



Assessing the compliance of the Free State Province with the South African Social Security Agency's management system

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DECLARATION

I, Ishmael Tello Motaung, hereby declare that this mini-dissertation submitted to North-West University in fulfilment of the degree of Master of Business Administration (MBA) my original work. All content and materials used in this mini-dissertation have been properly referenced and acknowledged. This study is an original version which has not been submitted to any other university or publishing house. Furthermore, I declare that all used and quoted sources have been indicated and acknowledged through a list of references and citations in the main document.

I.T. MOTAUNG

DATE

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I would like to thank the almighty GOD for preserving and protect my life throughout my studies. The journey was not an easy one, but where there is a will, there is a way through his mercy.

Ribs Motaung (My wife)

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My Supervisor

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Mangobia study group

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ABSTRACT

The aim of the study was to assess the compliance of the Free State Province with the South African Social Security Agency's management system. Both exploratory and descriptive design was employed using a quantitative research approach with 120 SASSA employees constituting the sample. A survey was carried out using a self-administered online questionnaire to collect the required primary data. Statistics which were used to study sample composition were descriptive as well as the variables under investigation. Furthermore, exploratory factor analysis was performed using principal component analysis in order to reduce the number of items used to measure the constructs. Besides, exploratory factor analysis (EFA) was used to determine the reliability and validity of the scale. The findings suggest that managers, employees, supervisors, union representatives and human resource management are the key stakeholders in PMDS implementation. It was also revealed that employees are submitting their performance agreements and assessments within the specified timeframe and SASSA management ensure that performance agreements are signed and submitted to HR before the set dates. Although employees are playing their part in the PMS compliance, it was established that there are non-complaints to PMS within SASSA in Free State province. The study results showed that PMDS should be continuously be trained to employees, and monitoring and evaluation of performance be prioritised to avoid the recurring patterns and errors of performance management in SASSA. Understanding the perceptions of key stakeholders may assist SASSA in Free State to realise their organizational objectives through the most efficient use of the PMDS. This study could provide valuable information that could assist in the development of PMS regulations and policies by the Department of Social Development to foster employee productivity through effective and efficient PMS processes.

Key terms: factor analysis, Free State, performance management, SASSA, social security.

LIST OF ABBREVIATIONS

| | |
|-------|---|
| DO | District Office |
| KPI | Key performance indicator |
| KRA | Key responsibility area |
| LO | Local office |
| PA | Performance agreement |
| PA | Performance assessment |
| PC | Performance cycle |
| PM | Performance management |
| PMDS | Performance management and development system |
| RO | Regional Office |
| SASSA | South Africa Social Security Agency |

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CHAPTER ONE

OVERVIEW OF THE STUDY

1.1 INTRODUCTION

This study focuses on assessing the compliance of the Free State Province with the South African Social Security Agency's management system. According to Price et al. (2016:245), concerns concerning the transformation of the public sector in South Africa, post-1994 is growing and has exposed weaknesses inherited from the pre-1994 public sector approach. The current public service approach includes public accountability through an emphasis on performance management, performance measurement and performance improvement. The objective was to foster transformation, improve performance and accountability in the public service. Performance management was introduced to achieve this objective in the current public sector to transform the public service and enhance the performance of governments departments as enablement for effectiveness in service delivery (DPSA 2000:9). Islam (2015:141) wrote that the current public service management approach, therefore, emerged as a replacement to a pre-democratic public service management approach that was in existence before 1994. Furthermore, the current public service management approach brought a change at costs to and viewed as a vision and ideological perspective within the general management principles. As a result, the re-configured public service in South Africa introduced a new performance management system as a tool to the optimization of costs and efficiency in the management of performance of employees to improved service delivery. This performance management system in public service is commonly known as performance management and development system (PMDS). According to the Handbook for the Department of Public Service and Administration (DPSA), every employee in public service must enter into a performance contract, and later do a performance review as a way of accountability (DPSA 2000:51). In the South Africa Social Security Agency (SASSA) performance management function is part of a human resource management unit, and the unit is responsible for the training and the development of staff concerning compliance with PMDS.

1.2 BACKGROUND TO THE STUDY

The introduction of the current performance management system in the public service in 2002 led to renew hope of reforms in the South Africa public service. According to Sachane et al. (2018:2) the thinking behind the new performance management system was that a new performance management approach in the public service was expected to bring a radical paradigm shift to performance management culture in many government departments. Since its introduction, the new

Performance Management and Development System is still regulated by the Public Service Regulation (Part VIII A of 2001). This latter regulation is consistent with performance management principles such as (1) Performance management must be done in a consultative, caring and fair approach to improve organizational efficiency, organisational effectiveness and accountability in the utilisation of public revenues, (2) Performance management processes must be linked to staff development and departmental strategic goals, (3) The principal orientation of performance management must be progressive to staff and recognize outstanding performance, and (4) Performance management procedures be effective for supervisors and maintain transparency and administrative justice (DPSA 2000:27).

However, in the South Africa Social Security Agency (SASSA) of the Free State province, employees are submitting their performance agreement and performance reviews post agreed in contravention of the Performance Management and Development System (PMDS) regulation part VIII A of 2001. The contravention to a system that is expected to drive organizational performance but the non-compliance may lead to undesirable outcomes whose impact to the performance of employees has not been thoroughly researched. The non-compliance to the performance management system and persistence of post dateline submissions which is in contravention with the PMDS regulations continue to affect SASSA employees (DPSA 2000:30). According to (Sachane et al. 2018:03) the talent management in any organisation is paramount for the prosperity of an individual and organization, the perception of employees that are denied an opportunity for career development and also denied recognition and incentives results in organizational challenges towards the achievement of organizational goals

Furthermore, Masenya et al. (2018:107) opined that several government departments in South Africa now focus on performance management as a solution to a low-performance culture and change management in public service. Furthermore, non-compliance to performance management system processes; poor feedback from the employer to an employee for developmental purposes and inadequate PMDS training as well as communication in the public service do persist. Furthermore, Ndou et al. (2013:30) undertook a study and reports on findings by various researchers relating to concerns from government departments and individual public service employees on implementation of PMDS. The study found that performance management and development system framework supports a standardized and uniform approach to performance management in the public service. The study also found that PMDS set norms and standards for effectiveness in public service to avoid confusion and disparities of implementation of performance management and development in the public service. However, SASSA Free State Provinces' compliance to the performance management system as perceived by its employees is that of none

compliance to PMDS regulations by management, and this study intends to assess what is behind the non-compliance by SASSA in this particular province.

1.3 PROBLEM STATEMENT

The South Africa Social Security Agency's (SASSA) Performance Management and Development System reports (PMDS Report 2017/18) reveals that submission of performance agreements and performance reviews by Free State SASSA employees happen after the agreed deadlines as per policy. Compliance with performance management agreement forms the basis for the promotion of sound governance principles in the organisation. Furthermore, PMDS compliance ensures that employer and employee realised the benefit of an efficient public service (PMDS Report 2017/18). However, transgression (non-compliance) with performance management system occurs when the implementation diverges from established norms and standard as outlined by the PMDS policies and regulations.

Since the introduction of the PMDS regulations and policy in 2002, SASSA employees in the Free State has persistently submitted their performance agreements and performance reviews post datelines. According to SASSA Free state annual report on PMDS, the persistent submission of performance agreements and reviews after datelines makes it challenging to evaluate, identify and separate performing employees from under-performing employees. Furthermore, none compliance with PMDS regulations and policies makes it difficult to identify skill areas where employees lack for future development and training.

Furthermore, a random check across the five SASSA districts and provincial officials in the Free State reveals a significant number of employees do not even submit their performance agreements and reviews in time. The non-compliance results to increase the number of grievances about the performance of individual employees and the basis for promotion in SASSA Free State. The non-compliance has led to many SASSA employees exhibiting unsubstantiated views about performance management system. Hence, the reasons to assess transgressions relating to the non-compliance by SASSA Free State employees to the performance management system.

1.4 AIMS AND RESEARCH OBJECTIVES

The main aim of the study was to assess the level of compliance to the performance management system (PMS) by employees of the Free State province South Africa Social Security Agency (SASSA). Based on the main aim, the objectives of the study were to:

- To determine the key stakeholders involved in the implementation of Performance Management and Development System (PMDS) in SASSA Free State;
- To explore perceptions of SASSA employees in the Free State on the current PMDS;

- To examine the barriers to compliance with PMDS datelines by SASSA employees of the Free state Province;
- To ascertain the extent to which SASSA employees of the Free State submit their performance agreements and performance reviews post datelines; and
- To establish the extent to which SASSA employees of the Free State are none compliant to the performance management regulations and policies

1.5 RESEARCH QUESTIONS

Based on the problem statement and research objective which seek assess the level of compliance of the Free State Province South African Social Security Agency's (SASSA) employees and management to the Performance Management and Development System (PMDS). The next research questions were raised:

- What is the nature of the key stakeholders involved in the implementation of Performance Management and Development System (PMDS) in SASSA Free State?
- What are the perceptions of SASSA Free State employees concerning the Performance Management and Development System?
- What are the barriers to compliance with the performance management and development system datelines by SASSA employees of the Free State?
- Why do SASSA employees of the Free State submit their performance agreements and performance reviews post datelines?
- Why do SASSA employees of the Free State not complying with the performance management regulations and policies?

1.6 SIGNIFICANCE OF THE STUDY

Given that, random check across the five SASSA districts and provincial office in the Free State reveals a significant number of employees do not even submit their performance agreements and reviews in time that the non-compliance may result from increasing the number of grievances about the performance of individual employees and the basis for promotion in SASSA Free State that the non-compliance may lead to many SASSA employees having indifferent perceptions towards the performance management system. This study may assist SASSA Free State province employees in understanding their obligations, roles and responsibilities regarding compliance with performance management and development system. The study may further assist in negating the negative transgressions in the implementation of PMDS. The study may further improve compliance and

implementation of PMDS across SASSA Free State region and promote good governance as well as accountability to individual employees and organisation. The current study, therefore, may assist each individual employee to understand that performance management cannot be separated from SASSA's goals and objective, which is to provide efficient and effective public service.

The study may further assist SASSA Free State province in inculcating the culture of compliance regarding performance management for the benefit of accountability. This study may promote performance and ensure the promotion and growth of employees in SASSA Free State are in line with the PMDS regulations and policies. The study may also promote an accountable employees with good governance culture in SASSA Free State province. The study will also contribute to the literature on social security and the new compliance framework that will foster the PMDS compliance in the region. The study may also address a current limitation in PMDS compliance through scientific research that PMDS compliance cannot be separated from daily operations of an organisation.

1.6.1 DELIMITATION OF THE STUDY

SASSA is national department which its footprints are found across each district in South Africa, however, the study will only focus in SASSA Free State provincial office and in all five SASSA district offices, the duration for the study, shortage of funds for this study, busy schedule of respondents in SASSA sets boundaries for the study. The researcher accessed only respondents in the Free State province, other SASSA provinces might be accessed in future.

1.7 SCOPE OF THE STUDY

This study focussed solely on the five SASSA district and the provincial office of the Free State province of South Africa. The researcher chose SASSA's as a public social organisation because of the challenges the organisation is facing in the provision of social security benefits to impoverished South Africans. Furthermore, the South African government has a constitutional obligation as per Section 195(1)(c) of the Constitution of the Republic of South Africa which states that the government is obliged to deliver services to citizens which are development-oriented. The researcher, through this research, ensures that all respondents' participation in this study was voluntary without biases and threats. All research respondents are employees of SASSA Free State who are directly involved and familiar with performance management regulations and policies (SA 1996).

1.8 PRELIMINARY RESEARCH METHOD AND DESIGN

According to Chawla and Sondhi (2014:48), a research design is defined as the plan of methods and procedures for obtaining the information desired. Other researchers define it as a detailed plan for how the research is to be completed (operationalization of the research) (Zikmund & Babin 2016:330; Polit & Beck 2012:802). In simple terms, the research design is a plan created to seek answers to the research questions. It allows a researcher to grow an exact structure to answer a particular rising research problem, query or prospect (McDaniel & Gates 2013:42). Research design which is cross sectional survey also guarantees the relevancy of the research to the problem identified and cost efficiency to the process (Malhotra 2010:182).

In this study, the researcher adopted a quantitative research approach, as defined by Stockemer (2019:52). The quantitative research approach is a process of gathering numerical data and analyzing the data by applying statistical methods. The researcher collected cross-sectional data only through an electronic questionnaire. Electronic questionnaires were utilized for the collection of primary data amongst all sampled employees of SASSA in Free State province due to COVID-19 regulations. There are three types of electronic questionnaires which are usually utilized by researchers such as open-ended questionnaire, close-ended questionnaire and semi-structured questionnaire. In this study, the researcher used a close-ended questionnaire which assists respondents to respond to Likert-scale statements and also assist the researcher in capturing and classifying responses during data analysis. Secondary data in this study was collected from SASSA annual reports on PMDS and also through a comprehensive literature review by researcher and triangulation was performed with findings of other researchers to ensure the validity of the findings.

1.8.1 Population and sampling

In this study, it was very challenging for the researcher to comprise all units of the population in one empirical study. As a result, the researcher stratified the population and perform random sampling on the population to select respondents who participated in this study. According to Stockemer (2019:57), a study population is defined as the whole community of respondents which the researcher require answers for research questions, and the sample was defined as the subset of all units of the population to participate in this study for data gathering by the researcher. The main aim of data collection using a sampling approach is to ensure that the researcher gathers information that reflects the characteristics of the whole population. Hence a probability stratified random sample approach was followed in this study. In this study, the sampling frame had more than 100 elements which included respondents, and these elements form a sample, a sample means a relatively small representative of the total population who are possible respondents of a study in a certain particular subject (Chawla & Sondhi 2014:221). According to Burns and Bush (2014:254),

every sampling unit has a voluntary responsibility and obligation to participate during the research process because of their role in performance management in their respective workplace. In this study, probability sampling design was applied; the researcher used this sampling approach due to the role of the respondents in performance management within SASSA. Stratified random sampling is an approach where the population is broken down into segments with homogeneous characteristics, and a simple random process is carried out within each segment (Creswell 2013:242). Therefore, the sample is a stratified selection process based on the role of respondents in SASSA. Hence, stratified random sampling was applied in this study to ensure that only employees responsible and involved in PMDS processes in SASSA participated in this study, and simple random sampling was applied in the segments where respondents directly play a role in PMDS within SASSA.

Burns and Bush (2014:282) indicate that the general rule of sampling from a small population is when the sampling covers a 5% of the whole population of the community in which the study takes place. The sample is drawn from 450 employees of SASSA in Free State province.

1.8.2 Data collection instrument

According to Kumar (2014:191) this study which is survey research, an online questionnaire was preferred as data collection instrument because of their usefulness to collect information about opinions, attitudes and experiences of individuals and also individual demographic information. The questionnaire was designed into a number of sections, it was demographic questions and close-ended questions, the closed-ended questions were in a form of statements which respondents had to rate the statements through usage of Likert scale which ranges from 1(strongly disagree) to 5(strongly agree). The questionnaire was administered by research administrator because the researcher is a colleague to all respondents. The questionnaire was pilot tested by sending to respondents in one district, and telephonic follow-up was done by research administrator to respondents. The concerns of the respondents were attended swiftly such as vague and ambiguous statements from questionnaire. The statements on questionnaire were reviewed by researcher and the final questionnaire was sent to the whole identified study population. The pilot testing of the questionnaire assisted the researcher to understand challenges of administering questionnaires and possible response rate compared to expected response rate.

1.8.3 Data collection

According to Chawla and Sondhi (2014:111), data collection can be defined as a process in which the researcher collects answers from respondents of the research. In cooperation, the gathered data was primary data and secondary data in nature with the sole intention of achieving the aim of the

study. Primary data collection was accomplished through a survey using a structured electronic questionnaire. On the other hand, secondary data was achieved through the collection of available information on the topic related to the present study. Relevant secondary sources consulted included both hard copy, and online peer-reviewed journals, SASSA PMDS reports, Census data, books, peer-reviewed books, business magazines, applicable acts and other governmental publications. Several databases (Science Direct, Sabinet, EBSCOhost and Emerald), amongst others, were used as portals for accessing some of the literature, while some were accessed directly from other credible Internet sources. According to (Bailey et al. 2011:122), the quality of the data is imperative to validate your research.

1.8.4 Data analysis

The research questions primarily determined methods of data analysis for the purpose of this study. Statistical Package for the Social Sciences (SPSS version 26.0) was used to analyse the data and to generate descriptive statistics (central tendencies and ranking), correlations as well as exploratory factors analysis. The quantitative data for the study was presented in graphs and tables using frequencies and percentages. In this respect, the researcher was capable of summarising the data and making comparison easily. The performance gap analysis of present statistical information from SASSA PMDS reports was done by the researcher to ascertain the direction and level of compliance to the implementation PMDS in SASSA Free State. The study highlighted the current implementation gaps as opposed to the righteous implementation of the SASSA PMDS policy and procedure manual. This policy illustrates the processes and timelines for compliance by all employees of the Agency. A response format was utilized in a structured closed-ended electronic questionnaire within a Likert scale structure that ranges from strongly agree to strongly disagree. According to Wiersma (1986:177) the provision of ordinal scale measurement depends on likert scale because likert scale is the only method with numerous choices.. The data analysis was performed by the researcher from the cross-sectional data that was triangulated against the secondary data.

1.9 DEFINITIONS OF CONCEPTS

The terms to follow were applied throughout the discussion of the dissertation as operational definitions as they related to this specific study.

1.9.1 The South African Social Security Agency (SASSA)

SASSA is a national agency of the government created in April 2005 to distribute social grants on behalf of the Department of Social Development (2020).

1.9.2 Performance management (PM)

Performance management is defined as the continuous process of managing and improving individual, teams and organisational performance by planning to achieve goals, reviewing and assess progress as well as ensuring the accumulation of knowledge, skills and capabilities of employees (Nielsen 2013:431).

1.9.3 Performance Management System (PMS)

A performance management system is a constant systematic process by which the human resources unit of an organization makes personnel partaking in advancing the effectiveness of the organization, by attaining the specified vision, mission, and objectives of the organization (Gerrish & Lathlean 2015:48).

1.9.4 Performance Management and Development System (PMDS)

Performance Management and Development System (PMDS) is a national performance management and development tool used by all governments departments in South Africa to assess and manage the performance of employees (Jain & Gautam 2014:12).

1.9.5 Performance cycle

Performance cycle is a twelve months period which the performance between employee and employer is planned, managed and assessed (PMDS policy 2016:6).

1.9.6 Key result area or Key performance indicators (KPIs)

Key Result area or KPIs is a critical part of the work which employee performance and achievement are measured towards accomplishment of agency mandates (PMDS policy 2016:7).

1.10 LIMITATIONS OF THE STUDY

Assessing the study findings intensively, it is a well-known fact that limitations of the study exists and this situation offer an opportunity for research of the future. The below limitations and associated areas for research of future are discussed below.

The primary limitation to the study was a fact that only SASSA employees in Free State province were targeted by the study. Whether the findings of this study might apply to other provinces or geographical areas needs further study. Doing so would help increase the external validity of results. Another limitation is related to the research methodology employed. A cross-sectional survey using online questionnaires was employed in this study. While the use of self-reporting may rightly gauge the employee views, the report on compliance with PMS may need implicit studies or longitudinal studies.

The third limitation relates to the fact that the study was cross-sectional in nature. This can be concluded that findings reported are relevant to only a particular point in time. To some extent, applying a cross-sectional design implies that the study has focused on reported SASSA employees instead of emphasising observed changes in employees' behaviour over time. Future research can apply a longitudinal survey and/or observation research focusing on uncovering factors affecting PMS implementation over a long period. For example, researchers can track the frequency of PMS assessment and reviews to improve the productivity of employees at SASSA in Free State. The period of data collection was 14 days from 120 respondents; even the period could be an effect for the study results. The researcher, as an employee of SASSA and well known to the respondents, might impact on the results, and the usage of research administrator to deal directly with respondents influenced different results. Therefore, subjectivity cannot be ruled out in totality.

Generalisation – the research was focused in one government department in Free State province; therefore, the findings may only be limited to SASSA in the Free State province. Incomplete questionnaires – some questionnaires which were returned to the researcher were incomplete, as a result, the information from these incomplete questionnaires were not used for data analysis, but the research distributed more than sample required to cater for such limitations.

