

An Evaluation of Performance Management in the Department of Public Works, Roads and Transport of the North West Province

BY

SE MAINE

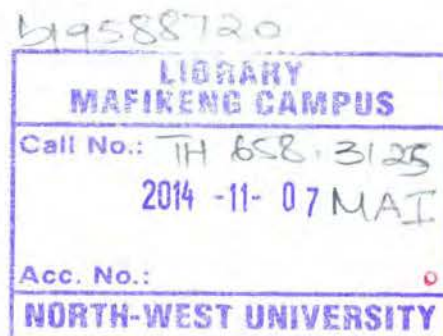
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Declaration

I, Selotho Eunice Maine hereby declare that this mini dissertation for the degree of Master of Business Administration (MBA) submitted at North West University has not been submitted by me for any other degree at this or any other university. I also declare that it is my own work and materials and references contained in this study are acknowledged.

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Abstract

Effective performance management is vital in all public and private sectors and contributes to service delivery of the organisations. Research on public-sector performance management, however, points out challenges in the implementation of the systems and questions the effectiveness of policy tools for enhancing the governmental accountability. The Department of Public Works, Roads and Transport is a large institution and its vision is to provide successful infrastructure projects and safer transport for the community. The majority of employees are working on infrastructure projects for both roads and buildings. In this study, experimental data and performance management experiences of the working environment to estimate the influence of Management of the Department of Public Works, Roads and Transport on the implementation of performance management policies, was analysed. The challenge is that the department focuses more on the work to be done than ensuring that the employees are also satisfied. The Department of Public Service and Administration (DPSA) and North West Provincial Treasury have implemented the performance management policies that need to be followed and practiced to improve service delivery as well as employee motivation. Management of the Department of Public Works, Roads and Transport, together with the Corporate Support Division should put into operation a strategy for the future in order to successfully implement the performance management system to all levels of employees in order to successfully achieve both employee satisfaction and retention, and the goals of the department. The Performance Management policies and legislations that is currently operational should be applied effectively and efficiently to improve service delivery and the morale of employees.

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Chapter 1

Overview of the Study

1.1 Introduction

Government institutions face a complicated web of relationships, as they have number of different client groups, resulting in different influences to take into account in decision making. These institutions are also subject to policies, procedures, rules and regulations in the area of human resource and financial management. Financial performance, the impact of service and the general welfare of the employee are sometimes difficult to assess. Policy objectives are generally vague and shift with changes in the political environment. Governments need to be flexible and quick to adapt to changes and should learn new ways when conditions change. The public sector needs to demonstrate to the community and clients how the public money is spent and the quality services that have been rendered according to legal mandates (van der Waldt, 2004). Monitoring tools such as monthly, quarterly, and half yearly reporting to measure performance of government departments and municipalities indicate that they must place performance improvement high on their agenda.

This research aims to evaluate the implementation of performance management in the Department of Public Works, Roads and Transport of the North West Province. The study further addresses how the level of performance impacts on the overall effective service delivery of the Department. The Department of Public Works, Roads and Transport is an institution in the North West Provincial Government with four divisions within the province.

This Chapter presents an overview of the study, a description of the background of the study, which is followed by the problem statement. The research objectives of the study are highlighted giving the primary objective and the specific objectives of the study, addressing the purpose of this study. A rationale for the study is explained followed by a section that indicates the key words used. A section on research design and methodology is elaborated on three parts namely: research methods, sample design, analysis, and the data collection instruments. The limitations of the study are detailed followed by the layout of the research, ending with a conclusion.

1.2 Background of the Problem

The researcher is employed in the finance section of the Department of Public Works, Roads and Transport, where it has become apparent that financial and logistical investments made by the Department have failed to meet the desired set goals and objectives. The current position may have resulted from the poor monitoring and implementation of the set goals and objectives. This has resulted in the poor performance of the Department in terms of delivery of service to the public and the ineffective evaluation and development of employees. Continued disregard of performance management in the department may have a detrimental effect on the level of delivery of service to the public. This may affect road maintenance, transport and infrastructure development in the province.

