



**The perception of management and employees in  
the implementation of performance management  
in the department of public works and roads**

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at the North-West University


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## DECLARATION

I, **Motlalepula Magdeline Mokwadi**, declare that this dissertation, **The perceptions of management and employees on the implementation of performance management in the Department of Public Works and Roads**, is my own work, and that all sources I have used or cited have been indicated and duly acknowledged by means of complete references.



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**SIGNATURE**

06 August 2019  
**DATE**

## RECOGNITION AND ACKNOWLEDGEMENTS

It gives me immense pleasure to thank a number of people without whom this dissertation would not have been completed.

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- Finally, my deepest appreciation goes to Almighty God, to whom all praise should be given. Thank you for the gifts of strength, wisdom, endurance and a hunger for knowledge.

## **DEDICATION**

I dedicate this dissertation to the memory of my late father, Ontiretse Captain Mooki, who always encouraged me to study.

## ABSTRACT

Employees could be satisfied and motivated to work if the practice of performance management is effectively implemented in organisations. The implementation of performance management in the Department of Public Works in Mafikeng has been a contentious issue due to the challenges arising from the assessment system. The purpose of this study was to investigate the current perceptions that management and employees have with regards the implementation of performance management in the North West Department of Public Works and Roads.

The study employed a quantitative research approach framed within positivist paradigm using a survey questionnaire to obtain empirical data from selected management and employees in the Department of Public Works and Roads. The results indicate that both management and employees have negative perceptions towards the performance review system in the department and the Performance Management Development System (PMDS) is not taken seriously. However, the respondents show positive perceptions with regards the feedback they received from their manager and supervisor and this feedback helped them to improve their performance. However, a statistically analysis revealed that permanent employees perceive the workplace in a positive way and this also influences the ways in which they perceive the practice of performance management system. The study recommends the development of a better working relationship between employees and management regarding negative perception in the implementation of performance management.

**Key words:** Performance, Perception, Management, Employees, Implementation, PMDS.

## **LIST OF ABBREVIATIONS AND ACRONYMS**

DPSA	Department of Public Service and Administration
HRM	Human Resource Management
KRAs	Key Result Areas
NWU	North-West University
PA	Performance Agreement
PAR	provincial assessment rating
PDP	Personal Developmental Plan
PMDS	Performance Management Development System
PSC	Public Service Commission
RSA	Republic of South Africa
SMART	specific, measurable, acceptable, realistic and time bound
SMS	Senior Management Service
SPSS	Statistical Package for the Social Sciences

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# CHAPTER 1

## INTRODUCTION AND BACKGROUND OF THE STUDY

### 1.1 INTRODUCTION

This study investigates the current perceptions that management and employees have with regards to the implementation of performance management in the Department of Public Works and Roads in Mafikeng. The primary objective of this study was to ascertain whether there is a relationship between PMDS and employees perceptions, as well as strive to develop a policy framework through which employees would be assessed and rewarded.

Employees could be satisfied and motivated to work if the practice of performance management is effectively implemented in organisations. The implementation of performance management in the Department of Public Works in Mafikeng has been a contentious issue due to the challenges arising from the assessment system (Van Dijk & Legalatladi, 2015). In most scenarios, management comprising senior managers, line managers and supervisors perceive that they adhere to the best practices of performance management while most employees are not quite certain about these claims. Some employees in the Department of Public Works in Mafikeng hold the perception that management do not follow the right approaches as stipulated in Performance Management Policy (No 13 of North West Provincial Government). Consequently, this has led to disagreements and conflicts between the management and the employees (Department of Public Works and Roads). This view is supported by Public Service Commission ([PSC] Conference Report, 2014).

The Performance Management Development System (PMDS) is based on assessing performance during and at the end of a year against a performance agreement entered upon at the beginning of a performance cycle (i.e. 1 April of each year). It is a framework set to ensure that employees are assessed and set specific and measurable performance indicators between the employee and supervisor (and not pre-set by departments themselves). The details that must be filled in are the Key Result Areas (KRAs), outputs and standards against which the employee is ultimately assessed. Core Management Criteria (a list of generic management competencies) are included in the evaluation to assess the level of competence of

employees. During the annual performance assessments, staff are scored against the KRAs and standards agreed upon, using a 5-point scale, where 1 and 2 are unacceptable and not fully effective performance, 3 is fully effective and 4 and 5 are significantly above expectations and outstanding.

With this set of disagreements and conflicts between both parties of what constitute best approaches of implementing performance management, interestingly (Gallardo-Gallardo *et al.*, 2015:270) define performance management in this instance to unravel the perceptions from both parties. These authors define performance management as a process by which an organisation works together to plan, monitor and review an employee's work performance and overall contributions to the organisation. These scholars add that the goal of performance management in the workplace is to promote and improve effectiveness in the work process. In support of the argument, Shrivastava and Purang (2011:640) suggest that performance management is a continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees meet their objectives and career goals. These authors collectively affirm that it is a process by which organisations create a sustainable work environment to create constant improvement, adapt to continuous internal and external changes, attain challenging goals, embark on creativity and promote professional competence.

Following this introduction, this chapter provides the background and contextualisation of the study. Next, the research problem and objectives of the study was provided in detail. The chapter also highlighted the research methodology adopted to answer the research question under investigation for this study. The significance of the study as well as a brief overview of the ethical consideration were also provided. The chapter concluded by providing detail chapters layout for this study.

## **1.2 BACKGROUND OF THE STUDY**

The background of this study is within the context of performance management in the Public Sector and the perception of managers and employees in the implementation of performance management as an appraisal tool.

### **1.2.1 Performance management in the public sector**

The South African public service performance management system was adopted in 2001 to establish a performance path with the employees, to accommodate all public servants within the performance management system tradition and to enhance effective performance. The White Paper on Transformation of the Public Service of 1995 (a) and the White Paper on transforming Public Service Delivery (Batho Pele Principles, 1977b) states that every employee in the civil service must be assessed at the end of each year against the performance agreement tasks entered between an employee and manager. Other judicial precedents that guide and support the practice of an employee's performance appraisal are the Public Service Act 103 of 1994 (Republic of South Africa [RSA], 1994); Employment Equity Act 55 of 1998 (RSA, 1998); and Labour relations Act 66 of 1994 (RSA, 1994). All of these instruments affirm that organisations must facilitate performance management and ensure that the employees are rewarded adequately on the basis of them meeting specified targets as agreed upon at the commencement of the year under review.

According to Section seven (vii) of the Public Service Regulations (2001), any executing authority shall oversee a system of performance management further than the Senior Management Service (SMS). The principles of performance management in the organisations include that the following elements:

- Organisations should manage performance management in a supportive and non-discriminatory way to enhance efficiency and effectiveness of the employees;
- Organisations should ensure that the performance management is implemented in such a way that it links to the plans for staff development and conforms to organisational strategic objectives;
- Organisations should guarantee that the underlying aim of performance management is to promote employee development but should give room for responses to poor performance and reward for good performance; and
- Organisations should benchmark performance management to guide the entire work process so as to minimise burdens on supervisors.

Despite such regulations issued to guide the practice of performance management, discrepancies arise on the implementation of performance management in public organisations. The Department of Public Service and Administration, (DPSA)

regulations and PMDS policies may appear smart on paper but these are interpreted differently by line managers and this consequently affects the Department in actualising optimum performance levels not because of poor practice but due to inconsistent implementation. Policy No.13.NWPG asserts that failure might be seen as a violation of workplace performance standards. There are other challenges which arise in the process of compensating the employees prior to the outcomes of the appraisal, which may be attributed to administrative incompetence, issues such as

- Lack of knowledge of the appraiser;
- Employee's excessive demand for reward;
- Some managers use performance management system as a punishment tool for affected employees; and
- Policy No.13. NWPG is written in black and white to be as objective as possible but during the implementation process the appraisal results often become subjective.

The studies of Makamu and Mello (2014:106) have demonstrated that the problems facing the implementation of performance management in the public service is not only the issue of compensation, communication with the stakeholders but a management problem that relates to the rating process. In this regard, Makamu and Mello (2014:107) further submitted that the following factors should be considered in facilitating sound performance management process:

- Carefully designed job descriptors and well-articulated job specifications;
- Efficient supervision;
- Good employee orientation and training;
- Supportive environment;
- Effective and efficient rating scores;
- Balanced and consistent panel members

According to Van Dijk (2015:62) managers could have the best of intentions and be honestly concerned about continuous communication with employees. For that reason, managers are in a better position to identify wrong perceptions of employees by demonstrating an understanding of how these factors bear an impact on an

employee's perceptions of the task and the performance agreement that they enter with the employer. Phiri and Mkhize, (2017:12) argue that managers need to put measures in place to address and mitigate the negative perceptions of the employees.

### **1.2.2 Perception of managers and employees on the implementation of performance management**

Otara (2011:21) describe perception as a process by which individuals organise and interpret sensory impressions to give meaning to their environment. Employees behave in a given manner based not only on the way the external environment manifests itself, but rather on what they see or believe it to be. Jowah (2013:215) adds that perception is most positive to internal motivation when an employee possesses strong environmental value. Van Dijk (2015:64) on the other hand, highlight that an employee makes an organisation gain some competitive advantage based on the effectiveness of its human assets.

Therefore, an employee's negative perception in a workplace could result in a demoralised workforce, consequently leading to poor motivation and unacceptable performance levels (Banks *et al.*, 2012:3). Haney (2017:27) observe that the challenges surrounding perceptions in performance management emanate from the fact that people see what they want to see, or believe what they want to believe. Essentially, the manager or employee respectively, may perceive themselves as hard working and efficient, contrary to what others may perceive to be the reality. In general, emphasis is placed upon the ability of the employee in this study to organise, interpret and integrate information regarding the Performance Management Development system in order to attach a negative or positive meaning to it (Panimalar & Kannan, 2013:18).

Nonetheless, the perceptions of the leaders about themselves and their subordinates create the climate and culture found in many organisations, be it work ethics, performance, unity and team work. The perceptions of the managers are derived from their ethical and work values as they relate to their opinion about the subordinate as a critical source of the performance objectives that an organisation envisions (Jowah, 2013:710).

Sumelius *et al.* (2014:570) posit that management involves a strategy which relates to every activity of the organisation that is designed and stated in the human resources policies, culture and communication system of an organisation. For this reason, it is crucial that management adheres to the policy framework in the implementation of the performance management system. Shrivastava and Purang (2011:637) sustain the conviction that the implementation of performance management system is the most critical aspect of human resource management as it is envisaged to be the cause of satisfaction and dissatisfaction in the organisation. In addition to this principle, the PMS is important in identifying and addressing all the challenges pertaining to performance management system. Generally, accountability of performance in the public service has been a success in the South African Public Service due to the implementation of performance management (Makamu & Mello, 2014:110).

### **1.3 RESEARCH PROBLEM**

In recent times, the Department of Public Works in the North West Province has been experiencing challenges arising from the process implementing performance management and assessment, resulting in the overwhelming dissatisfaction of staff members, specifically between supervisor and subordinates who conflict with each other during and after annual assessment. Every year the Department experiences numerous moments of tension, resentment and consequently low morale of staff members, often escalating to a point where some staff members have refused to be assessed on a quarterly basis.

Although feedback from the performance management outcome has essentially motivated some employees while other employees feel that managers are not providing them with positive feedback and fair judgment after moderation and the recommendations of the assessment committee (Daoanis, 2012:56). On the other hand, the perceptions of management on the outcome of performance management has been biased due to the preferential treatment embedded in the reward system and personal judgment and lack of a conducive working relationship with the supervisor, consistency of the spreadsheet from PMDS unit, as well as invalid evaluation. Despite the controversies, the feedback of the performance management

has enhanced the performance of both the management team and the employees while the controversies on the aspect of supervision has been significantly reduced.

Employees' perceptions could result in a demoralised workforce leading to poor motivation and poor performance. Performance management enables management to develop the employees' mental and physical readiness to work, enhance and encourages improved output (Van Dijk, 2015:68). Performance management is currently viewed as the immediate source for the demotivation amongst some employees. The implementation of performance management in the Department of Works and Roads has increasingly become a primary source of conflict, disrespect and frustration between manager and employees. The staff have generally witnessed multiple incidents of dissatisfaction with unfair ratings which compel them to lodge grievances with the Labour unit in the Department. At the moment of this research, there has been no response whatsoever and this consequently led to a huge job turnover, absenteeism, arriving late for work and leaving work early. At times employees refer their cases to the PSC and the Labour Court for intervention because of lack of understanding by day-to-day management of the entire performance appraisal system.

The PSC undertook compliance studies in 2017, testing whether departments complied with performance system or not. The studies found out that performance agreement (PA) often did not include key results areas (KRA) and personal development plans (PDP) such as

- Batho pele principles (fairness) in KRAs is not correctly managed;
- Managers did not always rate employees fairly;
- (WARISO, 2017:15) state that performance management is implemented in the Department of Public Works to measure the following;
- Evaluate the employees' performance to know their strengths and weaknesses;
- Monitor employees' consistent performance;
- Address poor performance and to set principles for good performance; and
- Reward good performance to maintain a good standard.

In this regard, the problems exist in the determination of the most efficient way of implementing the performance management process and to establish the system process to avoid dissatisfaction of employees. According to the studies of Cohanier (2012:12), the implementation of performance management becomes a source of frustration and extreme dissatisfaction when employees perceive it as a political and irrelevant system. Cohanier (2012:20) discloses that one possible way to rectify the situation is to provide managers with information necessary in making sensible decisions concerning the perceptions of employees and improving a policy framework through which employees are systematically appraised.

The appraisal ought to be communicated to the affected employee in a professional manner. In this regard, organisations need improved performance management systems in order to address the challenges in the dynamic environment. The problem in this study is 'The employees of the Department of Public Works in Mafikeng are dissatisfied with the work process due to the inability of management to adhere to legislative precepts of Public Service Act 103 of 1994 (RSA, 1994) and other related performance management legislation, and that unless this is unravelled, management cannot attain their envisioned objectives as designed in the performance management process.'

#### **1.4 OBJECTIVES OF THE STUDY**

In order to successfully respond to the research problems, the following study objective is formulated to resolve the research problem. The primary objective of the study is

- to investigate the perception of employees and management in the implementation of performance management in the Department of Public Works and Roads.

The secondary objectives of this study are presented as follows:

- To determine the extent to which key performance management principles are followed during performance review.
- To investigate if there is a relationship that exists between management and employees.

- To examine the main cause of employee's dissatisfaction in the implementation of performance management.
- To make recommendations on how to improve the performance management.

#### **1.4.1 Research questions**

The main research question these studies seek to address:

- what are the employees' and management perceptions in the implementation of performance management in the Department of Public Works and Roads?
- Is performance management principles followed during performance review?
- Is there any working relationship that exists between management and employees?
- What are the main causes of employee's dissatisfaction in the implementation of performance management?
- What are the recommendation to improve the performance management?

### **1.5 RESEARCH METHODOLOGY AND RESEARCH DESIGN**

According to Stuart (2017:224), research methodology constitute a blueprint or series of decisions made by a researcher to govern a study in order to make it understandable, which must be subject to inquiry, critique and replication. Creswell (2014:210) uphold that research methodology is a branch of knowledge that invents new knowledge and enhances the formulation of principles, rationales and philosophies. Kumar (2019:102) indicates that quantitative, qualitative and mixed research methods are the three main approaches in vogue. Creswell (2014:218) defines quantitative research as a unique approach of research that involves the gathering of numeric data to make deductions on the relationship between theory and research. This approach is used mainly for natural science research. This method is seen as objective numerical data that reduces or eliminates bias from the researcher. In general form, quantitative method makes use of structured questionnaires to gather numeric data and in this specific study the researcher collected data from a large sample objectively and ensured the internal validity of the data collection instruments.