1.11 CHAPTERS OUTLINE

Chapter 1: Overview of the study

The main purpose of this chapter 1 was to contextualize the study to the reader to give an insight of what should be expected from this study by the reader and the what the study intends to achieve with this project of performance management and development system.

Chapter 2: Literature review

The main purpose of chapter 2 is to provide a comprehensive literature review using previous studies as well as general information which was gathered on the subject, to have information about progress made from previous findings and recommendations, it is in this stage that the researcher identified several literature gaps on the subject.

Chapter 3: Research Design and Methodology

The main purpose of chapter 3 was to map the path or map the approach to be used by researcher to execute the research project. It is in this stage that the researcher gathers necessary and relevant tools to be used to ensure successful completion of the research project.

Chapter 4: Analysis, data gathering and findings

The main purpose of chapter 4 was to study and analyse the data gathered during the interview sessions from different participants of the research project. It is in this stage that recorded data and observations are given meanings by describing and explaining reflections of data gathered.

Chapter 5: Report, conclusions and recommendations

The main purpose of chapter 5 was to briefly provide with the presentation of findings in the form of a report which will include conclusions and recommendations from the study.

1.12 SUMMARY OF CHAPTER ONE

To sum up this chapter of project, contextualisation was prioritised to be easily understood by the readers, and the outline of the chapters to follow, including the first chapter of the study is indicated. The fact is that challenges of performance management in many organizations will continue to threaten the existence and sustainability of the organizations, despite different perspectives on performance management from other managers of various organizations. It is different approaches or attitudes that make a research project to consider performance management as a continuous process of recommending improvements of performance management in changing work environments. The focus of chapter 2 of this research project will mainly explore the studies on the concept of performance management by other authors and researchers.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Chapter one of this research contextualized and provides summarised view of the study. The sole purpose for the review of literature is to ensure that the current study is fit, aligned and informed by an existing body of knowledge. Punch (2009:43) posit that literature review in a research study is “a map, guideline and analysis of all related academic and non-academic knowledge which has been conducted and reported to provide insights into a study”. While Dawson (2006:15) explained literature review as “a narrative is written history that aligns, synchronize, and analyses the important perspective and undertaken research study on a certain particular research topic”.

In this chapter, a review of literature about an assessment of Free State province compliance with the South African Social Security Agency (SASSA) performance management system is discussed. According to (Acas 2014:8), management of performance in any organization is an endless process and not an occurrence. Management of performance assists the organization in achieving its goals and objectives which are paramount to the growth and sustainability of the organization. The introduction of performance management system(PMS) in an organization is an enabler to realization of organizational goals and objectives through a collective effort by all employees. Performance management, therefore, refers to an engagement between the employee and the employer. An overview of the management of performance of employees focuses on the overall strategy, business goals and values of the organization. In command for business goals to be achieved, the individual performance plan which has smart principle must be developed by the employees and employer, and this performance plan is assessed on the agreed specific time between two parties for performance assessment and performance appraisal.

Chauke (2010:5) argues that the dynamics and commitment of the South African public service to service delivery have carried encounters to managers in government departments to enhance and improve subordinates performance. To accomplish the desired outcomes and meet expectations of the public, questions around how these subordinates are enhanced for and improved performance to meet public expectations do arise. Therefore, challenges do exist on how to enhance the performance of subordinates in the public sector. These challenges have a direct impact on actualisation of a performance management system at SASSA in Free State province in line with “Performance Management and Development System”. The Performance Management and

Development System (PMDS) is national performance management and development used by all governments departments in South Africa to assess and manage the performance of employees. Some of the key challenges identified in the system include, poor implementation and management of PMDS in SASSA, poor feedback of outcomes of PMDS evaluation, poor participation of management to manage and implement PMDS and inadequate training and development of employees about PMDS.

According to the King II report (2002:2), the main aim of the king report I on corporate governance was to encourage high standards of corporate governance in South Africa. The King II report further states that every organisation must comply with the prescripts of corporate governance to achieve good governance; hence, SASSA in Free State is not exempted. However, the report mentioned that it is the responsibility of the management of government departments (SASSA in Free State province) to ensure implementation and compliance with PMDS.

2.2 DEFINITION OF PERFORMANCE MANAGEMENT

Joubert and Noah (2000:18) refer to performance management as the practice through which management of an institution ensured employees have daily planned activities at work to realise inputs, outputs, and outcomes. In essence, from the definition of performance management, the implication is that daily activities must be following the institutional goals and the performance management of an institution should be aligned with the institutional strategy.

On the other hand, Fernandez (2005:261) defined performance management as a method of engaging all human, financial and physical resources inside an institution to maximise and achieve the desired results/outcomes for the benefit of the institution. While Rakhoale (2011:52) opined that, there are several different definitions from different perspectives on performance management. Furthermore, many elements are comprised in the definition of performance management, and this indicates complexity around the definition of performance management. Still, one common element from diverse approaches of definitions is a means to achieve organizational goals. Although Van der Walt (2004:39) defines performance management from strategic management and integrated perspectives which states that, performance management is about the effectiveness of organizations by improving the performance of employees and this system involves employees to ensure the organizational mission is accomplished. Therefore, since performance management is a process, it involves organisational processes, organisational systems, and organizational culture to strive to achieve the organisational objectives. The discussed and explained definitions of performance management indicates that the processes of performance management include managers and subordinates, the participation of both manager and subordinates is critical in anticipation of desired

results/outcomes. Managers in the public service must understand that planning, leading, coordinating, motivating and controlling is how the performance management relates to other processes and practices in the institutions.

2.3 OBJECTIVES OF PERFORMANCE MANAGEMENT

The objectives of the organisation must be reflected in the objectives of the performance contract of each individual of the organisation. These objectives of each individual must be in support of organisational objectives. In that manner, the goals of the organisation should also be reflected in the performance contract of each individual. These goals must be linked to each individual goal to ensure the growth and development of employees through performance management of the organisation. The objectives of performance management, as suggested by the DPSA Handbook (2000:9), are as follows, to promote a continuous performance culture and clarify goals in the public service, to promote the manager-subordinate relationship for the performance, to identify training and development needs of each individual employee and to direct organizational resources to organizational goals for effectiveness and efficiency.

Researchers that have worked on the intention of understanding performance management and its objectives have modified and narrowed down the identified objectives of PM to fit organisations of all types and sizes (Bhattacharjee & Sengupta 2011:496; Jain & Gautam 2014:18).

2.3.1 Setting SMART objectives for performance management

It is an obligation of each organisation to manage performance of each individual employee for accountability purposes. The management of performance becomes a difficult task when a manager cannot measure the results, hence, it is very important that during the performance planning stage that the managers of the organisation applies the SMART principle to set the performance objectives. SMART principle applies during performance management because all the objectives that are set by organisation must fit within SMART principle. It is difficult for organisation to achieve their objectives which were not aligned with SMART principle. The organisational objectives to be practically achieved should be specific (the output should be clear, no doubt about achievement), measureable (performance activities must be measured in line with time, costs, quantity and quality), achievable (objectives must be reasonable to be achieved), realistic (objectives must be real and concrete not abstract) and time bound (objectives must be achievable within a specified time and dates) (Oakland, 2020:11).

2.3.2 Setting and defining goals to fulfil organizational objectives

Goal setting is the utmost important approaches for starting improved performance amongst employees. Goal setting is continuously established that effective goal setting allows the following,

permits employees to prioritise the tasks, alliance of individual goals with objectives of business, elevates employees' individual performance and support to point the main result areas.

A goal setting is a fundamental requirement of a well-organized performance management system. Proper goal setting is intended to be beneficial to performance of an employee and performance of business. (Bhattacharjee & Sengupta 2011:497).

2.3.3 Setting the right expectations for managers and employees

An effective performance management system attempts to set clear prospects from both managers and employees' sides (Toppo & Prusty 2012:8). Managers are expected to place manageable expectations from the employees as one of the crucial aspects of managing human resource. It is not advisable to anticipate a poor performing employee to start providing good star results (Qureshi et al. 2010:856). On the other hand, a good performing employee to remain consistently performing forever. Similarly, keeping managers to great expectations may only carry in poor management decisions and as such expectations must be set in a way that will convey in some results. Hence, the following need to be considered when setting the right goals, firstly, outline the prospects of your employees in perfect terms, secondly, outline implementation plan of prospects to aid in achieving objectives of business, thirdly, establish a deliverables document with straightforward tasks, roles and responsibilities to ensure productivity. Such a clear and unambiguous goal setting will facilitate better business performance and encourages the personal development of the employee (Jain & Gautam 2014:18).

2.3.4 Effective communication between individuals and teams

Fluctuating workplace dynamic forces are bringing a cultural change to today's place of work. Subsequently, communication is playing an important part in the performance management of employees (Qureshi et al. 2010:856). An organisation with a good communication culture may result in employees who are engaged and aligned with individual objectives that are also aligned to business objectives. Hence, team members must be acquainted with what their other team members objectives are, succession planning, and notions to fulfil the project (Jain & Gautam 2014:18).

Any team where there are lacks of proper communication amongst its team players loose unity bond which is preferably important for high performance team (Paile 2012:37). The following are guidelines to build a lively communication environment in a complex organisation such as SASSA, firstly, managers should have the time to engage in bilateral interactions with each team members, secondly, consistent feedback and coaching to build a workforce with diverse skills to nurture

further career development, and lastly, encourage collaboration and communication as an essential part of your place of work culture

2.3.5 Set Performance Standards

The utmost significant objectives of performance management are to set performance standards. An organisation must set performance standards and performance plans for assessing employee performance (City of Polokwane 2017:8). Every occupation has a specific performance standard to be achieved, and failure to achieve performance standards could result in the following, firstly, absence of effort from employees, secondly, setting more impractical standards for work, thirdly, not enough means to complete the task, and lastly, failure of cooperation from team or supervisor.

An effective performance management system should be able to high point the performance gap and accomplishments. The strengths, weaknesses, opportunities and threats of your organization may become more evident, hence, more comfortable to advance or correct (Paile 2012:37).

2.3.6 Determining individual training and performance plans

Another important objective of a performance management system is to recognize the training and development needs of employees. Performance management encourages personal growth and expansion in the career of the employees by assisting employees in obtaining the preferred knowledge and skills. A well-implemented performance plan offers employees with personal development opportunities on how to improve their skills. The following are some of the tips to creating an effective employee performance plan to nurture career development as recommended by Paile (2012:37), firstly, ask your employees on what skills, training or course they require to execute their job perfectly. Employees must be consulted to determine their skills gap to accomplish their tasks perfectly, secondly, the training plan and budget be available to support identified needs, thirdly, an implementation plan is developed for newly acquired skills for key result areas and also to align organisational objectives with newly acquired skills

An effective performance management system is key to every organisation. To understand the objectives of performance management is a little but important part of an efficient performance management system. As such, the general objective of performance management is to improve the following, firstly, individual employees' objectives to that of the organizational objectives, secondly, improve the skills and personal development of employees through the assistance of their managers, and lastly, inspire work that supports in achieving business goals.

2.4 EVOLUTION OF PERFORMANCE MANAGEMENT SYSTEM IN SOUTH AFRICA

A performance management system is a constant systematic process by which the human resources unit of an organization makes personnel partaking in advancing the efficiency of organization, by realising the specified vision, mission, and objectives of the organisation (Ogolla & Oluoch 2019:20) as used in this study. Although, the performance management system is defined as the systematic approach or effort to measure the performance of the employees explained Bernardin and Klatt, (2017:81).

Masenya et al. (2018:111) summarise performance management system to be a commanding frame that is handling performance of employee and include policy frame to be foundation for interrelating features and components in the annual performance cycle. Annual Performance cycle, therefore, includes performance planning and performance agreement, performance monitoring, review and control, performance appraisal and moderating, and have authority, control and direct the results of performance appraisals. Performance cycle further gives the guidelines on procedures to follow when conducting performance management through goal setting and determining measurement of achievements given that frequent reviews. Furthermore, performance management is further concentrated on the accomplishment of societal goals and enlightening service delivery matters (Robbins et al. 2011:18). This explanation, therefore, is an all-inclusive approach to performance whereby additional management tools are also utilized to guarantee that the organisation advances in providing services and that organisations have a competitive edge over competitors. The performance management system is a process in which an organisation evaluates its mission, vision and goals to be achieved and accomplished. Performance management captures key human resource tasks such as continuous communication, employee training for improvement, a nod of good work, demonstration of remunerations for improved performance, goal-setting, constant progress review, and actual feedback (Armstrong 2014:141). In Section 195(1) of South African Constitution of 1996 clearly states that public administration must be development-oriented-meaning government must make efforts to prioritise service delivery to the communities, and this calls for effective performance management (Cameron 2015:2) to meet the transformation agenda of the state. According to Minnaar (2006:180), the South Africa government initiative of transforming the public sector after the dawn of democracy in 1994 resulted in the appointment of Presidential Review Commission, and this commission identified good governance in its 1998 report that reflected international trends towards a need for the introduction of principles of strategic and performance management display in the public service. The recommendations of the commission proposed integrated performance management for South African public service. Hence,

the Public Service Act (No. 29 of 1994) (SA 1994) was amended to make provisions for the extension of powers of executing authorities in 2001.

Many organizations, including government institutions such as SASSA, install performance management system officially and casually in their organizations, with a motivation to attain better organizational results (Masenya et al. 2018:107). In practice, organizations have a strain in executing a performance management system because its different measurements are not engaged in attentions adequately (Qureshi et al. 2010:1857). These systems are responsible for a constant and combined approach for managing and rewarding performance. The current implementation of the performance management system, related incentives and appraisal systems were unable to provide the results in accordance with management expectations (Masenya et al. 2018:107), a high number of organisations in a profit and non-profit environments are moving towards the implementation of performance management system for improved results and better psychosomatic outputs (Chauke 2018). Notwithstanding an experimental approach, there have been numerous complications in the appropriate implementation of the process (Qureshi et al. 2010:1857). Performance Management System is challenging to be operative in the absence of promotion of ethical behaviour and setting the tone from managers (Cameron 2015:2). The efficient implementation and effectiveness of a PMS are influenced by ethical factors of both the employee and manager. It is also affected by how the managers lured the employees towards PMS. The latter statement indicates that various behavioural, psychological and managerial factors are involved in the effectiveness and efficiency of a PMS.

The 1994 democratic South Africa embraced New Public Management (NPM) reforms as a portion of its public service reform programme. Cameron (2009) in a 10-year review of the country's public service reform discusses that although there are elements of NPM in the South African government's programme, they have been implemented in an unenthusiastic approach. There are, however, well-developed NPM frameworks, including elaborated organizational and individual performance management systems. The public service environment in South Africa is a complexity of different sectors with the different forms of organizational structures. These different organizational structures make it a difficult task to determine a uniform standard of performance management, and an employee contributes to organizational performance (Masenya et al. 2018:107). The DPSA permitted each department to use PMDS guidelines to develop their performance management and development system policy. Hence, different approaches to the policy exist and implementation thereof (Cameron 2015:3).

2.4.1 Legislative and policy framework on the performance management system

The literature which is relevant to performance management in developing countries proposes that there are hindrances to the successful implementation of performance management. Larbi (1999), in a review of performance contracting in developing countries, recommends that its successful implementation needs particular prerequisites. Talbot (2011) in Jamaica stated that there is a trend to accept a one-size-fits-all approach. This was converted into vague and inaccurate policy indicators. Cameron (2015) argues that it appears that causes of managerial autonomy on the performance of public organizations are extremely context-dependent. Similarly, McCourt (2013:2) concludes that context is more significant than international best practice.

In South African business environment, only two documents that are endorsed to report performance management of an organization. The first official document is the Framework for Managing Programme Performance Information introduced by The National Treasury (2007). Its purpose is to indicate that inputs, activities and outputs inform budgets, and organizational management aims to achieve outcomes and impact. Secondly, “improving Government Performance”, which reflects ways of enlightening government’s organizational performance presented by The Presidency (2009). There the current emphasis is on the outcomes of the performance-management system. The initial point of this practice is the Medium-Term Strategic Framework (MTSF) (Cameron 2009:910). It is a five-year blueprint ascending from the government’s Vision 2025 and other issue-specific policy research. The MTSF is transformed into the leading outcome indicators, approved by Cabinet. They are a modest and pure way of stating the government’s mandate (DoL 2010:2).

a) Public Service Act, 1994

The department of public service and administration is the custodian of the Public Service Act of 1994 (No. 29 of 1994) (SA 1994). This act outlines the guidance in terms of the strategic direction of public service in South Africa to realize the performance of the public service institutions. The Senior Management Service handbook (SMS) (DPSA 2003), and the Performance Management Development System document (PMDS) (DPSA 2006) are documents from DPSA which are solely entrusted to handle performance management of an individual. These two documents are closely similar in performance management processes, although the SMS requirements are linked to competency requirements. The next five categories of individual performance are used for a performance rating of employees, first, unacceptable performance (rating 1), second, performance not fully effective (rating 2), third, performance fully effective (rating 3), fourth, performance significantly above expectations (rating 4) and fifth, outstanding performance (rating 5).

Performance bonuses and pay progression are awarded to employees who consistently score 4 or 5 ratings (HSRC 2009). To achieve a rating of 1 or 2 is not acceptable, and an employee does not award any incentive of bonus or pay progression (Cameron 2015:4). An employee who has scored a rating of 3 does deserve a pay progression only. All these incentives are funded by the Minister of Public Service and Administration. The Minister determined that only 1,5% of the departmental remuneration budget may be allocated for payment of performance bonuses and pay progression of employees. The implementation of the performance management system has encountered several challenges in which there is non-compliance concerning performance contracting of employees and performance evaluation of employees (Cameron 2009; McCourt 2013). The main challenge of non-compliance was from senior officials for performance contracting (Public Service Commission 2007:45–6). The government issues an annual programme of action which comprises a set of top priorities, known as Apex priorities (now called Government Programme of Action) and performance agreements were prioritised in Apex priorities in 2008 especially to all SMS members (DPSA 2008). There were proposed disciplinary action to counter non-compliance to performance management, and subsequently, there was an improved numbers of signed performance agreements by managers. According to reports, in November 2008, 83% of public service managers complied (DPSA 2011). However, in 2010 this achievement was faced with a challenge from non-compliance that decreased from 83% to 65%. This decrease was partly due to the change in government and the new cabinet of 2009 elections (PSC 2010:52).

There was a data on the compliance for the submission of performance agreements of HODs was 78% nationally for 2009/10-2011/12 financial years (PSC 2011:34 & 35). The concern has been expressed about the performance agreements which are not SMART, which may result in biases in appraisal outcomes, either towards or against the Head of Department (HoD). This is types of performance appraisals that individual performance of HOD is not linked to the all-inclusive performance of the department (PSC 2011:18). There are always various factors for non-compliance to performance management in any organization, and these factors create organizational instability. The new appointments are also contributing to delay submission of performance agreements (PSC 2011:35). It is accepted that the post-1994 government faces massive encounters, concerning the overall transformation, which affords to the people of South Africa. These challenges are in existence and addressed through a comprehensive programme of policy initiatives supported by progressive legislative changes (Fakir 2006). The initiatives will attain managerial shift to a service-oriented public service for all South Africans. However, the transforming public service to respond to the needs of new South Africa depends on the commitment of employees and the manner which employees are managed (Andrews 2013:76).

b) Constitution of South Africa, 1996

Constitution of the Republic of South Africa (1996:12) states that “public administration must be ruled by democratic values and principles, amongst others to encourage and maintain high standards of professional ethics, efficient, economic and effective utilization of resources, and the refinement of good human resource management and career development practices to maximize human potential (SA 1996).

Prior to 1994, public servants used to receive the programmed salary notch increment that was informed by years in the public service (PSC,2011). This practice was an automatic annual practice of increment for all employees in a performance cycle (Robbins et al. 2011:31). The old automatic increment policy was faced out between 1994 to 2003, which culminated into a policy vacuum period, this policy vacuum was met with demotivated public servants (DoL 2010). In 2001, the Public Service Regulations were amended to include performance management system in the public service and all departments were allowed to develop policies on performance management and development system and linking employee’s performance with annual notch increments (Cameron 2015). The main aim was to inspire public servants to perform to enhance service delivery.

