exceptionally well but at the end of the day the department is found not having achieved its mandate at the end of the year resulting in the scores of the operational staff being changed by the moderating committee forgetting the fact that what the employees on the operational level do can also be affected by the duties of the senior management. Some supervisors are not committed to learn how to do it because of laziness and lack of commitment.

10. **More than 70% of respondents claimed that the current performance management and development system need to be amended or redesigned. What model do you think**

as a manager would be suitable for the management and implementation of the employees' performance in the public service?

- **Interviewee 1:** developing a new system would create more problems that the one we have. It is better that we just fix the one we have and move on.
- **Interviewee 2:** An automated performance management system would work for us
- **Interviewee 3:** A system which will promote transparency.
- **Interviewee 4:** A top down assessment system would be great. A system which will have to first check if the department has achieved its goals and then going down from seniors until the last level.

Analysis

Employees believe that changing and developing another system would create other big problems whereby new loop holes will emerge which would result in the system never addressing its problem. Instead, respondents proposed that it is important that the current system be the one to be used while some segments in it will have to be amended. Transparency must be encouraged in the fixing of the system, followed by top down approach where by the performance bonus can only be realized if the department as a whole has achieved its annual performance goals.

4.11. Department of Public Service and Administration

1. **What is the nature and extent of complaints you encounter regarding performance management and development system in this department?**

- **Interviewee 1:** We receive many complaints. Some include bad attitude by managers and supervisors, Rating errors, and changing of scores by the moderating committee.
- **Interviewee 2:** Dispute between managers and employees during evaluation phase.
- **Interviewee 3:** Changing of scores by the moderating committee, and bias by supervisors and managers most especially on issues of assessment and training.
- **Interviewee 4:** Bias by managers, but I don't really think managers and supervisor are bias is just that most employees do not want to be told the truth.

Analysis

The most commonly reported complaint brought forward by employees is the issue of changing of scores by the moderating committee where the moderating committees change the scores of employees without their consent and even after the employee had lodged a complaint or grievance it takes a long time to be resolved or rectified. The other problem is the perceived negative attitude of supervisors, mostly when an employee refuses to sign the evaluation form without first having discussed the scores and other components of the process. Rating errors whereby the supervisors and managers in some other cases tend to rate employees with the same scale irrespective of the level of their performance were also seen as a major hurdle.

2. **How long does it take to resolve those complaints?**

- **Interviewee 1:** It takes forever; you can even resign without your problem being resolved.
- **Interviewee2:** It takes years to be resolved.
- **Interviewee 3:** It takes time, because even now we are still having other cases which have been dragging forever.
- **Interviewee 4:** I would say it depend[s] on the nature of complaint.

Analysis

It is clear that resolving complaints and grievances emanating from the performance management and development system takes long in this department. Participants clearly indicate that it can even take years to be resolved. If this problem is not addressed it will end up creating more problems than the one which the system is currently experiencing.

3. **Does lack of experts to assist in implementing the current performance management and development system have an effect on this department?**

- **Interviewee 1:** Yes it does, we truly need experts in this department.
- **Interviewee 2:** Yes it does, and the worse part our PMDS coordinators are at the lower level of management.
- **Interviewee 3:** Yes it does affect us. Although we have practitioners but they are not that much reliable in terms of dealing with the strategic implementation of the system.
- **Interviewee 4:** Our practitioners are doing their best, is just that we also managers need to support the implementation of this system if we want to see its success.

Analysis

In this department lack of experts also has a negative effect in the management and implementation of the system. Furthermore, the fact that all those who are responsible for the management and monitoring of the system processes are at the operational level makes it impossible for them to challenge their seniors on issues pertaining to the system. Senior officials do not attend performance management and development system training on the sole reason that the training is offered by operational level employees.

4. **What kind of effect does it have on employees and the organisation as a whole and what do you suggest need to be done to address this problem?**

- **Interviewee 1:** Employees are demotivated
- **Interviewee 2:** It demotivates top performers because they know that there are no experts to manage the system effectively
- **Interviewee 3:** It is just demotivation , demotivation among our employees
- **Interviewee 4:** Employees are not happy, also the department is not interested in developing their own experts but rather they believe in outsourcing some of this services

Analysis

The tone of the organization must be set at the top. Therefore low attendance of performance management system training by senior management services demotivates even operational staff members from attending those training. Employees are demotivated for most of their role models and leaders do not lead by example. Lack of experts to manage and implement the system is the main source of demotivation among the employees for the know that even if they can do their best no one with the right skill and knowledge would be able to acknowledge and reward them for their performance.

5. What makes managers and supervisors to be biased when assessing/appraising employee's performance? What do you think need to be done to address this problem?

- **Interviewee 1:** It is simply because they are not ethical.
- **Interviewee 2:** Natural factor (common law).
- **Interviewee 3:** It is natural to favor your friends and family.

- **Interviewee 4:** All this start during the performance contracting whereby managers are not skilled enough to set clear targets for their employees.

Analysis

It is clear that most of the causes of bias among managers and supervisors during the evaluation are that supervisors and managers who have friends and family in their unit always act unethically by rating them higher than others irrespective of how they performed. Secondly lack of skills and knowledge about the management and implementation of the system also causes these officials to be biased when assessing their subordinates and lastly unprofessionalism and fear also have negative influences on how assessments of employees are done, for example, supervisors who are afraid of their subordinates always rate them higher than others even if they do not deserve to be scored high. Some use the system for their own personal gain by using the system as a punitive and compliance tool rather than a management tool targeted at those whom they hate.

6. **One of the requirements of the PMDS is that at the end of each financial year, the head of human resource management should conduct performance audit, is it happening in this department?**

- **Interviewee 1:** No it is not happening.
- **Interviewee 2:** It is the first time I am hearing about it.
- **Interviewee 3:** I have not seen any report of that, but I am not saying is not happening.
- **Interviewee 4:** Never saw it happening since I was employed in this department.

Analysis

It is clear that in this department the annual performance audit is not happening. This absence of a system that is supposed to be imperative is a huge indictment on the department concerned.

7. **What do you think needs to be done to restore the trust and confidence of employees towards the performance management and development system currently in use within the South African public service?**

- **Interviewee 1:** We just have to remove the financial reward system and replace it with other reward system (e.g. leave days).

- **Interviewee 2:** Removal of the moderating committee would do.
- **Interviewee 3:** Conducting of monthly compulsory training for both senior, middle and lower level employees.
- **Interviewee 4:** Removal of the moderating committee and make sure that complaints and grievances are resolved on time.

Analysis

Employees believe that providing compulsory change management and performance management training to managers, supervisors and operational staff could help them change their mind set regarding this thorny performance management and development system. Secondly, removal of the financial rewards system and replacing it with other reward systems was preferred as it was envisaged this would help. Lastly, employees believe that because most employees are discouraged by the function of the moderating committee, they suggested that scrapping off the committee would help restore the trust and confidence of employees.

8. **What are the main concerns from employees regarding the management and implementation of the system?**

- **Interviewee 1:** Delay of payment of performance bonuses.
- **Interviewee 2:** Changing of scores by the moderating committee and rating errors by supervisors.
- **Interviewee 3:** Changing of scores by the moderating committee.
- **Interviewee 4:** Bias by managers and supervisor during the assessment phase.

Analysis

The employees are more concerned with the changing of scores by the moderating committee, followed by the bias and rating errors committed by managers and supervisors. This means that these are the three main concerns identified and if these could be addressed then the system is likely to achieve its objective and the trust and confidence of employees can be restored.

9. **What challenges do you face as managers when it comes to linking employee's performance with organisation's performance?**

- **Interviewee 1:** As for me I do not have any problem with linking the two.
- **Interviewee 2:** It became a challenge because we are not involved in the overall strategic planning of the organizational performance.
- **Interviewee 3:** It is a challenge to align what individual employees have to do in order to directly contribute towards the overall organizational performance.
- **Interviewee 4:** We are not skilled enough to link the two because we not trained to do that.

Analysis

There is no direct link between operational and organizational performance which makes it more difficult for managers to align what needs to be in the employee's performance contract which would contribute to achievement of the organizational goal or performance. Furthermore, it is clear that failure to involve lower management employees in the strategic planning of the organization creates more problems when it comes to deriving the key target outputs of their subordinates. Lack of training also plays a very crucial role in ensuring that supervisors understand how the two could be linked and what must be done to ensure that their subordinates directly contribute to the overall performance of the organization.

10. More than 70% of respondents claimed that the current performance management and development system need to be amended or redesigned. What model do you think as a manager would be suitable for the management and implementation of the employees' performance in the public service?

- **Interviewee 1:** I do not think the system has to be change because once it is change the new one will come with new challenges also. Therefore I recommend that we deal with the current challenges than to start things afresh.
- **Interviewee 2:** I am not sure which one can work best.
- **Interviewee 3:** We just have to remove the moderating committee and financial reward on the current one I believe it will work.
- **Interviewee 4:** I think the system which can assess first the overall performance of the organization, then, unit performance, and lastly individual employees.

Analysis

These results reveal that respondents indicated that the best model for managing and implementing employee appraisal would be the one which looks at the top down approach, whereby the assessment of performance is first evaluated from the whole department to see if it has achieved more than 90% of its goals in that financial year, thereafter evaluating the unit performance if it has achieved its objectives then to the individual performance. Secondly employees believe that if the moderating committees were removed the system would be able to motivate employees to start to perform better again.

4.12 National Department of Tourism

1. **What is the nature and extent of complaints you encounter regarding performance management and development system in this department?**

- **Interviewee 1** Rating errors, changing of scores by the moderating committee and bias by supervisors during performance evaluation phase
- **Interviewee 2:** Changing of score by the moderating committee without the consent of the employee concerned is a main concern above the others.
- **Interviewee 3:** Using of the system as a punitive tool rather than a management tool.
- **Interviewee 4:** Changing of score by the moderating committee.
- **Interviewee 5:** Rating error and bias by supervisors.

Analysis

Employees always have problems with changing of scores by the moderating committee after the final annual assessment and after they had agreed upon their scores with their direct supervisors which in most cases are triggered by lack of budget to pay for their bonuses. Rating errors, and bias by supervisors is also another issue provided by the respondents that in most cases there are certain managers and supervisors who are biased when rating employees performance and some of them use the system as punitive tool rather than a management tool, while on the other hand some employees claim that their supervisors did not rate them fairly because they are not qualified or skilled enough neither do they understand the policy as they should.

2. **How long does it take to resolve those complaints?**

- **Interviewee 1:** 30 days is the prescribed time so we try to solve the problem within the given time period unless if the complaint requires long investigation before the conclusion is made.
- **Interviewee 2:** Sometimes 3-4 months.
- **Interviewee 3:** It takes time to resolve PMDS complaints some cases goes for long time until the complainant resigns
- **Interviewee 4:** Long even more than 6 months.
- **Interviewee 5:** I cannot provide and exact time because it depends on the nature of complaint.

Analysis

Practically resolving a performance management and development system complaint takes longer than 30 days depending on the nature of the problem. The respondents indicated that sometimes it takes more than 3 – 4 months – sometimes more than a year which could have resulted in being a grievance at the end of the day.

3. **Does the lack of experts to assist in implementing the current performance management and development system have an effect on this department?**

- **Interviewee 1:** No it does not; if you follow the policy guideline it is very easy everyone can manage this by himself.
- **Interviewee 2:** Not necessarily lack of experts is just that we do not have committed managers to implement the system.
- **Interviewee 3:** No we have practitioners who are managing the system better.
- **Interviewee 4:** Yes we have lack of experts in this department but hopefully we will get some in the future.
- **Interviewee 5:** No we have practitioner to manage and implement the system.

Analysis

The issue of lack of experts in the department is not that much true on its own but respondents revealed that lack of commitment and understanding of the policy procedures

and processes by the supervisors also is a contributing factor. Employees in this department believe that the practitioners they have can manage the system effectively as long as the supervisors and managers and committed to support the implementation of the current system.

4. **What kind of effect does it have on employees and the organization as a whole and what do you suggest needs to be done to address this problem?**

- **Interviewee 1:** It demotivates employees
- **Interviewee 2:** It has huge negative effects on employees
- **Interviewee 3:** It demotivates those who works hard
- **Interviewee 4:** It demoralizes top performers
- **Interviewee 5:** I am also demotivated

Analysis

In this department it is clear that employees are demotivated. More still has to be put in order to restore the trust and confidence of employees on performance management and development system. Furthermore, because employees are no longer motivated to perform their daily tasks effectively, the performance of the department as a whole suffers due to the fact that in order for the department to perform effectively, individual employees ought to be part of the game while striving to achieve the same goal.

5. **What makes managers and supervisors to be biased when assessing/appraising employee's performance? What do you think need to be done to address this problem?**

- **Interviewee 1:** I believe it is because of common law (it is natural).
- **Interviewee 2:** It is natural. It is very hard to force people to change what they love most
- **Interviewee 3:** Because most of our supervisors are unprofessional.
- **Interviewee 4:** Power hungry people, they feel that they now have something they can use to control people with.
- **Interviewee 5:** Money is the root of all evil. The supervisors who are doing it do so because they want to make sure that those who they do not get along with feel the pain.

Analysis

Employees in this department believes that most of the managers and supervisor in this department who are bias is because of it is natural to be bias (favoring friends and relatives and punishing those who deserve to be rewarded because they are not your friends or family members). personal factor plays a very negative role when it comes to assessing or evaluating employees performance, in this case it shows that managers and supervisor are overpowered by such factors whereby they rate their friends and family members higher even if they are not performing as expected and on the other side tend to rate their enemies poorly even if they have performed outstandingly.

6. **One of the requirements of the performance management and development system is that at the end of each financial year, the head of human resource management should conduct performance audit, is it happening in this department?**

- **Interviewee 1:** I think so, but I do not have proof of that.
- **Interviewee 2:** I am not aware of it maybe.
- **Interviewee 3:** No, it is not happening.
- **Interviewee 4:** Yes I believe it is happening.
- **Interviewee 5:** It does exist.

Analysis

Based on the information provided, this department does not conduct performance audit at the end of the financial year. If it is happening it means that the information service unit is not distributing the report to all members as they are supposed to.