### **1.5.1 Research Design**

According to Terre Blanche *et al.* (2006:60), research design provides a strategic framework that gives a roadmap to move from research questions to the implementation of the research strategy. Research design delineates the structure of the investigation in such a way as to attain answers to the research objectives. A research design is therefore a preliminary plan for conducting research. According to Creswell (2014:231) a broad research design consists of different elements, such as the type of research design, focus, time dimension and conditions.

In summary therefore, Collis & Hussey (2013:220) states that “research design is a detailed action plan of what needs to be done to ensure the successful completion of a specific research project”. It is aimed at answering the research question in the most unambiguous way. Design provides a guide on relevant evidence required to answer the research questions. It is thus important for a researcher to know what evidence is required before deciding on sampling, collection methods and designing a questionnaire (Marshall *et al.*, 2013:15). The research design in this study followed a descriptive quantitative design. In a descriptive quantitative design, structured questionnaires were used to gather the opinions of the respondents thereby enabling the researcher to obtain comprehensive knowledge on the phenomenon under study. The choice for this quantitative approach gave the researcher the advantage of making the findings numerically classifiable and analysable (Creswell, 2014:233).

### **1.5.2 Research Population**

The research population is defined by Creswell (2014:240) as the total number of people or items that the research desires to study. The study population for this research entailed all managers and employees of the Department of Public Works in the North West Province. This department is made up of the Human Resources Division, Roads, and Prestige Accommodation. This department has a total number of 557 employees in the North West.

### **1.5.3 Sample**

According to Rea and Parker (2014:125), the goal of research is to collect data that is a true reflection of the entire population, therefore sampling is defined as selecting the parts of the population that participate in the study. Sample size is influenced by cost, time available for the research, risks and the research problem addressed. Therefore, deriving from the table of Zikmund *et al.* (2013:200) that for a population of 557, with a marginal error of 0.3 for continuous data, the sample should be 217. Therefore 217 questionnaires were administered to a sample of 217 employees.

According to Terre Blanche *et al.* (2006:65) probability sample gives assurance that each unit in the population has an opportunity to participate but non-probability sampling cannot provide any clear assurance that each unit of population can be selected. The study used a stratified random sample, which is a probability sample type, by allocating various numbers resulting in strata.

### **1.5.4 Data collection method**

A structured quantitative survey questionnaire with a 4-point Likert scale was developed and used for the collection of data. A 4-point Likert scale increases the response rate and eliminates frustrations for respondents since it is easy to capture the opinions of the participants. According to Gray (2013:83) quantitative surveys are appropriate for collecting only relevant data since it encourages participants to focus only on the scope of the study. Furthermore, quantitative surveys are adequate to convey findings in a quantifiable manner through charts and graphic visuals. Care was taken that all the principles relating to the validity and reliability of the questionnaire were adhered to.

### **1.5.5 Data Analysis**

Data was captured by the Statistical Consultation Services of the North West University. The Statistical Package for the Social Science (SPSS) 2015 version 24 was used to analyse data (frequencies, means, and standard deviations). Construct validity of the questionnaire was assessed by means of employing a single-factor exploratory factor analysis. This was done to confirm the main objective of the study. The Cronbach alpha coefficients were used to assess the reliability of the measuring instrument.

### **1.5.6 Interpretation of Results**

The results of the empirical study were used to determine how managers and subordinates feel about the performance management system at the Department of Public Works in the North West Province. The study identified challenges posed by the performance management system and submits recommendations that could assist the department ameliorate challenges identified.

### **1.6 SIGNIFICANCE OF THE STUDY**

This study seeks to examine the perception of employees and the management in the implementation of performance management in the Department of Public Works and Roads, investigate the nature of the relationship existing between performance management and the employees and management in a bid to improve a policy framework in which employees could be assessed, rewarded and communicated. In a nutshell, the Performance Management and Development System is an integral part of planning and controlling within an organisation. It is therefore important to understand the perceptions of both supervisors and subordinates towards the Performance Management and Development System since employees are the most valuable assets and vibrant part of an organisation that could make things happen. Employees are more likely to be receptive and supportive of a given performance if they perceive the process as a useful source of feedback where such feedback identifies and clarifies emotional responses when employees are subjected to abuse and inadequate explanations of assessment outcomes (Boachie-Mensah & Seidu, 2012:73). For an organisation to perform well, it needs to utilize its resources effectively (employees) to deliver quality services and products on time and review feedback continuously.

(Makamu & Mello, 2014:115) support the view that if PMDS were to be implemented correctly, employees would be motivated to perform better, and any performance related to this issues would be immediately resolved. In order to realize the full potential benefits of the Performance Management System, the organisation should be prepared to invest in resources to make sure that the employees and managers all feel accountable towards the system, otherwise it would be treated as a non-

compliance system and none of the employees and organisation would receive tangible benefits. Performance management system increases an employer's confidence that it has the right people in the right place at the right time. Since then, the performance has become an important aspect of work in many public sector firms where performance is associated with the establishment of performance standards which an employee needs to achieve (Elgana, 2012:56).

In this study, the perception of both employees and management in the implementation of performance management in the Department of Public Works in North West was examined to obtain their level of satisfaction or dissatisfaction.

## **1.7 ETHICAL CONSIDERATION**

Gajjar (2013:70) suggests that research has to conform to academic research etiquette. The etiquette that the study will conform to include the following:

- Literature used for the study was referenced and sourced from where it was found and clearly indicated;
- The actual research results gathered in their entirety confirm the perceptions of both the employer and the employees with respect to the PM system;
- An erroneous impression to the public was avoided by providing information that is not distorted;
- Care was taken to ensure that the research does not contain unnecessary information or information directed at wrong or irrelevant problems;
- The questionnaire was designed in such a way that they protect the anonymity of the respondents during and after the completion of the project;
- There was no intentional or deliberate misrepresentation of research methods or results.

In addition, the research project was registered with the Ethics Committee of the North-West University (NWU). The necessary forms were completed for the approval of the Ethics Committee.

## **1.9 CHAPTER LAYOUT**

This study comprises of six chapters as follows:

### **Chapter 1: Introduction and background of the study**

Chapter 1 provides an overview of the background information with regards the perceptions of management and employees on the implementation of performance management in the Department of Public Works and Roads. The chapter also highlighted the research methodology, significance of the study as well as ethical considerations relating to the study. The chapter concluded by providing the chapter outline for the entire dissertation.

### **Chapter 2: Theoretical foundation on perception of performance management**

In Chapter 2, the theoretical foundation that underpins perceptions of performance management was developed and conceptualised in such a way that the study was founded on a historical and operational background. Various theories of perceptions as well as performance management were discussed in this chapter. As such, the study was guided by the perception theory, goal setting theory and the expectancy theory. The chapter clarifies the concept perception and locus of control.

### **Chapter 3: Performance management**

Chapter 3 of the study provides a clarification of the concept performance management, drivers of performance in government, as well as challenges encountered by managers in the implementation of performance management.

### **Chapter 4: Research methods**

Chapter 4 described in detail the research design and the methods employed to obtain empirical data related to the perceptions of management and employees on the implementation of performance management in the Department of Public Works and Roads in the North West Province, Mafikeng. The selection of the research design and methods was explained together with a motivation of their importance in realising the objectives of the study. This chapter concluded by elaborating on the

validity and reliability of the research instrument, along with ethical considerations for the study.

### **Chapter 5: Research findings, results and analysis**

Chapter 5 reported on the research findings, results and analysis of the empirical data gathered from a survey questionnaire that was administered to management and employees in the North West Department of Public Works and Roads.

### **Chapter 6: Summary, interpretative discussions, conclusion and recommendations**

This chapter provides a summary, interpretive discussion, the conclusion and recommendations for future studies and to suggest plausible and practical remedies to the challenges identified.

#### **1.10 CHAPTER CONCLUSION**

The first chapter introduced the research problems and revealed that over the past years the implementation of performance management in the Department of Public Works in Mafikeng has been a contentious issue due to the challenges arising from the assessment system. The chapter also provided the research problems, and questions pertaining to the perceptions of management and employees on the implementation of performance management in the Department of Public Works and Roads.

The next Chapter 2 investigates the conceptual and theoretical framework that undergird an understanding of the research question explored in this study and the work of other researchers on the field of performance management, the practice and the challenges associated with the quantification of performance.

## CHAPTER 2

### THEORETICAL FOUNDATIONS OF PERCEPTIONS ON PERFORMANCE MANAGEMENT

#### 2.1 INTRODUCTION

The previous chapter provided a road map through which this study was conducted. This chapter interrogates the theoretical foundation underpinning the study. Also, the meaning of perception according to several authors is investigated in order to clarify and operationalise this definition. Other legislative precedents that supports the implementation of performance management are adequately examined. The theories that were selected to support this study include the perception theory, goal setting theory and the expectancy theory. Attempts are made to identify the solutions to facilitate best practices in performance management.

#### 2.2 PERCEPTION THEORY

Gibson's theory (2014) on perceptions highlights the fact that perception is a part of the cognitive apparatus that begins with and depends on knowledge obtained and is necessary for assessing employees within an organisation on day to day activities. The understanding is that perception follows the flow of an optic array. The movement indicates the direction which the perceiver is moving, if there is no flow the person is static. The advantage of this theory is that it explains the accuracy and the speed of perception in operations (Makhubela *et al.*, 2016:10).

Poters and Lawler (2013:88) and Adam's theory (1963) assert that there is an interrelationship between perception and performance and that employees should receive equitable rewards for performing their work. On the other hand, a systems theory as the dynamic set of inter-relationships between performance and perception (Cornell & Jude, 2015:03; Makhubela *et al.*, 2016:10). Systems theory is of the view that every unit in the organisation should interact with others in a dynamic way in order to achieve the objectives and goals of the organisation. In the department of Public Works and Roads, Persal (Personnel system) and Walker (salary system) work together to capture information to pay performance and reward the employees. Kantian theory (2014) supports the mentioned theories that people need to be happy

in the working environment, and Kant further argues that a person is good or bad, depending on the motivation of their actions

Perception is more dynamic and varies from person to person. Perceptions and experiences of subordinates and managers could be more balanced if performance deliverable are taken into consideration. It is important that supervisors and employees are aware of their perceptions and how their perceptions differ and mitigate performance objectives through an objective appraisal system.

### **2.3 GOAL SETTING THEORY**

In the 1960s, Edwin Locke propounded the goal setting theory in his quest to understand the relationship between task and performance. According to Aguinis *et al.* (2013:1490), employees with a clear, guided and challenging task seem to perform better than those without clear and guided tasks. It is assumed that supervisors in the work environment are motivated to perform better if they understand the job specifications and description clearly and their daily tasks. Basset-Jones and Lloyd (2005:831) opined that the basic principles of goal setting theory include clarity of goals, challenging objectives, commitment to duty, feedback and task complexity.

In this study, the goal setting theory was adopted to understand the importance of goal setting, supervision and feedback in the work process in a bid to enhance performance and to increase productivity. The job description of the employees and the task settings of the management are continuously reviewed to understand where the problem lies while recommendations are invariably made to enhance the process of performance management.

### **2.4 EXPECTANCY THEORY**

The valence-instrumentality-theory, otherwise known as the expectancy theory, was propounded by Vroom, (1964) based on performance outcomes. Other motivational theories by Maslow (1970), Herzberg (1968), Alderfer (1972), and McClelland (1976), focused on the needs of the employees that each seeks to fulfil in the work environment. The expectancy theory is based on the effort the employees are expected to put into the work process as well as the motivation to change their

behaviour. The performance outcome, and the rewards they expect to receive in their efforts are measurable drivers of ultimate performance (Bernard, 2014:278; Lunenburg, 2016:1). In summary, this theory expresses the inter-relationship between effort, performance, and outcome (Lunenburg, 2016:2).

The employees believe that some reasonable effort that is employed in the process of work and this is set to enhance performance. The ultimate performance enhances good rewards and the upward mobility on salary level for the employee (Bernard, 2014:278). This performance theory subscribes to the notion that performance is prejudiced by the expectations of a future event. The employees adjust their behaviour in the work in such a way that it ultimately leads them to attain specific goals set by the management. The expectancy theory in the work environment is based on four fundamental assumptions:

Employees embark on the process of work in the organisations because of their needs;

- Employees react or consciously and make their choices;
- Employees expect more from their employers; and
- An employee selects outcomes from alternatives to enhance results.

This theory was adopted to understand the reward system practised in the Department of Public Works in Mafikeng towards employee goal attainment. This, in theory, is practised in a bid to enhance motivation and enable the employees to give the best of their input to the organisation.

## **2.5 CONCEPT OF PERCEPTION**

According to Robbins and Judge (2016:87), perception is fundamentally stable and incapable to change. It is the process of receiving information from the environment and making it acceptable. Obiewa (2016:6) explains that employees' behaviour is based on their perceptions of the reality, attitude, experience idea and expectations. This is so because people are unique, different people who perceive things differently. Misunderstandings, disobedience, low productivity and employees' turnover may arise because not all information is accepted by all individuals in the same ways. Furthermore, Obiewa (2016:2) is of the view that every person is unique

with regards perception and that this difference attenuates the ways in which the employee interacts differently with their team leaders, co-workers, subordinates and customers. Ultimately, employees may be productive only if they are closely supervised.

Rensis theory evidenced this view on the basis that managers and employees view the world stimuli and organisational programme differently. Perceptions of individuals are influenced by personal characteristics such as attitude, past experience, interest and expectation (Ohemeng *et. Al.*, 2014:149). According to Sanjeev and Singh (2014:17), employees' perceptions play a vital role but these are rarely considered when employees are being assessed, getting opportunity for reward, transparent processes and proper consultation.

Elnaga (2015:57) affirms that managers have a responsibility to manage within a framework that permits and respects perceptual differences without fear or impatience; they both arrived at the conclusion that employees' perceptions play a pivotal role in the implementation of performance management and employee's perception is dependent on the perceptual process. Jowah (2015:49) asserted that every human being has different perceptions due to upbringing, depicting that managers and employees will always differ as far as performance measurable are concerned. Employees perceive themselves as hard working and efficient; contrary to what managers perceive them to be. In tandem, managers also consider themselves as invariably effective and good managers.

### **2.5.1 Employees Perception on Performance Management**

Belete, *et.al.* (2014:179) opined that perception is the process of receiving information and making sense out of the world around it. Doanis (2012:55) states that the success of any organisation depends on the quality and characteristics of its employees as production becomes an important yardstick in measuring organisational performance. Employees are regarded as the most valuable assets and living part that can make things happen. According to Luis (2014:166) and Makamu (2014:104). Taylor believed that the best way of performing and achieving a task is best practice (benchmarking). Mochama (2013:262) concurs with a particular point of view on effective human resource practices that eventually lead to positive performance management.

According to Robins (2017:27), employees in the organisation view perception as a conducive if the working environment offers meaningful working conditions, good pay and responsible management is in place. In actual fact, it is very unusual to find employees perceive best practices to benchmark goal setting as one of the performance management practices. One of the most critical areas that greatly influence employees to perceive the system negatively is manipulation of the performance appraisal system. Positive perception, on the other hand, may lead a manager to utilize the system to assist employees to develop and achieve performance objectives, thus ensuring that both individuals and the organisation are heading in the same direction in terms of priorities.

Ramulumisi, *et al.* (2015:518) argues by stating that the most important variable to be considered is knowledge of employees' perceptions and broader understating of the organisation itself, which include factors such as performance planning, performance assessment and performance review. In this regard, Cetnet, *et al.* (2014:175) are of the view that this can only happen if employees understand what is expected from them and by identifying individual strengths and opportunities for future improvement.

### **2.5.2 The importance of perception**

Obiewa (2016:02) posits that people's behaviour is based on their perceptions about reality, on what they see or believe it to be, not on reality itself. Individual perception is useful in helping successful interaction with others to reach the quality output. Roberson and Stewart (2015) see ability as the capacity of individual perceptions in shaping organisational behaviour and consequently organisational success. Sachane (2018:33) found that employees respond to performance management system in three perspectives such as perception of fairness, perception of accuracy and performance assessment satisfaction.