According to Masenya et al. (2018:108), the victory of the public service in achieving its goals on the commitment of employees to their duties. Performance management is an essential portion of effective human resource management and development strategy. It is a constant process in which employees and managers together strive to improve the institution’s broader objectives. Performance management is supported by the following principles: results-oriented process, training and development of individual, incentive and reward good performance, management of bad performance (SA 1997:42). Gathered information of performance specifies measurement of organizational performance in terms of achieving its mandates, and also to indicate policies, processes and procedures that are operational (Booth & Cammack 2013:1323).

c) Public Finance Management Act, 1999

The custodian of the Public Finance and Management Act (No. 1 of 1999) (SA 1999) is National treasury of South Africa. This act was introduced to modernize and promote uniformity of financial management in the public service, and this initiative enhanced financial control, financial reporting and financial accountability.

The efficient and effective usage of accessible collected information and exposure is vital for enlightening the implementation of mandate of the government. The effective management of planning and implementation is based on performance information. The presence of performance

information simplifies accountability, empowering public law makers, ordinary citizens and other stakeholders of the community to track development and identify the range for advancement (Talbot 2010:12).

2.5. Approaches to performance management systems

In a working environment, different organisations have adopted different approaches to performance management; several factors drive management decision-making to pursue a specific performance management approach. Several South African government institutions and departments have different performance management approaches with a main focus on basics. According to Aguinis (2016:87), performance management is a constant process of identification, measurement, and development of the performance of individual employees aligned with the performance of the strategic goals of the organization. In addition to the latter statement, Aguinis (2009:34) indicates that PMS can be based on behaviours and results, for instance, management by objectives (MBO) is part of PMS focused on measurement of results. There are many different performance management approaches to evaluate employees' performance in different government institutions and departments, and for this research, few methods which are applied in the public service will be given attention (Noe et al. 2006:338; Paile 2012:54 and Cameron 2015:4).

2.5.1 Comparative Approach

Noe et al. (2006:338) states that this approach of performance management evaluates the performance information of two individual employees through comparison to one another. The comparative approach operates with two different methods to assess and evaluate individual employee performance. These two methods are the (1) ranking method (where individual employees are rated and ranked comparatively in order from the best achiever to the worst non-achiever), the (2) forced distribution method (where groups are comparatively rated and ranked) (Cameron 2015:4). The advantage of the comparative approach is that it identifies poor performance from an individual employee within a short time. The disadvantage is that the performance ratings are vulnerable to manipulation by managers. Therefore, the reliability and validity of the assessment are compromised, and the feedback from managers to subordinates is a difficult task.

2.5.2 Attribute Approach

According to Paile (2012:54), the attribute approach of performance management considers employee attributes which are essential for contributing to the good performance of the organization. The methods which are mostly applied in this approach are as follows:

- **Graphic Rating Scales:** The manager assesses and scores a subordinate on particular qualities and features.
- **Mixed Standard Scales:** The manager assesses and scores a subordinate against performance form

The advantage of the attribute approach is that this approach is easy to develop, and it is very reliable. As a result, it is used by many organizations. However, its disadvantage is that the approach does not apply the “SMART” principle, and it is therefore vulnerable for abuse and no performance management feedback from managers (Aguinis 2009:34).

2.5.3 Behavioural Approach

The behavioural approach of performance management considers the behaviour of an individual employee and its contribution to the effective performance of some specific jobs (Noe et al. 2006:338). The behaviour which a particular employee is displayed during the performance cycle and will be assessed by the manager. The assessment will focus on serious incidents, behavioural anchored rating scales, behavioural observation scales and organizational behaviour modification. The advantage of the behavioural approach is that it establishes a linkage between the organizational strategy and an individual employee’s behaviour for the benefit of organisational image. Its disadvantage is the affirmation that there is only one method to do the work.

2.5.4 Results Approach

According to Paile (2012:54) and Cameron (2015:4), there are results-driven approaches which are reliable for managers to use. These results-driven techniques are as follows, firstly, management By Objectives (MBO) - this is the goal-setting approach used to measure employee’s performance), secondly, Productivity Measurement and Evaluation Systems (PROMES) - this is an approach which employees are driven by motivation and translates into high productivity) , and thirdly, balanced scorecard approach - this is the most popular and dominating performance management approach that links strategy, strategic management and operations to performance management, and it allows four perspectives to view performance such as financial viewpoint, customer viewpoint, internal management and administration viewpoint and business processes and learning and growth viewpoint.

According to Kaplan and Norton (2015:284) indicated that only structural defects and organisational defects could contribute to the implementation failure of the balanced scorecard.

2.5.5 Quality Approach

Quality approach is realised on improved customer care, and this approach on performance management is based on the following aspects as suggested by Noe et al. (2006:338), this:

- Manager-employee relationship on performance challenges
- Stakeholders relations in setting standards and performance measurement

The advantage of this approach is roots-driven and results-driven in terms of service delivery.

2.6. International trends in performance management systems

The performance management of the following countries was briefly studied and analysed to give a baseline of performance management to this study, namely, United States of America, United Kingdom, Germany, India and South Africa. The aim is to be familiar with approaches of these countries to performance management.

2.6.1 Performance management in the United States

According to Aguinis (2013:24), United States of America have multiple approaches to performance management systems, each organization decides about particular approach on performance management system. The historical factors in this country influenced the performance management approach, and the values of individualism are prioritized towards performance management. The approach in the USA is that one size fits all approach does not work for balancing of fairness and justice in managing performance. All these different performance management systems in the USA have factors which impact on them, such as automated systems, results-driven and legislative mandates.

2.6.2 Performance management in the United Kingdom

According to Aguinis (2013:24), the United Kingdom mostly prefers voluntarism spirit to perform activities, and there is no involvement of the state to performance management. Instead, the involvement of collective agreements, individual, understanding of rights and obligations from Acts of law takes precedence. It is also indicated that the cultural values of the national culture in the United Kingdom contribute to the performance management system. As stated by Varma et al. (2008:139), in the United Kingdom, it is not compulsory for a manager to understand the technical details of the job description of the subordinates, in contrary, in France, it is expected for a manager to understand the technical details of the job description of a subordinate.

2.6.3 Performance management in Germany

According to Aguinis (2013:24), the collective bargaining is the cornerstone of labour environment in Germany, that means no infringement of labour rights based on labour laws, it is also indicated

that the culture of Germany has no impact to individual performance. However, the performance system of Germany expects an employer-employee relationship for effective performance.

2.6.4 Performance management in India

According to Aguinis (2013:25), India has various approaches to performance management systems. There are key factors which are influencing the performance management systems, such as economic changes, cultural diversity and on-going technology; however, the private sector, public sector and many organizations prefer performance appraisal approach.

2.6.5 Performance management in South Africa

South Africa has various performance management systems. Many organizations have different approaches to performance management, the big companies in private sector in South Africa prefer performance appraisal approach and public sector in South Africa prefer performance management and development system policy. However, this performance management and development system policy is implemented from different approaches in the public service by different departments. According to Kaplan and Norton (2001:12), there is a relation between strategy and performance. Therefore, in the Eastern Cape province, they introduced the balanced scorecard as their performance management system after realizing that there is a relationship between strategy and performance metrics. In this study, our focus is on performance management and development system policy (PMDS) in SASSA Free State province (DPSA handbook 2000:5).

2.7. Performance management system process

According to Pelusa (2012:19), the performance management cycle is a continuous process and not a once-off activity, and it operates as a perpetual and continuous process as long as the organisation exists. Figure 2.1 shows the performance management process of SASSA.

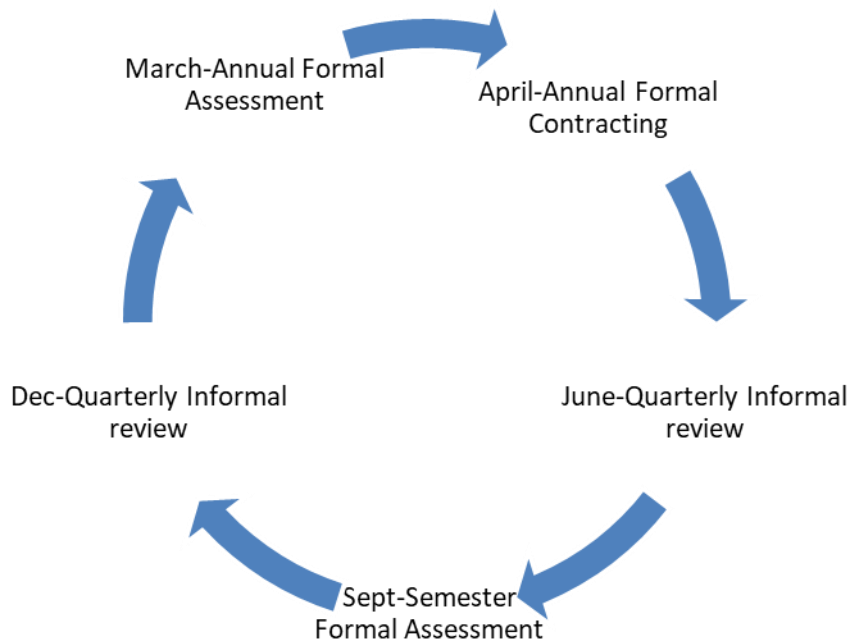


Figure 2-1: SASSA performance management cycle

Source: PMDS Policy (2016)

It is mandatory that the beginning of each financial year is marked with the submission of signed performance agreement from employees to the employer within thirty days of the commencement of the new financial year (Paile 2012:58). Bacal (1999:27) maintains that performance plan is first move to start the four stages of performance management cycle. The submitted signed performance contracts are assessed every quarter between supervisor and subordinates. Paile (2012:58) argues about performance assessments that these assessments could be conducted continuously to minimise the volume of critique from subordinates. Department of Social Development (2004:4) agrees, declaring that these performance assessments could be conducted regularly. An intention of measuring performance is due to strengthening ethical considerations and good culture of performance. The latter highlighted by Paile (2012:58), this author indicated that justification for quarterly assessments is a chance for supervisor to redirect the performance following the situation.

Performance assessment is needed to evaluate performance of employees to attain decided in advance goals, and also recognize the challenges and progress during the review period. Kirkpatrick (2006:166) maintained and argues about performance assessments provision to offer a chance for bilateral discussions between employer and employee. The approach may follow workplace development skills plan and implementation thereof (Perkins & White 2008:61). Peng et al. (2009:538) point out that underperformer employee can be assisted through development skills plan. Social Development department issued the internal memorandum in which part six

(Department of Social Development 2004:3-5) mentioned proper set-up for supervisors to follow in performing evaluation of performance. **Firstly**, supervisors to provide enough resources to be used by subordinates. **Secondly**, Supervisors to conduct a consultation meeting about the evaluation process. **Thirdly**, all employees must have copies of user-friendly documents to be discussed in a meeting. **Fourthly**, all employees should be afforded an opportunity to access information in various modes of communication. **Fifthly**, the supervisors may start to schedule bilateral meetings with other subordinates during information session meetings. Performance reviews are either conducted on quarterly basis or semester basis, and all these assessments will be added together and divided by several performance assessments conducted in a performance cycle to determine annual final assessment score (Cameron 2015:6). Rapetsoa (2010) agrees that if several assessments are conducted, it enables managers to calculate the annual final assessment score of each individual employee more accurately. The procedure manual of the performance management system outlines the procedure to establish rapport between supervisor and subordinate in a performance review process (Letoaba 2010).

According to total quality management (TQM) expert, William Deming (in Mullins 2011:35), performance management functions within the basic tasks, specifically, plan, act, monitor and review are critical.

- **Plan** – means to know what should be done and who and how to perform it.
- **Act** – means the implementation exercise of the plan
- **Monitor** – continuous exercise to check performance as planned and measure progress as outcomes expected.
- **Review** – check and measure the achievements against the planned targets to be able to establish the corrective path if the plan was not achieved as expected.

The following figure 2.2 is a diagrammatical sketch of the continuous process improvement cycle of the performance management process.

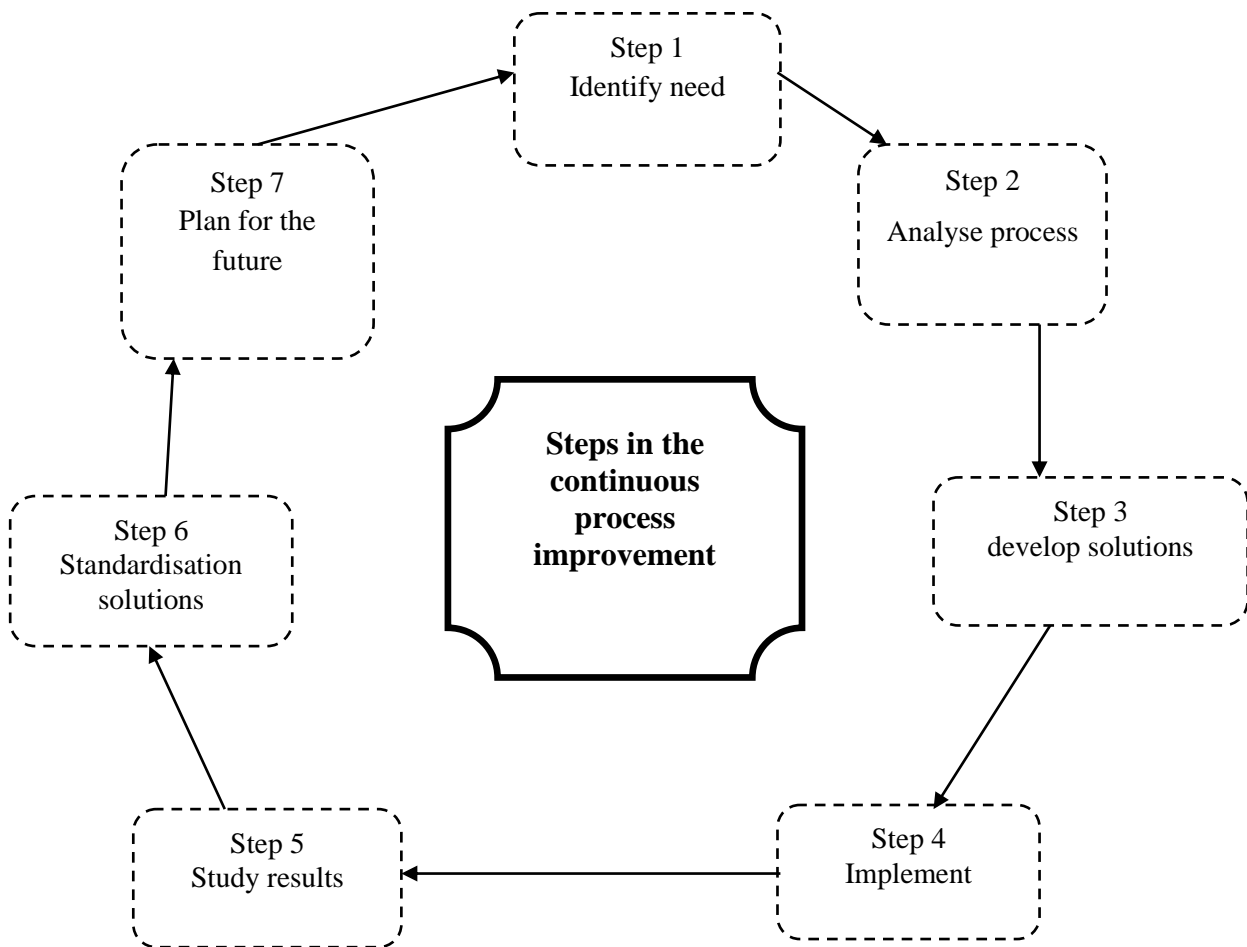


Figure 2-2: Continuous process improvement cycle

Source: Adopted from Oakland (2020)

For organizations to continue improving on their PMSs, it is imperative to focus on the recommended framework/model. The model identifies seven steps, which are: need identification, analysis process, developing solutions, implementation, study results, standardize solutions as well as planning for the future.

2.7.1 Stages of performance management system

2.7.1.1 Performance planning

According to Aguinis (2016:59) planning for performance management in any organisation is the initial step in the performance management system cycle, and this process gives the basis of an effective performance management process. According to Armstrong and Baron (2005:24) consent

that performance planning is focused on setting the direction and setting the tone of the performance, by developing and concluding performance agreements. According to Hendrickse (2008:18) refers to the planning phase of the performance management as the most significant phase on which all supplementary phases that follow use planning phase as foundation phase and pillar of the performance management process. According to Mawila (2013:21), the planning phase is used by managers and subordinates to have face-to-face participation process to set employees performance targets which will contribute to organizational performance goals. According to Mavundza (2009:19) indicates that performance elements and standards should be quantifiable, understandable, verifiable and attainable. Therefore, performance management elements are essential to assist employees and employers for accountability for work assigned and responsibilities agreed upon during the performance planning phase. Performance plans of employees should be flexible to adjust with significant changes in case that such changes take place during the performance management cycle.

2.7.1.2 Performance execution

a) Monitoring

According to Meyer (2009:15), the definition of monitoring is defined as systematically tracking and checking the progress of project activities. Monitoring is in line with other management functions such as organizing, leading and inspiring, besides, monitoring is the systematic collection and analysis of performance activities during the performance management cycle. Performance monitoring ensures the collection of the actual performance of subordinates to compare with the expected performance of subordinates to check that the performance of subordinates is exactly in track with the planned performance during the planning phase of performance management.

b) Coaching and Support

According to Paile (2012:35), coaching is a continuous process between Managers and subordinate in a workplace regarding the performance of a subordinate, this interaction between two parties is a performance discussion about past, present and future performance appraisals. According to Hendrickse (2008:181), the main purpose of performance management and performance appraisals is not negativity of dismissal of poor performing subordinates. Instead, it's a process to identify performance gap and creates an opportunity for the development of a subordinate for managers to realise the good organisational performance.

c) Performance reviews

According to Minnaar (2010:157) evaluation is a process of systematically comparing actual impact achieved during the implementation against the outcomes of the agreed plans (expectations).

Evaluation is an integrated part of control and measurement of implementation of performance management conducted concurrently after performance monitoring, and performance management is also integrated continuous monitoring and evaluating part of performance system to control and measure the progress to achieve mission, goals and objectives. Besides, Aguinis (2016:170) outlined that monitoring of performance management is critical to track performance management to inform and facilitate performance management reviews. Other forms of information and communication are also essential to use during the performance management cycle and the performance appraisals of subordinates.

d) Performance feedback

According to Mlambo (2010:60) agrees that performance feedback is the most significant effort and acknowledges that it is a means of showing recognition of performance and a mechanism to correct the areas of concern for the improvement of performance. Aguinis (2016:106) further indicated that continuous periodic performance feedback is needed to ensure that subordinates can measure their performance. According to Aguinis (2016:215), individual employees performance feedback should be given to subordinate by a manager. This moment will be an opportunity for employee and employer to communicate the opportunity between subordinate and manager as a way to communicate the improvements and shortcomings during the performance cycle, and shortcomings are the point of departure for continuous improvements for subordinate performance and also an opportunity for subordinate and manager to implement personal development plan of a subordinate for the benefit of an individual employee and the benefit of the organizational performance. Kanyane and Mabelane (2009:59) stated that good performance management has three pillars, namely, performance planning (goal-setting), daily coaching and supporting (goal-directing) and performance evaluation (goal-revision), to implement the above performance management cycle, the organizational manager needs to comprehend diverse approaches and encounters involved in the performance management system.

e) Performance recognition and reward

According to Gerson and Gerson (2006:107) performance management system requires reward and recognition as a way to ensure the effectiveness of performance management in an organisation, recognition could be awarded in many forms such as monetary awards and non-monetary awards. According to Coetzee and Schreuder (2010:163), the recognition aspect of good performance brings an opportunity to create an efficient and effective good performance environment at the workplace to encourage other subordinates. A good performance in an organisation is rewarded through organisational reward policy; however, for good performance to be appraised, a consistent and continuous subordinate performance feedback is required by the management of the organisation.

f) Performance renewal and re-contracting

Aguinis (2016:52) maintains that a performance management process is a continuous process, therefore, at this moment, the manager and subordinate plan a performance for the next performance cycle, having a baseline from information from the previous performance management process. In reality, the renewal and re-contracting process is more based on “SMART” principle than the previous performance cycle performance management plan, based on the lessons learnt between manager and subordinate.