1.3 Problem Statement

According to van der Waladt (2004), in reality for many government departments, there is nothing more than fill-in-the-blank completing task that plots an individual's performance against a sanitised list of often generic corporate expectations and required competencies. The question is how the Human Resource division ensures that employees are assessed fairly and developed within the strategic goals and objectives of an organisation such as the Department of Public Works, Roads and Transport.

Performance management in the public sector, specifically in the Department of Public Works, Roads and Transport of the North West Provincial Government is a broad concept which includes other aspects within the organisation that contribute either positively or negatively towards service delivery.

Van der Waladt (2004) attests the need for Government performance management. This is because the performance of a public service programme cannot be guaranteed although non-performance can be ascertained with absolute certainty (Drucker, 1980:103-106). Factors that may contribute to the poor performance of public managers and ultimately government departments include the following:

- The Department of Public Works, Roads and Transport continue to have a lofty, unspecified, unqualified objective;
- The inability of the Department of Public Works, Roads and Transport to focus on specific set objectives and thereby trying to do several things at once;
- Poor implementation of performance rewarding and evaluation systems to enhance Departmental performance against the strategic plan;
- The lack of individual performance integration with the set objectives;
- The lack of frequent communication of expectations in terms of set objectives, accurate performance evaluation and feedback;

- Failure to give employees direction in terms of their life-long learning, career progression and personal development; and
- Failure to assess employees and reward them according to their performance.

1.4 Objectives of the Study

1.4.1 Primary Objective of the Study

The primary objective of this study is to evaluate the implementation of performance management in the Department of Public Works, Roads and Transport of the North West Province. The primary objective can be divided into the following distinct specific objectives.

1.4.2 Specific Objectives of the Study Based Upon Each of the Research Questions

The aim of this study is to evaluate the implementation of performance management practice and policy in the Department of Public Works, Roads and Transport of the North West Province. The following are specific objectives addressed in this study:

- To examine the integration of performance management practice with current organisational systems of the North West Provincial Government.
- To evaluate the need for good governance and identify its main elements.
- To evaluate the implementation of performance management systems in the department in relation to the strategic plan.
- To determine if there are challenges that the Department of Public Works, Roads and Transport face with regard to improved performance on individuals and the entire department.
- To establish whether there is communication of expectations in terms of set objectives, accurate performance evaluation and feedback in the Department.
- To determine whether all employees, including those who are working in the field, are conversant with and understand the policies and procedures.

1.5 Rationale of the Study

Performance management is imperative in every organisation including the public service. The success of an organisation in ensuring that it achieves its strategic goals depends mainly on the effectiveness and efficiency of individual performance. The management of employees is also a fundamental part of effective service delivery. The public sector needs to put emphasis on increasing the effectiveness of policies and financial control, as well as insuring improvement of performance in order to receive value for money.

Performance management is traditionally viewed as an approach to managing people that entails planning employee performance and facilitating..... (van der Waladt, 2004). The goals of employees, even those at the most junior levels, should be linked to the departmental vision and mission and should also support this vision and mission. The study may assist the Department in ensuring that the strategic intent of the department is integrated between the Department and all employees. The performance of employees in the Department may be measured, thus leading to proper reward and motivation of staff. This will in turn improve performance of the department with regard to its set objectives and ultimately improved delivery of service to the public.

1.6 Key Words

Human resource management (HRM); Service delivery; performance management; change management; strategic plan; North West Provincial Government; employee appraisal.

1.7 Research Design

The research method used was a scientific method of acquiring knowledge. This method applies a systematic investigation to a problem, research question or phenomenon, using certain socially accepted principles (Bless & Higson-Smith, 1995).