7. **What do you think needs to be done to restore the trust and confidence of employees towards the performance management and development system currently in use within the South African public service?**

- **Interviewee 1:** There is nothing which can be done people now are tired of empty promises.
- **Interviewee 2:** Maybe introducing an electronic performance management system can help
- **Interviewee 3:** We just need to have strong change management unit which can offer training to both supervisor and subordinates weekly until everyone is on board.

- **Interviewee 4:** Award all employees only if the department has fully achieved its annual goals.
- **Interviewee 5:** By trying to solve complaints and grievances on time and establish harsh consequences to those who flawed the system.

Analysis

Some of the best strategies which can be used to restore the trust and the confidence of the employees in the public sector regarding performance management and development system are to allow employees to participate in the redesigning of the performance management system used in their organisation. Change management training and awareness campaign to change the mind set of people also need to be administered to both supervisors and subordinates as a reconciliation strategy every week. Respondents indicated the need to professionalise the public sector by benchmarking with the private sector and other organisations which are prevailing on the implementation and management of the system.

8. What are the main concerns from employees regarding the management and implementation of the system?

- **Interviewee 1:** Changing of scores by the moderating committees, bias of supervisors.
- **Interviewee 2:** Bias by supervisors during assessment period.
- **Interviewee 3:** Changing of scores by moderating committee, PDPs not being addressed the whole year.
- **Interviewee 4:** Changing of score by the moderating committee is the most common concern I received from subordinates.
- **Interviewee 5:** Most of my employees complaints about the fairness of the system most especially when it comes to allocation of score during the assessment phase.

Analysis

The main concern from employees regarding the management and implementation of the system in this department is the changing of scores by the moderating committee and bias by supervisors and managers during the performance evaluation processes.

9. **What challenges do you face as managers when it comes to linking employee's performance with organization's performance?**

- **Interviewee 1:** It becomes very difficult to link the two because middle management and lower level supervisor are not part of the organizational planning and therefore deriving key outputs which can have direct impact of the overall performance of the organization is almost impossible
- **Interviewee 2:** What employees on the lower do, do not necessarily mean that is exactly what is required by the department. Cleaning of windows for example is derived from the annual performance plan of the organization but indirect it does**.**
- **Interviewee 3:** I am not supervising anyone at the moment.
- **Interviewee 4:** We are not facing any challenges we know exactly how we do it.
- **Interviewee 5:** Key performance areas of lower level employees cannot directly be linked with the organizational performance.

Analysis

Senior management services managers do not involve the middle managers service during the strategic planning of the organization which becomes a challenge for them to link the required performance with the operational requirements of the lower level employee's performance. All what is in the strategic plan become a thorny task for the middle managers to try to cascade it down to their operation staff members. The key performance areas of operational staff cannot be aligned directly with the annual performance plan but rather indirectly.

10. **More than 70% of respondents claimed that the current performance management and development system need to be amended or redesigned. What model do you think as a manager would be suitable for the management and implementation of the employees' performance in the public service?**

- **Interviewee 1:** The current system is fine we just have to train our people to know how the system is implemented.
- **Interviewee 2:** We just have to use the balance score card.
- **Interviewee 3** We just have to scrap out the financial reward and maintain the same system.
- **Interviewee 4:** I am not sure how it has to be but it must not be having the moderating committee.

- **Interviewee 5:** The system which can get rid of the moderating committee and introduce another better way of evaluating employees' scores.

Analysis

In this department most employees acknowledge that the current system has problems but, however some employees believe that if it can be changed more problems will be created as new adjustment will have to be made. Employees believe that if the moderating committees can be removed lot of problems which employees encounter due to changing of scores by the committee would completely be eliminated

4.13 Office of the Public Service Commission

1. **What is the nature and extent of complaints you encounter regarding performance management and development system in this department?**

- **Interviewee 1** Bias by supervisors and managers
- **Interviewee 2:** Victimisation and bias by managers.
- **Interviewee 3:** Changing of scores by the moderating committee is the big concern.
- **Interviewee 4:** Changing of scores by the moderating committee and element of subjectivity.
- **Interviewee 5:** Rating errors during the assessment period.
- **Interviewee 6:** Favoritism, change of scores by the moderating committee.
- **Interviewee 7:** Bias by managers and supervisors.
- **Interviewee 8:** Delay of payment after the final evaluation has been signed off, changing of scores by the moderating committee.

Analysis

In this department the issue of changing of scores by the moderating committee without the consent of the employee is the main cause of complaints and grievance above all other factors. The issue of bias, victimization and rating errors by supervisors and managers is another also the contributing factor to employees complaints. Managers and supervisors seem to be the one who must improve on how they manage and implement the system in order for the system to be successful.

2. **How long does it take to resolve those complaints?**

- **Interviewee 1:** It depends on the nature of complaint
- **Interviewee 2:** Exactly 30 days
- **Interviewee 3:** It can take more than one month depending on the nature of the complaint
- **Interviewee 4:** It was supposed to be resolved in 30 days but practically it is impossible to stick to the exact 30 days. It depends on the nature of complaints, some it takes less and some it takes more than 30 days.
- **Interviewee 5:** It takes 30 days.
- **Interviewee 6:** 3 months in most cases.
- **Interviewee 7:** You cannot guess some times a day sometime more than a year.
- **Interviewee 8:** In one month.

Analysis

It is evident that resolving complaints emanating from the performance management and development system in this department take long that the 30 prescribed days by the Labour Relation Act. It is clear that cases cannot be attached dates in which they have to be resolved, they differ of the nature of the complaint lodged.

3. **Does lack of experts to assist in implementing the current performance management and development system have an effect on this department?**

- **Interviewee 1** there department has enough capacity to manage the system
- **Interviewee 2** No the department has enough experts to deal with the system
- **Interviewee 3** No we have enough capacity to manage and implement the system the problem is just some of the managers who are not committed to the management of the system
- **Interviewee 4** Yes it does because our managers are not all experts in managing the system but are just supervisors
- **Interviewee 5** Yes there is a huge impact
- **Interviewee 6** We have enough capacity, we also advise other departments on the implementation of the PMDS
- **Interviewee 7** Not really

- **Interviewee 8** I cannot really say lack of experts but commitment from managers

Analysis

The results reveals that lack of expect only have little effect on the implementation of the system in this department. The study further reveals that this department has expects who can also do their own assessment on the possible solution to the current problems which are also experienced by other departments and provide recommendation on how can such problems be addressed. The problem seems to be lack of commitment from some managers and supervisors with regard to the management and implementation of the system

4. **What kind of effect does it have on employees and the organisation as a whole and what do you suggest need to be done to address this problem?**

- **Interviewee 1……**
- **Interviewee 2** It demotivates employees
- **Interviewee 3** It destroys employee's moral
- **Interviewee 4** Employees morals are demotivated
- **Interviewee 5** it have negative influence even to supervisors as they are caught in between to play as an experts and a supervisor at the same time
- **Interviewee 6** Assessment will be biased
- **Interviewee 7** Bias emerges
- **Interviewee 8** It demotivates best performers most especially after those who perform well are not recognized and rewarded accordingly

Analysis

Because of lack of experts to manage the system effective supervisors and managers steps in and do as they please which at the end demotivate employees to perform outstandingly or effectively. In case where there are no experts everyone claims to be a champion of the system which results in causing confusion as everyone who claim to be an expert will interpret the policy according to his or her own understanding resulting in a chaotic situation whereby employees end up not knowing which process is correct and what needs to be done and what not.

5. **What makes managers and supervisors to be biased when assessing/appraising employee's performance? What do you think need to be done to address this problem?**

- **Interviewee 1** It is natural that where ever you are working you have those who you love most and those who you care less, and this results as bias at the end of the day if you favor those who you more than those who you care less
- **Interviewee 2** Human error. Awareness campaign
- **Interviewee 3** Lack of knowledge and skill to manage the system
- **Interviewee 4** It is just a human element. Training can solve it
- **Interviewee 5** it is caused by favoritism
- **Interviewee 6** It is common law (it is natural) discipline need to be instilled
- **Interviewee 7** it is sometimes caused by personal problems whereby supervisor thinks that being in charge means to suppress others
- **Interviewee 8** Unprofessionalism. Continuous training need to be offered.

Analysis

The main factor which makes managers and supervisors to be biased at this department is because of being unprofessional and secondly, it is natural cause, fear to penalize those who you love or those who are you close with but on the other hand penalize those who you hate The other thing is that of power hungry therefore when some people are in charge thinks that they can do whatever they like with the expense of other people's effort. The study reveals that in most cases issues such as bias is something which happen when the managers and supervisors are not aware that they are bias when assessing employees performance therefore and intervention such as awareness and training should be conducted quarterly with all supervisors and managers in order to help them understand and also teach them correct procedure and processes which needs to be followed when managing and implementing the current performance management and development system.

6. **One of the requirements of the performance management and development system is that at the end of each financial year, the head of human resource management should conduct performance audit, is it happening in this department?**

- **Interviewee 1** I am not sure it that is happening
- **Interviewee 2** I don't think that is happening

- **Interviewee 3** Yet it is happening
- **Interviewee 4** I just believe that it might be happening but I have not seen the report
- **Interviewee 5 ……..**
- **Interviewee 6** I am not sure but I believe it is happening
- **Interviewee 7** I have not seen any audit taking place before
- **Interviewee 8** I am not sure of that

Analysis

The performance audit is not happening in this department because there is no single employee who indicated that he has proof or a report of any audit which was once done in the past years. The directive provided by the DPSA is not clear exactly what need to be done, and how that should be done. Manager's claims that there is no clear procedure to be followed when carrying out this directive which make it more challenging for them to do so.

7. **What do you think needs to be done to restore the trust and confidence of employees towards the performance management and development system currently in use within the South African public service?**

- **Interviewee 1** We need to professionalise the public sector
- **Interviewee 2** Change the mind set of our people by providing change management training
- **Interviewee 3** We need to review the policy and ensure that it address the need of the people
- **Interviewee 4** The moderating committee should be scrap and introduction of harsh standardized harsh consequences for non-compliance
- **Interviewee 5** Enforce that resolving of PMDS complaints and grievance are done according to the LRA prescribed time
- **Interviewee 6** Scrap out the monetary reward and replace it with other form of reward to deserving employees.
- **Interviewee 7** At this point I do not know what best can be done to make sure that people trust is restored
- **Interviewee 8** ……(no answer)

Analysis

In order to restore the trust and confidence of employees on the performance management and development system the government must first professionalize the public sector like other international governments by capacitating employees through training and development and offering awareness campaigns on quarterly and establishing harsh consequences to non-compliance. Instead of giving a guideline on the performance management and development system the Department of Public Service and Administration must standardize the system by providing an exact policy for all national government departments as this could ease the solving of any dispute or grievances which can arise from the system. Lastly, financial reward must be scrap off and be replaced by other form of rewards such as annual leave or vouchers for top performers.

8. **What are the main concerns from employees regarding the management and implementation of the system?**

- **Interviewee 1** Rating errors
- **Interviewee 2** This system involves too much paperwork
- **Interviewee 3** change of scores without the consent of the employee concerned by the moderating committee
- **Interviewee 4** Bias from supervisors and managers
- **Interviewee 5** Bias and rating errors by managers and supervisors
- **Interviewee 6** Changing of scores by the moderating committee
- **Interviewee 7** changing of scores by the moderating committee
- **Interviewee 8** Rating errors and bias by the supervisor and managers

Analysis

The main complaints by employees was about the issue of changing of scores by the moderating committee without the consent of the employees, followed by too much paper work, bias by managers and supervisors during appraisal time, rating errors due to personal factors and sometimes due to being unprofessional whereby managers uses the system as a punitive tool rather than a management tool.

9. **What challenges do you face as managers when it comes to linking employee's performance with organization's performance?**

- **Interviewee 1:** The job descriptions are not relevant to most of the things to be achieved in the annual performance plans.
- **Interviewee 2:** There is no direct link between the two.
- **Interviewee 3:** Political interference always affects what we do on the operational level that is the reason we have challenges with the linking of the two performance.
- **Interviewee 4:** I am responsible for doing that.
- **Interviewee 5:** I don't know how to answer that**.**
- **Interviewee 6:** Unit work plans are not easily cooperated to the overall organizational performance
- **Interviewee 7:** There is nothing I can say I am struggling with at the moment
- **Interviewee 8:** Lack of knowledge because we have not been trained enough to derive the KRA and link the two performances

Analysis

Due to lack of training it became very hard for some managers and supervisors to derive the relevant KRA's needed to be placed on the performance contract which have a direct bearing on the organizational performance. Change of project scope due to political shift affects the performance agreement which becomes a challenge during the assessment phase. In most cases when there is a shift of the senior management due to political change most of the project which was aligned to the vision and scope of the current leader cascade down to the operational plan of the organization it becomes redundant mostly especially if the financial year is towards an end.

10. **More than 70% of respondents claimed that the current performance management and development system need to be amended or redesigned. What model do you think as a manager would be suitable for the management and implementation of the employees' performance in the public service?**

- **Interviewee 1** A system which can minimize paperwork can work better (Electronic system)
- **Interviewee 2** The human resource is the suitable office to answer this question
- **Interviewee 3** A new system should phase out the moderating committee and the manager should have the final say on the performance scores

- **Interviewee 4** The policy it is too broad and complicated. We were supposed to use the balance score card
- **Interviewee 5** An electronic system which can be updated daily or weekly can do.
- **Interviewee 6** The new system must not have encourage financial reward but other types of rewards such as leave days or voucher or anything acceptable
- **Interviewee 7** I do not know but the current one is not working
- **Interviewee 8 ……..**

Analysis

It is clear that the current system is not working for majority of employees however they are not exactly sure what need to be replaced on the current one to ensure that it address their needs. Some employees indicated that a new model has to be an electronic system in order to reduce the issue of paperwork. Lastly financial reward should be removed and be replaced by the awarding employees annual leave days: a standard format can be introduced where those who get a certain score can be given certain number of days depending on the salary level and the score which one had received. This also would reduce the absenteeism level and increase productivity as refreshed employees can perform better and the issue of that the department is under administration/without money would also come to an end.