2.8 CRITICAL SUCCESS FACTORS OF A PERFORMANCE MANAGEMENT SYSTEM

According to Joubert and Noah (2000:16), there are factors which are pillars to sustaining the performance management system success as follows:

- **Focus** - vision, mission and values, as well as strategic objectives of the organization, must be familiar and understandable to all employees; all employees should understand their contribution to strategic intent.
- **Contracting** – all employees in the organization must have a performance contract between employees and managers as a way to access their resources and compensation.
- **Motivation** – All employees need job satisfaction through recognition, rewards and support from managers.
- **Measurement** - The more specific and accurate targets of the performance plan for each employee in the organization, the more the targets will be able to be measured for contributions and performance reporting.
- **Appraisal** – All efforts of the employees must be recognized and rewarded as a way to show that performance was in a smart principle.
- **Feedback** – The performance feedback might be positive feedback or negative feedback to an employee from the manager. Nevertheless, this feedback will bring some change of behaviour to an employee concerning work activities.

2.9 REASONS FOR FAILURE OF A PERFORMANCE MANAGEMENT SYSTEM

There are several reasons why PMS fails for many organizations, both private and public, of all sizes. Most researchers are of the view that PMS failure is linked with organizational structure. For instance, Grobler (2006:262) asserts that PMS fails because no 'SMART' principle applied to targets and goals; no clearly defined objectives (Key Responsibility Area); no relevant performance measurement tools and methods; and low level of commitment of managers to performance management. At the same time, Paile (2012:59) associates failure of PMS with implementation problems such as poor compliance with the tenets of the system and lack of annual appraisal. On the other hand, weak accountability and lack or poor day-to-day management of performance by supervisors have been identified by Ogolla and Oluoch (2019:24). Based on the varied reasons provided by different studies, this study discusses all the reasons as mentioned above, and more which may contribute towards PMS failure within the government institutions such as Department of Social Development led SASSA.

2.9.1 Measurement problems

The PMDS undertakes that performance review can be fairly and adequately evaluated through objective measures. However, even though the measurement tool for performance is justified, but the scrutiny of performance management documents indicates that the SMART principle requirements is not practised in the public service. Albert Einstein quotes: "Everything that can be measured is not important (grains of sand in a bucket), and everything important cannot be measured (commitment, insight, judgment)" (PSC 2014). The one-size-fits-all approach that is over-controlled by the supervisor is misleading and contributes to the injustice of performance management even during the moderating committee, which does not have a solid foundation for performance assessment (Masenya et al. 2018:108).

Setting performance indicators at the organizational unit level are challenging. Likewise, to separate the input of individuals and set standards at the individual level is challenging. These are agreed upon between supervisor and subordinate, and no standardization of the performance standards are used. This is contrary to performance standards where employees are assessed.

2.9.2 Vague accountability frameworks

A qualification for effective performance management is good accountability frameworks. A good management structure should have a responsibility, authority and accountability. Yet, the National Development Plan (NDP) establish that in most instances, accountability has been avoided. The frail consequence management in the public service emanates from inadequate accountability framework (NPC,2011) The NDP differentiates in the concept of accountability. The top-down approach of accountability and a bottom-up form of accountability, both these forms of accountability should be reinforced (NDP 2016:427).

2.9.3 Disconnection between the unit and individual performance

Non-existence of link between individual performance and organizational unit performance (Robbins et al. 2011:31). The main problem is the top-down approach that determines the organizational objectives instead of a bottom-up approach. The senior managers in the organization should create the leading path of performance standards and indicators to avoid the poorly formulated performance management documents which are not aligned to SMART principle (Masenya et al. 2018:111).

2.9.4 Poor performance management from supervisors

The inadequate monitoring of performance daily in an organization contributes towards disastrous formal performance assessment (Cameron 2015:4) An important role of the supervisor is to guide and give feedback of performance to the individual and the team by applying a certain management style. Proper supervision and operations management is an absolute precondition for actual performance management for an individual (PSC 2014). The poor daily management of performance contains no clarity of objectives, improper review of individual performance and malicious compliance of managers to performance review. Some of the rating allocated to subordinates cannot be justified, and ratings are some too high or too low for motivations provided by a subordinate.

2.9.5 One-size-fits-all approach

The public service commission conference of 2014 brought divergent views from participants. Some participants indicated that PMDS must be purpose-driven for various contextual meaning. In contrast, other participants indicated that the PMDS needs improved guidelines, better norms and well-stipulated standards to ensure uniformity in the approach of the public service departments (PSC 2014).

2.9.6 The incentive system and values of public service

The Public Service Commission conference (2014) on the discussion document emphasizes values of public service (Chapter 4) – the intrinsic reward of breathing these values and career-orientation (Chapter 6) – the reward is a substantial career. The environment in the public service becomes unpredictable because the employees have a perception that the system is not fair, and some employees are manipulating the supporting documents for recognition and reward of bonuses.

2.10 PERCEPTUAL ERRORS IN A PERFORMANCE MANAGEMENT SYSTEM

According to Decenzo and Robbins (2002:281), the factors that distort performance appraisals are as indicated on this figure as follows:

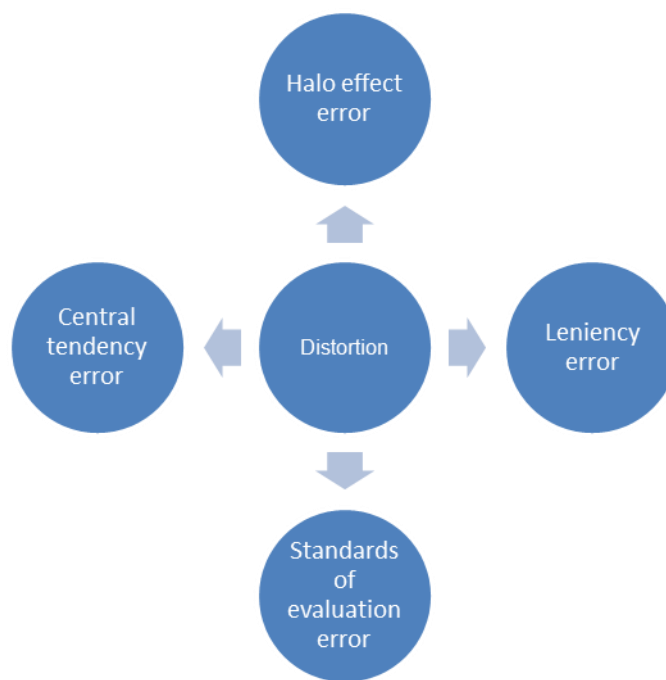


Figure 2-3: Distort performance appraisals factors

Source: Adopted from Decenzo and Robbins (2002:284)

According to Walters (2005:3), performance management is defined as the process of directing, controlling, organizing and motivating employees to execute their tasks daily to achieve organizational objectives. Coulter et al. (2013:243) also state that management of a performance management system is one area of responsibility where managers face continuous challenges as a result of non-compliance to policies, procedures, processes and systems that are in place to effect the performance management system. These challenges emanate during the performance cycle. According to Byars and Rue (2011:223), managers of organisations commits errors during the performance management cycle, such as, Halo effect(trend to rate subordinate exceptional or poorly in all categories) , Standards of evaluation(categories such as fair, good, excellent and these categories can have different meanings to different people), Central Tendency (the tendency to

score all employees middle rating), Leniency bias (the tendency to favouritism rating of employees), and Opportunity bias (the tendency to ignore the true reflection of performance. This gives an employee the opportunity for improvement of performance.

The abovementioned errors created a negative perception about performance management system to many employees in the public service environment, and consistent errors of managers convinced subordinates to view performance management systems as favouritism than a supporting tool to enhance performance.

2.11 A THEORETICAL FRAMEWORK TO A PERFORMANCE MANAGEMENT SYSTEM

According to Mullins (2011:426), motivation is well-defined using the drive that gives an individual an appetite to persist or persuade something with the positivity of achievement, this means that motivation whether extrinsic or intrinsic is the driving effort to take performance to another level. It is also indicated that there is no separation between motivation and incentives, needs, tensions and other forces. There are many forms of motivation theories like the content and process theories. This study focusses only on the content theories of motivation. Content theories are defined as theories that are related to recognising people's needs and their relative strengths, the goals which are supposed to be pursued to satisfy needs. Content theories are about nature and what stimulates needs, and content theories are as follows:

2.11.1 Fiedler's contingency theory

According to Britt and Jex (2008:311), Fiedler's contingency theory can be defined as a theory in which proposes that the success of the leader depends on the interaction between a situation and a leader. In performance management, employees are expected to meet and discuss the performance of the subordinate and identify areas of concern for improvement for tasks to be achieved.

2.11.2 Path-goal theory

The path-goal theory is defined as "a way in which a leader takes a role to direct a subordinate to a goal to be achieved" (Britt and Jex 2008:316). In performance management, a manager expected to be a task-oriented leader to ensure that focus of employee is always on tasks to be achieved.

a) Goal-setting theory

According to Britt and Jex (2008:246), goal-setting theory can be defined as an action plan designed to motivate or guide an individual to achieve a particular goal. In performance management, there

are specific goals set for performance with a view or intention to achieve certain specific goals of the organization and also personal development goals for the benefit of the organization.

b) Reinforcement theory

Britt and Jex (2008:250) state that the reinforcement theory can be defined as motivation to an individual which comes in a positive or negative approach. In performance management, performance management has been tried to be reinforced in a positive approach of rewarding employees for outstanding performance. However, this positive approach resulted in many challenges, and the only negative approach which is not common in many public institutions is consequence management of poor performance.

c) Expectancy theory

According to Britt and Jex (2008:243), expectancy theory is all about individual behaviour and actions which are influenced by expectations of benefits for such behaviour or actions. In performance management, the employees of SASSA are expecting rewards for good performance. Therefore, SASSA employees are working hard at all times with expectations that there are rewards for hard-working culture as per SASSA reward policy

d) Equity theory

Britt and Jex (2008:240) further explain that the equity theory can be defined as a theory that focuses on the fairness of social exchange in the work context. In Performance Management, the employees of SASSA expected to give the optimal performance to the SASSA, and in return, employees expect to be rewarded for their optimal performance to the SASSA.

e) Maslow's hierarchy of needs model

According to Mondy and Premeaux (1995:315), following the Maslow hierarchy of needs, the achievement of one level in the need's hierarchy necessitates the development of the need for the next level of needs. Thereby, motivation for performance, Maslow developed five levels of the hierarchy of needs model as follows, first, physiological needs (sleep, food, water, air, and sex), second, safety needs (protection, employment, shelter, and emotional harm), third, social factor needs (love, sense of belongingness, friends, and a family), fourth, esteem needs (self-respect, compassion, and confidence) and lastly, self-actualization needs (growth, self-realisation, and creativity).

2.12 DEFINITION AND BACKGROUND OF PMDS

Performance Management and Development System is system which policy, procedures, processes and systems of managing and developing performance are designed for public service environment, specific institutions, branches, teams and individuals (DPSA 2000:54). Public service environment in South Africa is a complexity of different sectors with the different forms of organizational structures. These different organizational structures make it a difficult task to determine a uniform standard of a performance management system which an employee adds to an organizational performance. The department of public service and administration permitted each department to use PMDS guidelines to develop their performance management and development system policy. Hence, different approaches to the policy exist and implementation thereof (DPSA 2000:19). According to Anderson (1993:223), performance management should be viewed as a means to provide a systematic decision for adjustment of benefits for employees and means to strengthen the performance of employees, and also be seen as a function of capacity building and opportunity for performance.

2.12.1 Compliance in a public sector

According to Powell (2019:26), corporate governance in South Africa was established by the introduction and publication of the King I Report in 1994, soon to be followed by King II Report, King III Report and King IV Report. Corporate governance is embodied with processes and systems, and these processes and systems are used to control, direct and hold the organization into account. All organizations have internal controls and systems, and including the government, various legislations in the government are tools that used to strive to enhance corporate governance. Besides, good governance is controlled and maintained by law. Therefore, it means that the government must comply with legislation, policies, processes and systems of corporate governance to achieve good governance. Compliance is a broad concept. Compliance refers to a prescribed compliance requirement in relations of section 159 (7) of the South African Companies Act.

Compliance can be interpreted in many ways such as compliance with process, compliance with standards, compliance with norms, compliance with systems and compliance with procedures. The introduction of corporate governance King reports has put the focus on compliance in the central point of discussion in many organizations in pursuance to achieve good governance. This compliance was pursued in the private sector and the public sector. Compliance in a public sector in South Africa, it becomes an understandable concept based on obligations and responsibilities related to compliance. The South African government has several legislations, policies and practices which are developed and introduced in striving to put layers of compliance. The most important step in a strive to public sector compliance is risk assessment. The public sector compliance programme will only be effective and efficient for the public service only when obligations and responsibilities are performed as follows, firstly, **top management commitment:** senior management of a public service organization have to set an example of setting the tone from the top for public sector compliance programmes. Their demonstration of commitment from senior management has to be communicated to all employees and stakeholders of the public sector. The compliance programme in the public sector must be independent and resourced with systems in place to ensure violation of compliance prescripts will meet consequence management from senior management of the organization. Secondly, **proper operational policies and procedures**, all these policies and procedures must be accessible to all employees in the public service in striving for compliance. Thirdly, **communication and training**, continuous training and communication for all employees and management be provided about compliance systems, policies and procedures and lastly, **periodic reviews**, the public sector must ensure the continuous monitoring of the implementation of the compliance programme to assess the effectiveness of the compliance programme in the public service, this activity will assist the senior management in detecting and preventing violations of the compliance programme, this activity can be performed through internal audit and external audit programmes and internal reporting mechanisms for employees).

As earlier stated, that compliance programme could be efficient and effective only when there is a genuine commitment from the senior management of the organization with clear operational policies and procedures illustrating the consequence management of violations of compliance principles. The senior management should guard against the “tick-box mentality” for compliance, which is regarded as malicious compliance. The benefits of compliance in an organization can be associated with the sustainability, the integrity, the promotion of the brand, and lastly, the accountability of the management about operations of the organization.

2.13 PURPOSE AND PRINCIPLES OF PMDS

The overall purpose of PMDS is as follows, to transform public service and improve performance, to safeguard continuous enhancement of the human capacity of public service and to provide mechanisms for assessing, reviewing and accounting for achievements/results (DPSA 2000:11),

The PMDS is controlled by public service regulation (2001) part VIIIA, which is consistent with performance management principles such as, firstly, performance management should be consultation process, caring and fair manner to improve organizational efficiency and effectiveness, accountability for the means and attainment of results, secondly, performance management processes are linked to staff development and departmental planned goals, thirdly, the primary foundation of performance management is human capital development and recognize outstanding individual performance and performance management procedures are effective for supervisors and maintain transparency and administrative justice (DPSA 2000:27).

2.14 FACTORS DRIVING PMDS IN SASSA

The following are daily factors driving PMDS in SASSA as observed by the researcher. These factors include SASSA strategic plan, SASSA operational plan, and SASSA annual performance plan and SASSA employee performance agreement.

2.15 BENEFITS OF PMDS

The benefits of performance management to the public service environment and employees as endorsed by DPSA (2000:138) includes, clear work goals and responsibilities of all employees, reliable system of measuring performance, performance management promotes relationship and communication between employee and employer, promotes training interventions, mentoring and coaching of employees in an organization, recognition of employees through incentives as per PMDS reward policy and promotes quality service through a positive attitude, commitment and motivation of employees

2.16 DRIVERS OF SASSA PMDS POLICY

The main three drivers of performance management and development system implementation are individual performance agreement (contract), individual performance assessment (review) and individual performance recognition (rewards). In a performance agreement of any employee, there are three sections that form performance agreement which is Work plan (part A), Generic Assessment Factors (part B) and personal development plan (part C) and in a Performance

Assessment, there is only Work plan (Part A) and Generic Assessment factors (Part B) (SASSA PMDS Policy 2016:3).

2.16.1 Performance Agreement (PA)

The development of performance agreements underpinned by principles of performance management and development system (PMDS) policy and PMDS procedure manual. In a performance agreement (contract), there are performance objectives (the Key Responsibility areas (KRA)), performance standards and performance indicators, all these factors such as performance objectives, performance standards and performance indicators are developed within “SMART” principle (DPSA 2000:116) and within Pareto principle (DPSA 2000:133).

a) Performance Work plan

In a performance agreement, the work plan (Part A) is a part which outlines the Key Responsibility Area, performance standards and performance indicators of each employee. These indicated elements are the elements which are subjected to be measured during performance review (SASSA PMDS Policy,2016:10).

b) Generic Assessment Factor (GAF)

In a performance agreement, the generic assessment factor (Part B) is a part which outlines different skills which are used by the employee and aimed at assisting an employee in executing the key performance areas (objectives) for achieving key performance indicators (SASSA PMDS Policy 2016:10).

c) Personal Development Plan (PDP)

In a performance agreement, the Performance development plan (part C)) is a part which outlines occupational, developmental courses which must be undertaken by the employee and supported by the employer to enhance skills of the employee to improve employee performance for the benefit of the organization (PMDS Policy 2016:8).

2.16.2 Performance Assessment

The main purpose of performance assessment is to review the periodic progress report on the performance of all employees contracted to an employer. Every employee performance evaluation in SASSA has performed twice annually, the performance evaluation period and performance review period is the most critical time for employee and employer to communicate effectively about expectations and barriers to the expectations of the employer to the employee (DPSA 2000:105).

a) Performance standards

According to Van der Waldt (2004:62), the performance standard is a certain level of performance measure agreed upon during signing of performance agreement by employer and employee. This is level which is used as a benchmark of performance expected by the employer from the employee. The performance standard is an indicator and measure of performance quality expected and to be delivered by an employee to the employer.

b) Performance Indicators

According to Grobler (2002:260), performance measurement has a number of tools which could be used, such as total quality management (TQM), just-in-time (JIT) and key performance indicators (KPI). In accordance with the implementation of PMDS and procedure manual, the model which is preferred in SASSA is a key performance indicator (KPI) to measure performance. The employee is considered to have performed work efficiently and effectively when the key performance indicator could be confirmed on the report as a portfolio of evidence (DPSA 2000:105). The key performance indicators are taking the central stage and focus because the presence of achieved key performance indicators means performance attained. As an end result, the goals and objectives of an organization are achieved. The only challenge remained is improved performance of an employee; the measurement of performance in SASSA does not mean an analysis of performance for feedback. The feedback of the individual employee must be provided from the employer (supervisor) for improved performance purposes (SASSA PMDS Policy 2016:10).

2.16.3 Performance recognition and reward

The purpose of performance evaluation is to identify employees who contributed immensely to the achievement of organizational objectives for that particular performance cycle; therefore, identified employees are rewarded accordingly. In SASSA, a performance reward policy is in place to ensure that employees who performed excellently than others are monetarily rewarded accordingly (SASSA reward policy 2016:8).

2.17 EMPLOYEES TRAINING AND DEVELOPMENT IN A PERFORMANCE MANAGEMENT SYSTEM

The public service in South Africa complies with a need to uplift the skills of individual employees and teams for the benefit of organizational performance. Since the DPSA has developed a policy which promotes the development and performance of each employee in the public service environment, the human resource development unit in any organization plays a critical role to coordinate the development of employees for the benefit of performance improvement. The training needs or training solution of the organization should be in line with challenges identified during the performance review process between an employee and supervisor. There are many training methods

which are used to enhance employee performance. However, it is the accountability of the supervisor to confirm and select the method that will be suitable and beneficial for both employee and supervisor. The SMART principle is imperative for supervisor and employee to ensure that goals and the purpose of training are realised. The effective management of the training and development factor assists the organization in reaching organizational performance peak, and all employees are trained and developed to face new challenges with acquired skills and knowledge during the training.

2.18 BARRIERS TO PMDS IMPLEMENTATION

According to Klein (2019:20), there are barriers of effective performance management in many organisations. However, these barriers have different responses to ensure that barriers are removed before consequence management could be implemented as a last resort to deal with ineffective performance management. Figure 2.4 illustrates the barriers to PMDS implementation.