1.7.1 Research Approach

Descriptive-quantitative approaches were used for this research. A quantitative method is concerned with the analysis of numerical data, manipulation of variables and control of natural phenomena. In other words, quantitative methods are generally associated with systematic measurement, statistical analysis and mathematical models (Wang, 2003). The quantitative research methodology relies upon measurement and use various scales and numbers that form a coding system by which different variables may be compared (Bless, Higson- Smith and Kagee, 2006).

1.7.2 The Organisation

The Department of Public Works, Roads and Transport is a department within the North West Provincial Government. It is subdivided into four districts, namely, Ngaka Modiri Molema, Bojanala, Dr Ruth Segomotsi Mompati and Dr Kenneth Kaunda. It is aimed at ensuring that safer transport, provincial land, building and roads infrastructure management systems are provided for a better life for all. The Department is made up of skilled and unskilled employees.

1.7.3 The Target Population

The units of analysis were individuals, groups and the Department of Public Works, Roads and Transport of the North West Province. The sample units were randomly selected from each stratum.

1.7.4 The Sampling Technique

The sampling technique used was a proportionate random stratified sample. Using a simple random sampling in each stratum, each employee in the stratum has an equal chance to be selected, as such making the sample representative of the population. The employee's demographics within a particular work place were considered; and it was ideal to use a random stratified sample proportional to the designation of the target population.

1.7.5 The Sample

The target population was 450 employees of the Department of Public Works, Roads and Transport of the North West Province and the sample was derived from it. A sample of 210 was used to conduct the study. Data was analysed by means of tables, charts, graphs and inferential statistics. A statistical analysis was conducted during the study and conclusions and recommendation were made (Bless & Higson-Smith, 1995:125-126 and & Kruger, 2002).

1.7.6 The Data Collecting Methods

The record method or unobtrusive measure of data collection was used. Self-administered questionnaires were used to collect the primary data for the quantitative analysis. The collection of the primary data was by means of the questionnaire distributed to the workforce who ought to be the beneficiaries of performance management practice of the Department of Public Works, Roads and Transport of the North West Province for an enhanced service delivery. The secondary data gathering was conducted by reading relevant literature including professional magazines, newspapers, journals, legislation, dissertations and by listening to specialist interviews from the television and radio stations.

1.7.7 Techniques of Data Analysis

Coding of the data, which entails the attribution of a number to a piece of data, with the express aim of allowing such data to be analysed in quantitative terms (Denscombe, 2003), was used to analyse the data.

1.8 Scope of the Study

The study focuses on good governance as a prerequisite for performance in the Department of Public Works, Roads and Transport in North West Province. The population of the study comprised of members of senior management, managers, supervisors, and subordinates of the Department of Public Works, Roads and Transport including officials drawn from the four divisions based on fieldwork and the employees working within the performance management section.

1.9 Plan of the Study

This chapter gives the general picture pertaining to the fundamental importance of the study. It includes the introduction to the background of the study, research problem and the determination of the research objectives.

Chapter 2 reflects on the literature review for the study. The literature reviewed is related to the current topic. The chapter looks at previous studies conducted on the implementation of performance management policy and practice in the public sector, with specific reference to the North West Provincial Government.

Chapter 3 outlines the research methodology followed in the study, with the necessary rationale, the research design and analysis followed.. The aspects covered: are research design, sampling, measuring instrument and data analysis.

The response rate is dealt with in Chapter 4. The Chapter also looks at the results of the study and interpretation thereof in relation to the objectives of the research, which were outlined in Chapter 1.

In chapter 5 the outcome of the study is discussed, conclusions are drawn and recommendations are made to remedy the situation. Again, and corrective measures are suggested for the research problem.

1.10 CONCLUSION

In this chapter, the reader is introduced to the background of the problem in general terms and a detailed statement of the problem is given. Five objectives of the study are outlined, research design, which is exploratory and mainly quantitative is dealt with by indicating the sampling technique and the targeted population that were used to conduct the study. The structured self administered questionnaire method was used as an instrument to collect data.