According to Katsanos *et al.* (2013:95) perception assists individuals in selecting, managing, storing, and interpreting stimuli into a whole world picture and meaning. Jowah (2015:51) therefore upholds that managers can use perception to instantly recognize certain qualities and skills in their employees. Employee's perception is very important, but rarely considered when they are being appraised. Employees may be more receptive and supportive to PMDS Programmes if they perceive the

programme as effective source of feedback, opportunity for getting reward and personal development. Femi (2013:91) believes that perception would make the organisation a success story only if the employees understand the role of perception. Also satisfied employees tend to be more committed to work, participate more robustly, positively and effectively in work-related activities and are less likely to leave the organisation.

### **2.5.3 Managers' perceptions**

Bouskila-Yam and Kluger (2013:130) point out that performance management is a process embarked upon in order to develop institutional design for planning, designing and feedback with a view for rewarding the performance of the individual in motivating and developing staff. Thompson and Phua, (2012:67) are of the opinion that managers cannot just open the performance management cookbook and use the index to find the recipe that is applicable to an employee's performance but that they ought to use more contemporary measures for performance that would work best for staff. Gibbons and Kleiner (2015:55) state that management need to communicate adequately with employees to articulate their needs, reinforce a positive perception to change negative perception in all matters arising in the process of performance management. Otara (2014:23) warns that perceptions that are not managed become rumour mongering and gossip and this may eventually lead to organisational destruction and unmanaged organisation.

Lunenburg (2016:14) states that the contingency model reveals that a leader's behaviour should be directive in supporting and participating to ensure achieving the set goals of the organisation. Organisational managers need to understand the process of perception, especially on decision-making and communication with other staff. Dijk and Legalatladi (2015:62) affirm that having the right perception is a significant skill for any effective manager through communication and consultation.

Dijk and Legalatladi (2015:61) further state that managers can have best intentions and honest concern about continuous communication with employees and for that reason managers are in a better position to identify wrong perceptions of employees by understanding how this factor has a direct impact on a person's view. Muhammad (2014:173) believes that managers need to put measures in place to address negative perception. The relationship between employees and managers is the key

factor in driving perception; managers should avoid subjective assessment by not judging employees on the basis of personal preference or past experience. Otara (2014:25) avers that good perception requires good listening skills and managers need to be aware of their own image, sensitive to response and reaction.

#### **2.5.4 Employees' perceptions**

Ramalumisi *et al.* (2015:518) opined that perception of unfairness of appraisal arise from the evaluation of outcomes review as the decision making are communicated by the authority, fairness, procedural fairness, interpersonal fairness are integral components of organisational justice. Brow, Hyatt and Benson (2015:39) supported the idea of Ramalumisi *et al.* (2015:518) that organisation must avoid negative attitude of employees as it can affect production. Attitude of employees are more important to consider as the overall success of performance management subjective judgments due to complexity of job performance as may be influenced by bias or distortion as a results of emotion. Pulakos and O'Leary (2015:01) offered a comprehensive analysis on why PMDS approaches fail to live up to their promises, the mechanics of ratings, documentations required and goals which are not effectively designed. According to Otara (2014:25), the best approach is to set clear expectations and working collaboratively with employees to solve problems

#### **2.5.5 Management of Perception**

Managing perception is a hard work, according to Brow *et al.* (2015:39), perception management requires asking questions and getting feedback as it prevents negative consequences such as theft, sabotage and disruption of behaviour. Employees would be more likely to believe in supervisor for competency, good knowledge of job duties and hold positive expectations. Kampkotter (2014:08) believe that locus of control describes the perception of individuals on how to control crucial decision about personal, locus of control associated with goals that can be achievable by individual. Therefore, employees need to be happy in different areas of their work, employee with positive perception are motivated to perform effectively.

## **2.6 LOCUS OF CONTROL**

Locus of control is the degree of control that individuals believe they have over the outcome of certain situations, general expectation regardless of whether the environment will support or not especially in work performance and in actions to improve the quality of self. Employees who have an external locus of control have pessimistic attitudes that often feel hesitant when faced with problem. Locus of control is an essential personality variable associated with several variables such as the role of stress, work ethic, job satisfaction and performance.

Mujiatun and Ashal (2017:91) consider the degree to which people feel accountable for their own behaviours. Individuals with high internal locus of control believe that they control their own destiny and what happens to them is their own doing while those with high external locus of control feel that things happen to them because of other people, luck, or being powerful. Internals feel greater control over their own lives and therefore they act in ways that will increase their chances of success. They are more involved with their jobs. They demonstrate higher levels of motivation and have experiences that are more positive at work. From the above discussion there exists positive correlation between performance and locus of control, management should develop policies regarding mentoring, coaching and counselling their employees.

## **2.7 MANIPULATION OF RATING**

According to Makamu and Mello (2014:104), the process of asking employees to self-rating on performance standard compared with managers' ratings by collecting performance data depend on the quality and information required and adequate information in relation to evidence provided. Discussion will take place; however, the process leads to disagreements, more defensiveness and bad feeling. Employees' perception in rating can lead to a series of problems in completing performance because of supervisors' personal bias and intent to punish subordinates. Subordinate would submit data requested but because supervisor had a motive behind the subordinate. Most supervisors in the department rate employees based on character not on the aspects of the job, in addition supervisor rate employees based on disciplining them. Decision of this nature is normally subjective or unfair

### **2.6.1 Fairness, objectivity and transparency**

According to Khan (2013: 115), fairness is a fundamental factor in salary system, perception requires fairness, objectivity and transparency. If the employees do not view the process as being fair, the likelihood for trust will be more negative towards the implementation of performance. This information was supported by Equity theory of Adam in perception that individual formulate fairness by comparing perceived work (outcome) to the perceived input contribution. Pulakos *et al* (2015:119) believe that decisions pertaining to employees' improvement such as planning, work allocation, guidance counselling and monitoring are expected to be effectively communicated.

Jowah (2015:50) affirms that management need to create conducive environment and congenial culture climate that would help employee to share experience knowledge to fulfil managers' aspirations. Supervisors and employees need to be informed about the organisational mission, objectives, and the framework for managing and developing individuals and teams. Bani *et al.* (2014:119) believes in the claim made by previous author that employee trust is based on the results and decision made by top management as well as policies and practice of the Department.

### **2.6.2 Job satisfaction**

De Lange, Fourie and Van Vuuren (2013:41) proposes a new point of view on job satisfaction that openness and specificity lead to fairness and goal setting, job satisfaction is measured. The performance discussion based on rating scales enhances goal clarity, thus pinpoint the precise course of action required to achieve the desired results. Mocham (2013:262) supports the view that companies with the strongest financial performance often report high levels of employees' satisfaction. Different theories present differing conceptualization of job satisfaction that can be categories as content or process by referring to Hygiene and Maslow's Hierarchy of needs exemplify content theories and attempt to identify needs or values to be realized in order for an individual to be satisfied at work.

Gibbons and Kleiner (2015:13), De Lange *et al* (2013:41) as well as Mocham (2013:262) supports the view that companies with the strongest financial performance often report high levels of employees' satisfaction. Mafini and Dlodlo (2013) state that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one job or job experience. Job satisfaction further relates to overall job satisfaction focuses on the internal state of gratification. Cassim *et al.* (2012:45) pinpoints that work satisfaction include status, supervisor, peer relationship, job content, wage and other extrinsic rewards, promotion and physical conditions of work and possibly organisational structure, Overall job satisfaction focuses on the internal state of gratification or discontentment about one's job (Thompson & Phua, 2012).

Positive experiences in terms of friendly colleagues, good remuneration, compassionate supervisors and attractive jobs create high levels of job satisfaction (Giannikis & Mihail, 2015:25). The more a person's work environment fulfils its needs, values or personal characteristics, the greater the degree of job satisfaction. Employees tend to be more committed to work, participate more robustly, positively and effectively in work-related activities and are less likely to leave the organisation.

Brikend & Aziri (2013:63) opined that employee satisfaction is a complex concept and difficult to measure objectively because what motivates one individual does not necessarily motivate another. Also, Thompson and Phua (2015:2) argue that positive experience in terms of good remuneration job creates high levels of job satisfaction. Some scholars in defining this concept tend to focus on the employee's global assessment in positive term and conceptualize within the ambit from negative to positive.

### **2.6.3 Job Dissatisfaction**

According to Spangeberg and Theron (2001:36), job dissatisfaction generates extreme dissatisfaction among employees and is often viewed as inaccurate, unfair and employees perceived it as political and irrelevant system. It always demoralised employees which in turn impacts negatively on performance and always poses a number of challenges, frustration and tension. Consequently, Ochurub *et.al* (2012:02) further contend that the system is judgmental and punitive which results in low staff morale. Baron and Mossley (2013:56) believe that if good performance is

not followed by reward the employee become demotivated and cease to perform well, an alternative solution can be a promotion or upward mobility.

Belet et al (2014:179) opined on filling of grievances against supervisor, subsequent performance rating and organisational policy lead to job dissatisfaction on whereby most of supervisors tend to react negatively towards the employees who file grievances and decided to favour those who never lodge any complaints against the employer and this may lead to discontent which can be extremely costly to organisation. Kanyane & Mabelane (2014:12) is of the view that it is always a case that supervisor treats employees negatively when conflicts persist, and managers should modify the behaviour by intentionally deflating the rate. However, Gibbons and Kleiner (2015:13) concluding that supervisors are punishing employees by rating more negatively than actual performance warrants, this led to dissatisfaction and turnover as well as decline in performance. Increasing dissatisfaction in employees resulted in higher chance of considering other employment opportunities.

## **2.7 CHAPTER CONCLUSION**

This chapter demonstrated that there is relationship between perception and performance management system as employees view the system in different ways. There have been discrepancies and challenges in the implementation of performance management in many organisations, and consequently the performance management system has depressed and frustrated some employees. The reactions of many respondents on the performance management system suggests a system which is biased and inaccurate, often making the employees to approach the system negatively.

However, performance management systems are an indicator that there is gross room for subjectivity and unreliability in the estimation of performance and the reward systems that apply. Unfortunately, the Department has been regarded as having had a history of dispute and litigation which hamper the roles and responsibilities of supervisor and managers. Furthermore, the feedback of the performance management outcome has really motivated some employees while other employees felt that managers do not provide with feedback after moderation

committee recommendations. Even if the results are negative or positive, some managers exploit the system to victimize unfavoured employees (person-focused).

## CHAPTER 3

### PERFORMANCE MANAGEMENT

#### 3.1 INTRODUCTION

This chapter discusses the process of performance management, drivers of performance management in government, challenges encountered by managers, employees in the implementation of performance management, as well as the theories that underpin the study.

#### 3.2 CLARIFICATION OF THE CONCEPT OF PERFORMANCE MANAGEMENT

According to Daoanis (2012:55), performance management refers to a process by which the organisation works together to plan, monitor and review an employee's work specification and overall contributions to the organisation. The goal of performance management in the organisation is to promote and improve effectiveness in the work process. Pulakos (2014:211) posits that performance management is a continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals while Shrivastava and Purang (2011:644) affirm that it is a process by which organisations create a sustainable work environment to create constant improvement, adapt to continuous internal and external changes, attain challenging goals, embark on creativity and promote professional competence.

According to Ramulumisi *et al.* (2015:518), Performance Management System is a system-based approach on cultivating the achievement of a productive culture in an organisation and that it emerged over time as a function facilitating in establishing, monitoring and achieving organisational goals. Performance Management system entails the art of making and implementing strategies aimed at developing and keeping existing employees over a period of time to meet up with the demand of the organisation (Hausknecht, *et al.*, 2013:269).

Different authors have defined the concept in different ways, among the popular definition is that PM constitutes an activity through which organisations seek to develop employees. One of the reasons that many employees fail to understand the concept Performance Management system is due to the elastic definition itself. Leggat *et al* (2014:504) confirm that many scholars explain performance management interchangeably with its associated concepts such as performance evaluation, performance monitoring and performance measurement.

The subject of performance management has attracted a lot of attention in the ongoing debates on whether performance management entails factors such as behaviour, results or both. Lawler (2014:11) raised a concern that it is far from easy to get performance management right, as it is a sensitive and contentious issue for employer and employees. Belete *et al*, (2014:178) provides a better explanation that the exact beginning of performance management is unknown, but it is in practice since the third century where emperors appraised the performance of officials. The debate ends up when Whitford and Coetzee (2014:36) stated that no other operational system contributed more to Human Resource Management success other than performance management system.

### **3.2.1 Performance management as a tool**

Performance management has been an important aspect of the management toolkit as it measures the set targets of the management to the employees (Grumman& Saks, 2011:123). Performance management remains a motivating factor and a concern to organisational members which include the top management, middle management, lower management, employees, unions and the customers. In the developing business world, rivalry and competition can only be possible through focused innovation while the potential innovation can be carried out through effective management of the existing human resource (Femi, 2013:89). Furthermore, Femi (2013:89) posits that performance management has progressively developed to be a more strategic method to integrating human resource activities and organisational policies and may now be seen as a general word covering a diversity of events through which organisations seek to evaluate employees and develop their competence, enhance performance and distribute rewards.

Bhattachaya (2011:8) posits that personnel management involves the strategy which relates to every activity of the organisation that are agreed in the human resource policies, culture and communication system. Shrivastava and Purang (2011:644) sustain that the implementation of performance management is the most critical aspect of human resource management as it is envisaged to be the cause of satisfaction and dissatisfaction in the organisation. In this study, the perceptions of both employees and management in the implementation of performance management in the Department of Public Works is examined to obtain their level of satisfaction.

### **3.2.2 The meaning of Performance management**

Performance management as a field of study has been gaining popularity recently in the aspect of human resource management. It is viewed as an activity which is aimed at developing the work effectiveness of the employees. Aguinis *et al.* (2015:504) posit that performance management is a system-based approach on cultivating the achievement of culture in organisation and emerged over time as a function that assist in establishing, monitoring and achieving the organisational goals. Performance Management system entails the art of making and implementing strategies aimed at developing and keeping existing employees over a period of time and it also defined how well employees perform their job compare to set standard.

### **3.2.3 Purpose of performance management**

According to Femi (2013:91), performance management enables the top management to make decisions on employees 'counselling, promotion, training, development, salary, bonus allocation, personnel audits, work motivation, career managements and disciplinary action. Van der Waladt (2014:3) further classifies the importance of performance management as a contributor to the understanding of staff of organisational targets. Performance management enhances autonomy of staff which encourages development and specialisation in the work process. This enables the organisation to carve a direction and plans which results to increased levels of performance and customer satisfaction. Other benefits of performance management as indicated by Van der Waladt (2014:3) include the following:

- It clarifies strategy and makes delivery of service accessible;

- It transforms strategy into operations, vision into action thus leading to greater strategic alignment;
- It clarifies roles and responsibilities; and
- It clarifies expectations of the institution and individuals and it improves accountability and participation.

According to the contributions of Van der Waldt (2014:4), it should be observed that performance management helps to monitor and evaluate the progress of the employees to ensure maximum output. Public sector performs better when duties are well clarified and pioneered by competent employees.

### **3.2.4 Process of Performance Management**

According to Gibbons and Kleiner (2015:11), performance management process occurs between manager and managed employees on one-to-one communication by using inductive reasoning on clear understanding of performance management system. In establishing performance management in the organisation, it is important that human resource management recruit and retain sound and reliable employees that are prepared to work with the organisation for a long period of time (Gruman & Saks, 2011:129). Despite the scholarly researches conducted on employee's performance management, vast literature on measures aimed at halting the rate of turnover due to employees' dissatisfaction in the organisation much less is known about the major factors that encourage or discourage employees to stay with the organisation (Aguinis, 2015:38). According to Spangeberg and Theron (2014:36), the process of performance management systems comprises inputs by strategic driver, processes on clarifying goals and mission of the organisations, outputs and linkages to other systems.