4.14 CONCLUSION

Chapter 4 presented empirical data. The data was categorised by departments and analysed for ease presentation and interpretation. However, the raw quantitative data had been processed through the SPSS system, and the SPSS (Statistical Packaging for Social Science) output was presented in the form of tables. Section 2 also presented qualitative analysed data which was collected through the interviews conducted with both middle and senior management services and union representatives from the sampled departments. Qualitative data was analysed by means of identifying themes while recording answers from respondents. The next chapter discusses the results and concludes with recommendations.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter five presents and discusses findings from the current study. This chapter includes two sections: Section one (1) focuses on the quantitative research and Section two (2) focuses on the qualitative research findings. The discussion is based on the results obtained on each of the research questions. Based on the discussions, conclusions and recommendations are made. Finally, areas that need further research are proposed.

5.2. Section1: Quantitative research findings per department

5.2.1. Employees of the Department of Performance Monitoring and Evaluation

Section A: Demographic profile

The study results revealed that there is no gender difference in this department with male and female equally distributed, that is equal to 5 (50%). Contract type showed that the majority of the respondents were working on a permanent basis at 90%; followed by a minority who are on fixed contract at 10%. Their race profile reflected that 70% of respondents were black, followed by 20% of white and a minority were Indian at 10%. On the issue of salary scale, majority of the employees earn above level 10, followed by employees earning between level 9 to 10 salary levels, and a minority of 11.1% earn between 7 to 8 salary levels.

Section B

Objective 1: To present an overview of the current position on performance management and development system in the selected South African National Government Departments.

In order to respond to the first research objective, this segment presents the responses to the questions relating to present overview of the current position on performance management and development system in the five selected South African National Government Departments. The respondents were requested to respond to ten statements. They were asked to rate each item

on a scale of 1 to 5 (1= strongly agree; 2= agree; 3= unsure, 4= disagree and 5 = strongly disagree).

The results revealed that the performance management and development system is effective in this department and that it is yielding its desired results, and that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance. But regardless of its effectiveness and training programmes, employees claim that there are many challenges associated with the management and implementation of the performance management and development system. On the issue of support, the results revealed that managers and supervisors fully support the implementation of the performance management and development system, and that middle management services and senior management services do their performance management contracting on time each financial year.

Objective 2: To outline the current challenges in improving employees by using the performance management and development system in the South African national government departments.

In respect of the second research objective, this segment presents the responses to the questions relating to outlining the current challenges in improving performance management and development system in the five South African national government departments. The respondents were requested to respond to eight statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree and 4= strongly disagree, 5= do not know).

Although under objective number one employees claim that there are many challenges with regards the implementation and management of the system, a majority (50%) of employees' claims that that there are not many grievance cases lodged due to unstated reasons. Employees further provided that responsible units such as Human Resource Development, Labour Relations, and Human Resource Management provide full support during the implementation of the performance management and development system. But even though they indicated that they get full support, they also indicated that their challenge is lack of experts to manage and implement the system. They further indicated that to them PMDS is not time consuming and it does not hinder the productivity of supervisors.

The study further reveals that majority (70%) of employees are not happy with the management and implementation of the performance management and development system. Employees indicated that the managers and supervisors are biased when assessing employees' performance. The department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year.

Objective 3: To determine how the employees' performance could be linked to departmental performance in order to achieve the organizational goals by using the current performance management and development system.

Any organization which puts the interests of its clients first is bound to link its employees' performance to the organizational performance. Organizational performance cannot operate in isolation from employees' performance. In order for an organization to achieve its objectives, employees a must work in order for that vision or mission to be achieved. The study results reveals that few (33.3%) agree that their performance is linked with the organizational performance, but their job description provides clear goals and outcomes expected from them by their supervisors regarding performance. Majority of employees (60) support that at the DPME performance management and development system helps employees improve their performance. Furthermore managers and supervisors (70%) are very supportive to their subordinates with regards their personal developmental plans (PDP's).

The DPME uses the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA). Furthermore, the Head of Human Resources conducts an audit on the implementation of the performance management and development system at the end of each financial year to evaluate its impact on the department. (50%) Half of the respondents claim that training and refresher courses on procedures and processes to be followed during the implementation of the system are conducted every year. Lastly, there was a 100% support from employees that managers and supervisors also need full support from their subordinates when managing and implementing the system in order to get better results for both individual employees and the organization as a whole.

Objective 4: To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?

This section presents the findings in connection to Objective 4 and presents the responses to the questions relating to suggesting a new model on how the performance management and development system should be managed in order to yield the desired results. The respondents were requested to respond to ten statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree, 4= strongly disagree, and 5 do not know).

The current performance management and development system could be used for two main purposes. The main purpose of the performance management and development system adopted by this department is for both decision-making purposes and developmental purposes. However the study results revealed that the current performance management and development system needs to be amended after consultation in order to meet the organization's goals in today's rapidly changing environment.

5.2.2. Department of Public Service and Administration

Section A: Demographic profile

The findings of the study revealed that statistics of the gender of participants was equal (50%) for both male and female. Contract types were different and the majority of the respondents were working on a permanent basis at 72.1%, followed by fixed contract employee with 20.9%, internship contracts with 4.7% and a minority were trainees' contract with 2.3%. By race, workers fell into 79.5% black, followed by 13.6% white, followed by 4.5% coloured and minority were Indian at 10%.Their salary scales reflected that majority (26.2%) of the employees were earning between 5 to 6 salary levels, followed by employees who are earning between 9 to 10 salary level with 21.4%, and minority earn between 7 to 8 salary levels with 14.3%.

Section B

Objective 1: To present an overview of the current position on performance management in the selected South African National Government Departments.

Objective 1 presents the responses to the questions relating to present an overview of the current position on performance management in the selected South African National Government Departments. The respondents were requested to respond to five statements

thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

The results (69.4%) of the study revealed that the current performance management and development system in this department is effective and it is yielding its desired results, and that managers and supervisors fully support the management and implementation of the performance management and development system. Furthermore, training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance. However, there are many challenges associated with the management and implementation of this system in this department. Another challenge associated with the implementation of this system is that middle and senior management services do not do their performance contracts on time every year.

Objective 2: To outline the current challenges in improving employee's performance by using the performance management and development system in the South African national government departments.

The segment here presents responses to the second Objective, showing the responses to the questions relating to outlining the current challenges in improving performance management and development system in the five South African national government departments. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree and 4= strongly disagree, 5= do not know).

The study reveals that there are grievances lodged by employees due to the management and the implementation of the system in this department; which include reviewing challenges, and training and development. The study further reveals that appraising employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units. But the blame cannot be put only on the responsible units as the results further reveal that responsible units such as Human Resource Development, Labour Relations, Human Resource Management provide full support during the implementation of the performance management and development system.

Another concern is lack of experts responsible for the implementation of the system. Employees (38.8%) are not happy in this department when it comes to the management and implementation of the performance system. Employees (44.7%) in this department believe that

managers and supervisors are biased when evaluating employees' performance. Most (51%) of the employees do not even know if the department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year.

Objective 3: To determine how the employees' performance could be linked to the departmental performance in order to achieve the organisational goals by using the current system.

The responses to the questions relating to determining how the employees' performance could be linked to the departmental performance in order to achieve the organisational goals by using the current system were collated under the third objective. The respondents were requested to respond to ten statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree, 4= strongly disagree and 5= do not know).

The study revealed that in this department employees' performance is linked to the organisational performance and that their job description provides clear goals and outcomes expected from them by their supervisor regarding performance. Moreover, the current PMDS is used to help employees improve their performance. The study further reveals that managers and supervisors are very supportive to their subordinates with regards their personal developmental plans (PDPs). A surprising fact is that most (51%) of the employees do not know if the department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA) and whether or not the head of human resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact on the department. Many (73.9%) employees know if training and refresher courses on the procedures and processes to be followed during the implementation of this system are conducted every year. Lastly, employees (93.8%) do know and agree that managers also need support of their subordinate to manage and implement the system effectively.

Objective 4: To suggest a new model on how the performance management and development system should be managed in order to yield the desired results.

This segment presents results connected to Objective 4.The responses to the questions relating to suggesting a new model on how the performance management and development system should be managed in order to yield the desired results indicate that the respondents were

requested to respond to two statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

The study revealed that in this department the monitoring and evaluation system is adopted for both development and decision making purposes. But irrespective of the purposes it serves, the current performance management and development system needs to be amended in order to meet the organization's goals in today's rapidly changing environment according to the study findings according to all respondents in this government department.

5.2.3. Department of Arts and Culture

Section A: Demographic profile

The research results reveal that gender difference showed that female (56.9%) dominates male (43.1%). Contract type differences and all the respondents were working on permanent basis with 100%. While race reveals that 92.5% of respondents' were black, followed by 3.8% of coloured and minority were white and Indian with 1.9%, salary level results showed that majority (36.5%) of the employees are earning between 9 to 10 salary levels, followed by employees who are earning between 9 to 10 salary level with 26.9%, and minority earn between 5 to 6 salary levels with 9.6%.

Section B:

Objective 1: To present an overview of the current position on performance management in the selected South African National Government Departments.

Objective 1 presents the responses to the questions relating to present an overview of the current position on performance management in the selected South African National Government Departments. The respondents were requested to respond to five statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree, 4= strongly disagree and 5=do not know)

The study revealed that the current performance management and development system is effective in this department and it is yielding its desired results, Although the respondent (78.8&) agree that the system is effective but they (73.5%) further claim that there are many

challenges associated with the management and implementation of the performance management and development system. When it comes to the support of the system majority (59.9%) of respondents indicated that managers and supervisors fully support the implementation of the performance management and development system in this department.

In most cases challenges or poor management of any system is caused by lack of training and orientation but in this department employees (67.2%) claim that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance, while a national challenge of middle and senior management services not leading by example when it comes to contract each financial year still stands. The study revealed that SMS & MMS (44.7%) do not do their performance contracting on time each year.

Objective 2: To outline the current challenges in improving employee's performance by using the performance management and development system in the South African national government departments.

Objective 2 presents the responses to the questions relating to outline the current challenges in improving performance management and development system in the South African national government departments. The respondents were requested to respond to eight statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree and 4= strongly disagree, 5= do not know).

The results (48.6%) revealed that many grievances cases had been lodged due to the management and the implementation of the system in this department; some which include reviewing challenges, and training and development. However employees (79.4%) further indicated that responsible units such as HRD, LR, HRM provide full support during the implementation of the system. They (79.4%) further provided that their department has experts responsible for implementing the system, and that to them performance management and development system is not time consuming and does not hinder the productivity of supervisors to perform other functions which contribute to service delivery. But irrespective of the above provided statement most (65.7%) employees claim not to be happy with the management and implementation of the PMDS.

Employees (55.4%) believe that managers and supervisors are biased when evaluating their performance. Contrary to the above provided statement they (77.6%) claim that appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units. Lastly this department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year.

Objective 3: To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.

Objective 3 presents the responses to the questions relating to determine how the employees' performance can be linked with the departmental performance in order to achieve the organisational goals by using the current system. The respondents were requested to respond to ten statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree, 4= strongly disagree and 5= do not know).

In order to achieve organizational goals, employee's performance must be linked to the organization's performance. The study revealed that employee's performance is linked with the organizational performance. Looking at one of the objectives of the performance management and development system which is to identify poor performers and take remedy action to help them improve their performance and in this department the current performance management and development system also serve that purpose. furthermore the study (52.2%) reveals that managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's), and (82.1%) claim that their job description provides clear goals and outcomes expected from them by their supervisor regarding performance.

To avoid grievances while using the current PMDS when evaluating employee's performance, it is strongly advisable that all departments use the standard rating scale recommended by DPSA. It is confirmed (66.7%) that the department is using the standard rating scale which is recommended by the DPSA. Lastly most (66.7%) employees do not know whether the head of human resources do conducts an audit on the implementation of the PMDS at the end of each

financial year to evaluate its impact in the department according to the policy framework requirement.

Objective 4: To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?

Objective 4 presents the responses to the questions relating to suggest a new model on how should the performance management and development system be managed in order to yield the desired results. The respondents were requested to respond to two statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Making a decision on which purpose should the system serve in an organization is very crucial and it requires a very high skilled personnel to first conduct a study to determine what need to be achieved in a long run so that they can be in a position to suggest which purpose must the system serve in order to align it with their strategic goal of the organisation. The results (64.2%) revealed that the main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose, and it further revealed that (74.3%) employees indicated that the current performance management and development system need to be amended in order to meet the organization's goals in today's rapidly changing environment.

5.2.4. National Department of Tourism

Section A: Demographic profile

The study revealed that gender difference of all respondents male (50.9%) dominates female (49.1%). Contract type differences the majority of the respondents were working on permanent basis with 92.5%, followed by workers who were on internship and the minority was fixed contract with 3.8% respectively. While race reflected that 92.3% of respondents' were black, followed by 3.8% of coloured and minority were white and Indian with 1.9%. And lastly salary level reflected that majority (35.8%) of the employees were earning between 7 to 8 and 9 to 10 salary levels, followed by employees who were earning between 5 to 6 salary level with 20.8%, and minority earn between 3 to 4 salary levels with 3.8%.

Section B

The respondents were requested to respond to questions in this segment by ticking the answer which best describes their perception. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

Objective 1: To present an overview of the current position on performance management in the five selected South African National Government Departments.

The study (62.7%) revealed that in this department the performance management and development system is effective and it is yielding its desired results, but (63.8%) employees indicated that there are many challenges associated with the management and implementation of the performance management and development system. (69.5%) of employees agreed that managers and supervisors fully support the implementation of the performance management and development system in this department and indicated that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance. Lastly, (44.6%) employees indicated that middle management services and senior management services do their performance management contracts on time each financial year in this department.

Objective 2: To outline the current challenges in improving employees' performance by using the performance management and development system in the South African national government departments

This section offers a presentation of responses pertaining to Objective 2 on the questions relating to outlining the current challenges in improving performance management and development system in the South African national government departments. The respondents were requested to respond to eight statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree and 4= strongly disagree, 5= do not know).