Performance management is imperative in every organisation including the public service. The success of an organisation in ensuring that it achieves its strategic goals depends mainly on the effectiveness and efficiency of individual performances. Management of employees is a fundamental part of effective service delivery. The public sector needs to emphasize on increasing the effectiveness of policies and financial controls, and they are also forced to ensure improvement on performance in order to receive value for money.

In Chapter Two a literature review follows to place the research problem in the context of the theoretical background of performance management policy and practice in the public sector with specific reference to the North West Provincial Government. The exhibition of available studies on performance management that are focusing on service delivery and strategic planning are reflected. Highlights of existing studies on performance and areas of the subject which hitherto have been neglected will be included.

Chapter 2

Literature Review

2.1 Introduction

The South African Government through organs of the public sector is mandated to protect, regulate, develop, maintain and sustain its citizens (Cloete, 2005). This mandate includes the delivery of service. An important challenge facing the public sector is that of improving levels of productivity with regard to effective service delivery (van der Waladt, 2004). To attain high levels of productivity, performance management becomes an essential element of governance.

Many organisations and their senior managers still regard performance management as a mechanistic annual practice, which has little significance to their productivity. Little consideration and understanding has been placed on how potent an instrument such as performance management can become in the management of many organisations. Nankervis and Compton (2006) observe that organisations that manage the performance of their people effectively are more likely to out-perform those which do not. To this effect, there is a general consensus on the use of performance management in the public sector by elected officials as well (Askim, 2007).

The key words used in the study include human resource management (HRM), delivery of service, performance management, change management, strategic plan, North West Provincial Government, and employee appraisal. Search engines used included Google scholar, Emerald and Business Source Complete.

The chapter is divided into ten sections beginning with a section dealing with the definition of concepts and key words. This is followed by a section that looks at performance management in the public sector. Human resource performance and assessment in the public sector are discussed. This is followed by a discussion on the implementation of performance management in the department. The objectives and mandate of the Department of Public Works, Roads and Transport are included in this section. A section discussing the human resource challenges faced in the public sector follows. Integration of performance

management practice with organisational systems is followed by a section looking at the effect of performance management on delivery of service. The remaining sections look at government policy on the use of performance management; measuring performance management in the public sector; new developments and the future of performance management in the Department of Public Works, Roads and Transport. The chapter ends with a conclusion summarising the chapter and introducing the next chapter.

2.2 Definition of Concepts and Key Words

It is essential to define terminology in a research. Definition of terminology eliminates confusion and gives better understanding, for both those who are new to the subject and those who are familiar with the subject. Therefore, the following section deals with the definition of concepts and key words.

2.2.1 Performance Management. Performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organisation (Aguinis, 2009). Performance management as defined by the Public Sector Employment and Management Act (1998), as the process of identifying, evaluating and developing the work performance of employees so that the agency's goals and objectives are more effectively achieved. Effective performance management is designed to enhance performance, identify performance requirements, provide feedback relevant to those requirements and assist with career development.

Under the White Paper on Human Resource Management in the Public Sector (1997), performance management is defined as a management process to ensure that employees are focusing their work efforts in ways that contribute to achieving the agency's mission. It consists of three phases: (a) setting expectations for employee performance, (b) maintaining a dialogue between supervisor and employee to keep performance on track, and (c) measuring actual performance relative to performance expectations.

2.2.2 Human Resource Management (HRM) Human Resource Management can be defined as all the processes, methods, systems and procedures employed to attract, acquire, develop and manage human resources to achieve the goals of an organisation. HRM is the process that starts with human resource planning and an analysis of the job needed to achieve the objectives of the company (Nel, 2000:72). In addition, through the process of performance management, the performance of the employee is directed towards the required outputs.

2.2.3 Employee Performance Appraisal: Employee performance appraisal can be defined as the evaluation system of individuals within the organisation with respect to their performance on the job and their potential for development. It can also be used as a motivational tool for communicating performance expectations to employees and providing them with feedback. Managers and subordinates must have shared perception of the purposes and functions of the process and belief that it is useful and will benefit them in achieving their individual career goals and the objectives of the organisation.