According to De Lange, Fourie & Van Vuuren (2013:41), performance management process entails a process of giving a clear objectives and targets to the employees. It also involves a regular review of the employees' achievements which will be measured on the set targets and the financial rewards involved. The process of performance management should ensure that employees' efforts are supportive of the organisational goals and that key stakeholder expectations are realised by

focusing on key value drivers. Thus, it is envisaged that the following should be considered:

***Effective planning:***

- Should be implemented to uphold the stakeholder expectation
- Management and employee buy-in and involvement are paramount
- Key objectives and targets should be linked to corporate strategy
- These factors are often not considered in organisations and as a result the process is often destructive and draws a great amount of energy from the organisation which leads to a situation where value-added benefits are minimal.
- Performance management is a process that involves the following:

***Planning Performance:*** This involves setting of KPA's, objectives and standards that are linked to corporate strategy and development plans

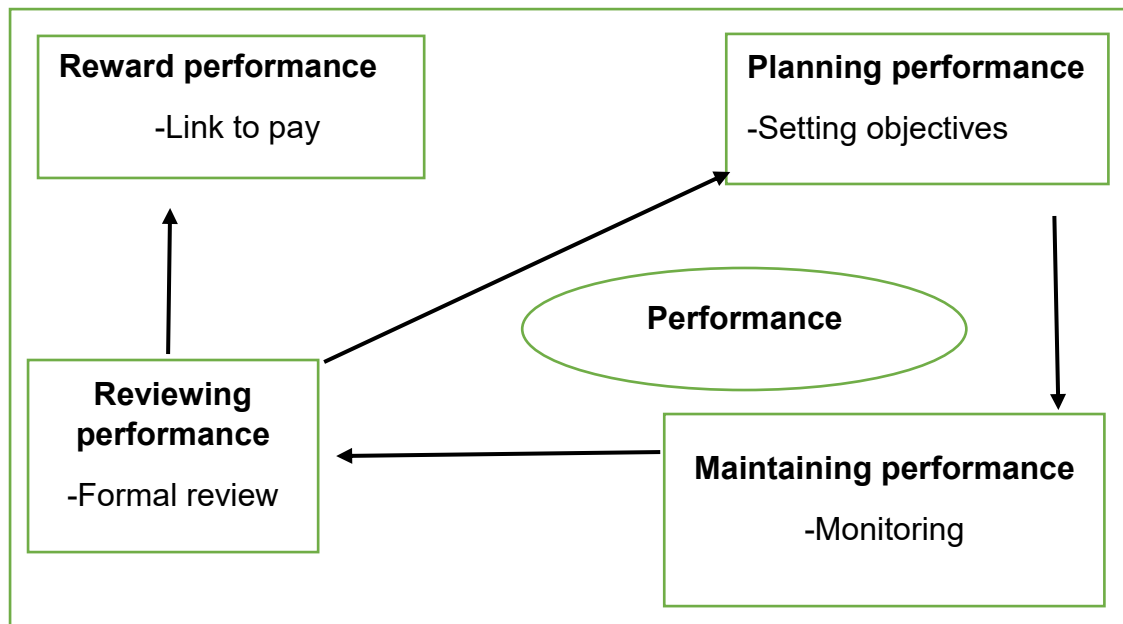
***Maintaining Performance:*** This involves the monitoring of employee tasks, providing feedback, coaching and mentoring the employees and interacting regularly with the employees regarding goal achievement

***Reviewing Performance:*** This involves giving of formal feedback and ratings to the achieving and non-achieving employees or evaluating of performance

***Rewarding of Performance:*** This involves the increase of bonuses or incentives to the achieving employees and cautioning of the non-achieving employees

According to Figure 3.1, it is observable that the organisation starts by planning performance, maintaining performance (monitoring performance), reviewing performance and lastly, rewarding performance. Figure 3.1 presents the performance management model.

**Figure 3 1: Performance management model**



Source: Callaghan (2005:2)

### **3.2.5 Performance Planning**

Spangeber and Theron (2014:145) opined that planning is meaningless without long-term objectives; good planning should inform excellent criteria to judge progress and signs on the road to those objectives. Lues (2014:101) emphasises that performance planning comprises setting objective, mission and goals with related to competencies and supportive of individual and teams. The starting point for an employer and employee to enter into contractual binding relationship is reciprocal in nature because it is essential for employees to sign a performance contract within agreed framework of planned goals, Layla and Dluhludelisiwe (2012:133) affirm that performance planning is done annually and be reviewed quarterly.

### **3.2.6 Organisational ethics**

Organisational ethics refers to study of whatever is right and good for humans. It encompasses rules, standards, principles, codes and provide guidelines for morally behaviour (Singh & Twalo, 2015). The centre of ethics revolves around attitude and value of people within the environment. Ethics is so essential because it shapes the behaviour of employee. Singh (2015:515) asserted that ethics become topic of individual performance and management system on day to day performance assessment. Unethical behaviour implies a situation where managers and their

employees are ignorant due to lack of support from the organisation and this may result in the concealment of bad behaviour. Therefore, managers are expected to be role models.

In the Department of Public Works, some employees know what is right while others do not know anything as the Department employs road workers who may not know how to write and read, some consume alcohol during working hours while others even go the extent of sleeping at work. The Department has such policy in place, but it has not been communicated to all employees involved. Singh, Manser & Dali (2013) avers that management must open a bedroom culture at all levels to openly discuss unethical policy and create processes for self-improvement.

Employers need to address the problem effectively; it must never be over looked; sometime suggestion or input should be made in Setswana to allow those who cannot express themselves in English. Such principles and the operationalisation of these by the employer would ensure a solid culture of accountability by possibly addressing unethical behaviour in the workplace.

### 3.2.7 The relationship between Managers and Employees

According to Khan (2013:6) the quality of relationships between employees and their supervisors may help to reinforce the relationship of trust.

**Table 3 1: Relationships between employees and their supervisors**

Employees	Managers
Commitment to goal achievement	Observation and check up
On-going performance feedback	Update and feedback
Information sharing with supervisor	Resource

Adapted from Aguinis (2013:33)

### **3.2.8 Individual performance**

According to Awino and Saoli (2014:150), individual performance entails handling performance agreement contract and managing performance between subordinate and supervisor to review the performance standards in advance with the intention of monitoring, reviewing, rewarding good performance and developing underperformance. Femi *et al.* (2014:188) asserted that managers could identify individual strengths, correct weaknesses and consider opportunities for future improvement (Mollel, Mulongo & Razia, 2017:54). The relationship of subordinate and manager is strengthened on the exchange of ideas on setting expectations and results to be achieved on individual job description including key activities which are aligned to strategic objective of the organisation. In addition, DeNisi and Smith (2014) asserted that it is important for both parties to understand performance within an agreed framework of goals, KPI, standard and competencies. Individual performance can only be achieved when individual employees are continuously assessed, evaluated and closely related to organisational principles.

### **3.2.9 Performance review meeting**

According to Aguinis (2014:22), face to face meeting is required by planning and agreeing to performance standards needs which should be done at the beginning and for the coming year. Specific goals, formulating action plans, agreeing on relevant performance dimensions and key performance areas on quarterly basis and finalized review at the end of financial year should be discussed. After full discussion, supervisors and employees must agree on KRA, employee development needs and both parties must sign the contract of performance and submit to PMDS unit in HRM.

Getnet, Jebena and Tsegaye (2014:179) suggested that good performance review required plan of action, close observation timely checks by the supervisor and employee's participation throughout the time period. Performance need to be consistently reviewed to allow managers to address gaps and take necessary action in time to prevent the deterioration of negative perception. Lepine and Wesson (2015:24) aver that supervisors and employees need to schedule performance review meetings to discuss the employee performance. Getnet *et al.* (2014:181) emphasise that periodical review agreement is more important to the overall PMDS

only if managers commit to motivate employees with the intention to monitor, assess performance and reward good performance but if there is any disagreement between parties involved, employees may lodge a dispute in line with grievance procedure.

### **3.2.10 Performance Assessment**

Mosoge and Pilane (2014:112) assert that today's public sector evaluation of employees may be objectively or subjectively perceptual essentials on the extent to which goals stated in the developmental plan are achieved. According to DPSA (2018:17), a supervisor needs to have complete knowledge of the employee's performance. Also, the annual assessment should take place after the end of the performance cycle on 31 March of each year where the final rating score on decision pertaining to pay progress or award is granted only if there is consensus between the supervisor and employee on the ratings. The employee/supervisor must submit the provincial assessment rating (PAR) to Director of human resource for moderation arrangement and sitting.

MPSA states that only 1.5% remuneration budget can be allocated for the granting of bonuses and 1% wage bill for pay progression. There is a host of problems within the Department about poor budgeting with regard to payment of bonuses where employees are not paid according to the obtained scores, year in and year out. Management pay the employees 5% across the board, and this is unfair and subjective. The researcher's findings on management's contribution for employee's support is weaker or absent completely in assessing the employees in comparison to the private sector.

### **3.2.11 Proving Performance Feedback**

According to Bani, Katsaros and Tsirikas (2014:119), feedback refers to the extent to which employees receive precise feedback about performance as it will inform how the work should be performed, which in turn, enables the performer to learn from their mistakes in the preceding year of evaluation. Failure of any performance in any organisation depends on how well the performance of every employee is managed and how feedback is communicated to staff. Employees need on-going performance feedback, whether periodic or day to day feedback on the contributions made. During feedback, both parties need to exchange information which includes

evaluation of performance and introduction of new ideas on how to improve performance services. Even though that feedback is a very serious challenge to some supervisor, employees consider it the entrusted role of the supervisor to provide information and support. The role of supervisor does not necessary stop with job holder to know what is expected from them but with continuous monitoring and providing feedback. Having effective performance conversations probably assist both parties to achieve maximum benefits for development perspective.

### **3.2.12 Management by objectives**

Hayes (2019:25) model of Guru Peter Drucker clearly define objectives agreed by supervisor and employees is considered as a better method of performance management. In clearing and measuring the way to evaluate and review performance, this method was regarded as the best and fairest way to plan to assess employees which involves mutual agreement between employer and employee on the goal achievement and job results. According to Drucker (2010:26), the elements of specific, measurable, acceptable, realistic and time bound (SMART) objectives should be recognised at all level and every employees within the organisation need to know their responsibility when it comes to expectations. These techniques are quite popular in private and public organisations, and they are also effective in increasing employees' motivation and production.

### **3.2.13 Drivers of performance management in government sectors**

DPISA is a framework for performance management that applies to all employees in the Department on salary level 1 to 12 appointed by Public Service Act 1994. The Public Sector relies on rules and procedures to lead the organisations fairly with greater accountability and commitment.

This must be linked to different department on policies compliances. The objective of DPISA is to ensure that all job holders know and understand what is expected of them. Interaction on performance between supervisor and job holder should be evaluated fairly and objectively while maintain transparency and administrative justice. The Departments need to manage performance in a consultative, supportive and non-discriminatory manner to enhance efficiency and effectiveness.

### **3.2.14 Trade Unions**

According to Labour Act 2003 (Act 651), a Trade Union is a continuous association maintaining or improving the conditions of employment. It serves as guide to foster harmonious relationship between management and employees. Unions play an important role in the workplace by resolving workplace issues and being a tone of voice for employees and acting as a bargaining representative during negotiations for performance management system. Chilala (2015:18) asserted that when conflict arises, employees have rights to refer the matter to Unions to resolve the conflict, but their actions should remain consistent with the collective bargaining agreement.

Bani *et al.* (2014:211) affirm that performance may also seem somewhat useless to employees in set things where there are no negative or positive consequences of receiving any given performance rating. If the agreement dictates promotions, pay rates, disciplinary actions, layoffs, employees may see little utility in the entire performance appraisal process (Brown & Warren, 2014:135). This is because altering work behaviour in response to performance appraisal feedback would seem less relevant to the employees than conforming to conditions, expectations. Furthermore, union members typically distrust management to run performance, they are viewing them as subjective and biased aimed at advancing management's interests at the union's expense.

### **3.2.15 Stipulated laws regulating PMDS**

Public Finance Management Act, 1999 (PFMA) regulate financial management in the Public Service. In relation to performance budgeting systems resources allocated in terms of purposes to be served or objective to be achieved. According to constitution of the Republic of South Africa, 1996, good human resource management and career development practices should be cultivated. It is further stated that efficient economic and effective use of resources must be promoted. Section 195(1) serves as a reference point guiding the conduct of public officials on several issues including performance in all spheres of government. This is to ensure that customer are treated with courtesy, consideration and professionalism through transparency on information and accountability on Public Administration. It is very much important to note that the 1996 Constitution is a key legal prescript from which the PMS emanates.

Schedule 8 of the Labour Relations Act, 1995 (66 of the 1995) contains a provision that deals with the incapacities of the employees and poor performance in that it makes it impossible to dismiss an employee as such employee has not reached the set performance standard. Accountability of performance management in the public service has been a success in the South African Public service due to the implementation of performance management (Lewis, Linganiso & Karodia, 2015: 9).

In South Africa, performance management system was adopted in 2001 to establish a performance path with the employees, to accommodate all public servants with performance management system traditions and to enhance an effective performance. The White Paper on transformation of the Public Service of 1995 (a) and the white paper on transforming Public Service delivery (Batho Pele Principles 1977 (b)) states that every employee in the civil service must be assessed once in a year. Other judicial precedents that guide and support the practice of employee's performance appraisal are the Public Service Act 103 of 1994 (SA, 1994); Employment Equity Act 55 of 1998 (SA, 1998); and Labour Relations Act 66 of 1994 (SA, 1994). According to the part seven (vii) of the Public Service Regulation (2001), any executing authority shall oversee a system of performance management further than the Senior Management Service (SMS).

### **3.2.16 Benefits of Performance Management**

Chilala (2015:18) stated that performance management is a very important part of human resource management. The focus is on development aspects of individual and organisation performance. The approach of performance management is positive. In present highly competitive environment, a high degree of skill and commitment is needed to understand the environment to perform accordingly. Mosoge *et al.* (2014:119) highlighted that everybody benefits from the actions of performance management. It is a bit difficult to summarize the benefits of PM in detail. It is possible to get all employees to reconcile personal goals with organisational goals. One can increase productivity and profitability for any organisation and that leads to progress of the organisation. It can be applied by organisations at all levels either single department or section inside an organisation as well as an individual person. It is more effective developmental and performance related pay. Many

authors believe that benefit of performance management practices and qualification of staff would be effective if were taking into account.

### **3.2.17 The need for Implementation of Performance Management**

Femi (2013:80) asserts that a well implemented PMDS would lead to higher employees' engagement which actually add more significant value on individual performance. The comprehensive framework suggested by Clardy (2013:113) shows that any PMDS survives at four levels i.e. executive leadership, organisational infrastructure, human resource policies and procedures. Managers have mostly overlooked the implementation and the importance of individual development mostly probably. Jankulovic and Skoric (2013) posit that the success of any organisation depends on the quality and characteristics of its employees as results obtained from production becomes an important yardstick to measure organisational performance. Ying (2012) believed that the most effective way of performing and achieving a task is to implement performance management process in the organisation.

Callaghan (2015:2) indicated that performance management should be well-implemented as it is deemed sensitive and generates contentious issues between employers and employees. In this regard, the study of Bouskila-Yam and Kluger (2011:137) concluded that there is no other effective way to instil discipline and direction in the organisation than to implement performance management process. Therefore, organisations should strive to uphold the effective principles surrounding the implementation of performance management to move the organisation forward, because poorly implemented performance may have devastating effect on the morale of employees and affect the production due to lack of recognition of excellence in job expectations.