The study (50.9%) revealed that there are many grievance cases which employees lodge due to the management and the implementation of the system in this department; some of which include reviewing challenges, and training and development. It further revealed that responsible units such as Human Resource Development, Labour Relations, and Human Resource Management provide full support during the implementation of the performance management and development system, and that in this department there are experts responsible for management and implementation of this

system. Employees (67.8%) in this department do not see the current PMDS as time consuming which hinders the productivity of supervisors to perform other functions which contribute to service delivery. Regardless of the above claim, employees (57.6%) are not happy with the management and implementation of the performance management and development system in this department, employees (48.3%) further believe that managers and supervisors of being biased when assessing employees' performance. Employees (40%) do not agree that the challenge of appraising their performance is caused by lack of training and support from the responsible units.

Objective 3: To determine how the employees' performance could be linked to the departmental performance in order to achieve the organisational goals by using the current system.

In this section, a presentation is made of the results pertaining to Objective 3 on questions relating to determining how the employees' performance could be linked to the departmental performance in order to achieve the organisational goals by using the current system. The respondents were requested to respond to ten statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree, 4= strongly disagree and 5= do not know).

The study (71.2%) revealed that in this department, employees' performance is linked to the organizational performance, and that their job description provides clear goals and outcomes expected from them by their supervisors regarding performance. Furthermore, the current performance management and development system helps employees improve their performance. The results (53.4%) revealed that managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's). When it comes to evaluating employees, the department uses the national standard rating scale recommended by the DPSA. Most (43.9%) employees in this department do not know if the Head of Human Resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact on the department but training and refresher courses on the procedures and processes to be followed during the implementation of this system are conducted every year. Lastly, employees (84.2%) understand that that managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole

Objective 4: To suggest a new model on how the performance management and development system should be managed in order to yield the desired results

Responses to the questions relating to the suggestion of a new model on how the performance management and development system should be managed in order to yield the desired results are presented in this section. The respondents were requested to respond to ten statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree, 4= strongly disagree and 5= do not know).

The study revealed that in this department the system is adopted for both decision-making purposes and developmental purposes. Further, the study (77.6%) revealed that the current performance management and development system needs to be amended in order to meet the organization's goals in today's rapidly changing environment.

5.2.5. Office of the Public Service Commission

Section A: Demographic profile

The results of the study revealed that the gender difference of the respondents showed that female (66.7%) dominates male (33.3%). Then contract type revealed that all the respondents were working on permanent basis with 100%. While race reflected that 78.3% of respondents' were black, followed by 13% of white and minority were Indian with 8.7%. Lastly on salary level the majority (30.4%) of the employees were earning between 7 to 8 salary levels, followed by employees who are earning between 5 to 6 salary level with 21.7%, and minority earn between 9 to 10 salary levels with 17.4%.

Section B

Objective 1: To present an overview of the current position on performance management in the selected South African National Government Departments.

Objective 1 presents the responses to the questions relating to present an overview of the current position on performance management in the selected South African National Government Departments. The respondents were requested to respond to five statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

The results (50%) of the study revealed that the performance management and development system is effective in these departments and it is yielding its desired results, however (73.1%) employees indicated that there are many challenges associated with the management and implementation of the performance management and development system. In this department managers and supervisors fully support the implementation of the performance management and development system and that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance. But (50%) indicated that middle management services and senior management services do not do their performance management contracting on time each financial year.

Objective 2: To outline the current challenges in improving employee's performance by using the performance management and development system in the South African national government departments.

Objective .2 presents the responses to the questions relating to outline the current challenges in improving performance management and development system in the South African national government departments. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree, 3=disagree and 4= strongly disagree, 5=do not know).

The results of the study reveals that majority (57.7%) of employees do not know if whether there are many grievances cases which employees lodge due to the management and the implementation of the system in this department; which some include reviewing challenges, and training and development. The responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provides full support during the implementation of the performance management and development system, but the main challenges is that the departments do not have experts to manage and implement the performance management and development system. Employees (69.3%) in this department do not see the PMDS as time consuming which hinders the productivity of supervisors to perform other functions which contribute to service delivery.

Employees (53.8%) are not happy with the management and implementation of the performance management and development system in this department. Employees (50%) believe that managers and supervisors to be biased when assessing employee's performance.

The department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year. But contrary to the above claimed statement, they (53.9%) argue that appraising of employees using the current PMDS remains a challenge due to lack of training and support from the responsible units.

Objective 3: To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.

Objective 3 presents the responses to the questions relating to determine how the employees' performance can be linked with the departmental performance in order to achieve the organisational goals by using the current system. The respondents were requested to respond to ten statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree;, 3=disagree and 4= strongly disagree, 5=do not know).

The results (57.8%) of the study revealed that in this department employee's performance is linked with the organizational performance, and that the system helps employees improve their performance, and that their job description provides clear goals and outcomes expected from them by their supervisors regarding performance. But they (53.9%) indicated that managers and supervisors are not supportive to their subordinate with regards their personal developmental plans (PDP's). Furthermore the department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA); also (50%) employees do not know if the head of human resources conducts an audit as required. Another main challenges is that training and refresher courses on the procedure and processes to be followed during the implementation of this system are not conducted every year. Lastly employees (92.4%) understand that managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole

Objective 4: To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?

Objective 4 presents the responses to the questions relating to suggest a new model on how should the performance management and development system be managed in order to yield the desired results. The respondents were requested to respond to two statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree;, 3=disagree and 4= strongly disagree, 5=do not know).

The results of the study revealed that the main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose. Lastly it further revealed that the current performance management and development system need to be amended in order to meet the organization's goals in today's rapidly changing environment.

5.2.6 Overall departments research findings (DPSA, DPME, PSC, NDT, & DAC)

Section A: Demographic profile

The results of this study reveal that gender profiles of respondents were 53.9% female while the male counterparts made 46.1%. In terms of contract type, the majority of the respondents were working on permanent basis with 90.7%, followed by workers on fixed contract with 6.6% and the minority were trainees' contract with 0.5%. Race reflected that 86.3% of respondents were black, followed by 7.1% of white, 3.3% of coloured, 2.7% of Indian, and minority were white and other with 0.5%. Salary levels reflected that majority (30.2%) of the employees were earning between 9 to 10 salary levels, followed by employees who are earning between 7 to 8 salary level with 26.3%, and minority earn between 3 to 4 salary levels with 5.6%.

Section B

Objective 1: To present an overview of the current position on performance management in the selected South African National Government Departments.

Objective 1 sought to identify responses to the questions relating to presenting an overview of the current position on performance management in the five selected South African National Government Departments. The respondents were requested to respond to five statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=unsure, 4=disagree and 5= strongly disagree).

The results (60.2%) of the study revealed that the performance management and development system is effective in all of these five departments and it is yielding its desired results. They (61%) indicated that managers and supervisors fully support the implementation of the PMDS in these departments and that training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance. However, (22.1%) disagree with the claim statement. The study (74.1%) further revealed that there are many challenges associated with the management and implementation of the performance management and development system. Another challenges revealed by employees (32.6%) is that middle management services and senior management services do not do their performance management contracting on time each financial year.

Objective 2: To present the Current challenges in improving employee's performance by using the performance management and development system in SA national government departments.

Objective 2 presents the responses to the questions relating to outline the current challenges in improving performance management and development system in the South African national government departments. The respondents were requested to respond to eight statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree and 4= strongly disagree, 5= do not know).

The results (51%) of the study revealed that there are lot of grievances which employees lodged to the management and these cases were due to perceived inadequacies in the implementation of the system in these departments; some include reviewing challenges, and training and development. It further (74.2%) revealed that responsible units such as Human Resource Development, Labour Relations, and Human Resource Management provide full support during the implementation of the performance management and development system. Another challenge is the lack of experts in these departments to manage and implement the system. Employees (72.6%) in these departments do not see PMDS as time consuming which hinders the productivity of supervisors to perform other functions which contribute to service delivery. Employees (55.9%) are not happy with the management and implementation of the performance management and development system in these departments. Employees (49.5%) believe that managers and supervisors are biased when assessing and evaluating employees' performance.

Employees (67%) indicated that all these departments have the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year. Contrary to the claims on objective 1 under issues of training, employees claim that due to lack of training and support, it is a challenge to categorically and rationally appraise employees' performance.

Objective 3: To determine how the employees' performance could be linked to the departmental performance in order to achieve the organisational goals by using the current system

The responses to the questions relating to the determination of how the employees' performance could be linked to the departmental performance in order to achieve the organisational goals by using the current system are presented here. The respondents were requested to respond to ten statements thereof. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree, 4= strongly disagree and 5= do not know).

The results (55.5%) of the study show that employee's performance is linked to the organizational performance and that the current performance management and development system helps employees improve their performance. Employees (58.9%) further indicated that managers and supervisors are very supportive to their subordinate with regards their personal developmental plans (PDP's). The study (81%) further revealed that their job description provides clear goals and outcomes expected from them by their supervisors regarding performance. Departments are using a standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA). But many employees (54.1%) do not know if the heads of human resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the departments. Employees (90.5%) understand that managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organization as a whole. And lastly, the results (59%) also revealed that training and refresher courses on the procedures and processes to be followed during the implementation of this system are conducted every year.

Objective 4: To suggest a new model on how the performance management and development system should be managed in order to yield the desired results

The responses to the questions relating to suggesting a new model on how the performance management and development system should be managed in order to yield the desired results are presented herein. The respondents were requested to respond to two statements. They were asked to rate each item on a scale of 1 to 5 (1=strongly agree; 2=agree; 3=disagree, 4= strongly disagree and 5= do not know).

The results (66.5%) of the study revealed that the main purpose of the performance management and development system adopted by these departments is for both decision-making purposes and developmental purposes. Furthermore, the results (73%) revealed that the current performance management and development system needs to be amended in order to meet the organization's goals in today's rapidly changing environment.

5.3 DRAWING THE RELATIONSHIPS BETWEEN VARIABLES.

5.3.1. Gender

The data in the table below revealed a statistically significant difference in gender of employee on the four questions asked to employees. The gender of an employee affects the manner in which an employee responded to the above statement at a significance level of 0.05 or 5%.

Gender		
	X^2 **(Chi-square)**	**p-value**
There are many grievance~~s~~ cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development	15.660	0.004
There are many grievance cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development	11.023	0.026
Performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery	11.621	0.020
The current performance management and development system needs to be amended in order to	12.543	0.014

meet the organisation's goals in today's rapidly changing environment		

5.3.2 Contract type

The data shows a statistically significant difference in contract type and the two questions asked to employees. The contract type of an employee affects the manner in which an employee responded to the above questions at a significance level of 0.05 or 5%.

Contact type		
	***X^2* (Chi-square)**	**p-value**
Responsible units such as~~,~~ Human Resource Development, Labour Relations, Human Resource Management provide full support during the implementation of the performance management and development system	28.014	0.006
Training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance	29.204	0.004

5.3.3. Race

The data shows a statistically significant difference in race, gender, contract type and salary level which was asked to employees. The race of an employee affects the manner in which an employee responded to the above questions at a significance level of 0.05 or 5%.

Race		
	***X^2* (Chi-square)**	**p-value**
This department has supervisors who are experts in the management and implementation of the performance management and development system	28.365	0.029
The Head of Human Resources conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact on the department	37.015	0.002
Appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units	34.661	0.004

The current performance management and development system needs to be amended in order to meet the organisation's goals in today's rapidly changing environment	43.046	0.000

5.4. SECTION 2: QUALITATIVE RESEARCH FINDINGS

5.4.1. Department of Arts and Culture

1. **To present an overview of the current position on performance management in the five selected South African National Government Departments**

- Question 2, 4, and 5 were asked in order to determine the current overview of the position of the performance management and development system in the selected South African National Government departments. The analysis of the objective number one provide that according to the findings from the respondents in this department, middle and senior management services indicated that the system is effective, but there are still some issues which need to be addressed first in order for the system to be regarded 100% effective and such issues include changing of scores by the moderating committee without the consent of the concerned employee, victimisation and bias of managers and supervisors during evaluation processes, and the issues of not addressing employees' personal development plans listed in their performance contracts.

2. **To outline the current challenges in improving employees performance by using the current performance management and development system in the South African national government departments**

- Question number 1, 3 and 8 were asked in order to determine the current challenges in improving the performance management and development system in the South African national government departments.

  Political and union interference on the appointment of personnel who are responsible for managing and implementing systems in the department is one of the contributing factors towards the challenges which affect improving employee's performance. Under the literature, it is indicated that for an employee to perform effectively and also

improve their performance, they must be motivated to do so, but the moderating committees which are used to validate the final annual performance scores have a big negative effect on improving employees' performance as most employees become more demotivated by their scores being changed without their consent, they believe that there is a degree of bias which takes place during the evaluation of performance by these committees.

3. **To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.**

- Question 6 (six) and 9 (nine) were asked to determine the above provided objective, therefore the analysis of the respondents reveals that political interference has negative implication of how managers link employees performance with organizational performance, e.g. Staff member are sometimes requested to support other ministerial projects which are not included in employees performance contract and in most cases even if they can be added as ad -hoc they do not form any part in the achieving of the unit performance resulting in such units left being under staffed and results to underperforming

  However ensuring that employees performance have direct contribution on the overall performance of the organization it must be done in the form of chain process, whereby the annual performance plan of the organization must be broken down into activities which needs to be done in order to reach the objective and such tasks be broken down into activities which can be incorporated with the unit performance and unit key results areas which are listed in the performance contract of the head of the unit, again also be broken down into smaller activities which can be linked into the teams functions and then to the individual performance contracts.

4. **To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?**

- Question number seven (7) and ten (10) were asked in order to determine what employees thinks to be the best model and how should the performance management and development system be managed in order to yield the desired results.

Considering the complaints and challenges which employees indicated such as, changing of score by the moderating committee, bias by managers when evaluating employees performance, lack of commitment and the time it takes to resolve complaints by using the current system it is clear that the current system need adjustment. Based on the responses of the participant it is clear that they are tired of the current system because those who flawed the system and still go unpunished and they emphasize that a good system is not only the one which will simplify things but also the one which can hold people accountable. A system which can replace financial rewards with other forms of rewards such as annual leave days instead of paying of bonuses could be better than monetary rewards. According to the provided answers it is clear that employees feels that if the system can award employees based on the fact that the department has achieve its annual goals everyone would be compelled to perform as expected. A top down assessment is recommended (overall performance).