2.2.4 Performance appraisal process: The performance appraisal process provides the following:

- A useful communication tool for employee goal setting and performance planning for managers;
- An increase employee motivation and productivity;
- Facilitation of discussions concerning employee growth and development;
- A solid basis for wage and salary administration; and
- A data for a host of human resource decisions (van Der Waladt, 2004)

The following section addresses performance management vis-à-vis performance appraisals. The section also looks at human resource performance and assessment in the public sector with the intention of highlighting the relationship between performance and human resource management.

2.3 Performance Management Versus Human Resource Management

Isolated Human Resource (HR) policies are linked to organisational performance (Terpstra' & Rozell, 1993 cited in Martín-Alca'zar, Romero-Ferna'ndez, & Sa'ñchez-Gardey, 2005). They are HR best practices, which define what have been called high performance work systems. HR systems can be divided into the following functional areas: job design, staffing, recruitment and selection, socialisation, performance appraisal, motivation, compensation, training and development, and dismissal/retirement management (Martín-Alca'zar *et al.*, 2005).

Human resource management strategies demonstrated capacity to improve organisational performance. The contribution of HR practices to performance depends directly on the extent to which they fit the business or organisation strategy. HR strategies are not just explained through their contribution to organisational performance, but also through their influence on other internal aspects of the organisation, as well as their effects on the external environment (Richard & Johnson, 2001). The idea that strategy content influences organisational performance is a central element of generic management theory. Strategy, in this case, can be defined broadly as the way an organisation seeks to align itself with the environment (Meier, O'Neale, Boyne & Walker, 2006).

The objective of performance management is to improve the performance of the individual, team and the entire organisation in order to achieve the strategic goals, and the process is driven by line managers. Effective and efficient performance management in the public sector may be an integral part of service delivery to community.

The Public Sector Employment and Management Act (1998), places emphasis on employees in enlisting the primary objectives of performance management with the objective of achieving the following in the public sector:

1. Assist in the achievement of enhanced standards of work performance of an employee or class of employees;
2. Assist employees to identify knowledge and skills to perform their job efficiently;
3. Employees working towards defined goals;
4. Employees receiving regular feedback on performance; and
5. Employees achieving personal growth through acquiring relevant knowledge and skills and attitudes (Public Sector Employment and Management Act, 1998).

Emphasis on the development of employees as an essential element of performance management is further stressed in the State Personnel Manual (2007), where it is observed that many employees may express interest in growing in their current positions or in furthering their careers in state government. Supervisors are required to work with them to identify strengths and weaknesses and, where necessary, to assist employees to prepare an individual development plan. Individual development plans may specify how employees can more fully apply their strengths in their current positions, build up areas of weakness, enhance their performance in their current positions, or develop the skills and experience they will need for possible future assignments (State Personnel Manual, 2007).

The link between human resource management (HRM) and performance is observed by Paauwe (2009) as a new approach to personnel management, emphasising its strategic contribution, its closer alignment to the organisation, the involvement of line management, and focusing on HRM outcomes like commitment, flexibility and quality. The achievement of these human resource outcomes is, in turn, expected to contribute to a range of positive organisational outcomes, including high job performance, low turnover, low absence and high cost-effectiveness through the full utilisation of employees, now effectively relabelled as human resources (Paauwe, 2009).

HRM aims to improve organisational effectiveness and hence better performance outcomes. Planned HR deployments and activities are intended to enable an organisation to achieve its goals. An HRM practice can be measured in three different ways, which include presence; this being a dichotomous scale of whether it is actually in effect, 'yes' or 'no' by its coverage; a continuous scale for the proportion of the workforce covered by it, or by its intensity, which is a continuous scale for the degree to which an individual employee is exposed to the practice or policy (Boselie, Dietz, & Boon, 2005). There are arguments which suggest performance is the more rational way to measure HRM practice in an organisation (Guest, 1997, 2005).