According to Ramalumisi *et al.* (2015:518), incompetent managers who are unable to implement the PMS effectively and set unrealistic performance target inhibit production. Gibbons and Kleiner (2015:10-13) believe that performance management requires managers to know performance activities and desired outputs by providing feedback in meeting employees expectations. It requires effective interpersonal relationship and team work to implement PMDS. DPSA (2014) and (PSC, 2012-2014) stated that PMDS was generally applied inconsistently and unfairly because of lack of implementation support from Human Resources

Management (HRM) components and non-compliance has been assessed repeatedly which resulted in appeals.

Deslandes (2014:16) postulate that performance management system may be successfully implemented if all the role players commit themselves by addressing the fundamental problems at organisational level, especially top management and line managers. Jowah (2015:51) indicates that the strategies to deliver better and different performance are monitoring and communication, as well as deployment of experts practitioners, staff and managers. Moreover, management should encourage employees to suggest creative ideas and make suggestions for work improvements. In addition, aspects that should be considered is inclusion of auditing and investigation after the implementation to check whether DPSA, national and provincial policies are taken into consideration. Getnet, Jebena and Tsegaye (2014:180) are of the view that important variable to be considered in line with the benefit of performance management system or practice of an organisation is the perception of employees. Research based evidences about this matter were made in the University of Gondar for improvement toward missions and goals of the organisation.

### **3.3 CHAPTER CONCLUSION**

Managing performance and proper implementation require management support and best models for the unbiased evaluation and monitoring. Employees tend to expect managers to be exemplary and to walk the talk. It is useless to develop performance model without commitment if the execution are misguided then all exercise remain futile exercise. Organisations need to carefully consider change management to assist employees in negative perception, especially when they raise their problem and concern related to day to day activities. It may be finalised based on the literature reviewed that Performance management system is currently a challenge which need to be resolved amicably by the parties involved.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.1 INTRODUCTION**

This chapter explains the research methodology and design used to obtain empirical information with regards the perception of management and employees in the implementation of performance management in the Department of Public Works and Roads. The chapter explains in detail how data was collected and analysed using quantitative research approach. The validity and reliability of the research instrument as well as the ethical considerations are also highlighted.

#### **4.2 RESEARCH METHODOLOGY**

Chapter 4 sustained in determining the research methodology as Raddon (2010) recognises that research methodology plays an essential function towards every research project undertaken. It drives the research endeavours, thus making research project effective while producing maximal information with minimal expenditure of effort, time and money. Conducting good research and choosing an appropriate research methodology is exclusively dependent on appropriate methodology chosen and the research processes undertaken (Raddon, 2010). Many researchers explore several methodological approaches for precise research problems. Henceforth researchers should consider the nature of the problem, data that is collected and methods incorporated in resolving the specific research problem (Oates, 2006).

#### **4.3 RESEARCH DESIGN**

Creswell (2014) posits that a research design is a technique of collecting information on the current status of a study, research design entails the method of data collection, instrumentation technique, sampling and analysis in order to provide answers to research problem. Bhattacharjee (2012) affirms that research design is a plan of research that helps in making decisions and relates the research questions to data. In a nutshell, research design is the strategies followed conscientiously in a research process.

### **4.3.1 Descriptive research design**

A descriptive research offers a precise and valid illustration of factors that are relevant to the research questions (Baxter & Jack, 2008:548). Descriptive research is used to gain information regarding the status of the problem and to describe, "What exists" with respect to variables or conditions in a situation. This design was adopted to give a vivid assessment and descriptions of the research objectives and to provide the correlation of the dependent and independent variables.

## **4.4 RESEARCH APPROACH**

Empirical research relies on scientific procedures and uses a systematic approach to find answers to research problems. In social research, the philosophical assumptions, design and methods contribute to the research approach (Creswell, 2014:17). There are several research approaches such as qualitative method, quantitative method and mixed methods of research (Creswell, 2014:12). William (2007:65) alleges that each of these research approaches is designed to explore specific research questions and attempts to address the positivist approach of challenging the traditional belief of absolute truth. For the purpose of this study, quantitative approach was adopted.

### **4.4.1 Quantitative approach**

Edmonds and Kennedy (2012:24) posit that a quantitative approach to a research consists of the systematic steps of scientific research using quantitative principles. A quantitative research empowers the researcher to examine theories by investigating the relationship among variables. Data is translated into numbers using detailed instruments and analysing the data using statistical procedures (Creswell, 2013:34). The researcher administered questionnaires to the employees to understand their feelings and perceptions on the study. This approach helped the researcher to make statistical inferences on the data collected from the respondents. Other advantages of using a quantitative data in a research includes:

- Establishing accurate predictions between dependent and independent variables;
- Gaining meaningful insights into the relationships;
- Verifying or validate the existing relationships; and

- The researcher makes use of questionnaires that are easy to administer, code and analyse.

#### **4.4.2 Research site**

Maree (2014:34) points out that a research site must be suitable and feasible. Anderson and Widener (2007:329) affirm that selecting a suitable research site occurs simultaneously with the practicalities of ensuring that data exist to allow the proposed research question to be answered. The fieldwork for this study was conducted in the Mafikeng area of North West. The Mafikeng area was chosen for this study because of its inherent diversity that provides a mix of different population groups and cultural backgrounds, which offered the prospect of rich data.

#### **4.4.3 Population**

Bhattcharjee (2012:66) asserted that population is the total group that the study focuses upon. In addition, population is a term used to describe the total quantity of cases, which is the subject of a study that consists of objects, people and events.

The target population for this study is the Department of Public Works and Roads, focusing on its management and the employees. Furthermore, the population of this study is comprised of the employees working in the Department of Public Works and Roads, Mafikeng. The total number of employees working in this department totalled 557 and this constitutes the total population of this study.

#### **4.4.4 Sampling Technique**

Sampling is usually the process of selecting a proportional representation in a study. With the preliminary aim to gather opinions that are likely to be representative of the whole group, sampling is thus used to draw from the views of larger groups (Creswell, 2011). The researcher chose random sampling. The reason for this selection was to get reliable information, according to Krejcie and Morgan (1970) through the deployment of a sampling table. Random sampling technique is used to choose a smaller sample size from a larger population and it is generally used for making generalizations about the larger group. There has to be a room for error represented by a plus and minus variance, margin of error or confidence intervals. This is the deviation between the opinions of respondents and the opinion of the

entire population, 95% is the standard confidence intervals in quantitative research, its need of a complete list of all the members of the population, Creswell (2011) addressed this issue by stating that, one method of determining random sample size is to specify margins of error for the items or people that are regarded as most vital to the survey, where only a 5% margin of error is acceptable.

#### **4.4.5 Sampling**

The sample of this study was randomly drawn from three Directorate of the Department of Public Works and Roads, namely, Human Resource Administration, Prestige Accommodation and Roads. The availability and proximity of the respondents enabled the researcher to obtain facts and opinion without spending much time and enhanced an easy collection of data and an extensive response.

### **4.5 DATA COLLECTION**

Data collection is an integral piece of research and decisions on which strategy or specific data method in conducting research. Once the purpose of data gathering is well known and understood the data should be analysed. In this study, data was collected through questionnaires. Questionnaires were used to obtain the opinion of employees in the Department of Public Works. Structured questions and closed-ended questions were formulated to get facts, ideas and opinions about the phenomenon under study. The researcher formulated questions that were easy to answer by the respondents; also easy to code and to analyse.

#### **4.5.1 Questionnaire**

A questionnaire entails series of questions that a participant is to answer. It should be kept short and simple (Dawson, 2002). The use of jargon and technical words that may have more than one meaning should be avoided. The questions should not indicate biasness that may lead to the participant giving false answers to avoid looking bad. Preferably, the researcher should ask indirect questions as opposed to direct questions due to sensitive issues, this can create the platform where the participant is willing to provide answers to the questions. Providing confidentiality and anonymity was taken into consideration. For this study, a structured questionnaire is best regarded as suitable for this selected research approach given

the nature the problem statement, goals and questions to adhere to, the study adopted structured questionnaire for data collection method.

The questionnaire consisted of five sections as follows:

**Section A** consist of six items used for statistical purpose requesting participants demographic factors.

**Section B** consist of 16 items. A 4-point Likert scale, ranging from 1 – strongly disagree to 4 strongly agree was to ask respondents to rate the extent to which the agree or disagree with a number of statements.

**Section C** consist of 16 items. A 4-point Likert scale, ranging from 1 – strongly disagree to 4 strongly agree was to ask respondents to rate the extent to which the agree or disagree with a number of statements.

**Section D** consist of 14 items. A 4-point Likert scale, ranging from 1 – strongly disagree to 4 strongly agree was to ask respondents to rate the extent to which the agree or disagree with a number of statements.

**Section E** consist of 13 items. A 4-point Likert scale, ranging from 1 – strongly disagree to 4 strongly agree was to ask respondents to rate the extent to which the agree or disagree with a number of statements.

#### **4.6 DATA ANALYSIS**

Data analysis refers to making sense out of data to answer research questions and how they related to find the meaning (Wagner, 2012). Emphasis was on making sense and understanding phenomenon. Data analysis is used in all social science research, which is highly dependent on the type of research methodology used.

For this research, data analysis used statistical techniques in order to establish specific trends and patterns based on some facts from the top management. Structured questions were asked to get description of trends and experiences. The results were captured into SPSS and used to organise the numerical data that obtained from the questionnaires. The responses were coded into numeric values for

proper statistical analysis using SPSS. The use of frequency tables, figure and descriptive statistics were used during data analysis and interpretation.

#### **4.7 VALIDITY AND RELIABILITY**

##### ***Validity***

Validity is the degree to which a result from a study is likely to be true and free from bias, the ability to describe and interpret what is found out in the research study without distorting the findings of the participant's intentions (Dahlia, Gregg & Van, 2011:106). Truthfulness, fairness, and honesty were established in this study through the validation of data and by reviewing of related literature.

The validity of the questionnaire in this study was assessed by means of an exploratory factor analysis because, according to Grayston (2004), Cronbach's alpha has a theoretical relation with factor analysis. Miles and Shevlin (2001) add that the reason for this association is that Cronbach's alpha increases with the average correlation between items, so the optimisation of it should be stressed, although unidimensionality (that is fit to the one factor model) is a necessary condition for Cronbach's alpha to be an unbiased estimator of reliability, because its value is not related to the factorial homogeneity. The reason is that the value of Cronbach's alpha depends on the size of the average inter-item co-variance, while unidimensionality depends on the pattern to the inter-item co-variance (Grayston, 2004).

##### ***Reliability***

Reliability refers to the degree of consistency of an instrument (Maree, 2010:215). Furthermore, reliability measures the dependability, stableness, honesty and accuracy of a measuring instrument (Bastic & Matalon, 2007:118; Gratton & Jones, 2011:92; Kumar, 2007:178; Maree, 2010:216). Reliability measures the degree of consistency of the research process (Gratton & Jones, 2011:92). Reliability entails dependability which makes sure that the process of data collection is accurate and relevant. The researcher will be obtained reliability by ensuring that relevant data were attributed to the research questions.

## **4.8 ETHICAL CONSIDERATIONS**

Research ethics is concerned with what is permissible and acceptable in conducting research. Permission to conduct this study was granted by the Administrator of the Department of Public Works and Roads. O'Leary (2010) recommends that ethical considerations must be observed in the process of conducting a research. Furthermore, these ethical considerations, norms, behaviour and attitude serve as a guide line to ensure individual actions remain focused on the promotion of welfare on members' population. According to O'Leary these ethical considerations are:

- Informed consent of the respondent;
- Protection against harm; and
- Anonymity and confidentiality of the respondent's identity

The Ethics Committee of the Faculty of Commerce was approached to grant ethical clearance to commence with the research process. Afterward, the ethical clearance from the Faculty of Commerce was presented to the Human Resource Management of the Department of Public Works in the North West Province.

## **4.9 JUSTIFICATION OF THE STUDY**

The perceptions of employees and the management in the implementation of performance management in Public Works was envisaged to be biased and that the intervention of such a study would assist the Department and other similar Public Service Organisations to engage with and become au fait with the best way to enhance the process and to change employee's attitudes towards work. It investigated the best techniques of performance evaluation, the level of effectiveness, and the level of employees' satisfaction. It also towed a path at which the organisation could implement the performance management process and establish guidelines on the feedback process. The findings of this study are anticipated to help to direct other scholars who chose this topic as areas.

## **4.10 CHAPTER CONCLUSION**

This chapter develops the study's research methodology, which adopted a quantitative research approach method.

## CHAPTER 5

### RESEARCH FINDINGS, RESULTS AND ANALYSIS

#### 5.1 INTRODUCTION

The previous chapter delineated the empirical research design and method of investigation employed in this study. Chapter 5 focuses on the analysis and interpretation of the data collected from the respondents. Inferential statistics were utilised to interrogate the descriptive data in answering the research questions posed (section 1.5). In the final phase, non-parametric tests were performed to determine the relationship between respondents' demographic characteristics and perceptions of the performance appraisal system and its challenges in the North West provincial Department of Public Works and Roads.

#### 5.2 DEMOGRAPHIC VARIABLES

The first section of the survey questionnaire (refer Annexure A) sought to identify the personal and demographic characteristics of the respondents working in the Department of Public Works and Roads. Questions 1 to 6 of the questionnaire covered the demographic characteristics of the respondents and these are summarised in the form of graphs as presented below.

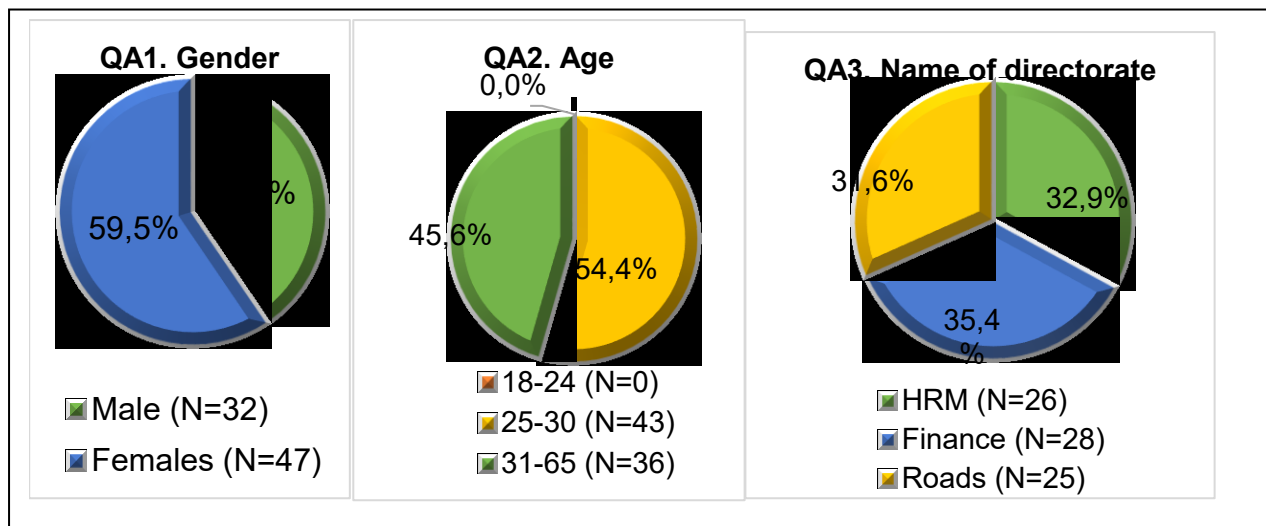
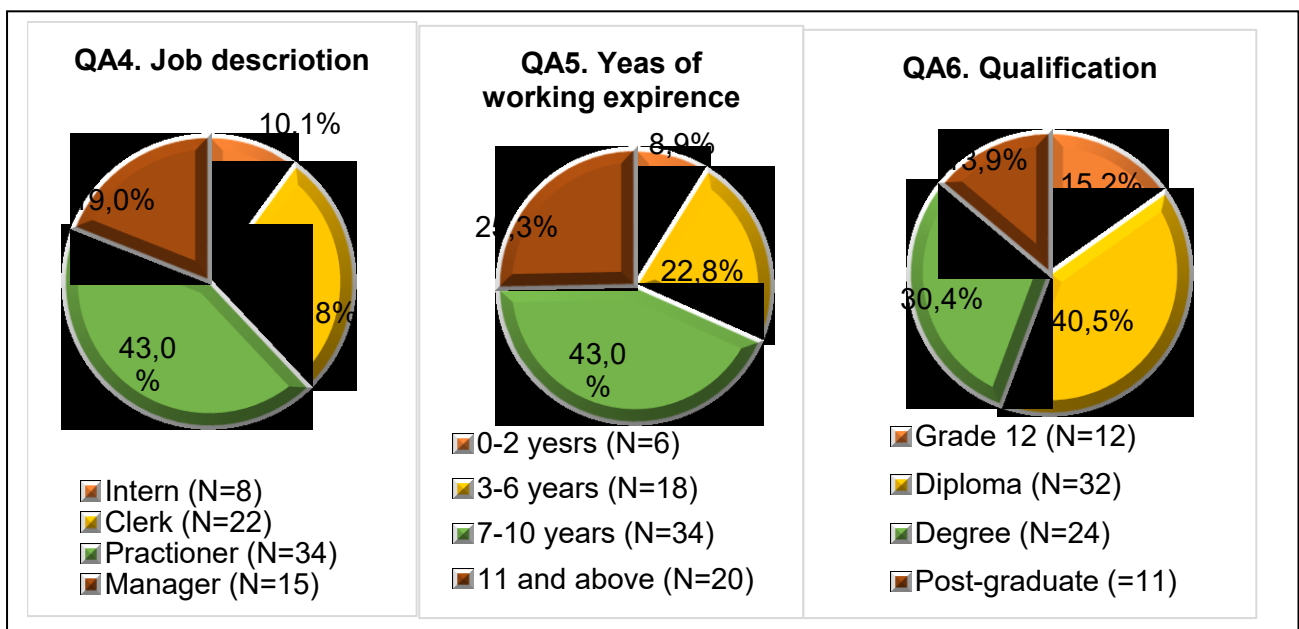