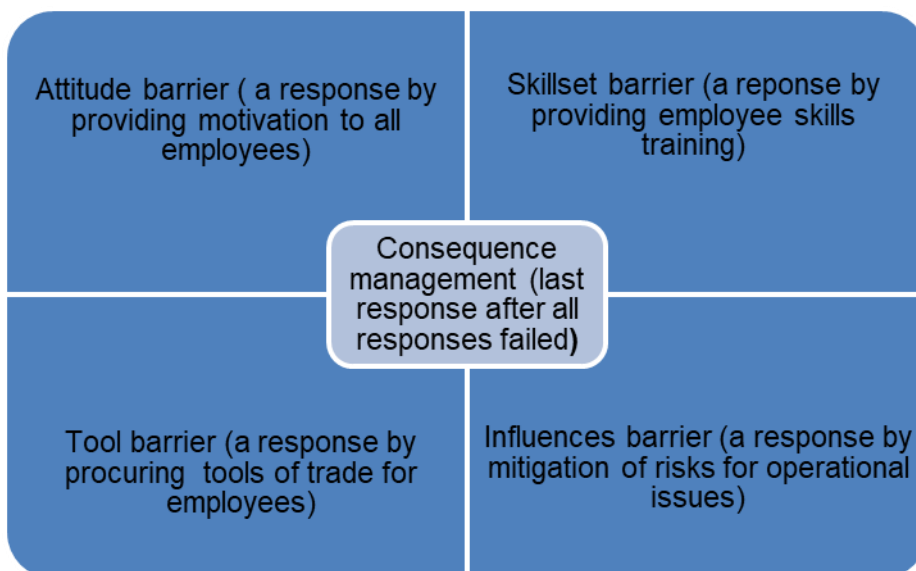


Figure 2-4: Barriers to effective performance

Source: Adapted from Klein (2019:20)

The above-illustrated barriers in Figure 2-4 are briefly explained as follows, first, attitude barrier, this barrier needs human resource personnel to attend to an employee for counselling and referrals to provide emotional support to employees. Second, skillset barrier, this barrier needs training for employees from employer to capacitate employees through employee personal development plan. Third, tool barrier, this barrier needs stationery, computers and the conducive environment from employer to employees to enable employees to perform their activities. Fourth, influences barrier, this barrier needs a proper risk assessment plan and also risk mitigation plan of the possible risks. According to Rakhoale (2011:9), there is a research focus on performance management in South

Africa by some institutions. Among others of the major findings are as follows, first, poor performance culture and poor change management in public service, secondly, non-compliance to performance management system processes, thirdly, poor feedback from the employer to the employee for developmental purposes, and lastly, inadequate PMDS training and communication in the public service

2.19 SUMMARY OF CHAPTER TWO

The new dawn of democracy in South Africa introduced a new revolution in public service, which was seen to be a bureaucratic system. The PMDS is a concept which was presented to public service departments. The responsibility and accountability to decide on the type of approach to implement the PMDS in each public service department was left in the hands of the Head of Department. Therefore, a number of approaches for implementation of PMDS were used in different departments in the public service. All these different approaches of PMDS implementation had one common aim, which is the improvement of performance management. The lack of uniformity for the execution of PMDS in the public service brought many challenges such as non-compliance to PMDS processes, and this led to uncontrolled, and misdirected management of performance. This situation affects service delivery, which is expected from public service by the community in general.

This chapter provided a comprehensive literature review on performance management systems issues used in South African public institutions. Frameworks/models were presented, and the PMS process was discussed. The reasons driving PMS failure were also documented with the intention of shedding light to the managers or senior executive to understand what drives and contribute towards PMS success or failure. The next chapter provides the research design and methods used for this present study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The previous chapter explored the definition of concepts, nature and scope of performance management. The literature review chapter also discussed assessment in performance management using various methods of performance measurement. In this chapter, the focus is on the research methodology. The chapter includes the research paradigm, research design, research approach, study setting, ethical considerations population and sampling procedures, reliability and validity, data collection, method of analysis and a chapter summary.

3.2. STUDY SETTING

The study is situated within the discipline of business administration. Recent developments in the literature regarding performance management system have gained both global and local attention, especially in public institutions such as municipalities and government departments (Ogolla & Oluoch 2019:20). The attention given to this field of enquiry calls for a more inclusive assessment and practical approaches towards PMS, especially in public organisations such SASSA. This agency is a government agency reporting to the Department of Social Development, especially in the South African setting. Based on the conceptual and theoretical review of literature, it was clear that gaps do exist in the implementation of PMDS, and as such, an assessment was sought to fill the gap in the existing body of knowledge on how SASSA is implementing a performance management system in the Free State province of South Africa.

3.3. RESEARCH PARADIGM

A paradigm defines a framework for understanding and shaping what we see and how we understand what we observe (McDaniel & Gates, 2013:42). Research paradigms help researchers to reflect their primary assumptions concerning the world and the foundation of knowledge (Bryman, 2012:27). Research paradigms are characterised through their ontology, epistemology and methodology as endorsed by Lincoln et al. (2011:104). Bryman (2012:27) asserts that ontological questions in social research related to the nature of reality. Ontology is specifically associated with the question of whether reality can be perceived as objective or as subjective (Polit & Beck, 2014:794). On the other hand, epistemology is about 'how you know something,' the focus being on the relationship between the researcher and the reality (Burns & Bush 2014:99). Paradigms address the fundamental question of whether the researcher is part of the reality being

discovered or is external to reality (Bryman,2012:27). Meanwhile, the methodology is about ‘how one goes about finding out reality’, that is, undertaking the research (Babbie,2001:35). In general, researchers usually are guided by three major research paradigms - positivism, phenomenology and pragmatism (Lincoln et al.2011:104). The details about the common research paradigms used in business and market research is discussed below. The contrast in ontological, epistemological and methodological perspectives are also explained below.

A positivist research paradigm usually is associated with a quantitative research approach that assumes there is one true reality that can be discovered through rigorous empirical study (Creswell 2013:81). Positivism is based on the assumption that nature is ordered, and that the reality exists independent of human observation. Positivism emphasises the discrete, specific concepts and focuses on the objective and quantifiable evidence obtained. Positivism is associated with quantitative research.

Phenomenology also referred to as the constructive or the interpretivist paradigm, holds the assumption that researchers are allowed to develop subjective meanings from individuals’ experiences towards specific issues to understand a specific phenomenon (Babbie2014:35). This paradigm developed from hermeneutics. Hermeneutics is the philosophy based on Edmund Husserl’s phenomenology. Wilhelm Dilthey, in accordance with studies of other German philosophers on interpretive understanding, called shaped the modern view of hermeneutics (Burns& Bush 2014:99). These research approaches all have the intention of understanding the world of human experience, suggesting that reality is socially constructed (Creswell 2013:32). Phenomenology is thus linked to qualitative research.

The philosophical orientation of pragmatism are rooted in the history of pragmatism. Pragmatism supports a number of approaches(Lincoln et al. 2011:92) and founded on the proposition that researchers should use the philosophical and/or methodological approach that works best for the particular research problem under investigation (Hothersall,2017:33). Pragmatism is often associated with mixed-methods or multiple-methods (Creswell & Clark 2011:92), where the focus is on the consequences of research and the research questions rather than on the methods. It may employ either formal or informal rhetoric (Burns & Bush, 2018:99). The pragmatic paradigm is thus associated with mixed-method research.

Based on the preceding discussion, this study employed a positivist paradigm as the researcher’s philosophy. This is consistent with the objective of this study, which is to assess Free State SASSA’s compliance with the South Africa Social Security Agency (SASSA) performance management and development system.

3.4 RESEARCH DESIGN

According to Chawla and Sondhi (2014:48), the research design is defined as the specification of methods and procedures for acquiring the information needed for a specific study. While Wiid and Diggines (2010:184) define it as a detailed plan for how the research is to be completed (operationalization of the research), in simple terms, a research design is a plan created to seek answers of the research questions. Research designs ensure that the research is relevant to the problem at hand and use sound methodological procedures (Malhotra 2010:182) to find answers to the research problem. Thus, a research design is a preliminary plan for conducting research.

Researchers such as Zikmund and Babin (2016:116) and Bloomberg and Volpe (2016:42), categorise research designs into four categories – correlation, descriptive, causal-comparative and experiments. A correlation study that involves collecting data to determine whether and to what degree a relationship exists between two or more quantifiable variables (Bloomberg & Volpe 2016:42). The descriptive design consists of the collection of data to test hypotheses or answer questions about the current status of the subject inquiry (Malhotra, 2010:182). Causal-comparative research attempts to determine the cause or reason for existing differences in behaviour or status of groups of individuals (Zikmund & Babin, 2016:116). At the same time, experimental research includes real experiments as well as less rigorous experiments or quasi-experiments (Bloomberg & Volpe 2016:43). Also, experiments, surveys, case studies, action research, grounded theory, ethnography and archival research are other strategies employed by researchers in achieving their goals (Saunders et al. 2016:68). Each design is linked to a specific research approach.

This study follows both exploratory and descriptive designs in an attempt to assess Free State's SASSA compliance with PMDS (Wiid & Diggines, 2010:196). Besides, a survey was adopted as a tool to collect data that led to the achievement of the study objectives, enhance accuracy and validity of the study. A survey strategy facilitates the collection of data from many respondents using closed-ended questionnaires.

3.5 RESEARCH APPROACH

According to Welman et al. (2005:8), it is known that in social sciences, the most common research approaches are quantitative compared to a qualitative research approach and mixed research approach. All these approaches serve different purposes depending on the nature and type of study

being undertaken by the researcher when striving to achieve study objectives. A quantitative research approach was chosen for this study.

3.5.1. Quantitative research approach

Quantitative research is useful for experimenting theories that are objective by assessing relationships between presumed constructs (Zikmund & Babin, 2016:332). Quantitative research approach, therefore, involves data collection that is typically numerical and analysed using mathematical models (Creswell 2013:32). A quantitative approach was chosen because the researcher can evaluate data consisting of numbers objectively, and analyse the data with statistical significance. Such form of analysis deals with non-concrete reality and understanding the information from outsider's perspective demands focusing on consistent reliability and replicability of the study for measurement of data under similar conditions, and stabilize the research process environment.

A quantitative research method is deductive and was used to assess the compliance of the Free State province with SASSA PMDS. This approach was descriptive and exploratory in nature. As a result, across sectional survey design was used to gather information from respondents using a scalar questionnaire to achieve the objectives of the study. Mouton (2001:95) posit that a descriptive approach is most suitable for studies of this nature because it assesses a situation without any modification.

3.5.2 Population for the study

The target population refers to the total number of elements of a specific population which is relevant to the research project and is influenced by the objectives of the study (Zikmund & Babin 2016:337). According to Burns and Bush (2014:238), the population of study means a total number of possible participants which the researcher shall draw the sample to be representative of the whole population as indicated by the objectives of the study. Informed by the objective of this study, all the employees of the Free State province working for SASSA were considered as part of the total of study population. The study population of SASSA community is estimated at 450 employees in the Free State province and distributed across five districts with one provincial office. In each district, there is several local offices consisting of (elements) officials responsible for performance management. Therefore, the researcher intends to focus on all employees of SASSA. They are responsible for performance management and also employees that have participated in the performance management processes in the Free State region.

3.5.3 Sampling method and sample size

As argued by Strong (2015:46) sampling procedures and techniques should be chosen in a manner that ensures that the respondents in the level of analysis can be generalizable to the intended population. There are two distinct categories of sampling that can be applied in research, namely, probability and non-probability sampling methods (Zikmund & Babin 2009:128). A probability sampling procedure is one in which every member of the population has an equal chance of being selected (Burns & Busch 2013:362). The major advantage of probability sampling method is that it commonly results in the selection of a sample that is highly representative of the population (Polit & Beck 2018:166). In contrast, non-probability sampling involves the subjective selection of a sample, especially when the full list of the population is not available (Gerrish & Lathlean 2015:587).

This study applied a stratified probability sampling process to ensure that each element of the population directly involved in the assessment of employees' performance has an equal chance for selection and participation. Stratified sampling is a method of sampling from a population which can be partitioned into subpopulation or strata's (McDaniel & Gates 2013:284). The respondents were divided into homogeneous subgroups (in context such as age values, socioeconomic background, work experience and educational status) before random sampling, and each stratum was defined as a partition of the population (Malhotra 2010:459). That is, each stratum was collectively exhaustive and mutually exclusive. Since the sample was drawn from different districts and different groups of people, the participants were divided into two groups of managers and supervisors and general workers. The total population of Free State province SASSA employees is estimated at 450 personnel according to information from SASSA Free State HR database. Therefore, this population was stratified into two major categories; managers and supervisors on one and general workers on the other hand. A total of 200 questionnaires were distributed electronically to managers and supervisors of SASSA employees in the Free State province, and 120 responses were returned back to the researcher. The sample of 150 elements was considered sufficient and representative of the population directly involved with PMDS for this study. The returned responses represent a response rate, considering the total population was at 33.33%.

3.6 DATA COLLECTION

According to Chawla and Sondhi (2014:111), data collection can be defined as a process in which the researcher collects answers from respondents of the research. In this present study, a structured questionnaire was mainly used to collect data through survey. The use of a structured questionnaire

was employed because of its cost efficiency and easy administration. According to Malhotra (2010:230), a questionnaire is a list of sensibly structured questions which have been selected after significant testing to produce consistent responses from a particular group of people. The questionnaire method is used for gathering primary data by asking a sample of respondents to answer a list of sensibly structured questions selected after significant testing, to elicit consistent responses. The features of the respondents influenced the decision towards making use of a questionnaire to collect the data. It was important to reach each targeted individual respondent; the importance of respondents' responses not being tainted or distorted; the size of the sample and the nature and the types of the questions (Saunders et al. 2016). In this study, a questionnaire was deemed suitable since a large predetermined sample size of $n=200$ was required to adhere to sound quantitative analysis principles. This sample size was determined using a historic evidence approach, which focuses on past similar studies. For example, Toppo and Prusty (2012) used 194 employees in their study focusing on employee performance management. Owili and Isaac (2018) sampled 218 employees of a public institution. Lastly, Sachane, Bezuidenhout and Botha (2018) used 209 employees at Statistics South Africa.

Before collection of data process, permission to conduct the study in all district offices, local offices and provincial office units was approved by Regional Executive Manager of SASSA in Free State province. Due to COVID-19, selected participants were requested to attach a signature on the consent form and returned forms to the researcher agreeing to participate in the study voluntarily. The researcher then administered questionnaires to the selected participants who consented to participate in the study using an online survey. Before the primary survey was administered, it was imperative to undertake a pilot study.

3.6.1 Pilot study

A pilot study was performed with a small sub-sample of respondents to advance, adapt, familiarise, and check the feasibility of methods, to control the reliability of measures, and to approximate the size of the ultimate sample. These respondents were purposefully sampled and did not participate in the final study. The techniques and methods applied to answer the research questions were thoroughly assessed, and challenges experienced and identified. The pilot study was conducted to ensure that the planned data collection method was proper.

3.6.2 Questionnaires

A self-administered electronic questionnaire was compiled informed by theoretical frame of performance management and concerning research objectives. The questionnaire was Likert scaled format ranging from 1 to 5 to measure responses. According to Babbie (2011:244), in social

sciences, types of questionnaires exist, which are open-ended questionnaires and closed-ended questionnaires, for this study, a closed-ended questionnaire was used for a survey.

The researcher preferred the questionnaire, as the primary method of collecting data in this study, close-ended questionnaires are survey questions which researcher provide respondents with several answers to select from. This approach of the close-ended questionnaire is popular in survey research because it allows consistency of responses and easy to be processed more than open-ended questions. Six parts of questionnaire were divided as follows: Section 1 was biographical information, and section 2 to 6 were aligned to objectives of the study. Each section had a different number of questions which were posed for that particular section and as a result. In total, 29 questions were posed to the respondents.

Section 1: Biographical profile of the sample

This section consisted of three biographical characteristics questions such as the rank (position), years of experience at work and branch using multiple choice and dichotomous questions. These variables are frequently used as control variables in research about specialised development, and previously some important effects have indeed been found. This information assisted the researcher in determining how many years of experience the respondents had to understand PMS, which branch or district the respondents were coming from as well as their position.

Section 2: Nature of key stakeholders to PMDS implementation

This section consisted of five questions asking respondents about the nature of key stakeholders to the implementation of PMDS using a five-point Likert scale ranging from (1) Strongly disagree to (5) strongly agree. The central choice (3) represented a neutral value.

Section 3: Views of employees on SASSA PMDS

This section consisted of ten questions requiring respondents to point out degree which they disagree or agree with statements regarding SASSA performance management systems. These questions were presented on a five-point Likert scale ranging from (1) Strongly disagree to (5) strongly agree, while (3) represented neutral value.

Section 4: submission of performance agreements and performance assessments

This section consisted of a four-item scale requiring respondents to point out the degree which they disagree or agree with statements regarding the submission of performance agreements and assessments. These questions were presented on a five-point Likert scale which ranges from (1) Strongly disagree until (5) strongly agree, while (3) represented neutral value.

Section 5: Barriers to compliance with PMDS submission deadlines

This section consisted of a five-item scale requiring respondents to point out degree which they disagree or agree with statements regarding the barriers to compliance with PMDS submission deadlines. These questions were presented on a five-point Likert scale which also ranged from (1) strongly disagree until (5) strongly agree, while (3) represented neutral value.

Section 6: Non-compliance of employees to PMDS policy

This section consisted of a two-item scale requiring respondents to point out degree which they disagree or agree with each of the statements. These questions were also presented on a five-point Likert scale that ranged from (1) strongly disagree until (5) strongly agree. The value of (3) represented the neutral choice.

3.7 DATA ANALYSIS

Data analysis is the procedure of defining, grouping and deducing the data collected into suitable formats that facilitate the addressing of the research objectives (Clow & James 2014:227). In other words, data analysis are the processes performed to summarise and organise the empirical data obtained to generate relevant facts to answers the research questions. After the data has been collected, they are subjected to the process of data preparation to ensure that they are ready for the actual analysis. The research questions primarily determined methods of data analysis for the purpose of this study. Statistical Package for the Social Sciences (SPSS version 26.0) was used to analyse the data and to generate descriptive statistics (central tendencies and ranking), correlations as well as exploratory factors analysis. The quantitative data for the study was presented in graphs and tables using frequencies and percentages (refer to Chapter four). In this respect, the researcher was capable of summarising the data and making comparison easily.

3.7.1 Factor analysis exploratory

Factor analysis serves the primary objective of this exploratory study. Exploratory factor analysis (EFA) is a statistical procedure used to discover the degree to which the observed variables stated in the research model represent the dormant variables (Henseler et al. 2015:205). It is also employed to discover the basic factor structure of a set of witnessed variables without commanding a pre-set structure on the outcome (Brown et al. 2018:3). Exploratory research is a type of research design that aims to uncover the unknown about the studied phenomena. This type of analysis thus aimed to explore the relationship between variables. Despite several researchers conducting studies in which they already have in mind of the factors to be discovered, exploratory factor analysis enabled researcher to discover factors informed by data collected and interpretation of the data or factors. To explore new factors in the study, the researcher validated the analysed data through the types mentioned above of data analysis to identify any new factors using Principal Component Analysis

(PCA) that were raised in the study. This implies that the results obtained from the analysed data allowed the researcher to employ the exploratory factor analysis.

3.8 Reliability and Validity

3.8.1 Reliability

Reliability is the degree to which a test or measure can produce the same results if it is repeated under identical conditions. It is the point to which the measurement tool is at liberty from measurement error (McDaniel & Gates 2013:215). Cronbach alpha's coefficient was applied to test the reliability and internal consistency of the items in the questionnaire as endorsed by Malhotra (2010:731). The results show that all 29 items are reliable and internal stable; they all have alpha coefficients of 0.734 or higher. A Cronbach's alpha coefficient above 0.7 is generally considered acceptable (Malhotra 2010:731), but a value of above 0.6 may also be considered acceptable in the case of exploratory research (Field 2013).