5.4.2. Department of Planning Monitoring and Evaluation

1. **To present an overview of the current position on performance management in the selected South African National Government Departments**

- Question 2, 4, and 5 were asked in order to determine the current position of the performance management and development system in the selected South African National Government Departments.

The system is effective in this department, but there are still many complaints and grievances of bias and victimisation by supervisors and also the system is not in a position to propose where funds for training employees on their PDP's would come from. Employees are demotivated to perform effectively due to the fact that the moderating committee can change their score without their consent, while after that resolving such problems can take month or even more than a year before they are resolved. Managers and supervisors are not ethical and are over powered by the human factor whereby irrespective of the performance of the employee if they do not get along with them they rate them low, while on the other hand, rate their friends, family, and those they fear higher and there is no quality assurance committee within the units to verify the allocated score by supervisors.

2. **To outline the current challenges in improving employees performance by using the current performance management and development system in the South African national government departments.**

- Question 1, 3 and 8 were asked to the selected participant in order to determine the current challenges in improving employees performance by using the current performance management and development system in the South African National government departments

One of the most important factors in improving employee's performance is motivation, without motivation employees would not be encouraged to perform effectively and beyond. Therefore it is very difficult to improve employee's performance in this department by using the current system because employees are demotivated, employees beliefs that the system is unfair and that it creates a room for victimization and bias by managers and supervisor while on the other hand those who are found having flawed the system go unpunished. Furthermore changing of scores by moderating committee without valid reasons for such action has a big effect on employees performance, employees are demotivated to improve and perform better with a mind that even if they do the moderating committee might still not recognize their effort. Lack of budget is another ignitor of this challenges, employees personal development plan which employees list in their contracting form acknowledging that if they can be addressed their performance would improve also are not addressed with reason of lack of budget in the department.

3. **To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.**

- Question 6 (six) 9 (nine) were asked to determine how can the individual employees performance be linked with the departmental performance in order to achieve the organisational goals through the use of the current performance management system used in the public service.

There is no direct link between what the lower employees does with what the department needs to achieve. Only the job descriptions of the senior management services have a direct link with the overall performance of the organization. Operational staff should not be looked at in isolation but a chain circle need to be established whereby the annual performance plan and the operational plan down to unit performance plan need to talk to each other, thereafter managers can derive the key outputs from the unit operational plan and use it for individual performance agreement contracting. Therefore as a result of this chain process it will be possible that individual performance make direct contribution towards the achievement of the organizational performance.

4. To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?

- Question 7 and 10 were asked to the selected participant to determine which new best model can be developed which can be used to manage the employees performance in organisations and at the same time yield the desired results

Employees believe that changing and developing another system would create other big problems whereby new loop holes will emerge which will results in the system never addressing its problem, but they proposed that it is important that the current system be the one to be used but however some areas will have to be amended. Transparency must be encouraged in the fixing of the system, followed by top down approach where by the performance bonus can only be realized if the department as a whole has achieved its annual performance goals. The policy must provide standard harsh consequences for those who flawed the system and the personal development plan must be made a compulsory field to be addressed.

5.4.3. Department of Public Service and Administration

1. To present an overview of the current position on performance management in the selected South African National Government Departments.

- Question 2, 4, and 5 were asked in order to determine the current position of the performance management and development system in the selected South African National Government Departments.

  The current state of the performance management and development system in the public sector is under scrutiny. Employees are more and more lodging complaints and grievance which also takes forever to be resolved. This system is very far from achieving its goals because of its loopholes which always causes problems rather than solution on employee's performance. The current performance system because of its gaps instead of encouraging employees to improve their performance it demotivate them due to the management and implementation by the supervisor and managers. Employees has lost trust and confidence on the system due to the fact that it is used as a compliance tool rather than a management tool and also that some managers and supervisors are biased and some are unprofessional making it more difficult to adhere to the processes of the policy mostly during the evaluation stage.

2 To outline the current challenges in improving employees performance by using the current performance management and development system in the South African national government departments.

- Question 1, 3 and 8 were asked to the selected participant in order to determine the current challenges in improving employee's performance by using the current performance management and development system in the South African National government department.

  As indicated above under the first objective that the current performance management and development system offers more questions rather than answers, it become very difficult to motivate employees to improve their performance by implementing the system while the same system provide room for victimising by managers who are bias when assessing their performance. Because employees scores are changed by the moderating committees which is part of the processes of quality assurance employees are more demotivated by the whole system. Lack of funds: During the contracting phase employees in most cases list 3 developmental areas which they wish to be developed on in order to improve their

performance but because of lack of funds most training areas of employees never get addressed the whole year which play a role in demotivating employees.

Limited training and lack of counselling sessions to poor performers: apart from the requested training listed on the contracting form under the PDP's is limited. The refresher courses and immediate training on performance and counselling sessions to poor performers is not happening. Bias and rating errors: one of the discouraging factors to improving employee's performance is rating errors and bias by supervisor and managers. Employees are no longer willing to push themselves to perform outstandingly knowing that due to bias of their managers and supervisors their score will always be on the same level.

1. **To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.**

- Question 6 (six) and 9 (nine) were asked to determine how can the individual employees performance be linked with the departmental performance in order to achieve the organisational goals through the use of the current performance management and development system used in the public service.

  Because there cannot be a direct link between the organisation performance and the operational employees performance there only link which can be developed is by ensuring that all activities and functions of the senior managers are broken down into smaller tasks which also has to be broken down again into smaller tasks and so that operational staff can be the one who perform those smaller activities contributing to the senior managers activity in order to ensure that organisational performance goals are achieved. For example if the organisational goal for that financial year is that the department must make sure that all vacant post are filled within the period of six months, therefore it means managers must understand that in case of appointing 50 doctors and 30 nurses those on the operational level who are responsible for appointing these cadres must be given a target of who must be employed when and how, and thus by doing so a direct contribution by operational staff will be effecting the obtaining of the organisational goal

2. **To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?**

- Question 7 (seven) and 10 (ten) were asked to the sampled participant to determine which new best model can be developed which can be used to manage the employees performance in organisations and at the same time yield the desired results.

Based on the analysis of the results employees indicated that the best model for managing and implementing employees would be the one which looks at the top down approach, whereby the assessment of performance is first evaluated from the whole department to see if whether it has achieve more than 90% of its goal in that financial year, thereafter evaluate the unit performance if it has achieve its objective then to the individual performance. Secondly employees believe that if the moderating committees can be removed the system would be able to motivate employees to start to perform better again. Lastly removing of the financial rewards system and replace it with the other form of rewards such as annual leave day because mostly departments fall short of paying out of the performance bonus, however this annual days need be standardized for those in a same score and also considering the salary level of the employee.

5.4.4. National Department of Tourism

1. **To present an overview of the current position on performance management in the selected South African National Government Departments.**

- Question 2, 4, and 5 was asked in order to determine the current position of the performance management and development system in the selected South African National Government Departments.

There are still many challenges in the management and implementation of the performance management and development system in the South African national government departments. The system is still facing lots of criticism due to the way in which managers and supervisor implement it and also due to the time it takes to resolve complaints and grievances pertaining to the system. Employees are also demotivated to perform effectively because of the bias and unprofessionalism by supervisors and managers when managing

the system. Lack of ownership and commitment from supervisor has rendered the system to be ineffective and no longer serving the purpose it was developed for.

2. **To outline the current challenges in improving employees performance by using the current performance management and development system in the South African national government departments.**

- Question 1, 3 and 8 were asked to the selected participant in order to determine the current challenges in improving performance management and development system in the South African National government departments.

It is a very big challenge to use the current performance system to encourage the employees to improve their performance due to the explained factors. Scores are changed by moderating committee, especially for employees who perform excellent (rating scale 5) always have problems with their scores changed by the moderating committee after the final annual assessment and after they had agreed upon their scores with their direct supervisors. This happenstance causes performing employees to be too much demotivated and no longer perform effective in the next financial year. Rating errors, and bias also serve an a negative factor which demotivate employees to perform effectively where by certain supervisor s and managers are bias when rating employees performance and some of them use the system as punitive tool rather than a management tool. Lack of budget is another challenging problem when it comes to improving employees performance, the system caters for employees personal development plan but in most cases due to lack of funds PDPs are not addressed for the whole financial year even if employees has indicated that they need it to improve their performance.

3. **To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current performance management and development system.**

- Question 6 (six) and 9 (nine) were asked to determine how can the individual employees performance be linked with the departmental performance in order to achieve the

organisational goals through the use of the current performance management system used in the public service.

This can be achieved by involving middle management services during the strategic planning of the organisation so that they can be able to understand their role and exactly what needs to be done so that operational staff members can directly contribute to the overall performance of the organisation It is not possible that the key performance areas of operational employees can be directly linked to the organizational strategic plans of the organisation, therefore training managers and supervisor need to conducted so that they can understand that cascading down the roles and responsibilities of their senior is the only way in which the key output of the operational employees can be linked. No direct impact can be made by the operational staff member but rather can only assist their seniors to achieve their key results areas in order to make that contribution in achieving the organizational goals.

4. **To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?**

- Question 7 and 10 were asked to the selected participant to determine which new best model can be developed which can be used to manage the employees performance in organisations and at the same time yield the desired results

In this department most employees acknowledge that the current system has problems but however some believes that if it can be changed more problems will be created as new adjustment will have to be made. Employees believes that if the moderating committees can be removed lot of problems which employees encounter due to changing of scores by the committee would completely be eliminated. However, employees indicated that the current performance management and development system involves too much paperwork and it opens a room for human errors. Therefore amendments need to be made.

5.4.5. Office of the Public Service Commission

1. **To present an overview of the current position on performance management in the selected South African National Government Departments.**

- Question 2, 4, and 5 were asked in order to determine the current position of the performance management and development system in the selected South African National Government Departments

  In this department performance management and development system still is a thorny issue; employees are demotivated due to the management and the way in which the system is being implemented. Again the system does not provide strict deadline dates on how long must the grievances resulting from the system takes. The current performance management and development system open room for bias and victimisation of employees by supervisors and managers and also unethical supervisors use the system as a punitive tool rather than a management tool, while on the other hand the moderating committee changes employees scores without their consent and such cases takes forever to be resolved.

  2. To outline the current challenges in improving employees performance by using the performance management and development system in the South African national government departments.

- Question 1, 3 and 8 were asked to the selected participant in order to determine the current challenges in improving employee's performance by using the current performance management and development system in the South African National government departments.

  Bias: The system provides room for bias by managers and supervisors therefore; employees who are victims tend to be demotivated to improve their performance knowing that irrespective of their performance they will be rated on a certain level Moderating committee: Changing of scores by the moderating committee is another influential factor in the declining of employees' performance improvement. Employees feels that there is no use to improve their performance even after agreeing with their managers on the expectation of certain criteria knowing that those who have the final say are the committee which were not there during the contracting period. Lack of budget: The current performance management and development system provides a section where employee's personal development plan ought to be listed and be addressed but due to lack of budget in the department employee's PDP's never get addressed therefore employees performance

never improves. Lack of expert and commitment from managers: Apart from lack of budget lack of experts and commitment from supervisors and managers to see to it that their subordinate are trained on the areas in which they had indicated that they need training are lacking and also managers do not take this system very seriously because there are no standard harsh consequences for non-compliance and for those who flawed the system.

3. **To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.**

- Question 6 (six) and 9 (nine) were asked to determine the how can the individual employees performance be linked with the departmental performance in order to achieve the organisational goals through the use of the current performance management system used in the public service.

- The best method to link the two is by first taking the operation plan of the organisation and breaking it down into activities and from there linking those activities with the key outputs of the individual employee, and by using the same key output on the performance contracting. The main challenge which hinders this process to take place is because of lack of experience by managers. Departmental plans must be broken down into unit's responsibility and down to teams key results areas then to individual employees. When individual contribute to the teams, and the team to unit performance and unit performance will have a direct impact on the organisational performance but no direct impact can be made by individuals but only the seniors who their performance agreement are directly linked to the performance of the organisation. It can only be achieved through a chain process

4. **To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?**

- Question 7 and 10 were asked to the selected participant to determine which new best model can be developed which can be used to manage the employee's performance in organisations and at the same time yield the desired results.

Based on the assessment the employees clearly indicated that the current system is not working for majority of employees however they are not exactly sure need to be replaced on the current one to ensure that it address their needs. Some employees indicated that a new model has to be an electronic system in order to reduce the issue of paperwork. Lastly financial reward should be removed and be replaced by the awarding employees annual leave days: a standard format can be introduced where those who get a certain score can be given certain number of days depending on the salary level and the score which one had received. This also would reduce the absenteeism level and increase productivity as refreshed employees can perform better and the issue of the department is under administration/without money would also come to an end.

5.4.6. Overall departmental findings

The departments include: National department of Tourism, Department of Public Service and Administration, Department of Arts and Culture, Department of Planning Monitoring and Evaluation and Office of the Public Service Commission.

Objective 1: To present an overview of the current position on performance management and development system in the selected South African National Government Departments.

Question 2, 4, and 5 were asked in order to determine the current position of the performance management and development system in the selected South African National Government Departments

With reference to the overall results from all departments and also looking at the grievances resulted from the management and implementation of the performance management and development system the system is effective, but there are still many things which still need to be addressed in order for the system to be fully effective. The researcher's definition of effective in this instance refers to the point where the system is achieving and addressing the goals it was developed for.

The current performance management and development system is under a serious scrutiny in the public service. Employees are demotivated to perform effectively due to the ineffectiveness

of the system. Employees has lost trust and confidence on the system due to the fact that it is used as a compliance tool rather than a management tool and also that some managers and supervisors are biased and some are unprofessional making it more difficult to adhere to the processes of the policy mostly during the evaluation stage. The system is still facing lots of criticism due to the way in which managers and supervisor implement it and also due to the time it takes to resolve complaints and grievances pertaining to the system.

Objective 2: To outline the current challenges in improving employee's performance by using the performance management and development system in the South African national government departments.

Question number 1, 3 and 8 were asked in order to determine the current challenges in improving employee's performance by using the current performance management and development system in the South African national government departments.