Figure 4 1: Summary of gender, age and name of directorate group of respondents ( $n=79$ )

The results presented in Figure 4.1 show that out of 79 respondents to the questionnaire, female respondents dominated the gender profile with a 59.5% representation while 40.5% were males. In terms of age, 54.4% of the respondents were between the ages 25 to 30 years, while 45.6% are between the ages 31 to 65 years. No respondents indicated that they were between the ages 18-24 years. These findings imply that the North West Department of Public Works has not hired personnel below the ages of 25 years and none of the managers in that department falls below the ages of 25 years. Finally, more than a third of the respondents were working at the finance (35.4%) while 32.9% are working as HRM directorate and 31.6% are working at roads.



**Figure 4.2: Summary of respondents' job description, years of working experience and qualification**

Figure 4.2 reveals that the majority (43.0%) of the respondents were practitioners while the least job description was interns with a 10.1% representation. More than a third (43.0%) of the respondents have 7-10 years of working experience. Finally, majority (40.5%) of the respondents hold a diploma qualification.

### 5.3 KEY PERFORMANCE MANAGEMENT DEVELOPMENT SYSTEM

Research in the area of PMDS suggests that the success of an organisation is influenced by the performance and motivation of its employees to a large extent (Venkat & Krishna, 2016:157). Section B of the questionnaire in this study examined

respondents' perceptions with regards the key performance management development system in the North West Department of Public Works. Empirical data collected in this regard was directed at answering the following research questions:

- *What are the employees' and management perceptions in the implementation of performance management in the Department of Public Works and Roads?*
- *Is performance management principles followed during performance review?*

Respondents were asked to rate their perceptions using a four-point Likert-type response scale: 1 = strongly agree, 2 = Agree, 3 = Disagree, 4 = strongly disagree. The results of the data gathered in this section were consolidated by combining the 'Strongly agree' and 'Agree' options to denote 'Agreement' (A) and 'Strongly disagree' and 'Disagree' to denote 'Disagreement (D) as displayed in Table 4.1.

**Table 4 1: Key performance management development system**

	Variable	A	D
B1	I do understand the meaning of PMDS policy in the Department	46.1%	53.9%
B2	I know what the national vision of the department of Public Works is	53.9%	46.1%
B3	The provincial vision of the department of Public work is aligned to the national vision	97.4%	2.6%
B4	In our department we set goals that are aligned to the overall objective of the province	69.2%	30.8%
B5	My personal goals are aligned to the provincial vision and goals	58.9%	41.1%
B6	Goals set for performance are mutually agreed to	61.5%	38.5%
B7	We conduct performance reviews for compliance	89.7%	10.3%
B8	I know who my internal customers	92.3%	7.7%
B9	I get an opportunity to set goals for my internal customers on what they need to do to assist me achieve both my team and individual goal.	74.4%	25.6%
B10	My internal customers also get an opportunity to set me goals on what I need to do to help them achieve both their team and individual goals	74.4%	25.6%
B11	The feedback I get from my manager/supervisor helps me to improve my performance	69.2%	30.8%
B12	My internal customers give me their honest feedback about the support I give them towards their goals	69.3%	30.7%
B13	My internal customers' "ratings" form part of the overall performance review rating	35.9%	64.1%
B14	I also give honest feedback to my internal customers on the support they give towards achieving my team and individual goals	53.8%	46.2%
B15	Performance review in my department is taken very seriously	35.9%	64,1

B16	My department benchmarks its PMDS tool with another department in the province	30.8%	69.2%
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Table 4.1 amply demonstrates that majority (53.9%) of the respondents do not understand the meaning of PMDS policy in the Department of Public Works. More than half (53.9%) of the respondents agree that they know what the national vision of the North West Department of Public Works is, while a greater majority (97.4%) agreed that the provincial vision of the Department of Public Works is aligned to the national Department of Public Works vision. Furthermore, more than half agree that in our department we set goals that are aligned to the overall objective of the province (69.2%), personal goals are aligned to the provincial vision and goals (58.9%) and goals set for performance are mutually agreed to (61.5%).

A greater majority agree that they conduct performance reviews for compliance (89.7%) and they know who their internal customers are (92.3%). Almost three quarters of the respondents agree that they get an opportunity to set goals for my internal customers on what they need to do to assist me achieve both my team and individual goal (74.40%) and their internal customers also get an opportunity to set goals on what they need to do to help them achieve both their team and individual goals (74.40%).

Furthermore, more than third of the respondents agree that the feedback they get from their manager/supervisor help them to improve their performance (69.20%) and their internal customers give them their honest feedback about the support they give them towards achieving their goals. However, 64.10% disagreed that their internal customers ratings form part of the overall performance review rating, while 53.80% agree that they also give an honest feedback to their internal customers on the support they give towards achieving their team and individual goals. On the other hand, 64.10% disagree that their performance review in their department is taken very seriously and more than two thirds (69.20%) also disagree that the department benchmarks its PMDS tool with another department in the province.

## 5.4 WORK ETHICS AND RELATIONSHIP AMONGST MANAGEMENT AND EMPLOYEES

Section C of the questionnaire examined respondents' perceptions with the work ethics and relationship between management and employees with respect to the perception of management and employees in the implementation of performance management in the Department of Public Works and Roads. Empirical data collected from in this regard was collated to answer the following research question:

*Is there any working relationship that exists between management and employees?*

Respondents were asked to rate their perceptions using a four-point Likert-type response scale. 1 = strongly agree, 2 = Agree, 3 = Disagree, 4 = strongly disagree. The results of the data gathered in this section were consolidated by combining the 'Strongly agree' and 'Agree' options to denote 'Agreement' (A) and 'Strongly disagree' and 'Disagree' to denote 'Disagreement (D) as displayed in Table 4.2.

**Table 4 2: Work ethics and relationship between management and employees**

	Variable	A	D
C1	There is the observance of work ethics by management in the Department	36.8%	63.2%
C2	Our managers/supervisors are hardworking and take their job seriously	30.8%	69.2%
C3	Our managers/supervisors create an environment conducive for us to perform optimally	20.5%	79.5%
C4	Our managers/supervisors are well respected and are trustworthy	23.1%	76.9%
C5	Our managers are familiar with the performance management system of government	23.1%	76.9%
C6	Our performance management system is a fair and honest system that depicts my true performance in the department	28.2%	71.8%
C7	Our managers are approachable and can be consulted where one is unhappy about something at work	25.6%	74.4%
C8	Our managers set a good moral and ethical example to us in the department	33.3%	66.7%
C9	Regular meetings are held between our team and our manager/supervisor to discuss how far our team is from achieving our targets.	18.0%	82.0%
C10	My manager and I have regular one-on-one meeting where my performance is discussed.	25.7%	74.3%
C11	During the performance review process, my manager is fair and honest about my performance.	61.5%	38.5%
C12	My last performance rating was a true reflection of my	38.5%	61.5%

	performance		
C13	Our managers discipline us for attitudinal poor performance.	51.3%	48.7%
C14	I think my manager/supervisor knows and understands the performance review process.	20.5%	79.5%
C15	Code of Conduct assists both employer and employee to maintain mutual respect and trust, good working relationship and fairness in the implementation of performance management.	43.6%	56.4%
C16	There is a good working relationship between myself and my manager/supervisor.	82.1%	17.9%

Table 4.2 reveals that a greater proportion of the respondents disagree that there is the observance of work ethics by management in the Department of Public Works (63.20%), their managers/supervisors are hardworking and take their job seriously (67.20%), managers/supervisors create an environment conducive for staff to perform optimally (79.5%), their managers/supervisors are well respected and are trustworthy (76.9%), their managers are familiar with the performance management system of government (76.9%), performance management system is a fair and honest system that depicts the workers' true performance in the department (71.8%), their managers are approachable and can be consulted where one is unhappy about something at work (74.4%) and managers set a good moral and ethical example to their charges in the department (66.7%).

Also, a greater majority disagreed that regular meetings are held between their team and manager/supervisor to discuss how far the team is from achieving our targets (82.0%) and their manager and employee have regular one on one meeting where performance is discussed (74.3%). However, more than half agreed that during the performance review process, their manager is fair and honest about their performance (61.5%), their managers discipline employees for attitudinal poor performance (51.3%) and there is a good working relationship between the employee and the manager/supervisor (82.1%).

## 5.5 MAIN CAUSES OF EMPLOYEE DISSATISFACTION IN PERFORMANCE ASSESSMENT

Section D of the questionnaire examined respondents' perceptions with regards the causes of employee dissatisfaction in performance assessment in the North West Department of Public works. Empirical data collected in in this regard was collated to the answer the following research question:

*What are the main causes of employee's dissatisfaction in the implementation of performance management?*

Respondents were asked to rate their perceptions using a four-point Likert-type response scale. 1 = strongly agree, 2 = Agree, 3 = Disagree, 4 = strongly disagree. The results of the data gathered in this section were consolidated by combining the 'Strongly agree' and 'Agree' options to denote 'Agreement' (A) and 'Strongly disagree' and 'Disagree' to denote 'Disagreement (D) as displayed in Table 4.3.

**Table 4 3: Causes of employee dissatisfaction in performance assessment**

	Variables	A	D
D1	Supervisors ratings are confusing and inconsistent	56.4%	43.6%
D2	I am happy with the way my supervisor conducts the whole performance review process	41.0%	59.0%
D3	In our department we conduct performance reviews to assist employees meet their individual goals.	28.2%	71.8%
D4	My supervisor's ratings are fair and honest	82.1%	17.9%
D5	My manager's ratings are contradictory to their comments	30.8%	69.2%
D6	Feedback from the performance review help me improve on my performance	38.5%	61.5%
D7	My manager's rating is based on my performance	76.9%	23.1%
D8	During the performance review process, I get a chance to rate my internal customers	53.8%	46.2%
D9	My manager always treats me fairly during the performance review process.	30.8%	69.2%
D10	I think my manager/supervisor understand and is familiar with the performance management process of the department.	33.3%	66.7
D11	In our department we conduct performance reviews for compliance	69.2%	30.8%
D12	I believe that the performance review process in our department is unfair and subjective.	74.4%	25.6%
D13	Ratings in our performance review system are standardized to accommodate everyone.	89.7%	10.3%

D14	My manager uses performance review to address personal issues with me.	74.4%	25.6%
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Table 4.3 indicates that more than a half (56.3%) of the respondents agreed that supervisors' ratings are confusing and inconsistent, while 59% disagreed that they are happy with the way their supervisor conducts the whole performance review process and a further majority (71.8%) also disagree that the department conduct performance reviews to assist employees meet their individual goals.

While a higher percentage (82.1%) of the respondents agree that supervisor's ratings are fair and honest, more than two thirds (69.2%) disagreed that manager's ratings are contradictory to their comments and a further 61.5% also disagreed that feedback from the performance review help them improve on their performance (61.5%). More than three quarter (76.9%) agree that their manager's rating is based on the employee's performance, while 53.8% also agree that during the performance review process, employees get a chance to rate their internal customers.

Majority (82.1%) of the respondents' agreed that their supervisor's ratings are fair and honest, while 69.2% of the respondents of their manager's ratings are contradictory to their comments and 61.5% feedback from the performance review help them improve on their performance. Furthermore, 69.2% of the respondents disagreed that their manager always treats them fairly during the performance review process and almost two thirds think that their manager/supervisor understands and is familiar with the performance management process of the department.

## 5.6 MEASURES TO ENHANCE PERFORMANCE MANAGEMENT

Section E of the questionnaire examined respondents' perceptions with regards the measures designed to improve the performance management in the Department of Public Works and Roads. Empirical data collected in this respect was collated to answer the following research question:

*What are the recommendation to improve the performance management?*

Respondents were asked to rate their perceptions using a four-point Likert-type response scale. 1 = strongly agree, 2 = Agree, 3 = Disagree, 4 = strongly disagree. The results of the data gathered in this section were consolidated by combining the

'Strongly agree' and 'Agree' options to denote 'Agreement' (A) and 'Strongly disagree' and 'Disagree' to denote 'Disagreement (D) as displayed in Table 4.4.

**Table 4 4: Measures to improve the performance management**

	Variables	A	D
E1	I think there is a need for our managers/supervisors to be trained on performance management	82.1%	17.9%
E2	Managers must create a system for regular meetings between supervisor and employee preferably on monthly basis that would help to have regular one on one meetings with my manager/supervisor	71.8%	28.2%
E3	Line manager must discuss each employee's progress on a day-to-day basis to meet organisational goals it would help to have regular team meetings with our managed to discuss our performance	61.5%	38.5%
E4	Organisations should avoid developing too many key performance indicators (KPI); the indicator must be simple and clear and there is a need for team and individual goals to be simple and clear	82.1%	17.9%
E5	There is a need for senior managers to create culture of management by goals	94.9%	5.1%
E6	There is a need to set goals for internal customers as well	71.8%	28.2%
E7	There is a need for internal customers to set goals on their expectations as well	78.9%	21.1%
E8	There is a need for team and individual goals to be output based	84.6%	15.4%
E9	Management must set customer focus goals	84.6%	15.4%
E10	It would be helpful to get feedback on my performance from my internal customers as well	81.6%	18.4%
E11	It would that I also give feedback to my internal customers on the support they have given our team and myself	76.9%	23.1%
E12	I think there is a need for internal customer rating to form part of the overall performance management ratings	78.4%	21.6%

Table 4.4 amply shows that majority of the employees agreed with all the measures that could be used to improve the performance management in the Department of Public Works and Roads. This implies that the performance management system in the Department of Public Works and Roads still needs significant attention so as to satisfy both the employees and management. This findings are in line with the study by Legalatladi *et al.* (2015) where the findings supported the argument that a shared understanding regarding the purpose, process and value of the PMDS must be evident as a prerequisite for its effective and efficient implementation within an organisation.