3.8.2 Validity

The validity of measure points to the level which an exact measure of a tool is important and assists the drawing of inferences from the target population (Hair et al. 2017:142). It is also the degree to which the instrument measures the construct it purports to measure. Internal validity refers to causation and whether a summation of the research or theory advanced is a true mirror image of the causes. In contrast, external validity reflects whether the outcomes of a particular part of the research can be universal to other groups (Burns & Bush 2014:216). The content validity of the research tool for this study was done through examination by the research supervisor and verification by the NWU research ethics committee. Some of the statements were modified based on the suitability to the local context and the objective of the study. Table 3.1. summarise the reliability measurement using Cronbach's Alpha coefficient.

Table 3-1: Summary of reliability test results

| Measures | Construct | Cronbach's Alpha coefficient | Factor loadings | Communalities | Corrected item-to total correlations |
|--|---------------------------|------------------------------|-----------------|----------------|--------------------------------------|
| Q2.1, Q 2.2, Q 2.3 and Q 2.4 | Key stakeholders | 0.841 | 0.585 to 0.957 | 0.557 to 0.725 | 0.469 to 0.677 |
| Q3.1, Q3.2, Q3.3, Q3.4, Q3.6, Q3.7, Q3.8, Q3.9 and Q3.10 | Views of employees | 0.788 | 0.652 to 0.824 | 0.60 to 0.817 | 0.487 to 0.555 |
| Q4.1, Q4.2, Q4.3 and Q4.4 | Submission of performance | 0.734 | 0.847 to | 0.717 to 0.809 | 0.462 to 0.503 |

| | | | | | |
|--|----------------------------------|-------------------|-------------------|------------------------------|-------------------|
| | agreements and assessments | | 0.891 | | |
| Q5.1, Q5.2, Q5.3, Q5.4 and Q5.5 | Barriers to compliance with PMDS | 0.804 | 0.622 to 0.841 | 0.439 to 0.707 | 0.501 to 0.578 |
| Recommended threshold suggested by Malhotra(2018) | | Above 0.70 | Above 0.50 | Between 0.20 and 0.50 | Above 0.30 |
| Minimum score= 1; Maximum score = 5; N=120 | | | | | |

The Cronbach's alpha coefficients ranged between 0.734 and 0.841; they are all above the 0.70 benchmark for acceptable internal-consistency and reliability (Field 2013:668). As an indicator of both construct and convergent validity, the factor analysis has significant loadings (0.585 to 0.957) and strong communalities (0.439 to 0.817), while the item-to-total correlations (0.462 to 0.677) inferred a large variance (above 40%).

3.9 Ethical consideration

In the context of research, ethics refer to moral standards of behaviour that govern or guide your conduct towards the rights of people who are subjects of the research process or those affected by the research. These are accepted norms of behaviour conduct that differentiate between acceptable and unacceptable behaviour (Saunders et al. 2016:239). Ethics are fundamental to the research process, and researchers are obliged to observe ethical issues throughout the research process. The acceptable approach to research study is to ensure that the research process is conducted with morality and sensitive findings are treated and reported with a soft approach to avoid breaking the relationship between parties involved (Akaranga & Makau 2016:102). In this study, six ethical research principles were considered, such as informed consent, protection from harm, confidentiality, research integrity, beneficence, and also permission to conduct the research study. As suggested by Hammersley and Traianou (2012:56), these are the main ethical concerns relevant to a quantitative study such as the present research.

3.9.1 Informed Consent

According to Saunders et al. (2016:244), informed consent is providing adequate facts and reassurance to possible respondents partaking in the research on the repercussions of the research process and results. Informed consent involves the provision of enough information to the targeted respondents, which enables them to make decisions to participate in the study or to turn down the request to participate (Fouka & Mantzorou 2011:3). In this study, respondents were made aware of the aims of the study and how it was to be conducted. The obligation to communicate with respondents assisted respondents in realising the degree of the consent to allow participation

voluntarily and on a well-knowledgeable decision. Each respondent was requested to sign an informed consent form (refer Appendix A), which is an indication that they indeed understood what is required from them. Furthermore, human rights were emphasised to respondents related to freedom of participation or cancel participation at any time with no adverse consequences from the study.

3.9.2. Ensuring confidentiality

The identity of respondents taking part in this research remained anonymous and given strict confidentiality (Hammersley & Traianou 2012:58). In this study, respondents were friendly requested to avoid writing names on the questionnaires to ensure confidentiality and anonymity. This was to ensure that the study valued the respondents' right to privacy.

3.9.3. Protection from harm/or victimisation

Harm or victimisation is a part of things which an individual faces in an effort to participate in the projects, and this harm or victimisation may result in emotional, psychological or sociological distress. The severity of the situation depends on the nature of information which the researcher discovers from respondents (Fouka & Mantzourou 2011:5). In this regard, Pillay (2014:78) pointed out that the researcher' role is also to protect the respondents from any harm. In this study, the respondents were protected because all stakeholders were informed that this project is for academic purposes only. All the collected questionnaires are secured by the researcher in a locked storeroom.

3.9.4. Ensuring permission is obtained

An ethics committee at an institution of higher learning is in charge of all aspects of ethical review and approval (Saunders et al. 2016:242). During this study, the ethics committee of NWU issued the ethical number. The survey questionnaire was examined and then approved by the research committee before it was distributed to respondents. Permission to collect data was sought from the relevant authorities at the SASSA offices before the data are collected.

3.9.5 Research integrity

According to Burns and Bush (2010:93), research integrity has to do with conducting research that is consistent with accepted standards. Researchers can be tempted to falsify data, alter findings or withhold important information. The integrity of the present study was ensured by the involvement of academics in the process of analysing the data. Not only did the academic supervisors monitor the whole process, but independent statisticians were also involved throughout the research process.

3.9.6 Beneficence

In any research study, respondents need to be assured by the researcher about the importance and benefits of participation (Chauke 2018:199). During the research process, the researcher constantly indicated and informed the respondents that the research study is not meant for researcher's financial benefit but is an effort meant for academic purposes, and the final report of the study would be accessible at the North-West University on request for any member of the public. The communication between respondents and the researcher was intended to build rapport and mutual trust.

3.10 SUMMARY OF CHAPTER THREE

This chapter explained and detailed the research design and methodology applied. The philosophical assumption that underpinned this study was a positivist paradigm. There was an adoption of a research design which is descriptive survey in nature and framed within quantitative research approach to retort the research questions. A stratified sampling technique was used in selection of the respondents, and the administered online survey questionnaire was also used to collect primary data. The data analysis was conducted using a relevant statistical software (SPSS). The next chapter analyses interpret and present the results from the empirical data.

CHAPTER FOUR

ANALYSIS, INTERPRETATION AND DISCUSSION OF RESULTS

4.1 INTRODUCTION

This chapter focuses on the analysis and interpretation of results. Results from the analysed are presented using frequency distributions and percentages. The data normality assessment was conducted before the inferential statistics were done. The principal axis factoring was used by applying when exploratory factor analysis was performed. The orthogonal rotation method “Varimax” was used to evaluate the construct validity. The factor analysis was discussed in chapter three, and emphasis was placed on the eight-factor solution. The analysis was followed by a dialogue on the reliability and validity analysis of the main survey as well as descriptive statistics and correlation analysis to determine the strong point and direction of the relationship between variables. The statistical software IBM SPSS (Versions 26.0) for Windows was used to perform the analyses. The data analysis was conducted in two stages. The section that follows discusses pilot phase procedures which were involved during data analysis.

4.2 DESCRIPTIVE STATISTICS

Prior to conducting the descriptive analysis, preliminary analyses were conducted to guarantee that there was no violation of assumptions of normality, linearity and multi-collinearity, and a screening process involving examination of missing data, unengaged responses and outliers was undertaken. Cases with more than 10% missing data in the questionnaire were deleted. The imputation method in SPSS used for replacing missing data was the median of nearby points. The descriptive tables and box plots retrieved from the SPSS output helped to detect and handle outliers. After screening and cleaning the data, the final sample size included 120 SASSA employees. The next section offers an overview of the sample characteristics used in the preliminary data analysis.

4.2.1 Biographical information of the sample

The biographical information (Section 1) of the sample covered three aspects, namely, rank level or position, years of experience in the job and branch where the respondents were based. The results obtained from IBM SPSS version 26 were analysed and interpreted. The biographic profile of the respondents is presented in Table 4.1.

Table 4-1: Biographical information

| Category | Frequency | Percent (%) |
|----------|-----------|-------------|
|----------|-----------|-------------|

| Category | Frequency | Percent (%) |
|---------------------------------------|------------------------|--------------|
| Rank level | | |
| Clerk/grant administrator (level 5-6) | 58 | 48,30 |
| Supervisor (level 7-8) | 39 | 32,50 |
| Manager (level 9-12) | 19 | 16 |
| Senior Manager (13-15) | 4 | 3.2 |
| Total | 120 | 100,0 |
| Years of work experience | | |
| 0 –3 | 11 | 9,24 |
| 4 – 8 | 35 | 29,41 |
| 9 – 12 | 18 | 15,13 |
| 13+ | 55 | 46,22 |
| Total | 119 (1 Missing) | 100,0 |
| Branch/Unit | | |
| Grant Administration | 77 | 66 |
| Corporate Services | 29 | 25 |
| Executive Support | 11 | 9 |
| Total | 117 (3 Missing) | 100,0 |

Regarding the rank level of employees, Table 4.1 shows that Clerks/Grant administrators had 48.30%, followed by supervisors with 32.50%. Of the sampled respondents, only 16% were managers, and 3.20% were senior managers. The study reveals that participation of employees is gradually balancing in SASSA, it reflects precisely the organizational structure slope, and this indicates a fair representation of employees rank levels. However, a small number of senior managers participated is a point of concern considering that there is a total of 17 senior managers at SASSA Free State, and only 4 (3.30%) participated. It was expected of senior managers to lead the responses because performance management is generally one of their key responsibility areas (KRA). The findings further indicate that setting the tone from the top is a challenge for the majority of senior managers of SASSA at Free State province.

Regarding years of work experience of employees, 46,22% of respondents have more than 13 years and above of work experience, followed by 29,41% with between 4 – 8 years of experience. The remainder of the respondents had between 9-12 and 0-3 representing 15, 13% and 9, 24% respectively. The findings suggest that the majority of employees in SASSA at Free State province have extensive experience of work and have knowledge of PMDS in the public sector. In terms of

the branch or unit in which the respondents were based, the study reflects precisely the balance of the organisational structure slope with grant administration branch/unit having the majority of the respondents with 66% (n=77). This is followed by corporate services branch/unit 25% (n=29), and lastly, is the Executive support branch/unit has 9% (n=11). This gradual slope representation is a fair and balanced representation of staff in SASSA Free State province. This indicates that all branches/units responded to the study and therefore, suggests that views of the respondents represent all branches /units in SASSA Free State province.

4.2.2 Nature of key stakeholders to PMDS implementation

The main objective of this section was to determine the nature of key stakeholders to PMDS implementation at SASSA Free State province of South Africa. Section 2 from questionnaire was intended to acquire the views from respondents on these stakeholders contributing to the implementation of PMDS. Respondents of research were requested to measure their perceptions by applying five-point Likert-type response scale. Consolidation of the data gathered from the research study was added together by putting together the 'Strongly agree' and 'Agree' options to point out agreement and 'Strongly disagree' and 'Disagree' to point out disagreement as indicated in Table 4.2.

Table 4-2: Nature of key stakeholders to PMDS

| Statements | Disagreement | Neutral | Agreement | Total | Mean | Std. Dev |
|---|--------------|-----------|-------------|-----------|------|----------|
| The implementation of PMDS in SASSA has key stakeholders such as employees, supervisors, managers, union representatives and human resource management (HRM). | 10 (8.4%) | 19(16.0%) | 90 (75, 6%) | 119(100%) | 3.92 | 0.922 |
| The most effective stakeholder in the implementation of PMDS in SASSA is employees | 18(15.1)% | 16(13.5%) | 85(71.4%) | 119(100%) | 3.82 | 1.150 |
| The most effective stakeholder in implementation of PMDS in SASSA is managers (supervisors). | 10(8.4%) | 20(16.8%) | 89(74.8%) | 119(100%) | 3.87 | 0.920 |
| The most effective stakeholder in the implementation of PMDS in SASSA is union representatives. | 67(55.8%) | 23(19.2%) | 30(25%) | 120(100%) | 2.63 | 1.108 |
| The most effective stakeholder in the implementation of PMDS in SASSA is human resource management (HRM). | 14(11.8%) | 17(14.2%) | 88(74%) | 119(100%) | 3.89 | 0.990 |

Table 4.2 discloses that majority of respondents agree that employees, supervisors, managers, union representatives and human resources management are the main stakeholders in the implementation of PMDS with over 75% (n=90) of the respondents in agreement. Breaking down the stakeholders mentioned above, managers/supervisors, and human resource management are the main contributors in the implementation of PMDS with 74.8% and 74% respectively, followed by employees with 71.4%. In comparison, Union representatives in the implementation of PMDS was the least with 25 % (n=30). The 16.00% and 8.40% of respondents who were neutral and in disagreement about key stakeholders are a point of concern because all employees in SASSA are affected and involved in PMDS processes. The mean score and standard deviation further validate these findings.

The mean score, as depicted by Table 4.2, suggests that the most important stakeholders in the implementation of PMDS are human resource management, managers and employees with a mean score of 3.89, 3.87 and 3.82, respectively. The standard deviation over and over again closely

attached to the mean because it is a measure designed to resolve the average distance of interpretations from the measurement of the arithmetic mean interpretation. The more significant standard deviation in all scales computed, manifested in the employees (1.150), followed by Union representatives at 1.108, while human resource had a standard deviation value of 0.990. Therefore, there was a greater degree of variation in responses concerning employees and union representatives than with managers and human resource management and this suggests agreement amongst these groups

4.2.3 Perceptions of employees on SASSA PMDS

Another objective of the current study was to explore and evaluate the views of employees regarding SASSA PMDS in the Free State province of South Africa. Section 3 of the questionnaire was used to obtain respondents views on SASSA PMDS. Research respondents were requested to measure views of respondents by applying a five-point Likert-type response scale. The consolidation of the data gathered in this section were added together by putting together ‘Strongly agree’ and ‘Agree’ options to point out agreement and ‘Strongly disagree’ and ‘Disagree’ to point out disagreement as indicated in Table 4.3.

Table 4-3: Views of employees on SASSA PMDS

| Statements | Disagreement | Neutral | Agreement | Total | Mean | Std Dev |
|---|--------------|-----------|-----------|---------------|------|---------|
| SASSA PMDS policy regulates the performance management of employees to link individual performance with agency mandates | 8(6.7%) | 12(10.3%) | 98(83%) | 100% (118) | 4.06 | 0.909 |
| SASSA PMDS policy promotes communication, trust, interaction and collective planning of work programmes between employees and supervisors | 23(19.4%) | 20(16.8%) | 76(63.8%) | 100% (119) | 3.61 | 1.188 |

| | | | | | | |
|--|-------------|------------|------------|---------------|------|-------|
| The implementation of PMDS in SASSA is consultative process between employees and supervisors | 15(12.6%) | 15(12.6%) | 89(74.8%) | 100% (119) | 3.82 | 1.030 |
| Performance contracting of all employees in SASSA is preceded by contracting supervisors to ensure cascading of Key Result Areas (KRA) and activities | 10(8.4%)2.5 | 20(16.8%) | 89(74.8%) | 100% (119) | 3.85 | 0.908 |
| All SASSA employees are assessed twice in each performance cycle based on six months of performance | 7(5.9%) | 8(6.7%) | 104(87.4%) | 100% (119) | 4.22 | 0.875 |
| Poor performance of employees in SASSA is given attention by supervisors through SASSA intervention programmes such as identification of developmental needs(training needs) | 41(34.4%) | 26(21.9%) | 52(43.7%) | 100% (119) | 3.11 | 1.220 |
| SASSA moderating committee (quality assurance committee) is objectively moderates(quality assure) documents twice in each performance cycle | 19(16%) | 19(15.90%) | 81(68.1%) | 100% (119) | 3.64 | 1.023 |
| SASSA employees use internal mechanism such as assessment appeal panel for dissatisfaction between employees and moderating committee | 28(23.5%) | 28(23.60%) | 63(52.9%) | 100% (119) | 3.31 | 1.015 |
| SASSA HRM attend to the grievances of employees resulting from outcomes of performance assessments | 32(27.1%) | 28(23.7%) | 58(49.2%) | 100%(118) | 3.26 | 1.089 |
| SASSA performance rewards increases staff motivation and stimulate innovation | 18(23.7%) | 20(16.9%) | 70(59.4%) | 100% (118) | 3.54 | 1.292 |

The combined feedback displayed in Table 4.3 reveals that majority n=98(83%) of the respondents are in agreement that SASSA PMDS policy regulates performance management and align individual performance with strategic objectives of the agency. To the contrary, 6.70% of respondents disagree with, and 10.30% of respondents are neutral, which may suggest that some employees are not familiar with principles of SASSA PMDS policy. Additionally, over 63.8% of the respondents also agreed that SASSA PMDS policy promotes communication, trust, interaction and collective planning of work programmes between employees and supervisors. On the other hand, 19.4% of the respondents disagree, while only 16.8% were neutral. These results are in line

with study conduct by Singh and Rana (2015:74). Their findings showed that PMDS policy promotes communication, trust, interaction and collective planning of work programmes between employees and supervisors within the department of Labour in Pakistan.

In terms of the implementation of PMDS in SASSA as a consultative process between employees and supervisors, nearly three quarters (74.8%) of the respondents agree that the implementation of PMDS is a consultative process between employees and supervisors/managers. On the contrary, 12.6% of the respondents are in disagreement, while also 12.6% were neutral regarding the subject matter. Furthermore, 74.8% of the respondents believe (agree) that performance contracting of all employees in SASSA is preceded by contracting supervisors to ensure the cascading of Key Result Areas (KRA) and activities. Also, the majority (87.4%) of the sampled respondents are in agreement that all SASSA employees are assessed twice in each performance cycle based on 6 months performance. However, there were contradictory findings regarding the poor performance of employees in SASSA. With only 43.7% of the respondents in agreement that supervisors give poor performance attention through SASSA intervention programmes such as identification of developmental needs (training needs). On the contrary, 34.4% were in disagreement regarding poor performance given so much attention, while 21.9 were neutral.

In terms of SASSA moderating committee (quality assurance committee), 68.1% of the respondents agree that SASSA moderating committee is objectively moderated (quality assure) documents twice in each performance cycle. Regarding SASSA employee' use of an internal mechanism such as assessment appeal panel for dissatisfaction between employees and moderating committee, only 52.9% are in agreement with the statement. In comparison, an almost equal number (23.60% + 23.50%=47.1%) of respondents were either neutral or in disagreement. Of the sampled respondents, 49.2% agree that SASSA HRM attends to the grievances of employees resulting from outcomes of performance assessments, followed by 27.1% of those that disagreed and 23.7% were neutral. Finally, 59.4% of the respondents agreed that SASSA performance rewards increases staff motivation and stimulate innovation. These findings confirm the argument held by Cook (2014:708) who found that employee appraisal had a positive impact on employee productivity.

4.2.4 Submission of performance agreements and performance assessments

The third objective of the study was to ascertain the degree to which SASSA employees of the Free State submit their performance agreements and performance reviews after the datelines. Section 4 of the questionnaire was meant to acquire views of respondents of the performance agreements and reviews submissions. Research respondents were requested to measure their perceptions applying a five-point Likert-type response scale. The consolidation of the data gathered in this section was added together by putting together ‘Strongly agree’ and ‘Agree’ options to point out agreement and ‘Strongly disagree’ and ‘Disagree’ to point out disagreement as displayed in Table 4.4.