One of the most important factors in improving employee's performance is motivation, without motivation employees would not be encouraged to perform effectively. Employee has certain factors which influences them to perform in the manner the way they perform. Therefore it is the responsibility of the organisation's management to find out which factors which need to be put in place to motivate their employees to perform in an acceptable manner. Motivation is a process that involves the purposiveness of behaviour. The process is brought about by factors that activate behaviour and influences its direction and perseveration, (Ziel *et al* 2009:129). Therefore it is very difficult to improve employee's performance in these departments by using the current system because employees are demotivated. Some of the factors which make it difficult to improve employee's performance are listed below.

- Lack of budget is another igniter of this challenges, employees personal development plan which employees list in their contracting form acknowledging that if they can be addressed their performance would improve in most cases are not addressed with reasons of lack of budget in the departments, the system does not provide where the funds for training must come from. Moderating committee: Changing of scores by the moderating committee is another influential factor in the declining of employees' performance improvement. Employees feels that there is no use to improve their performance even after agreeing with their managers on the expectation of certain criteria knowing that those who have the final

say are the moderating committee which are not present during the contracting period. Changing of scores by moderating committee demotivates employees to perform effectively.

Lack of expert and commitment from managers: Apart from lack of budget, lack of experts and commitment from supervisors and managers to see to it that their subordinate are trained on the areas in which they had indicated that they need training are lacking and also managers do not take this system very seriously because there are no standard harsh consequences for non-compliance and for those who flawed the system. Limited training and lack of counselling sessions to poor performers: Noe *et al* (2004: 200) training consists of an organisation's planned efforts to help employees acquire job related knowledge, skills and abilities and behaviour, with the goal of applying these on the job. But before training and development takes place managers must first determine the cause of poor performance/ diagnose the problem before assuming training and development. In most cases due to lack of budget and uncommitted managers there are limited training and counselling to poor performers which could assist in improving employees performance. Bias and rating errors: One of the most common discouraging factors for improving employee's performance is rating errors and bias by supervisor and managers. Employees are no longer willing to push themselves to perform outstandingly knowing that due to bias of their managers and supervisors their score will always be on the same level. In any performance management system during the performance evaluation process, there are many rating errors which occurs, some which happens unaware and some are those which are intentionally performed. Dessler (1997:360), quoted by Van dyk (2004:483-484), provided rating errors which raters tent to commit during the appraising process

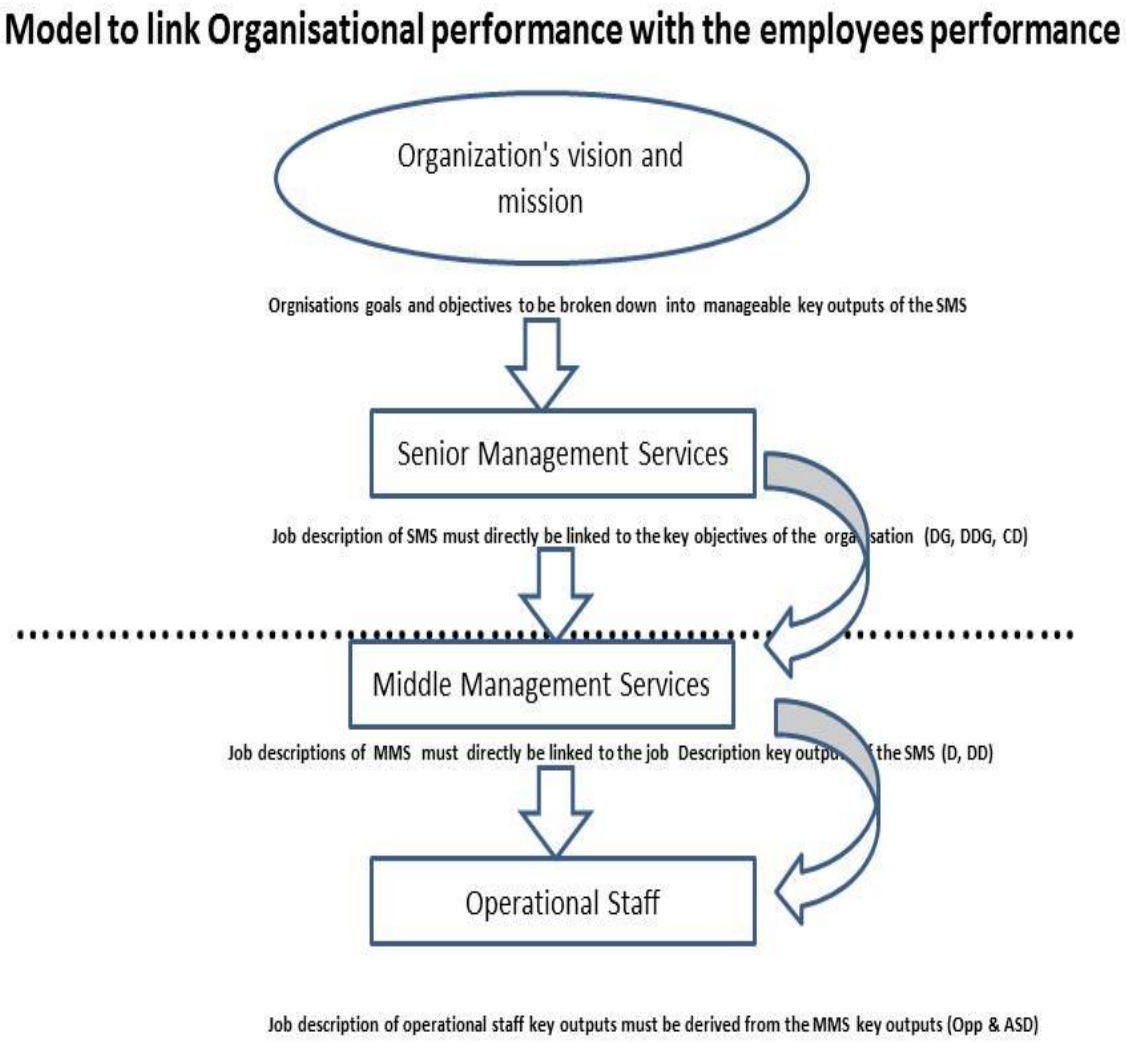
- Central tendency – occurs when a supervisor rate everyone as average resulting in a central tendency. This problem also occurs if supervisor are unfamiliar with the work of the subordinate, if they lack supervisory ability, or if they fear a reprimand for rating too leniently or too strictly.
- Bias – Ratter bias may occur when the ratter is influenced by characteristics such as the age, gender, race, or seniority of the employees. Bias may be conscious or unconscious, and can be difficult to overcome because it is usually hidden.

Objective 3: To determine how can the employees' performance be linked with the departmental performance in order to achieve the organisational goals by using the current system.

Question 6 (six) and 9 (nine) were asked to determine the how can the individual employees performance be linked with the departmental performance in order to achieve the organisational goals through the use of the current performance management system used in the public service.

The below provided model is recommended for linking organisation's performance with the employee's performance. It was evident in the literature that most government department in South Africa has a big challenge when it comes to linking the organisation's performance with the employee's performance. In most cases it was discovered that all operational and middle management service members have scored effectively but the overall objective of the organisation has not been achieved. This results due to lack of connection between these levels. If the below model can be followed correctly, where all employees are supporting each other and also help their senior on the next levels to achieve their goals it will automatically ensure that the individual performance contribution have a positive direct impact on the overall performance of the organisation

The best method to link the organisational performance with the operational performance can be easily described by the diagram below:



The proposed model provides that:

Step 1: Organisation's goal and objectives

The organisations goals and objectives which are linked with the operational plan of the organisation need to be broken down into manageable key outputs which should be used to derive the key performance areas in the job description of the members of the senior management services. All key outputs need to be used as part of the performance agreement of the senior members of the organisation. This will help to ensure that all key outputs are taken care off in order for the organisation to perform at its maximum level, which means that as

long as the official are carrying out their functions effectively it will directly impact on the organisational performance.

Step 2: Senior Management Services

During the performance contracting of the members of the senior management services all organisation's objectives and goals which have been broken down need to be carefully be integrated to into manageable key outputs which the member will be measured against at the end of each term and be used as part of their key required outputs.

Step 3: Middle Management Service

Members of the middle management services operate in an administrative level; therefore, they are responsible for supporting their seniors to achieve the overall objective of the organisation. It is strongly recommended that the expected key performance outputs of these members be directly derived from the key objectives from the job description of the member of senior management services. This should be a chain process whereby each level directly supports the outcome of their seniors and vice versa.

Step 4: Operational level

The operational staff members (salary level 3-10) from the lowest to the highest must directly support the goals of their immediate supervisors (MMS). All functions carried out by these employees must have direct impact on the overall performance of their seniors. As this is the only chain process which can ensure that employee's performance influence the overall performance of the organisation. If a certain level does not perform to support the achievement required by the next level a remedy action must be taken immediately after the end of that quarter to ensure that the organisation's performance does not suffer.

Objective 4: To suggest a new model on how should the performance management and development system be managed in order to yield the desired results?

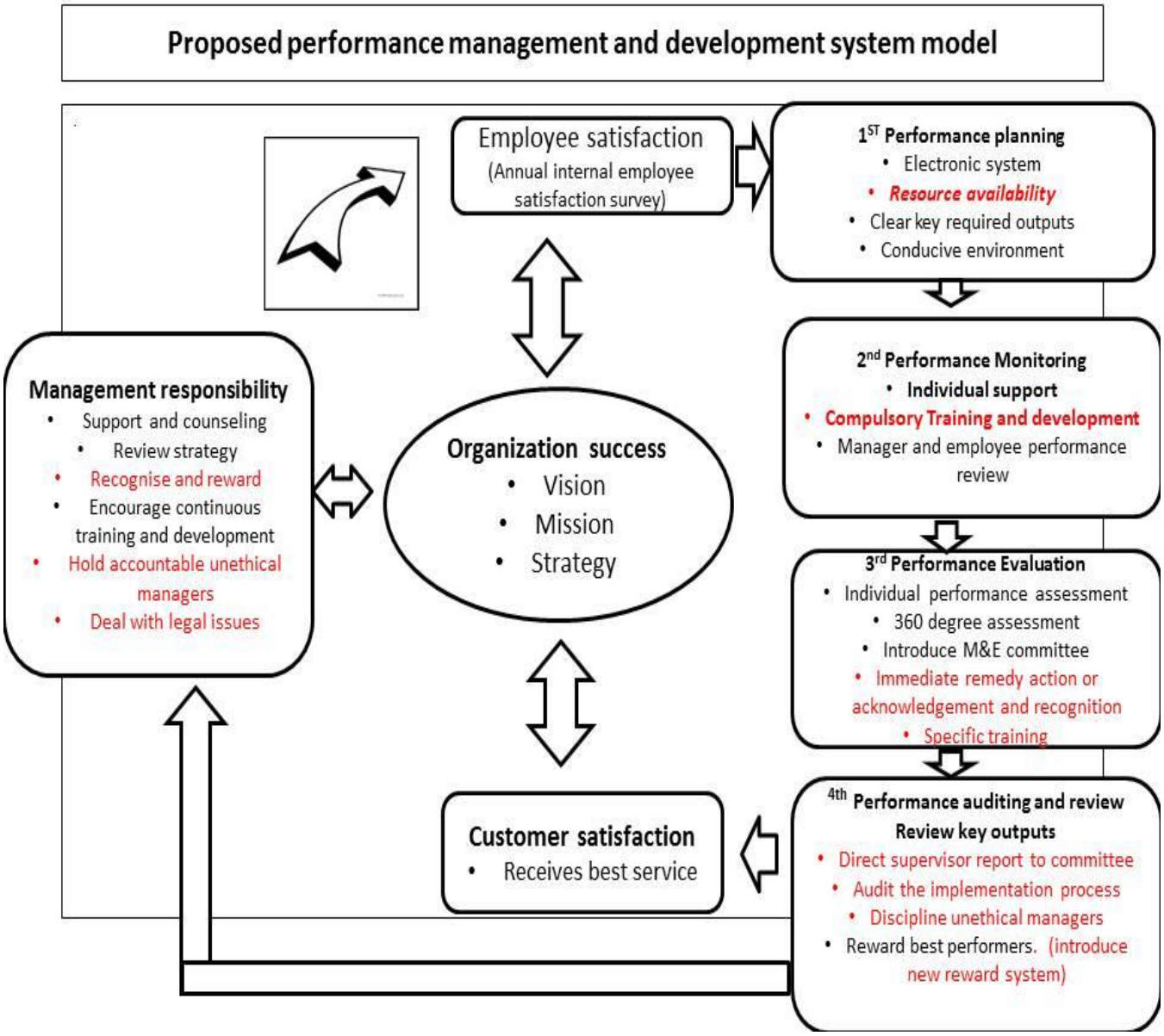
Question 7 and 10 were asked to the selected participant to determine which new best model can be developed which can be used to manage the employee's performance in organisations and at the same time yield the desired results.

Najmi, Rigas & Fan (2005:112) "It has become evident in the literature and in business that there is a need to review performance measurement systems in the ever-changing environment of modern markets. It is important not only to develop an effective and efficient means of

reviewing the performance and performance measurement system of an organisation, but it is also important that this is sustainable, and will have the ability to adapt to the "environmental" changes.

The proposed performance management and development system.

The literature and the research itself showed and revealed that the current performance management and development system is not yet effective and employees are demotivated by how the system is implemented in the public service. It was discovered that apart from the way in which the system is implemented the system lack one of the most ingredient for activating good moods for best performance which is motivation. Employees indicated that financial reward to them does not serve as a most important motivator but rather a bribe for them to perform effectively. The proposed performance management and development system model below is recommended:



The above performance management system model diagram does not differ much with other previous model other than that this one provides motivational factors which has been identified missing on the previous types. The intended results include customer satisfaction out of the effective performance of the individual performance. Below is the brief explanation of each phase included in the diagram:

1st Performance planning:

- The current system involves too much paper work which opens room for human error therefore the proposed system must be an **electronic system.** The system must be integrated with the PERSAL system as this will also reduce the delay during the

submission date. During the contracting of employees all agreed key outputs must be captured on the system and also ensure that the system provide a strict deadlines submission of performance contracting and reviews. The system must provide column for subfield, quarterly scores, where under each key performance area it must provide space for comments if the target has not been met which affected the score.