## 5.7 RELIABILITY ANALYSIS

The Cronbach's alpha coefficient was used to test the reliability of the identified constructs, which measured the internal consistency among the items associated with a factor (Muijs, 2004:73). Cronbach's alpha coefficient with a value of above 0.7 is generally considered acceptable (Muijs, 2004:73), and a value of above 0.6 is considered acceptable in the case of exploratory research (Field, 2009; Yong & Pearce, 2013:90). Table 4.5 shows the constructs of the questionnaire as well as their level of reliability.

**Table 4 5: Reliability analysis**

Construct	Cronbach's Alpha ( $\alpha$ )	No of Items
Key performance management	0.634	16
Work ethics and relationship	0.736	16
Causes of employee dissatisfaction	0.406	14
Measures	0.822	13

From Table 4.5, the key performance management construct consists of 16 items. Using Cronbach's alpha, the internal consistency (reliability) for the 16 items was found to be 0.634. As the Cronbach's alpha coefficient values for 16 items was above the exploratory research threshold of 0.6, the reliability was deemed satisfactory and therefore considered acceptable.

The work ethics and relationship construct consist of 16 items. Using Cronbach's alpha, the internal consistency (reliability) for the 16 items was found to be 0.736. As the Cronbach's alpha coefficient values for 16 items was above the acknowledged threshold of 0.7, the reliability was deemed satisfactory and therefore considered acceptable.

The causes of employee dissatisfaction construct consist of 14 items. Using Cronbach's alpha, the internal consistency (reliability) for the 14 items was found to be 0.406. As the Cronbach's alpha coefficient values for 14 items the was below the acceptable threshold of 0.7 and 0.6 is considered acceptable in the case of

exploratory research, therefore the reliability was deemed not satisfactory and therefore not acceptable.

The measures construct consists of 13 items. Using Cronbach’s alpha, the internal consistency (reliability) for the 16 items was found to be 0.822. As the Cronbach’s alpha coefficient values for 13 items was above the acceptable threshold of 0.7, the reliability was deemed satisfactory and therefore considered acceptable.

## 5.8 DESCRIPTIVE STATISTICS

A summary of the descriptive analysis is shown in Table 4.6 below. The N values only include variables with no missing data. The minimum and maximum were within appropriate ranges for each variable. In the first stage, descriptive statistics analysis was conducted using the mean, median, SD, skewness and kurtosis of each of the identified factors. The absolute skewness and kurtosis values (all between -2 and 2) indicated that a normal distribution could be assumed for three of the four constructs examined and identified in this study.

**Table 4 6: Descriptive analysis**

	Performance	Work ethics	Measures
N (valid)	79	78	79
Mean	2.317	2.6848	3.3951
SD	4.49786	5.13045	3.83767
Skewness	-1.484	.775	.322
Kurtosis	2.679	-.394	-.815
Minimum	1.00	1.00	1.00
Maximum	4.00	4.00	4.00

## 5.9 CORRELATION ANALYSIS

Spearman’s rank correlation coefficient was computed to analyse if there was any statistically significant association between the “years of working experience” and respondents’ perceptions with the work ethics and relationship between management and employees with respect to the perception of management and

employees in the implementation of performance management in the Department of Public Works and Roads. The correlation is statistically significant if the  $p < 0.05$  above the level of significance.

**Table 4 7: Spearman's rank correlation coefficient between years of working experience" and respondents' perceptions with the work ethics and relationship between management and employees**

	Variable	Correlation coefficient	Sig. (2-tailed)
C1	There is the observance of work ethics by management in the Department	-.326	.046*
C2	Our managers/supervisors are hardworking and take their job seriously	-.355	.027*
C3	Our managers/supervisors create an environment conducive for us to perform optimally	-.340	.034*
C4	Our managers/supervisors are well respected and are trustworthy	.046	.783
C5	Our managers are familiar with the performance management system of government	-.290	.073
C6	Our performance management system is a fair an honest system that depicts my true performance in the department	-.522	.001**
C7	Our managers are approachable and can be consulted where one is unhappy about something at work	-.089	.558
C8	Our managers set a good moral and ethical example to us in the department	-.033	.843
C9	Regular meetings are held between our team and our manager/supervisor to discuss how far our team is from achieving our targets.	-.133	.419
C10	My manager and I have regular one-on-one meeting where my performance is discussed.	-.139	.399
C11	During the performance review process, my manager is fair and honest about my performance.	.139	.399
C12	My last performance rating was a true reflection of my performance	-.103	.532
C13	Our managers discipline us for attitudinal poor performance.	.190	.246
C14	I think my manager/supervisor knows and understands the performance review process.	.340	.030*
C15	Code of Conduct assists both employer and employee to maintain mutual respect and trust, good working relationship and fairness in the implementation of performance management.	.027	.871
C16	There is a good working relationship between myself and my manager/supervisor.	.015	.929

\*\* . Correlation is significant at the 0.01 level (2-tailed)

\* . Correlation is significant at the 0.05 level (2-tailed)

In reviewing of the Spearman's rank correlation coefficient in Table 4.7, the results reveal that there was statistically significant difference between the number of years of experience with regards the observance of work ethics by management in the department ( $r = -.326$ ;  $p = .046$ ), managers/supervisors are hardworking and take their job seriously ( $r = -.355$ ;  $p = .027$ ), managers/supervisors create an environment conducive for employees to perform optimally ( $r = -.522$ ;  $p = .034$ ), performance management system is a fair an honest system that depicts the employee's true performance in the department ( $r = -.522$ ;  $p = .001$ ) and manager/supervisor knows and understands the performance review process ( $r = -.340$ ;  $p = .034$ ). These findings are in line with the study of Venkat and Krishna (2016:157) where the analysis shows that the respondents of permanent employees perceive the workplace in a positive way and this also has an influence of the ways in which they perceive the practice of performance management.

No statistically significant differences (all  $p$  values  $> .05$ ) were found regarding years of working experience and the rest of the factors of respondents' perceptions with the work ethics and relationship between management and employees with respect to the perception of management and employees in the implementation of performance management in the Department of Public Works and Roads.

## **5.10 CHAPTER CONCLUSION**

This chapter presented and reported on the findings of the study aimed to determine the perceptions of management and employees on the implementation of performance management in the Department of Public Works and Roads. The analysis focused on answering the research question and as such all the research objectives for the current study were attained. From a quantitative point of view, the chapter presented and interpreted respondents' perceptions of the implementation of performance management in the North West Department of Public Works and Roads. The reliability and descriptive analysis were also performed in this chapter. The chapter concluded with a Spearman's rank correlation coefficient that was computed to analyse if there was any statistically significant association between the "years of working experience" and respondents' perceptions with the work ethics and relationship between management and employees with respect to the perception of

management and employees in the implementation of performance management in the Department of Public Works and Roads.

The next chapter presents the conclusions and recommendations developed and generated from this empirical study.

## CHAPTER 6

### SUMMARY, INTERPRETATIVE DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

#### 6.1 INTRODUCTION

Performance management is about setting and achieving organisational objectives. The goals and objectives put forward by the employee, in conjunction with the manager's assessment of the staff member's performance, principally determine to a great extent the training and development objectives (Venkat & Krishna, 2016:157). Thus, the effectiveness of PMDS markedly depend on the perception of its users.

This dissertation explored empirically the perception of management and employees on the implementation of performance management in the Department of Public Works & Roads in the North West Province, Mafikeng. The implementation of performance management in the Department of Public Works in Mafikeng has been a contentious issue due to the challenges arising from the perceived bias in the entire assessment system. It was ascertained that management and employees' perceptions on the outcome of performance management in the Department of Public Works and Roads has been biased due to the preferential treatment of the rewarding system and personal judgment as well as lack of positively assertive working attitudes and behaviours emanating from the supervisors (Section 1.3).

Guided by the perception theory, goal setting theory and the expectancy theory, the current study sought to close the multiple gaps in the existing literature by answering the following research questions:

- What are the employees' and management perceptions in the implementation of performance management in the Department of Public Works and Roads?
- Is performance management principles followed during performance review?
- Is there any working relationship that exists between management and employees?
- What are the main causes of employee's dissatisfaction in the implementation of performance management?
- What are the recommendation to improve the performance management?

This chapter commences by providing a summary of the entire research. Next, the main research findings, based on the review of related literature and empirical data, are discussed and expounded in the light of their significance to the study. Based on the findings, conclusions and recommendations are made, including the adoption of possible strategies that could improve an effective performance management system in the Department of Public Works and Roads, NW. The chapter also outlines the limitations of the study and suggests areas for further research pertaining to the specific research questions that define the parameters of this study.

## **6.2 MAIN FINDINGS IN RESPONSE TO EACH OF THE RESEARCH QUESTIONS**

The research findings clearly indicate that the majority of the respondents for this study were females (59%), and these were between the ages 25 to 30 years, with no respondents between the ages 18-24 years. These findings suggest that the employees at the North West Department of Public Works and Roads are mostly female youths. The findings further reveal that a majority of these female practitioners ranged between 7-10 years of working experience and holding a diploma qualification (Figure 4.2).

The first research question for this study was to determine what the employees and management perceptions in the implementation of performance management in the North West Department of Public Works and Roads is (refer Section 1.3, 4. and 6.1). Findings in this respect show that respondents do not understand the meaning of PMDS policy, although they know what the national vision in the Department of Public Works. Findings also demonstrate that respondents have positive perceptions towards the feedback they received from their manager/supervisor and this feedback helped them to improve their performance.

However, the research results show that respondents have negative perceptions towards the performance review system in the Department and the PMDS is not taken very seriously. Further, respondents hold the perception that the PMDS tool is not benchmarked with other departments in the province.

The second research question was set to determine the nature of the working relationship that exists between management and employees with respect to

performance management in the Department of Public Works and Roads. The results of the study in this aspect show that respondents have positive perceptions towards their relationship with management. Respondents believe that managers/supervisors are hardworking, take their job seriously and create an environment conducive for them to perform optimally.

The third research question was set to determine the main causes of employees' dissatisfaction in the implementation of performance management in the North West Department of Public Works and Roads. Results from the study show that respondents have negative perceptions towards their supervisors' ratings as these are confusing and inconsistent. Furthermore, respondents are unhappy with the way managers/supervisors conduct the whole performance review process as the performance reviews do not assist employees to meet their individual goals.

The last research question asked respondents to suggest possible recommendations to improve the PMDS in the Department of Public Works and Roads. The results reveal that the PMDS in the North West Department of Public Works and Roads still needs significant attention so as to satisfy both the employees and management.

Based on the number of years of working experience, the level of perception of employees in performance management system varies strongly. For this purpose, an attempt was made to analyse the relationship between the number of years of working and the level of perception about performance management practice. The results reveal that a statistically significant difference exists based on years of working experience with regards the perception of management and employees in the implementation of performance management in the Department of Public Works and Roads.

### **6.3 SIGNIFICANCE AND CONTRIBUTIONS OF THIS STUDY**

An effective performance management system could play a very pivotal role in managing the performance in an organisation by ensuring that the employees understand the importance of their contributions to the organisational goals and objectives (Venkat & Krishna, 2016:154). This calls for concerted effort in ensuring each employee

understands what is expected from them and equally ascertaining whether the employees possess the required skills and support for fulfilling such expectations.

The research findings of this study add new substance to the existing archive of academic knowledge and theoretical understanding of the perceptions of management and employees in the implementation of PMDS.

The study offers informed decision-making, guidance and support to employees with respect to the implementation on PMDS in public sectors departments.

The study suggests feasible strategies that could be adopted by public sector departments with respect to the implementation of PMDS as both a performance tool and a management protocol.

#### **6.4 RECOMMENDATIONS**

The study proposed that a systematic training strategy should be developed on a quarterly basis to address the negative perceptions of employees and to improve their performance before the implementation of performance management in the Department of Public Works and Roads.

Employees and managers should effectively work together and adhere to PMDS policy to reduce perception uncertainty; in this regard, policy must be consistently applied to eliminate grievances and dissatisfaction.

The importance of careful planning in line with achieving overall strategic objectives and benchmarking with other Departments on how Performance Management works should be fully nurtured and sustained.

PDP (Personal Developmental Plan) that was agreed upon by both employees and supervisor must be executed to the full spirit of the plan. Development should not only focus upon the skills and attitudes of the employees, but rather an integration of these two factors (skills and attitudes) and the way in which perception affects individual and organisational performance (Van Dijk & Legalatladi, 2015).

#### **6.5 LIMITATIONS OF THE STUDY**

The current study has certain limitations that need to be considered in undertaking future research.

The data was limited to a particular area only, that is the North West province of South Africa and more research need to be undertaken to establish the veracity of the findings of this research in other areas of the country.

The data was collected only from the employees and managers in the North West Department of Public Works and Roads, the opinions of the employees and managers may vary from time to time.

The sample of the study was restricted to only 79 respondents.

## **6.6 RESEARCH CONCLUSION**

While most research has studied performance management effectiveness in terms of the quality of the performance measurement, a growing body of literature has begun to recognise that performance management effectiveness can also be influenced by employee and management attitudes towards the PMDS system. The present study extended this research to investigate the perceptions of employees and management in the implementation of performance management in the Department of Public Works and Roads.

The study highlighted the important contribution that employee perceptions have on the ability of managers to manage and develop an effective employee performance management system in the North West Department of Public Works and Roads. The literature reviewed in this study reveals that managing employees' perceptions is as important as managing the individual components of a PMDS.

A quantitative research approach framed within a positivist paradigm was adopted to investigate the perceptions of employees and management in the implementation of performance management in the Department of Public Works and Roads. The results from the empirical data demonstrate unequivocally that employees and managers express both positive and negative perceptions with regards the implementation of performance management in the Department of Public Works and

Roads. However, a statistically significant difference was found between employees based on their years of working experience.

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## **ANNEXURE A**

### **QUESTIONNAIRE**

#### ***MASTER'S IN BUSINESS ADMINISTRATION (MBA): RESEARCH QUESTIONNAIRE***

***RESEARCHER: MOTLALEPULA MAGDELINE MOKWADI***

Note to the respondent

I am Motlalepula Magdeline Mokwadi, currently a registered student at North West University, Potchefstroom campus pursuing Master's in business administration (MBA). I am working on a research study titled "Perception of Management and Employees on the implementation of performance management in the Department of Public Works and Roads in North West, Mafikeng". I invite you to participate in this study by completing the attached questionnaire. I also assure you that your identity will be kept confidential and that your responses cannot be used against you. Your positive response in this request will be an invaluable contribution to this study and please note that your participation will be voluntary. You may, however, choose to participate or withdraw at any given time.

***The objectives of this research are set to:***

- Determine the extent to which key performance management principles are followed during performance review.
- Investigate the nature of the relationship that exists between management and employees.
- Examine the main cause of employee's dissatisfaction in the implementation of performance management.
- Offer recommendations on how to improve the performance management process in the Department of Public Works and Roads in Mafikeng.

***Instructions to complete this questionnaire.***

It shall take you approximately 10 to 15 minutes to complete this questionnaire; please answer the questions as truthfully as you can. There are five sections (A-E);

please ensure to read and follow the directions for each section. I assure you that the results from this survey will not be misused in any way and all the information obtained shall be considered as strictly confidential.

You are advised to mark each response by making a tick or a cross, or encircling each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.

In case of any query, please, do not hesitate to contact me on the contact information provided below. Thank you for your co-operation and your valuable time in anticipation.

Motlalepula Madgeline Mokwadi.

Office hours: Tel: (018) 3881218

Contact Information (E-mail: [Mokwadim@nwpg.gov.za](mailto:Mokwadim@nwpg.gov.za) or [Mokwadim@gmail.com](mailto:Mokwadim@gmail.com))

Mobile phone: +27 76 178 3026.