Table 4-4: Submission of performance agreements and assessments

| Statements | Disagreement | Neutral | Agreement | Total | Mean | Std. Dev. |
|--|--------------|------------|-----------|---------------|------|-----------|
| SASSA employees submit performance agreements to human resource management (HRM) within specified timeframe (deadline) | 35(29.4%) | 17(14.3%) | 67(59.9%) | 100% (119) | 3.29 | 1.231 |
| SASSA senior management ensures that all employees signed and submitted performance agreements in each performance cycle | 17(14.4%) | 8(6.8%) | 93(78.8%) | 100% (118) | 3.81 | 1.064 |
| SASSA employees submit their performance assessments to human resource management (HRM) within a specified timeframe (deadline) | 37(31.0%) | 18(15.20%) | 64(53.8%) | 100% (119) | 3.29 | 1.229 |
| SASSA senior management ensures that performance assessments are conducted, and all employees signed and submitted performance assessments in each performance cycle | 14(11.7%) | 12(10.20%) | 93(78.1%) | 100% (119) | 3.82 | 1.049 |

From Table 4.4, it was deduced that majority of the respondents agree that SASSA employees submit performance agreements to HRM within a specified timeframe (59.9%), and SASSA senior management ensures that all employees signed and submitted performance agreements in each performance cycle (78.8%). These findings contradict the finding from Kim (2016). Since only 78.8% of the respondents show that performance assessments and reviews are submitted within the stipulated time, the finding support Kim (2016) assertion that there are cases whereby these documents are submitted late or after the deadline. However, 29.4% and 14.4% on the same issues

were off in agreement, while 14.3% and 6.8% were neutral respectively on the same issues regarding performance agreements. Furthermore, 53.8% of the respondents believed that SASSA employees submit their performance assessments to HRM within specified timeframe/deadline, while 31.0% do not agree with the statement. Finally, 78.1% of the respondents concurred that SASSA senior management ensures that performance assessments are conducted, and all employees signed and submitted performance assessments in each performance cycle. These findings were further validated by the mean scores as well as standard deviation. The mean scores ranged from 3.29 to 3.82 suggesting that majority were in agreement with the submission of performance agreements, assessments and reviews on time. Standard deviation ranged from 1.049 to 1.231, showing varied responses regarding the measuring items.

4.2.5 Barriers to compliance with PMDS submission deadlines

Another objective of the study was to examine the barriers to compliance with performance management systems datelines by SASSA employees of the Free State Province. Section 5 of the questionnaire was meant to acquire views of respondents of barriers to compliance with PMDS submission deadlines. Research respondents were requested to measure their perceptions by applying a five-point Likert-type response scale. The consolidation of the data gathered in this section was added together by putting together the ‘Strongly agree’ and ‘Agree’ options to point out agreement and ‘Strongly disagree’ and ‘Disagree’ to convey their disagreement as displayed in Table 4.5.

Table 4-5: Barriers to compliance with PMDS

| Statements | Disagreement | Neutral | Agreement | Total | Mean | Std. Dev |
|--|--------------|------------|-----------|---------------|------|----------|
| The nature of work at SASSA does allow employees to perform PMDS processes | 26(21.8%) | 15(12.7%) | 78(65.5%) | 100% (119) | 3.52 | 1.126 |
| SASSA managers and supervisors are performing their role of PMDS processes | 22(18.8%) | 19(16.2%) | 76(65.0%) | 100% (117) | 3.54 | 1.071 |
| SASSA employees are performing their role of PMDS processes | 11(9.4%) | 16(13.7%) | 90(76.9%) | 100% (117) | 3.83 | 0.922 |
| SASSA Human Resource Management(HCM) is performing itsrole of PMDS processes | 16(13.4%) | 21(18.2%) | 79(68.1%) | 100% (116) | 3.70 | 1.006 |
| SASSA performance standards from performance agreements of employees are SMART | 25(21.4%) | 21(18.00%) | 71(60.6%) | 100% (117) | 3.51 | 1.134 |

The combined feedback displayed in Table 4.5 discloses that majority (65.5%) of the respondents are in agreement that the nature of work at SASSA does allow employees to perform PMDS processes. Additionally, approximately 65.0% of the respondents also agreed that SASSA managers and supervisors are performing their role of PMDS processes. On the contrary to statement one, where majority indicated that the type of work limits them from performing PMDS process, 76.9% of respondents are in agreement that SASSA employees, however, are performing their role of PMDS processes. It was further revealed that 68.1% agreed that SASSA HRM is performing its role of PMDS processes. In comparison, 60.6% of the respondents agreed that SASSA performance standards from performance agreements of employees are SMART. Notwithstanding the importance of disagreement in this study, these results are in track with the study conduct by Baruch (2016), whose findings showed that performance standards of performance agreement and assessment need to be SMART.

In terms of mean score, all scale items had a mean score of above 3.50, ranging from 3.51 to 3.83. The higher the mean, the more important is the scale or item of the scale. It can be claimed confidently that the nature of work at SASSA does allow employees to perform and comply with PMDS processes.

4.2.6 Non-compliance of employees to PMDS policy

The fifth objective of the study was to establish the degree to which SASSA employees of the Free State are none compliant to the performance management regulations and policies. Section 6 of the questionnaire was used to obtain respondents views of non-compliance of employees to PMDS policy. Research respondents were requested to measure their perceptions applying a five-point Likert-type response scale. The consolidation of gathered data in this section was added together by putting together ‘Strongly agree’ and ‘Agree’ options to point out agreement and ‘Strongly disagree’ and ‘Disagree’ to point out disagreement as displayed in Table 4.6.

Table 4-6: Non-compliance of employees

| Statements | Disagreement | Neutral | Agreement | Total | Mean | Std. Dev |
|--|--------------|------------|-----------|------------|------|----------|
| No improvement of the poor performance of employees in SASSA results in misconduct | 28(23.3%) | 38(31.7%) | 54(45.0%) | 100% (120) | 3.24 | 1.077 |
| SASSA management does implement disciplinary measures to non-compliant employees of PMDS processes | 42(35.3%) | 38(32.00%) | 39(32.7%) | 100% (119) | 2.92 | 1.078 |

From Table 4.6, it was deduced that majority of the respondents agree that no improvement of poor performance of employees in SASSA resulting in misconduct (45.0%). However, 23.3% were not in agreement, while 31.7% were neutral regarding lack of improvement to poor performance of employees. Furthermore, there was an almost equal distribution of responses regarding SASSA management ability to implement disciplinary measures to non-compliant employees of PMDS. 35.3% of the respondents disagreed that SASSA management does implement disciplinary actions to non-compliant employees of PMD processes, while 32.0% were neutral, and only 32.7% of the respondents agreed.

4.3 COMPLIANCE VERSUS NON-COMPLIANCE

This section presents the findings based on the compliance measured against no-compliance to assess the degree to which employees at SASSA in Free State province comply with the PMDS policies.

Table 4-7: Compliance versus non-compliance

| |
|---|
| Section 2 – Nature of key stakeholders to PMDS implementation |
|---|

| Statements | Compliance | Non-Compliance | Mean | Standard deviation |
|---|-----------------|----------------|------|--------------------|
| The implementation of performance management and development system (PMDS) in SASSA has key stakeholders such as employees, supervisors, managers, union representatives and human resource management (HCM). | 75.60 % (90) | 24.40% (29) | 3.92 | 0.922 |
| The most effective stakeholder in the implementation of PMDS in SASSA is employees | 71.40% (85) | 28.60% (34) | 3.82 | 1.150 |
| The most effective stakeholder in the implementation of PMDS in SASSA is managers (supervisors). | 74.80% (89) | 25.20% (30) | 3.87 | 0.920 |
| The most effective stakeholder in the implementation of PMDS in SASSA is union representatives. | 25.00% (30) | 75.00% (90) | 2.63 | 1.108 |
| The most effective stakeholder in the implementation of PMDS in SASSA is human resource management (HCM). | 74.00% (88) | 26.00% (31) | 3.89 | 0.990 |

Section 3 – Views of employees on SASSA PMDS

| Statements | Compliance | Non-Compliance | Mean | Standard deviation |
|--|-----------------|-----------------|------|--------------------|
| SASSA PMDS policy regulates the management of performance of employees in order to align individual performance with strategic objectives of the agency | 83.00% (98) | 17.00 % (20) | 4.06 | 0.909 |
| SASSA PMDS policy promotes communication, trust, interaction and collective planning of work programmes between employees and supervisors | 63.80% (76) | 36.20% (43) | 3.61 | 1.188 |
| The implementation of PMDS in SASSA is a consultative process between employees and supervisors | 74.80% (89) | 25.20% (30) | 3.82 | 1.030 |
| Performance contracting of all employees is preceded by contracting supervisors to ensure the cascading of Key Result Areas (KRA) and activities | 74.00% (89) | 26.00% (30) | 3.85 | 0.908 |
| All SASSA employees are assessed twice in each performance cycle based on 6 months performance | 87.40% (104) | 22.60% (15) | 4.22 | 0.875 |
| Poor performance of employees in SASSA is given attention by supervisors through SASSA intervention programmes such as identification of developmental needs(training needs) | 43.70% (52) | 56.30% (67) | 3.11 | 1.220 |
| SASSA moderating committee (quality assurance committee) objectively moderates(quality assure) documents twice in each performance cycle | 68.10% (81) | 31.90% (38) | 3.64 | 1.023 |
| SASSA employees use SASSA internal mechanisms such as assessment appeal panel for dissatisfaction between employees and moderating committee | 52.90% (63) | 47.10% (56) | 3.31 | 1.015 |
| SASSA HCM attend to the grievances of employees resulting from outcomes of performance assessments | 49.20% (58) | 50.80% (60) | 3.26 | 1.089 |
| SASSA performance rewards increase staff motivation and stimulate innovation | 59.40% (70) | 40.60% (48) | 3.54 | 1.292 |

Section 4 – Submission of performance agreements and performance assessments

| Statements | Compliance | Non-Compliance | Mean | Standard deviation |
|---|----------------|----------------|------|--------------------|
| SASSA employees submit performance agreements to human resource management(HCM) within specified timeframe(deadline) | 56.30% (67) | 4.70% (52) | 3.29 | 1.231 |
| SASSA senior management ensures that all employees signed and submitted performance agreements in each performance cycle | 78.80% (93) | 21.20% (25) | 3.81 | 1.064 |
| SASSA employees submit their performance assessments to human resource management(HCM) within specified timeframe(deadline) | 53.80% (64) | 46.20% (55) | 3.29 | 1.229 |
| SASSA senior management ensures that performance assessments are conducted and all employees signed and submitted performance assessments in each performance cycle | 77.14% (93) | 22.86% (26) | 3.82 | 1.049 |

Section 5 – Barriers to compliance with PMDS submission deadlines

| Statements | Compliance | Non-Compliance | Mean | Standard deviation |
|--|----------------|----------------|------|--------------------|
| The nature of work at SASSA does allow employees to perform PMDS processes | 65.50% (78) | 34.50% (41) | 3.52 | 1.126 |
| The managers and supervisors are performing their role of PMDS processes | 65.00% (76) | 35.00% (41) | 3.54 | 1.071 |
| The employees of SASSA are performing their role of PMDS processes | 76.90% (90) | 23.10% (27) | 3.83 | 0.922 |
| The Human Resource Management(HCM) is performing its role of PMDS processes | 68.10% (79) | 21.90% (37) | 3.70 | 1.006 |
| The performance standards from performance agreements of SASSA employees are SMART | 60.60% (71) | 39.40% (46) | 3.51 | 1.134 |

Section 6 – Non-compliance of employees to PMDS policy

| Statements | Compliance | Non-Compliance | Mean | Standard deviation |
|--|----------------|----------------|-------------|--------------------|
| No improvement of poor performance of employees in SASSA results in misconduct | 45.00% (54) | 55.00% (66) | 3.24 | 1.077 |
| SASSA management does implement disciplinary measures to non-compliant employees to PMDS processes | 32.70% (39) | 67.30% (80) | 2.92 | 1.078 |
| TOTAL % | 63.73% | 36.27% | 3.72 | 1.10 |

Table 4-7 presents the descriptive statistics of compliance against non-compliance of employees to PMDS at SASSA in Free State province. Regarding the nature of key stakeholders to PMDS implementation measured by five items, 65.96% on average showed compliance to PMDS implementation with a mean score of 3.626 and standard deviation of 1.018. Concerning views of employees on SASSA PMDS, over 65.63% on average indicated their compliance against 34.37% non-compliant with a mean score ranging from 3.11 to 4.22 and standard deviation ranging from 0.875-1.292. The submission of performance agreements and assessments percentage of compliance averaged 66.51% measured against only 33.49% of non-compliant, while mean scores ranged from 3.29 -3.82 with a standard deviation ranging from 1.049 to 1.231. Barriers to compliance with PMDS submission deadlines compliance ranged from 60.6% to 76.9%, while non-compliance ranged from 21.90% to 35% with mean scores ranging from 3.51 to 3.83 and standard deviation range between 0.922 and 1.134. Lastly, non-compliance of employees to PMDS policy revealed contrasting findings with 45% and 32.70% of compliance measured against 55% and 67.3% of non-compliance. The mean scores for this section were 3.248 and 2.92 respectively, while standard deviation recorded were 1.077 and 1.082. Overall, the compliance (63.73%) versus non-compliance (36.27%) yielded positive findings, which may assist SASSA to continue implementing and improving their PMDS. The overall mean score average was (3.72) and standard deviation (1.10). The findings show that importance of PMDS at SASSA in Free State and it could be deduced that the management needs to continue with the current strategies, while also improving employees who showed less compliance, late submissions of performance agreements as well as barriers to compliance with PMDS submissions deadlines.

4.4 EXPLORATORY FACTOR ANALYSIS

Prior to conducting the exploratory factor analysis, sample size requirements, as well as common methods bias, were checked. In general, it is recommended that a minimum of 300 cases should be maintained to have a good factor analysis. Hair et al. (2017:89) recommend a minimum of five observations for each variable (5:1 cases) under study, which was evident in this study. Initially, a Harman one-factor score test was conducted by running the preliminary EFA on the sample data, whereas the unrotated factor solution was examined to determine the number of factors that are necessary to account for the variance in the variables. The single factor that emerged yielded one general factor accounting for approximately 26.64% of the covariance among the measures leading to the conclusion that common method variance is not a problem. Principal Component Analysis (PCA) was performed for four scales (section 2, 3, 4 and 5) respectively to reduce the components of the item that address the constructs. Section 6 only had two items, which makes it disqualified for factor analysis. Table 4.9 presents the findings from EFA.

An EFA was then performed using principal axis factoring by applying an orthogonal method of rotation termed, Varimax, which helped to evaluate the construct validity. A maximum iteration value of two for convergence was used to search for the optimal factor solution. The suitability of data for factorability was ascertained after examining the large Kaiser-Meyer Olkin test statistic (KMO = 0.652) as well as the Bartlett spherical test, which showed a significant result with a large chi-square value ($\chi^2=265.298$; $p<0.000$) for section 2 (Key stakeholders in PMDS implementation). The two-factor solution was identified with two items each. The two-factor solution explained 62.21% of the variance.

Table 4.8 reveals that the KMO for all the constructs of the questionnaire were above the acknowledge threshold of 0.6, and Bartlett's test of sphericity was statistically significant ($p < .000$) indicating the suitability of the factor analysis method with regard to the constructs. The Cronbach's alpha coefficient value for all constructs was at the acceptable threshold of 0.7 and 0.6 in the event of an exploratory study. Hence the reliability was considered satisfactory and therefore deemed acceptable. Reliability and validity were further discussed in section 4.5. However, the item of the questionnaire that does not encounter the lowest standard of having a primary factor of 0.400 or above was eliminated from analysis.

Table 4-8: Summary of exploratory factor analysis for the four scales

| Construct and items | KMO (Sig of Bartlett's test) | % variance explained | Factor loading | |
|--|------------------------------|----------------------|----------------|-------|
| | | | 1 | 2 |
| Key stakeholders | .652 (p<0.000) | 62.210 | | |
| The key stakeholders are employees, supervisors, managers, unions and HR | | | | 0.798 |
| The most effective stakeholder are employees | | | 0.750 | |
| The most effective stakeholder are Union reps | | | | 0.865 |
| The most effective stakeholder is HR | | | 0.763 | |
| Views of employees | .857 (p<0.000) | 59.740 | | |
| SASSA PMDS policy regulation | | | .706 | |
| SASSA PMDS policy promotion | | | .933 | |
| SASSA PMDS policy consultative | | | .957 | |
| SASSA performance contracts | | | .710 | |
| Six months performance assessments | | | .672 | |
| Poor performance of employees | | | | .814 |
| SASSA moderating committee | | | | .809 |
| SASSA HR attendance of grievances | | | | .585 |
| SASSA performance rewards | | | .622 | |
| Submission of performance agreements and assessments | .747 (p<0.000) | 76.718 | | |
| Employees submit their agreements on time | | | .899 | |
| Senior management ensure submissions are signed and submitted on time | | | .865 | |
| Employees submit their agreements to HR on time | | | .891 | |
| Senior management ensure performance assessments are conducted on time | | | .847 | |
| Barriers to compliance with PMDS | .795 (p<0.000) | 56.993 | | |
| SASSA allows employees to perform PMDS processes | | | .662 | |
| Managers & supervisors perform their PMDS processes | | | .841 | |
| Employees perform their PMDS processes | | | .727 | |
| HR performs PMDS processes | | | .766 | |
| SMART performance standards | | | .767 | |

Note:*item 3.5 was eliminated for further analysis as primary factor of .400 or above have a minimum criteria to be met, and that minimum criteria was not met. The items were summarised to fit into the table and complete questionnaire is attached.

The interpretability of variables was enhanced by rotating factors to load into factors as observed by Malhotra (2010:283). In obtaining an orthogonal rotation of factors, the most proved successful method in analytic approach and frequently used and reported option is Varimax method (Zikmund&Babin2013:347). Factor clarification depends on factor rotation, showing the relationship of items to factors by maximising the loadings on one factor and minimising loadings on all the others. The formula which was applied is the principal components method of extraction with Varimax orthogonal factor rotation. The factor loadings of 0.400 and above were regarded significant with factor loading matrix presenting loadings beyond 0.5excluding for item 3.5. The criterion of Hair et al. (2017:239) was exceeded, and this criterion indicates that factor loadings that are regarded to achieve lowest standard are greater than ± 0.300 , loadings that are regarded significant are of ± 0.400 , and loadings that are regarded more significant are of ± 0.500 and greater.

An exploratory factor analysis was then performed using principal axis factoring by applying an orthogonal method of rotation termed, Varimax, which helped to evaluate the construct validity. A maximum iteration value of eight for convergence was used to search for the optimal factor solution. The suitability of data for factorability was ascertained after examining the large Kaiser-Meyer Olkin test statistic ($KMO = 0.652, 0.857, 0.747$ and 0.795) as well as the Bartlett spherical test, which showed a significant result at a significant level of $p < 0.000$. All the retained factors were above the recommended 'greater' of 0.500, suggesting that the retained items are the important factors to be considered in the implementation of PMDS, especially at SASSA in Free State. It was one of the objectives to identify the factors contributing to the implementation of PMDS within the demarcated area. Therefore, this study findings provide SASSA Free State with important drivers of PMDS implementation to consider and improve.

4.6 DISCUSSION AND FINDINGS

Findings from the respondents' biographical information reveal that most (48.30%) of the employees at SASSA Free State province are Clerks or Grant administrators. These findings could also reflect the importance of administrative work within public institutions. Furthermore, the findings reveal that the majority (46.22%), which, have been working at SASSA for more than 13 years and that 66% of them are from a grant administration branch or unit. To support the above findings, a research managed by Qureshi et al. (2010) revealed the majority of stakeholders inside public organizations are non-managers. The literature also suggests that the majority have working experience of over ten years (Cameron 2015; Masenya et al. 2018).

Research question 1

What is the nature of the key stakeholders involved in the implementation of Performance Management and Development System (PMDS) in SASSA Free State?

The factor analysis results with 0.652 ($p < 0.000$) significant value of Bartlett's test and 62.10% of variance suggest that employees, supervisors, managers, Union representatives and Human resources as the key stakeholders in the implementation of PMDS at SASSA in the Free State province. These findings are supported by many researchers, including Jain and Gautam (2016). They maintain that in any industry, the role of human resource has expanded from the traditional role to expand its dimensions to assess its employees' performance, and this expanded role is managed by the performance management system. Ogolla and Oluoch's (2019) study in Kenya also found that both lower and middle management level employees are the key contributors of PMS.

Research question 2

What are the views of SASSA Free State employees concerning the Performance Management and Development System?

Regarding views of SASSA employees, the findings suggest that SASSA PMDS policy regulates alignment of individual performance with SASSA strategic objectives through performance management. Besides, SASSA PMDS policy promotes communication, trust, interaction and collective planning of work programmes between employees and supervisors. Furthermore, the implementation of PMDS in SASSA is a consultative process between employees and supervisors. Paile (2012) validates these findings by suggesting that PMDS policies should be designed to promote and regulate the management performance of employees. Matlala (2011) also shares the same views regarding PMS policy by stating that a fair PMS policy should communicate and promote management performance of all employees within the organisation.