- **Resource availability:** During this process it is the responsibility of the managers and supervisor to ensure that all resource needed by the employees to execute their functions effectively are available. Necessary means need to be taken to ensure that all resources are available whether be financial , physical resource this must be the responsibility of the organisation to ensure that everything is there for use. If this is done correctly it will play a very crucial role in ensuring that employees are not demotivated to carry out their functions due to lack of certain resources.

- One of the most important factors which is a challenge for both employees and supervisor is to derive **clear key required outputs** which employees are measured against. Managers and supervisor must ensure that they undergo proper training to learn how to derive the key performance areas of their subordinate, for this is the reason why at the end of financial year that employees achieve or meet their target but still the department does not achieve its overall performance targets. Clear key performance target are very crucial as it gives clarity to employees on what need to be done in order for the organisation to achieve its goal.
- Lastly, **conducive working environment** for employees serve as a one of the igniter of employees performance improvement. It is scientifically proven that conducive working environment play a big role in ensuring that employees are motivated to go to work and work harder on their daily activities.

2nd Performance monitoring

- During performance monitoring it is important that **individual employees are supported** by managers in terms of resources to enable the employee to perform effectively. The issue of lack of resources must not be made an employee's problem. If it is discovered that certain resources are lacking to enable the employees to execute their functions effectively, it must be recorded and such lack should not be used to disadvantage the employees and be rated ineffective during the assessment phase.

- All listed training needs under the personal development plans (PDPs) on the performance agreement form must be addressed **(training and development)** to ensure that all employees improves their performance up to the optimal level. If the employees PDPs are not addressed it must be made clear that an employee cannot be evaluated below effective as the employee had already agreed on his/her shortfall by listing the training needs needed for his/her performance improvement. It must be the burden of the organisation to ensure that training is provided to all government employees as agreed on the performance contract.
- **Manager and employees performance review;** during the performance monitoring the manager and employee must use this chance to revert on their performance contract to adjust where necessary most on ad-hoc functions. Due to the everyday changing factors which might occur in an organisation, performance contract must be reviewed and adjusted accordingly.

3rd Performance evaluation

- **Individual performance assessment:** This is a normal process which is conducted quarterly or bi-annually depending on the need of the organisation which must be standardised in all national governments whereby all assessment must be conducted quarterly as this will help to ensure early detection of poor performance and take remedy action where necessary.
- **360 degree assessment**: The government has shied away from this type of assessment. 360 degree assessment must be introduced in case where the individual employee had been rated below effective and also when is above fully effective. This kind of assessment can be explained as a process where one is assessed by team mates, colleagues and senior manager of your manager and even customers.
- **Introduce M&E committee**: Instead of waiting for the final year to introduce the moderating committee, a monitoring and evaluation committee must be established in this level to monitor and provide recommendations on what to be done and resolve all complaints before the final evaluation process takes place. All matters arising from quarterly assessments must be identified and resolved in this level before final assessment takes place
- **Immediate remedy action and recognition:** If the employee is found ineffective remedy actions apart from the training needs listed under the personal development plans need to be developed. The supervisor or manager must investigate the cause of

ineffective performance and ensure that proper action is taken to help the employee improve to effective**. Specific training** on areas where the employees was proved to be lacking training need to be administered. Employees who have been found effective need to be acknowledge and be rewarded for their good performance.

4th Performance Auditing and review

- **Direct supervisor report to committee**: In this level, rather than that a head of the unit present his/her employees scores on the moderating committee, it is recommended that the direct supervisor be the one to present and defend the performance scores of his/her staff/unit.
- **Audit the implementation process**: At the end of the performance cycle the implementation processes must be audited, a report must be produced collective from all directorates per each department to determine whether the objective of the system has been achieved apart from the organisation's goal. And if not investigation need to be conducted to determine the cause and solution to the problem must be provided to ensure that it does not happen in the next performance cycle.
- **Discipline unethical managers**: South African public servants are too relaxed when it comes to the ethical conduct issues. This might be due to lack of harsh consequences for non-compliance. It must be made clear that all managers who have been found flawed the system for their personal gain will receive harsh consequences for their action. If the case is too much such employee must be suspended for certain duration and not get compensated for that duration while the investigation is taking place.
- **Reward best performers:** All those who have been found effective according to the standard rating scale must be rewarded for their outstanding contribution. Managers must come up with the best reward which can be used to motivate employees to continue performing effectively. It was discovered in the research that majority of employees do not consider financial rewards to be enough. Majority of employees claims that giving off annual leave days based on your salary level and level of score could be a best solution rather than paying off of performance bonuses.

- **Customer Satisfaction:** In most cases customer satisfaction can be used to assess whether the employees performance was effective. Public protest against public service department is a clear sign that something is wrong with the management and implementation of the employee performance management system. It is evident mostly

in the private sector that as long as their customer are satisfied with the service they had received from them the company automatically the managers knows that their employees are doing their best in order to meet their client needs.

- **Managerial responsibility:** Senior officials has a big responsibility in ensuring that their employees internally are satisfied also with how the system is managed in order to motivate them to perform as expected. Their core responsibility must be to **respond to employees complaints and needs**, they must **support and counsel individual poor performers**, **recognise and encourage and reward best performers**, **encourage continuous training and development** amongst their subordinates and **hold accountable unethical managers and supervisors** and provide the outcome of the investigation to all internal employees for they have to be the one responsible for dealing with all legal issues resulting from the management and implementation of the system.
- **Employee satisfaction:** It is evident in the literature and also in the research findings that employees are demotivated to perform effective due to lack of motivational factor and unethical conduct by senior managers when managing and implementing the system. Therefore these proposed model looks at how can employee's satisfactions be achieved and maintained in the public service. Ensuring that all the listed motivational factor under each phase are addressed will results in the satisfaction of employees, for expectancy theory constitute a lot towards employees satisfaction and performance. It is proven in the literature that employee puts effort to everything they do with an expectation to get something in return.
- **Organisation success:** In most cases organisations success is measured on whether the department has achieved its overall performance goals but surprisingly in the same goals issues such as **customer** and **employee satisfaction** are not included. In this model much effort has been given in ensuring that first employee satisfaction be reached which will automatically have a direct impact on customer satisfaction. Satisfied employees always perform best while rendering services to their client unlike demotivated employees. It is the responsibility of the department to always review its Vision, Mission and strategy.

5.5. RECOMMENDATIONS

The following recommendations, based upon the results of the study are submitted:

- Only trained and qualified officials must be responsible for managing and implementing an employee's performance in government departments.

- Continuous training, coaching and counselling must be emphasised for both best performers and also for poor performers. All personal development plans listed by employees during contract phase must be addressed on time to enable and help them to improve their performance.

- Benchmarking with other departments which are winning in managing their employees' performance and of the organisation must be considered.

- Harsh standardised consequences for non-compliance and those who flawed the system must be established in the public service.

- Establishing a senior position from the HR director to Chief Director level of performance management and development system must be of priority so that senior officials can train their colleagues at those levels and also address complaints and grievances of seniors on the same level.

- Due to the negative mind-set and loss of trust and confidence by employees on performance management and development system, a strong change agent must be contracted to offer change management training for senior, middle and operational staff with the aim of assisting them change their views and mind set on the system.

- Non-political interference on the management and implementation of the system on the operational level must be emphasised.

- Only the direct supervisor of the unit must be responsible for presenting the final scores to the moderating committee rather than the head of the unit so that they can defend their subordinates' scoring during the debate.
- Further research on the impact of employee's behaviour on performance management system needs to be conducted.

5.6. References

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REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE DEPARTMENT

TO WHOM IT MAY CONCERN

My name is Ntsako Idris Makamu, I am a PhD student at the North West University in Mafikeng. The research I wish to conduct for my Doctoral thesis involves **AN ASSESSMENT OF PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM IN SELECTED NATIONAL GOVERNMENT DEPARTMENTS IN SOUTH AFRICA**. This project will be conducted under the supervision of Professor Mello DM: North West University: Mafikeng, South Africa) His contact details are: **cell no** 0829002336. **Office no**: 0183892497, **Email.** David.mello@nwu.ac.za

I hereby seek your consent to conduct my study in the office of Public Service Commission. The study will involve interviewing selected officials and also by means of distribution questionnaires amongst the selected number of participant in the department.

Upon completion of the study, I undertake to provide the office of Public Service Commission with a bound copy of the full research report. If you require any further information, please do not hesitate to contact me on the below provided contact details. **Cell no**: 072 350 5166/0732491900, **Tell & Fax**: 0183892479/ 0864030766 **Email:** nimakamu@yahoo.com / 26485753@nwu.ac.za

A draft copy of the research proposal is available and it can be send to your office on request.

Thank you for your time and consideration in this matter.

Yours sincerely
Makamu NI
North West University (NWU)

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Department of Public Service and Administration
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REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE DEPARTMENT

TO WHOM IT MAY CONCERN

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I hereby seek your consent to conduct my study in the Department of Public Service and administration. The study will involve interviewing selected officials and also by means of distribution questionnaires amongst the selected number of participant in the department.

Upon completion of the study, I undertake to provide the Department of Public Service and administration with a bound copy of the full research report. If you require any further information, please do not hesitate to contact me on the below provided contact details. **Cell no**: 072 350 5166/0732491900, **Tell & Fax**: 0183892479/ 0864030766 **Email:** nimakamu@yahoo.com / 26485753@nwu.ac.za

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Department of Performance Monitoring and Evaluation
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REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE DEPARTMENT

TO WHOM IT MAY CONCERN

My name is Ntsako Idris Makamu, I am a PhD student at the North West University in Mafikeng. The research I wish to conduct for my Doctoral thesis involves **AN ASSESSMENT OF PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM IN SELECTED NATIONAL GOVERNMENT DEPARTMENTS IN SOUTH AFRICA**. This project will be conducted under the supervision of Professor Mello DM: North West University: Mafikeng, South Africa). His contact details are: **cell no** 0829002336. **Office no**: 0183892497, **Email.** David.mello@nwu.ac.za

I am hereby seeking your consent to conduct my study in the Department of Art and Culture. The study will involves interviewing selected officials and also by means of distribution questionnaires amongst the selected number of participant in the department.

Upon completion of the study, I undertake to provide the Department of Art and Culture with a bound copy of the full research report. If you require any further information, please do not hesitate to contact me on the below provided contact details. **Cell no**: 072 350 5166/0732491900, **Tell & Fax**: 0183892479/ 0864030766; **Email:** nimakamu@yahoo.com / 26485753@nwu.ac.za.

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Thank you for your time and consideration in this matter.

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REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE DEPARTMENT

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A draft copy of the research proposal is available and it can be send to your office on request

Thank you for your time and consideration in this matter.

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Mr. N I Makamu

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Dear Mr. Makamu

APPLICATION FOR PERMISSION TO CONDUCT RESEARCH STUDY

Please be advised that permission is granted for you to conduct research as requested by you in the Department of Arts and Culture.

You are requested to please provide the Department with a copy of your final report for the purpose of sharing the information that you have gathered.

Your point of contact in the department is Mr. Welile Dlwengu (Assistant Director: Performance Management) who will assist you.

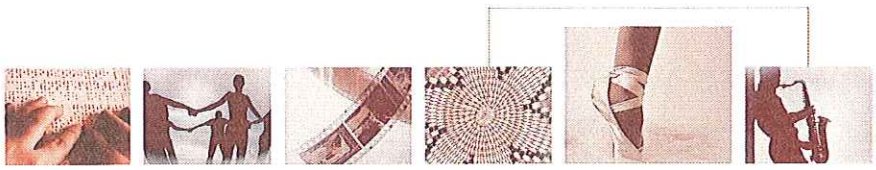
Kindly sign this letter as confirmation that you agree with the terms and conditions of this approval. Please send a signed copy to Weliled@dac.gov.za.

Sincerely,

Conrad Greve

CHIEF DIRECTOR: HUMAN RESOURCE MANAGEMENT

DATE: 2015-5-13



tourism

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Dear Mr NI Makamu

ACKNOWLEDGEMENT OF RECEIPT: REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE NATIONAL DEPARTMENT OF TOURISM.

The Department hereby acknowledge receipt of your letter dated 12 March 2015 regarding the above mentioned subject.

The National Department of Tourism hereby grant you permission to conduct research in the department as per the topic on your request letter (An Assessment of Performance Management System in Selected National Departments in South Africa).

Note that the approval to conduct the research is approved on condition that you enter into a legal agreement with the Department which will determine the scope of the study, confidentiality as a form of protecting information that you will have access to.

Sincerely,

DIRECTOR-GENERAL
Letter signed by: Mr AM Mafanele
Designation: Chief Director: Corporate Affairs
Date: 3/6/2015

Dear Mr Mafanele
May you please give Direction on this matter as the Learning & Development Policy does not address it.

SMKhanele
2015/05/07

NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

North-West University
Mafikeng Campus
Private Bag X2046
Mmabatho
2745

I think we can request the Research proposal and then make a decision on

10/3/2015

Department of Tourism
Private Bag x424
Pretoria
0001

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE DEPARTMENT

TO WHOM IT MAY CONCERN

My name is Ntsako Idris Makamu, and I am a PhD student at the North West University in Mafikeng. The research I wish to conduct for my Doctoral thesis involves **AN ASSESSMENT OF PERFORMANCE MANAGEMENT SYSTEM IN SELECTED NATIONAL GOVERNMENT DEPARTMENTS IN SOUTH AFRICA**. This project will be conducted under the supervision of Professor Mello DM: North West University: Mafikeng, South Africa). His contact details are: **cell no** 0829002336. **Office no**: 0183892497, **Email.** David.mello@nwu.ac.za

I hereby seek your consent to conduct my study in the Department of Tourism. The study will involve interviewing selected officials and also by means of distribution questionnaires amongst the selected number of participant in the department.

Upon completion of the study, I undertake to provide the Department of Tourism with a bound copy of the full research report. If you require any further information, please do not hesitate to contact me on the below provided contact details. **Cell no**: 072 350 5166/0732491900, **Tell & Fax**: 0183892479/ 0864030766 **Email:** nimakamu@yahoo.com / 26485753@nwu.ac.za

A draft copy of the research proposal is available and it can be send to your office on request.