**SECTION A**  
**Demographic Variables**

A1.

Gender	Male	1	Female	2
--------	------	---	--------	---

A2.

Age	18-25	1	25-31	2	31-65 and above	3
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A3.

NAME OF DIRECTORATE	1	HRM	2	FINANCE	3	ROADS	4	PRESTIGE & ACCOMODATION	5
---------------------	---	-----	---	---------	---	-------	---	-------------------------	---

A4.

Job position	Interns	1
	Clerks	2
	Practitioners	3
	Middle Managers	4
	Senior Manages	5
	CEO's	6

A5.

Work experience/ duration	0-2 years	1
	3-6 years	2
	7-10 years	3
	11 and above	4

A6.

Qualification	
Standard 10/Grade 12	1
National Diploma (Undergraduate)	2
Degree (Undergraduate)	3
Post-graduate (Honours)	4
Post-graduate (Masters)	5
Post-graduate (PhD)	6

**SECTION B**

Please indicate to what extent you agree or disagree with the following statements.  
1= Completely agree    2=Agree    3=Disagree    4= Completely disagree

No's	STATEMENT	1	2	3	4
B1	I do understand the meaning of PMDS policy in the Department	1	2	3	4
B2	I know what the national vision of the Department of Public Works is	1	2	3	4
B3	The provincial vision of the Department of Public Works is aligned to the national vision	1	2	3	4
B4	In our department we set goals that are aligned to the overall objective of the province	1	2	3	4
B5	My personal goals are aligned to the provincial vision and goals	1	2	3	4
B6	Goals set for performance are mutually agreed to				
B7	We conduct performance reviews for compliance	1	2	3	4
B8	I know who my internal customers (people that I provide and receive service from within the department)	1	2	3	4
B9	I get an opportunity to set goals for my internal customers on what they	1	2	3	4

	need to do to assist me achieve both my team and individual goal.				
B10	My internal customers also get an opportunity to set me goals on what I need to do to help them achieve both their team and individual goals	1	2	3	4
B11	The feedback I get from my manager/supervisor help me to improve my performance	1	2	3	4
B12	My internal customers give me their honest feedback about the support I give them towards their goals	1	2	3	4
B13	My internal customers "ratings" form part of the overall performance review rating	1	2	3	4
B14	I also give an honest feedback to my internal customers on the support they give towards achieving my team and individual goals	1	2	3	4
B15	Performance review in my department is taken very seriously	1	2	3	4
B16	My department benchmarks its PMDS tool with another department in the province	1	2	3	4

### SECTION C

Please indicate to what extent you agree or disagree with the following statements.  
 = Completely agree    2=Agree    3=Disagree    4= Completely disagree

C1	There is the observance of work ethics by management in the Department	1	2	3	4
C2	Our managers/supervisors are hardworking and take their job seriously	1	2	3	4
C3	Our managers/supervisors create an environment conducive for us to perform optimally	1	2	3	4
C4	Our managers/supervisors are well-respected and are trustworthy	1	2	3	4
C5	Our managers are familiar with the performance management system of government	1	2	3	4
C6	Our performance management system is a fair and honest system that depicts my true performance in the department	1	2	3	4
C7	Our managers are approachable and can be consulted where one is unhappy about something at work	1	2	3	4
C8	Our managers set a good moral and ethical example to us in the department	1	2	3	4
C9	Regular meetings are held between our team and our manager/supervisor to discuss how far our team is from achieving our targets.	1	2	3	4
C10	My manager and I have regular one-on-one meetings where my performance is discussed.	1	2	3	4
C11	During the performance review process, my manager is fair and honest about my performance.	1	2	3	4
C12	My last performance rating was a true reflection of my performance	1	2	3	4
C13	Our managers discipline us for attitudinal poor performance.	1	2	3	4
C14	I think my manager/supervisor knows and understands the performance review process.	1	2	3	4
C15	Code of Conduct assists both employer and employee to maintain mutual respect and trust, good working relationships and fairness in the implementation of performance management.	1	2	3	4
C16	There is a good working relationship between myself and my manager/supervisor)	1	2	3	4

## SECTION D

In your view, to what extent do you agree or disagree with the following itemized statements as factors that cause employees' perception of PMDS?

1= Completely agree    2=Agree    3=Disagree    4= Completely disagree

D1	Supervisors ratings are confusing and inconsistent	1	2	3	4
D2	I am happy with the way my supervisor conducts the whole performance review process	1	2	3	4
D3	In our department we conduct performance reviews to assist employees meet their individual goals.	1	2	3	4
D4	My supervisor's ratings are fair and honest	1	2	3	4
D5	My manager's ratings are contradictory to their comments)	1	2	3	4
D6	Feedback from the performance review help me improve on my performance	1	2	3	4
D7	My manager's rating is based on my performance	1	2	3	4
D8	During the performance review process, I get a chance to rate my internal customers and fellow colleagues in the department	1	2	3	4
D9	My manager always treats me fairly during the performance review process.	1	2	3	4
D10	I think my manager/supervisor understands and is familiar with the performance management process of the department.	1	2	3	4
D11	In our department we conduct performance reviews for compliance	1	2	3	4
D12	I believe that the performance review process in our department is unfair and subjective.	1	2	3	4
D13	Ratings in our performance review system are standardized to accommodate everyone.	1	2	3	4
D14	My manager uses performance review to address personal issues with me.	1	2	3	4

## SECTION E

Please indicate to what extent you agree or disagree with the following statements.

1= Completely agree    2=Agree    3=Disagree    4= Completely disagree

E1	I think there is a need for our managers/supervisors to be trained on performance management	1	2	3	4
E2	Managers must create a well-established system for regular meetings between supervisor and employee preferably on monthly basis	1	2	3	4
E3	Line manager must discuss each employee's progress on a day-to-day basis to meet organizational goals it would help to have regular team meetings with our managed to discuss our performance	1	2	3	4
E4	Organizations should avoid developing too many key performance indicators (KPI) and these must be simple and clear	1	2	3	4
E5	There is a need for senior managers to create culture of management by goals.	1	2	3	4
E6	There is a need to set goals for internal customers as well	1	2	3	4
E7	There is a need for internal customers to set goals on their expectations as well	1	2	3	4
E8	There is a need for team and individual goals to be output based	1	2	3	4
E9	Appeals of the employees due to dissatisfaction should be considered by senior managers	1	2	3	4

E10	Management must set customer focus goals	1	2	3	4
E11	It would be helpful to get feedback on my performance from my internal customers as well	1	2	3	4
E12	It would be helpful that I also give feedback to my internal customers on the support given to both our team and myself	1	2	3	4
E13	I think there is a need for internal customer rating to form part of the overall performance management ratings	1	2	3	4

*Thank you for your time and participation.*

**ANNEXURE B**

**GATEKEEPER LETTER**

**REQUESTION FOR PERMISSION TO CONDUCT RESEARCH**



**NWU**  
NORTH-WEST UNIVERSITY  
UNIBESITHI YA BOCHIE BOCHABANA

**BUSINESS SCHOOL  
BESIGHEIDSKOOL  
SEKOLO SA KGWEBO**

Private Bag X05, Noordbrug  
South Africa 2522  
Tel: 018 299-2000  
Fax: 018 299-2999  
Web: <http://www.nwu.ac.za>

**Department**  
Tel: 018 299-1415  
Fax: 018 299-1416  
Email: [Ronnie.Ictriet@nwu.ac.za](mailto:Ronnie.Ictriet@nwu.ac.za)

**MS MM MOKWADI**  
University number : 16632648

10 May 2018

To whom it may concern

**Master of Business Administration: Mini Dissertation**

Confirmation is hereby given that **Ms MM Mokwadi** (University No **16632648**) is a registered MBA student at NWU Business School of the North-West University.

In order to complete her MBA degree, she needs to conduct research and complete her mini dissertation. The information gathered will be treated as strictly confidential and will be used for research purposes only.

Assistance with the above-mentioned gathering of information for research will be highly appreciated.

Kind regards,

Ms Wilma Pretorius

**PROGRAMME ADMINISTRATOR: MBA**

Original details: Wilma Pretorius(12060298) C:\Documents and Settings\Administrator\My Documents\Bnewe MBA\2017\

ANNEXURE C

REQUEST FOR PERMISSION TO CONDUCT RESEARCH



dpwr

Department: Public Works and Roads  
North West Provincial Government  
Republic of South Africa

Ngaka Modiri Molema Road  
Provincial Head Office  
Mmabatho, 2735  
Private Bag X 2080, Mmabatho, 2735  
Republic of South Africa  
Tel.: +27 (0)18:881218  
Website: [Mokwadim@nwprg.gov.za](mailto:Mokwadim@nwprg.gov.za)

DIRECTORATE: HUMAN RESOURCE MANAGEMENT

Enq: Mokwadi M.M

018 3881218

TO: ADMINISTRATOR: MR M.S. THOBAKGALE  
FROM: MOKWADI M M: COIDA UNIT IN HRA  
SUBJECT: REQUEST FOR PERMISSION TO CONDUCT RESEARCH: MBA STUDENT

This letter serves to request your permission to conduct research on perception of management & employees in the implementation of performance management system within the Department as part of the requirement for MBA (Master in Business Administration) in North West University, Potchefstroom.

The results and findings of the study will benefit both employees and the Department to implement a winning strategy as far as performance management is concerned.

Find hereto attached letter from the University that clearly shows that I'm registered student for MBA 2018.

*Mokwadi*  
MS MOKWADI M. M  
PERSONNEL PRACTIONER

04/09/2018  
DATE

*N.V. Matlapeng*  
DIRECTOR: HRM  
MS N.V. MATLAPENG

04/09/2018  
DATE

RECOMMENDED/NOT RECOMMENDED

*M.G. Mfikwe*  
CHIEF DIRECTOR: CORPORATE SERVICES  
MS N.M.G MFIKWE

07/09/2018  
DATE

RECOMMENDED/NOT RECOMMENDED

*to not assist assist the organizational development for performance management*


Request to conduct research: Mokwadi M.M

Page - 1 -

  
MR P. MOTHUPI  
HEAD OF DEPARTMENT

13/09/2018  
DATE

RECOMMENDED/NOT RECOMMENDED

  
APPROVED/NOT APPROVED

ADMINISTRATOR  
MR M.S THOBAKGALE

18/01/2018  
DATE

**ANNEXURE D**

**APPROVAL LETTER TO CONDUCT RESEARCH**

## APPROVAL LETTER TO CONDUCT RESEARCH



**dpwr**

Department:  
**Public Works and Roads**  
North West Provincial Government  
Republic of South Africa

Modiri Molema Road  
Provincial Head Office  
Mmabatho, 2735  
Private Bag X 2080, Mmabatho, 2735  
Republic of South Africa  
Tel.: +27 (18) 388 1435  
Fax: +27 (18) 388 1988  
Website: [www.nwpa.gov.za/public\\_works](http://www.nwpa.gov.za/public_works)

### OFFICE OF THE ADMINISTRATOR

882426  
DB Jini

Ms Wilma Pretorius  
North West University  
Programme Administrator: MBA  
Private Bag X05  
Noordbrug  
2522

Dear Ms Pretorius

#### REQUEST FOR PERMISSION LETTER TO CONDUCT RESEARCH STUDY

The above noted request has reference.

Permission has been granted for Ms MM Mokwadi to conduct research and distribute questionnaires to our personnel.

You are kindly requested to share a copy of your approved thesis/ dissertation to glean from the findings of your study.

All of the best with your research studies.

  
MR MS THOBAGALE  
ADMINISTRATOR: PUBLIC WORKS & ROADS

11/09/2018  
DATE

## ANNEXURE E

### CERTIFICATE OF LANGUAGE EDITING



Office: 0183892451

SCHOOL FOR LANGUAGE EDUCATION, FACULTY OF EDUCATION

Cell: 0729116600

Date: 29<sup>th</sup> March, 2019

TO WHOM IT MAY CONCERN

CERTIFICATE OF EDITING

I, Muchativugwa Liberty Hove, confirm and certify that I have read and edited the entire proposal, **THE PERCEPTION OF MANAGEMENT AND EMPLOYEES ON THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT IN THE DEPARTMENT OF PUBLIC WORKS AND ROADS** by Mottalepula Magdeline Mokwadi, [orcid.org 0000-0001-7293-5700](https://orcid.org/0000-0001-7293-5700), submitted in partial fulfilment of the requirements for the degree *Master of Business Administration* at the North-West University.

**Mottalepula Magdeline Mokwadi** is supervised by **Professor TA Thekiso**

I hold a PhD in English Language and Literature in English and am qualified to edit such a thesis for grammatical correctness, cohesion and coherence. The views expressed herein, however, remain those of the researcher/s.

Yours sincerely

Dr M.L.Hove (PhD, MA, PGDE, PGCE, BA Honours – English)



# ANNEXURE F

## TURNITIN REPORT

8/6/2019

Turnitin

Turnitin Originality Report			
Processed on: 05-Aug-2019 22:31 SAST ID: 1157891753 Word Count: 16071 Submitted: 1	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; padding: 5px;">           Similarity Index  <span style="font-size: 1.2em; font-weight: bold;">17%</span> </td> <td style="padding: 5px;"> <b>Similarity by Source</b>            Internet Sources: 7%            Publications: 1%            Student Papers: 16%         </td> </tr> </table>	Similarity Index <span style="font-size: 1.2em; font-weight: bold;">17%</span>	<b>Similarity by Source</b> Internet Sources: 7% Publications: 1% Student Papers: 16%
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16632648:UPDATED_FINAL_MINI DISSERTATION_MM_Mokwadi.docx By MENDU MOKWADI			
1% match (Internet from 07-Feb-2017) <a href="http://dspace.nwu.ac.za/bitstream/handle/10394/15360/Legalatlatadi_NMV.pdf?isAllowed=y&amp;sequence=1">http://dspace.nwu.ac.za/bitstream/handle/10394/15360/Legalatlatadi_NMV.pdf?isAllowed=y&amp;sequence=1</a>			
1% match (Internet from 07-Jul-2015) <a href="http://vru.ac.th/research/vorapot/A14-9.pdf">http://vru.ac.th/research/vorapot/A14-9.pdf</a>			
1% match (student papers from 09-Apr-2019) <a href="#">Submitted to S.P. Jain Institute of Management and Research, Mumbai on 2019-04-09</a>			
1% match (student papers from 10-Jan-2013) <a href="#">Submitted to University of Bedfordshire on 2013-01-10</a>			
1% match (student papers from 18-Sep-2017) <a href="#">Submitted to University of Johannesburg on 2017-09-18</a>			
1% match (student papers from 31-Oct-2018) <a href="#">Submitted to Midlands State University on 2018-10-31</a>			
< 1% match (student papers from 15-Apr-2014) <a href="#">Submitted to Tshwane University of Technology on 2014-04-15</a>			
< 1% match (student papers from 23-Jan-2019) <a href="#">Submitted to Southern Business School on 2019-01-23</a>			
< 1% match (student papers from 14-Nov-2011) <a href="#">Submitted to University of Johannesburg on 2011-11-14</a>			
< 1% match (student papers from 23-Oct-2017) <a href="#">Submitted to North West University on 2017-10-23</a>			
< 1% match (Internet from 02-Jul-2019) <a href="https://repository.nwu.ac.za/bitstream/handle/10394/25359/Enwereji_PC.pdf?isAllowed=y&amp;sequence=1">https://repository.nwu.ac.za/bitstream/handle/10394/25359/Enwereji_PC.pdf?isAllowed=y&amp;sequence=1</a>			
< 1% match (student papers from 11-Jan-2018) <a href="#">Submitted to Mancosa on 2018-01-11</a>			
< 1% match (student papers from 03-May-2018) <a href="#">Submitted to Mancosa on 2018-05-03</a>			
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