Research question 3

What are the barriers to compliance with the performance management and development system datelines by SASSA employees of the Free State?

These challenges are perceived as barriers to compliance with PMDS submission deadlines. The barrier to compliance is that the nature of work at SASSA does not allow employees to perform PMDS processes. This could reflect that majority of employees are overloaded with work, or the institution is short-staffed. However, the findings suggest that all stakeholders such as managers, employees, supervisors and HRM are performing their role of PMDS and the SMART principle is visible to performance standards from performance agreements of SASSA employees. The mean scores on the barriers to compliance were higher ranging from 3.51 to 3.82, suggesting the importance of these items. The findings of this study are in agreement with the findings by Cook (2014:708) who found that employees' absence in PMS processes is a barrier to the successful implementation of the PMDS. Owili and Isaac (2018) found a positive correlation between the total employee participation and successful implementation of PMS.

Research question 4

Why do SASSA employees of the Free State submit their performance agreements and performance reviews after the datelines as prescribed by regulations?

Findings demonstrate that employees at SASSA Free State submit their performance agreements, performance assessments and reviews within the stipulated time/deadline (78.8%). The study also revealed that SASSA senior management ensures that performance assessments are conducted, and all employees signed and submitted performance assessments in each performance cycle. These findings contradict the finding from Kim (2016). Their results show that although senior managers ensure that performance agreement and assessments are signed and submitted on time, there are cases whereby these documentations are submitted late or after deadlines.

Research question 5

Why do SASSA employees of the Free State not complying with the performance management regulations and policies

Regarding non-compliance with the PMS regulations, the majority of the respondents (45.0%) indicated that there is no improvement of the poor performance of employees in SASSA results in misconduct. This suggests that somehow employees are not complying with the PMS regulations and policies. Besides, 35.3%, which is the majority, revealed that SASSA management does implement disciplinary measures to non-compliant employees to PMDS processes. This also shows a lack of compliance with PMS regulations and policies. These findings are validated Paine (2012) who discovered that majority of staff at the Department of Social Development in Gauteng and to be specific, the *Father Smangaliso Mkhatswa Centre* are non-compliant to the regulations and policies of the PMS.

4.7. MANAGERIAL IMPLICATIONS AND CONTRIBUTION

The study purpose was assessment of level of compliance of the Free State Province South African Social Security Agency's (SASSA) employees and management to Performance Management and Development System (PMDS). Exploring and understanding the key stakeholders involved in PMDS implementation as well as the perceptions of employees regarding PMS compliance might assist SASSA in Free State to realise their objectives through the most efficient usage of the performance management systems. From the perspective of the SASSA, this study has provided valuable information to assist in the development of PMS regulations and policies by the department of social development toward fostering employee's productivity through effective and efficient PMS processes. There is valuable and positive information for improvements of managing performance in SASSA and also negative information which needs serious attention to manage performance to avoid risks related to this negativity on PMDS

4.8 SUMMARY OF CHAPTER FOUR

This current chapter provided analysis of data, presentation and dialogue of the empirical facts to answer the questions of the research. The findings show that the majority of the stakeholders in the implementation of PMS include employees, managers, supervisors, Union representatives, as well as human resource management. Further analysis reveals that are no barriers to PMS compliance is

since the nature of work at SASSA does allow employees to perform PMDS processes. The results from the EFA suggests that several constructs can be measured by only two factors, including the nature of the key stakeholders, views of the employees with PMS, submission of performance agreements and reviews. While barriers to compliance with PMDS submission deadlines can be measured by one factor. The reliability of the measuring instrument provided satisfactory results of above 0.70, as suggested by Malhotra (2010). Face, content, and construct validity were also assessed using expert de-brief, factor loadings and item to total correlations. Chapter five provides recommendations and concluding remarks.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The purpose of this study was to assess the level of compliance of the Free State Province South African Social Security Agency's (SASSA) employees and management to the Performance Management and Development System (PMDS). The preceding chapter provided an overview of the empirical findings, conclusion and recommendations. The stages for data collection and analysis were identified and described. The information was analysed and summarised using frequency analysis, figures and factor analysis. This concluding chapter commences by providing an overview of the study.

5.2 SUMMARY OF THE STUDY

Chapter one provided the orientation of the study focusing on the introduction and background of the study. The problem statement was highlighted and also the aim, objectives and the research questions of the study. Chapter one further highlighted the methodology and research design that was followed for the study. Also, the chapter outlined the statistical analysis that was used in this study and also the ethical considerations guiding this study.

Chapter two was dedicated to providing a comprehensive literature review on the study variables. The literature view focused on performance management at SASSA, with a particular focus on PMDS, which is centre of discussion in terms of poor compliance to the system by employees of SASSA in Free State province. This chapter also discussed legislative and policy frameworks guiding the PMDS. In this study, the international trends on performance management were studied and presented with a view from countries such as the United States of America, United Kingdom, India, Germany and South Africa. The practices of performance management in government departments in South Africa were a baseline or guideline of performance management in this study. This chapter is comprised and presented with key factors as follows: The elements of PMDS in SASSA, performance management process, performance management cycle, key success factors of performance management and Continuous process improvement cycle. According to De Waal (2009), performance management cannot be fully effective without the key success factors to determine the measurement of the process achieved. The PMDS framework from Department of Public Service and Administration (DPSA) was also given attention by the researcher as well as SASSA PMDS policy and its procedure manual.

Chapter three discussed the research design and methods followed in achieving the aim of the study. This study adopted both exploratory and descriptive research design to achieve the objectives and answer research questions. The research paradigms were discussed, and positivism was chosen for this study. The research approach was quantitative, and the sampling process was presented focusing on the target population, sampling methods and data collection methods. The chapter further discussed reliability and validity assessments as well as data analysis techniques employed. The chapter concluded by discussing ethical considerations which guided the study throughout the whole process.

Chapter four provided data analysis, presentation, interpretation and discussion of the empirical findings. Tables were used to present the findings and discussion after that. The chapter is divided into several sections. It started by presenting the demographic information of the respondents, followed by the descriptive statistics of the five sections. EFA was performed and discussed, including the study instrument for reliability and validity.

The theoretical and empirical objectives are revisited in the next section in order to demonstrate the attainment of the objectives within the framework of the study.

5.2.1 Primary objective

The main aim of the study was to assess the level of compliance to the performance management system (PMS) by employees of the Free State province South Africa Social Security Agency (SASSA).

5.2.2 Theoretical objectives

The theoretical objectives, as set out in Chapter 1 under Section 1.4 are outlined and reviewed. For SASSA management in Free State and researchers to make informed decisions and derive value from this study, all research objectives have to be addressed based on the data generated from survey in order to ensure that the initial purposes of the study were achieved.

The theoretical objectives were achieved in Chapter 2. Chapter 2 of this study provided a comprehensive discussion on performance management concept, its definition and objectives. The chapter discussed the evolution of performance management systems in South Africa including the process, stages, critical success factors of a PMS, reasons for failure of a PMS, perceptual errors in a PMS and a theoretical framework to a PMS. In addition, definitions and background of performance management and development systems (PMDS) were provided including the purpose

and principles, factors driving PMDS in SASSA Free State, benefits of PMDS, barriers as well as PMDS policy.

5.2.3 Empirical objectives

The empirical objectives, as set out in Chapter 1 of this study are revisited in the next sections. Thus, Chapter 4 presents the empirical findings of the data analysis.

To determine the key stakeholders involved in the implementation of Performance Management and Development System (PMDS) in SASSA Free State

Using EFA as shown in Chapter 4, the key stakeholders in the implementation of PMDS at SASSA in Free State are employees, supervisors, managers, Unions and HR. This objective was achieved in section 4.4 under EFA using KMO to determine the number of factors extracted as well as percentage of variance explained.

To explore perceptions of SASSA employees in the Free State on the current PMDS

This objective was achieved in Chapter 4 under 4.2.3 using frequency analysis to determine the views and perceptions of employees at SASSA regarding the current PMDS implemented. SASSA employees suggest that PMDS policy regulates promotes alignment of individual performance with SASSA strategic objectives through performance management.

To examine the barriers to compliance with PMDS datelines by SASSA employees of the Free state Province

This objective was achieved in section 4.4 using EFA to identify the barriers in the implementation of PMDS at SASSA in Free State. The factor loading were all above 0.400 suggesting that employees were in agreement of the barriers. These challenges are perceived as barriers to compliance with PMDS submission deadlines. The barrier to compliance is that the nature of work at SASSA does not allow employees to perform PMDS processes. This could reflect that majority of employees are overloaded with work, or the institution is short-staffed.

To ascertain the extent to which SASSA employees of the Free State submit their performance agreements and performance reviews post datelines

The findings in section 4.2.3 show that employees at SASSA Free State submit their performance agreements, performance assessments and reviews within the stipulated time/deadline (78.8%). The study also revealed that SASSA senior management ensures that performance assessments are

conducted, and all employees signed and submitted performance assessments in each performance cycle. Thus, this objective has been realised.

To establish the extent to which SASSA employees of the Free State are none compliant to the performance management regulations and policies

This objective was achieved using frequency analysis in section 4.2.3 (Chapter 4) to determine the compliants versus non-compliants to the PMDS regulations and policies. The majority of the respondents (45.0%) indicated that there is no improvement of the poor performance of employees in SASSA results in misconduct. This suggests that somehow employees are not complying with the PMS regulations and policies.

5.3 RECOMMENDATIONS

The results from the study have vital practical implications for policymakers; hence the following recommendations were made for practice and for future research.

5.3.1 To policymakers/ practice

- Key stakeholders to PMDS implementation should be assigned responsibilities to oversee PMS processes
- Bi-annual compulsory PMDS training for all employees of SASSA in each performance cycle
- Compulsory involvement of all SASSA PMDS key stakeholders to implement the SASSA PMDS policy be involved by SASSA management
- Performance management be promoted to be a SASSA performance culture to promote positive image(view) of PMDS to employees
- PMDS compliance must be one of the key result area (KRA) of each employee in an employee performance agreement to remove barriers of PMDS implementation
- SASSA senior management must ensure consistent consequence management for consistent compliance with the implementation of SASSA PMDS policy
- SASSA organizational performance reports are linked to PMDS compliance reports
- PMDS budget be cascaded to supervisor level to avoid false promises of financial rewards to subordinates from supervisors

5.4 LIMITATIONS AND IMPLICATIONS FOR FUTURE RESEARCH

In assessing the findings of this study, it should be noted that this study is by no means without limitations. In fact, one of its limitations was that the study was confined to only SASSA employees in Free State province. Further studies can consider the South African SASSA employees as a

whole. The study employed a quantitative research approach especially cross-sectional design, which only collects data from the population once. Future research may consider both a qualitative and quantitative research design using triangulation methodology where a qualitative design could be used in generating rich ideas and explanations. In addition, collecting data from the same population more than once may yield required results since PMDS is a continuous process and requires follow up.

A probability stratified sampling method was undertaken. Future studies could use other sampling techniques such as systematic sampling. Another limitation is the fact that the method of data collection relied on accurate introspection of each respondent. Therefore, the responses may be subject to a degree of bias. Despite these limitations, the study advances knowledge regarding PMDS at a governmental institution, considering that there is a noticeable absence of prior research within the SASSA context related to this study. The sample size was set at 200 SASSA employees. A larger sample size could be used in future research to enhance the generalization of the findings.

Finally, after addressing the main research problem for this study, the following could be explored for future avenue:

- Firstly, the study proposes a further investigation of the factors influencing employee compliance to PMS by developing a model to be empirically tested.
- Secondly, a comparative study could be conducted drawing samples from other provinces or the country as a whole.
- Furthermore, future studies should be longitudinal to capture the trends of PMS compliance over time effectively.

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ANNEXURES

Annexure A - Letter of consent (Invitation)

CELL: 072 300 5606

Email: motaungt@sassa.gov.za

Dear respondent

This **Informed Consent Statement** serves to confirm the following information as it relates to the MBA mini-dissertation on **assessing SASSA compliance with performance management system in Free State province.**

1. The sole purpose of this study is to obtain information from experts (respondents) employed in SASSA-Free State province in an effort to determine the experiences of each performance cycle related to the research topic.
2. The procedure to be followed is a quantitative research design, which includes electronic self-administered questionnaire of closed-ended questions (statements).
3. The duration of the closed-ended questions (statements) will not take longer than a maximum of 20 minutes.
4. This participation is voluntarily, the respondent is free to discontinue the participation any time during the process
5. The confidentiality of the completed data from questionnaire is guaranteed.
6. Any confidential information that prohibits the researcher to publish it in the final report should be communicated during the process.
7. A summarised copy of final report shall be available to respondent upon request.
8. The data collected will be used for research purposes only.

Declaration by researcher

I, **ISHMAEL TELLO MOTAUNG**, declare that:

- Information in this document was explained to the respondent and no interpreter was consulted
- Respondent was encouraged to ask questions freely related to the topic of research
- The informed consent was obtained in the presence of an independent person
- The respondent understand all aspects of the research interview as explained to participant
- The respondent had time to discuss participation with others upon respondent wish to do so.

.....
Signature of researcher

.....
Signature of witness

Thank you for willingness for assistance in researcher's endeavours.

Your seating to complete this questionnaire indicates your willingness to participate in this study. If you require additional information or have questions, please contact **ISHMAEL TELLO MOTAUNG** on **072 300 5606** or **motaungt@sassa.gov.za**

Annexure B - SASSA Approval Letter



ANNEXURE B

To : The Acting Regional Executive Manager
From : I.T. Motaung
Subject : Request for permission to conduct a PMDS study
Date : 08 October 2019

I am a currently registered MBA student with University of North West and my dissertation topic is as follows: "Developing a framework for complying with PMDS in SASSA Free State region". The possible identified participants of the study are as follows:

- HCM practitioners, Assistant Managers, Managers, Senior Managers, General Managers and Regional Executive Manager

The interviews with participants will be scheduled, depending on the availability of the identified participants and consensus with each participant.

Regards,

I.T. Motaung

Manager : Admin Support

Date

Recommended /Not Recommended

N. NTLHE

District Manager : Grant Admin

Fezile Dabi district

Date

Annexure C- Self-administered electronic questionnaire

Self-administered questionnaire (mark a response with X on space provided)

Section 1 – Biographical Information

1.1 Indicate your rank level

| | | | | | | | |
|---------------------------------------|---|------------------------|---|----------------------|---|------------------------------|---|
| Clerk/Grant administrator (level 5-6) | 1 | Supervisor (level 7-8) | 2 | Manager (level 9-12) | 3 | Senior Manager (level 13-15) | 4 |
|---------------------------------------|---|------------------------|---|----------------------|---|------------------------------|---|

1.2 Years of experience at work

| | | | | | | | | | |
|-----|---|-----|---|------|---|-------|---|--------------|---|
| 0-3 | 1 | 4-8 | 2 | 9-12 | 3 | 13-16 | 4 | 17 and above | 5 |
|-----|---|-----|---|------|---|-------|---|--------------|---|

1.3 Branch

| | | | | | |
|----------------------|---|--------------------|---|-------------------|---|
| Grant Administration | 1 | Corporate Services | 2 | Executive support | 3 |
|----------------------|---|--------------------|---|-------------------|---|

Section 2 – Nature of key stakeholders to PMDS implementation

| Statements | Strongly agree | Agree | Neither Agree nor disagree | disagree | Strongly disagree |
|---|----------------|-------|----------------------------|----------|-------------------|
| | 5 | 4 | 3 | 2 | 1 |
| 2.1 The implementation of performance management and development system (PMDS) in SASSA has key stakeholders such as employees, supervisors, managers, union representatives and human resource management (HCM). | | | | | |
| 2.2 The most effective stakeholder in implementation of PMDS in SASSA is employees | | | | | |
| 2.3 The most effective stakeholder in implementation of PMDS in SASSA is managers (supervisors). | | | | | |
| 2.4 The most effective stakeholder in implementation of PMDS in SASSA is union representatives. | | | | | |
| 2.5 The most effective stakeholder in implementation of PMDS in SASSA is human resource management (HCM). | | | | | |

Section 3 – Views of employees on SASSA PMDS

| Statements | Strongly agree | Agree | Neither Agree nor disagree | disagree | Strongly disagree |
|--|----------------|-------|----------------------------|----------|-------------------|
| | 5 | 4 | 3 | 2 | 1 |
| 3.1 SASSA PMDS policy regulates performance management of employees to link individual performance with agency mandates | | | | | |
| 3.2 SASSA PMDS policy promotes communication, trust ,interaction and collective planning of work programmes between employees and supervisors | | | | | |
| 3.3 The implementation of PMDS in SASSA is consultative process between employees and supervisors | | | | | |
| 3.4 Performance contracting of all employees is preceded by contracting supervisors to ensure cascading of Key Result Areas (KRA) and activities | | | | | |
| 3.5 All SASSA employees are assessed twice in each performance cycle based on 6 months performance | | | | | |
| 3.6 Poor performance of employees in SASSA is given attention by supervisors through SASSA intervention programmes such as identification of developmental needs(training needs) | | | | | |
| 3.7 SASSA moderating committee (quality assurance committee) is objectively moderates(quality assure) documents twice in each performance cycle | | | | | |
| 3.8 SASSA employees use SASSA internal mechanism such as assessment appeal panel for dissatisfaction between employees and moderating committee | | | | | |
| 3.9 SASSA HCM attend to the grievances of employees resulting from outcomes of | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| performance assessments | | | | | |
| 3.10 SASSA performance rewards increases staff motivation and stimulate innovation | | | | | |

Section 4 – Submission of performance agreements and performance assessments

| Statements | Strongly agree | Agree | Neither Agree nor disagree | Strongly disagree | Strongly disagree |
|---|----------------|----------|----------------------------|-------------------|-------------------|
| | 5 | 4 | 3 | 2 | 1 |
| 4.1 SASSA employees submit performance agreements to human resource management(HCM) within specified timeframe(deadline) | | | | | |
| 4.2 SASSA senior management ensures that all employees signed and submitted performance agreements in each performance cycle | | | | | |
| 4.3 SASSA employees submit their performance assessments to human resource management(HCM) within specified timeframe(deadline) | | | | | |
| 4.4 SASSA senior management ensures that performance assessments are conducted and all employees signed and submitted performance assessments in each performance cycle | | | | | |

Section 5 – Barriers to compliance with PMDS submission deadlines

| Statements | Strongly agree | Agree | Neither Agree nor disagree | disagree | Strongly disagree |
|--|----------------|-------|----------------------------|----------|-------------------|
| | 5 | 4 | 3 | 2 | 1 |
| 5.1 The nature of work at SASSA does allow employees to perform PMDS processes | | | | | |
| 5.2 The managers and supervisors are performing their role of PMDS processes | | | | | |
| 5.3 The employees of SASSA are performing their role of PMDS processes | | | | | |
| 5.4 The Human Resource Management(HCM) is performing it's role of PMDS processes | | | | | |
| 5.5 The performance standards from performance agreements of SASSA employees are SMART | | | | | |

Section 6 – Non-compliance of employees to PMDS policy

| Statements | Strongly agree | Agree | Neither Agree nor disagree | disagree | Strongly disagree |
|--|----------------|-------|----------------------------|----------|-------------------|
| | 5 | 4 | 3 | 2 | 1 |
| 6.1 No improvement of poor performance of employees in SASSA results in misconduct | | | | | |
| 6.2 SASSA management does implement disciplinary measures to non-compliant employees to PMDS processes | | | | | |

Annexure D - Language editor letter



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CC No: 1995/017794/23

Friday, 27 November 2020

To whom it may concern,

Re: Letter of confirmation of language editing

The dissertation *Assessing the compliance of the Free State Province with the South African Social Security Agency's management system* by *I.T. Motaung (270 77 314)* was language and technically edited. The referencing and sources were checked as per NWU Harvard referencing guidelines. Final corrections remain the responsibility of the author.



Antoinette Bisschoff

Officially approved language editor of the NWU since 1998
Member of SA Translators Institute (no. 100181)

Precision ... to the last letter