Thank you for your time and consideration in this matter.

Yours sincerely
Makamu NI
North West University (NWU)

NORTH-WEST UNIVERSITY • YUNIBESITI YA BOKONE-BOPHIRIMA • NOORDWES-UNIVERSITEIT
FACULTY OF COMMERCE & ADMINISTRATION
2015 -03- 12
Private Bag X2046 Mmabatho 2735
Tel (018) 389 2554 / 2066
Fax (018) 389 2090
OFFICE OF THE DEAN

THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF PLANNING, MONITORING AND EVALUATION
Private Bag X944, Pretoria, 0001 | Union Buildings East Wing, Pretoria | www.thepresidency-dpme.gov.za

Dear Mr Ntsaku Idris Makamu

The senior management team of the Department of Planning Monitoring and Evaluation has agreed to grant you permission to conduct your interviews and questionnaires with selected officials for your PhD study.

Please communicate directly to Dr Victor Naidu, email. Victor@presidiency-dpme.gov.za

We wish you all the best in your research project.

Kind Regards

.....
Dr S Naidu
M&E Policy and Capacity Building
Date: 01 April 2015

the dpsa
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Private Bag X916, PRETORIA, 0001 Tel: (012) 336 1000, Fax (012) 326 7802
Private Bag X9148, Cape Town, 8000. Tel: (021) 467 5120, Fax (021) 465 5484

Mr N I Makamu
North-West University
Mafikeng Campus
Private Bag X 2046
Mmabatho
2745

Dear Sir

APPLICATION FOR PERMISSION TO CONDUCT RESEARCH STUDY

I have pleasure to inform you that permission is granted for you to conduct research in the Department of Public Service and Administration (DPSA).

Upon completion of your studies, you are required to provide the Department with a copy of your final report. The point of contact to assist you within the Department will be Ms N.P Busane from HR.

You are therefore requested to sign this letter to indicate that you agree with the terms and conditions of this approval and send back a signed copy to Patience.Busane@dpsa.gov.za

Yours sincerely

TG MANZINI
CHIEF DIRECTOR: HR & FM
DATE: 2015.04.14

Custodian of Good Governance

OFFICE OF THE PUBLIC SERVICE COMMISSION
REPUBLIC OF SOUTH AFRICA

National Office: Private Bag X121, Pretoria, 0001, Tel: (012) 352 1000, Fax: (012) 325 8382
Commission House, Cnr Hamilton & Ziervogel Streets, Arcadia, Pretoria, 0083

Enquiries: Ms MM Mahuma Telephone: (012) 352 1072 Reference: S5/3

Mr NI Makamu
North-West University
Mafikeng Campus
Private Bag X2046
Mmabatho
2745

Attention: Mr NI Makumu

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE OFFICE OF THE PUBLIC SERVICE COMMISSION

Your letter in the above refers.

You are hereby informed that approval has been granted for you to conduct research about "An Assessment of Performance Management System in selected National Government Departments" in the Office of the Public Service Commission (OPSC).

The OPSC trusts that this process will be carried out effectively and as promised by yourself that:

- The OPSC's confidential information will not be compromised;
- Targeted respondents will participate on a voluntary basis; and
- The copy of the final research report will be made available to the OPSC to share the challenges and weakness identified and the recommended solutions.

Should you have queries, you should please contact Ms MM Mahuma at telephone number (012) 352 1072.

Kind regards

MR DC NDLONDLOLOZI
DIRECTOR: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT
DATE: 09/04/2015

Dear Participant

I am Ntsako Idris Makamu, a PhD: Public Administration student at North West University (Mafikeng Campus) Student number (26485753). In order for me to complete my studies I have to conduct a research in public service departments, the Department of Public Service and Administration, National Department of Tourism, Office of the Public Service Commission, Department of Arts and Culture, and Department of Planning Monitoring and Evaluation are the institutions I had chosen to conduct my research at. The topic of my study is: ASSESSMENT OF PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM IN SELECTED SOUTH AFRICAN NATIONAL GOVERNMENT DEPARTMENTS. I hereby request you help me by participating in completing the attached questionnaire as part of my research. The consent and the approval letter to conduct a research in this department are attached on the last page of this document. The attached questionnaire will only require **20-30 minutes** of your time to complete. For further details contact **Prof DM Mello** at **0829002336 or Mr Makamu N.I at 0723505166.**

Thanks for your participation and time.

Surname & Initials	**Signature**
Makamu NI	.

NB: Participation in this research is anonymously and out of your consent.

INSTRUCTION: Please answer all questions by marking an (x) in the relevant box provided

Section A: Demographic questionnaires:

1. Gender	**1.** Male	**2.** female			
2 Contract type	**1.** Fixed term	**2.** Permanent	3. Volunteer	4. Internship	5. Trainee
3 Race	**1.** Black	**2.** White	**3.** Coloured	**4.** Indian	**5** Other
4 Salary Level	**1.** 3-4	**2.** 5-6	**3.** 7-8	**4.** 9-10	**5.** Other

Section B: performance management and development system practical questionnaires

Performance Management Development System practical Questionnaires	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	**Do not know**
5. The performance management and development system is effective in this department and it is yielding its desired results.	1	2	3	4	5
6. There are many challenges associated with the management and implementation of the performance management and development system in this department.	1	2	3	4	5
7. There are many grievances cases which employees lodge due to the management and the implementation of the system in this department; some include reviewing challenges, and training and development.	1	2	3	4	5
8. Responsible units such as, Human Resource Development, Labour Relations, Human Resource Management provide full support during the implementation of the performance management and development system in this department.	1	2	3	4	5

9. Managers and supervisors fully support the implementation of the performance management and development system in this department.	1	2	3	4	5
10. This department have supervisors who are experts in the management and implementation of the performance management and development system.	1	2	3	4	5
11. In this department, employee's performance is linked with the organisational performance.	1	2	3	4	5
12. Training and orientation on performance management and development system is always provided to newly appointed and old staff members in order to improve their performance.	1	2	3	4	5
13. Performance management and development system is time consuming and hinders the productivity of supervisors to perform other functions which contribute to service delivery.	1	2	3	4	5
14. The current performance management and development system helps employees improve their performance.	1	2	3	4	5
15. Managers and supervisors are very supportive to their subordinate with regards to their personal developmental plans (PDP's).	1	2	3	4	5
16. Employees are happy with the management and implementation of the performance management and development system in this department.	1	2	3	4	5
17. Managers and supervisors are biased when reviewing/assessing employee's performance	1	2	3	4	5
18. My job description provide clear goals and outcomes expected from me by my supervisor regarding performance.	1	2	3	4	5

Section C: Performance management and development system ***policy*** related questionnaires:

Performance management and development system : *policy* related questionnaires:	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	**Do not know**
19. MMS and SMS do their performance management contracting on time each financial year.	**1**	**2**	**3**	**4**	**5**
20. The department has the intermediate review and departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year.	1	2	3	4	5
21. The department is using the standard rating scale which is being used by all other national government departments in South Africa (recommended by the DPSA).	1	2	3	4	5
22. The main purpose of the performance management and development system adopted by this department is for both decision making purposes and developmental purpose.	1	2	3	4	5
23. The Head of HRM conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the department.	1	2	3	4	5
24. Appraising of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units.	1	2	3	4	5
25. Training and refresher courses on the procedure and processes to be followed during the implementation of this system are conducted every year.	1	2	3	4	5
26. Managers and supervisors also need full support from their subordinate when managing and implementing the system in order to get better results for both individual employees and the organisation as a whole.	1	2	3	4	5
27. The current performance management and development system need to be amended or re-designed in order to meet the organisation's goals in today's rapidly changing environment.	1	2	3	4	5

CONSENT LETTER

TITLE OF THE STUDY: **ASSESSMENT OF PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM IN SELECTED NATIONAL GOVERNMENT DEPARTMENTS IN SOUTH AFRICA.**

NORTH WEST UNIVERSITY (MAFIKENG CAMPUS)
FACULTY OF COMMERCE
DEPARTMENT OF PUBLIC MANAGEMENT AND ADMINISTRATION

PRINCIPAL INVESTIGATOR: Mr. MAKAMU N.I
SUPERVISOR: Prof. MELLO D.M

I …… (***Optional***). Agree to participate in this study; I understand that the focus of the study is to **ASSESS THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM IN SELECTED SOUTH AFRICAN NATIONAL GOVERNMENT DEPARTMENTS.**

- **Confidentiality**: I understand that all information provided in this study including publications and research journals will be used for study purposes only. All personal information will be coded and at no point will my personal information be revealed.
- **Voluntary participation**: the nature of the study had been explained to me, I understand that participation in this study is voluntary and refusal to participate will involve no penalty or victimisation and also that I may withdraw from participating at any point in this study with no penalty whatsoever.
- **Termination of participation**: my participation in this study may be terminated without my consent if the researcher believes that any part of the study may put me at undue risk. I understand that my participation may also be terminated if I do not adhere to the study protocol.

I understand that the principal investigator in this study is **Mr Makamu NI** and the supervisor is **Prof DM Mello**, and I may contact any of them at any point during the research in regards to any matters related to the study.

Consent and participation: I certify that I have read all the above information and received satisfactory answers to any questions that I may have had. I therefore willingly give my consent to participate in this study.

Participant Signature: …… or Mark with an **X** (***Optional***)

Qualitative research interview questions:

Topic: Assessment of performance management and development system in selected South African national government departments.

Format of the interview: In-depth interview/ unstructured interview
Number of questions: 11
Principal investigator: Mr Makamu NI
Departments: DPSA, DPME, PSC, NDT, DAC

1. What are the main causes of challenges in implementing and managing the current performance management and development system in this department? And how can these challenges be address?

2. Why do you think MMS and SMS members don't do their performance contracting on time? What are the implications associated with this kind of actions?

3. Does the issue of lack of experts to assist in implementing the current PMDS have an effect on this organisation? Substantiate your answer.

4. The study has revealed that assessing employees performance is a challenge due to lack of training and support from responsible structures. What is your take on this claim?

5. What makes managers/supervisors bias when assessing/appraising employee's performance? What do you think need to be done to address this problem?

6. One of the requirement of this policy, is that at the end of each financial year, the head of human resource management should conduct performance audit, is it happening in this department? If not, Why?

7. What do you think need to be done to restore the trust and love of employees towards the performance management system currently in use by the South Africa public service?

8. Employees indicated that they don't know if whether most of the processes which need to be followed during the implementation of the current system are being carried out in this department, what do you think might be the cause?

9. What are the main concerns from employees regarding the management and implementation of the system?

10. What challenges do you face as managers when it comes to linking employee's performance with organisational performance?

11. More than 70% of respondents claimed that the current performance management and development system need to be amended or redesign. What model do you think as a manager would be suitable for the management and implementation of the employee's performance in the public service? Why?

Time required: 45 Minutes

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Faks: (018) 299-4910
Web: http://www.nwu.ac.za

Institutional Research Ethics Regulatory Committee
Tel +27 18 299 4849
Email Ethics@nwu.ac.za

ETHICS APPROVAL CERTIFICATE OF PROJECT

Based on approval by the **Human Resource Research Ethics Committee, Mafikeng Campus**, the North-West University Institutional Research Ethics Regulatory Committee (NWU-IRERC) hereby approves your project as indicated below. This implies that the NWU-IRERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

Project title: Assessment of performance management and development system in selected national department in South Africa.

Project Leader: Prof DM Mello
Student: NI Makamu

Ethics number:

N	W	U	-	0	0	2	2	3	-	1	5	-	A	9
Institution				Project Number						Year			Status	

Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation

Approval date: 2015-06-01 **Expiry date**: 2020-05-31 **Category** N/A

Special conditions of the approval (if any): None

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- *The project leader (principle investigator) must report in the prescribed format to the NWU-IRERC:*
  - *annually (or as otherwise requested) on the progress of the project,*
  - *without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.*
- *The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the NWU-RERC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.*
- *The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-IRERC and new approval received before or on the expiry date.*
- *In the interest of ethical responsibility the NWU-IRERC retains the right to:*
  - *request access to any information or data at any time during the course or after completion of the project;*
  - *withdraw or postpone approval if:*
    - *any unethical principles or practices of the project are revealed or suspected,*
    - *it becomes apparent that any relevant information was withheld from the NWU-IRERC or that information has been false or misrepresented,*
    - *the required annual report and reporting of adverse events was not done timely and accurately,*
    - *new institutional rules, national legislation or international conventions deem it necessary.*

The IRERC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the IRERC for any further enquiries or requests for assistance.

Yours sincerely

Linda du Plessis

Digitally signed by Linda du Plessis
DN: cn=Linda du Plessis, o=NWU, ou=Vaal Triangle Campus, email=linda.duplessis@nwu.ac.za, c=ZA
Date: 2015.08.11 13:05:48 +02'00'

Prof Linda du Plessis
Chair NWU Institutional Research Ethics Regulatory Committee (IRERC)

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School of Teacher Education and Training
Tel: +2718 389 2451
Cell: 0729116600
muchativugwahv@gmail.com
29th June, 2016

TO WHOM IT MAY CONCERN

CERTIFICATE OF EDITING

I, **Muchativugwa Liberty Hove**, confirm and certify that I have read and edited the entire thesis **ASSESSMENT OF PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM IN SELECTED SOUTH AFRICAN NATIONAL GOVERNMENT DEPARTMENTS**

by NI MAKAMU, student number 26485753.

This thesis was submitted in fulfilment of the requirements of **PhD (PUBLIC ADMINISTRATION) in the Faculty of COMMERCE AND ADMINISTRATION, NORTH-WEST UNIVERSITY.**

Makamu was supervised by **Professor D.M. MELLO** of the North-West University.

I hold a PhD in English Language and Literature in English and am qualified to edit academic work of such nature for cohesion and coherence.

The views and research procedures detailed and expressed in the thesis remain those of the authors.

Yours sincerely

Dr M.L.Hove

Original details: Dr M.L.Hove(22055215) C:\Users\22055215\Desktop\CERTIFICATE OF EDITING.docm
29th June, 2016

File reference: Dr M.L.Hove