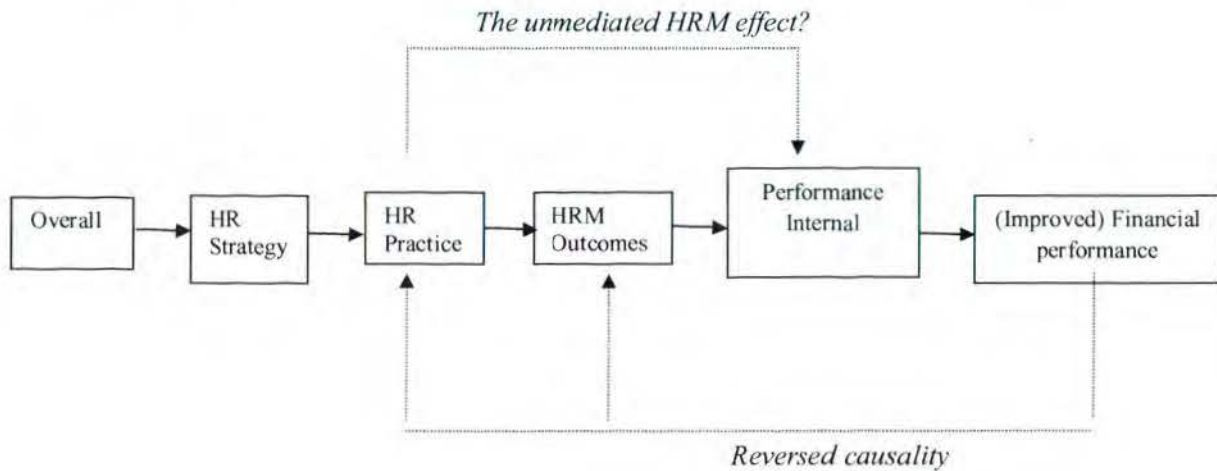
Dyer and Reeves (1995) cited in Boselie *et al.* (2005), draw a distinction between the terms 'outcomes' and 'performance'. The former reflects the broad range of dependent variables used in studies and reflects the following:

- i. Financial outcomes (e.g. profits; sales; market share; Tobin's q; GRATE)
- ii. Organisational outcomes (e.g. output measures such as productivity; quality; efficiencies)
- iii. HR-related outcomes (e.g. attitudinal and behavioural impacts among employees, such as satisfaction, commitment, and intention to quit)

Use of more 'proximal' outcome indicators or variables, particularly those over which the workforce might enjoy some influence, is theoretically more plausible. This arises because of how HRM seeks to enhance employees' direct contribution to performance, and is methodologically easier to link. Of these, organisational and HR-related outcomes, productivity is established as the most popular outcome variable overall (Chang & Chen, 2002).

Batt (2002) observes that the impact of HRM on performance is typically expressed through changes in employee attitudes and behaviours. The most common indicators are hard measures such as employee turnover or quit rates and absenteeism. Subjective attitudinal indicators included job satisfaction, commitment and trust-in-management (Batt, 2002). Between the inputs, which may include some form of HRM intervention and output, being some indicator of performance, moderated possibly by intervening variables like the degree of institutionalism (Boselie *et al.*, 2005) lies what HRM does to improve performance. This can be referred to as the *how, and why*. This stage is popularly referred to as the 'black box' because there has been little known of what happens in this stage, and hence its contents remain somewhat mysterious (Wright, Gardner & Moynihan, 2003).

Figure 2.1. The standard causal model for the relationship between HRM and performance.



Source: Boselie et al, 2005

An organisation's strategic objectives either prescribe the HRM input, or HRM is developed in response to objectives. HRM follows "downstream" from the overall organisational strategy. This sequence may not always hold true. A genuinely strategic HR function would expect to be involved in strategic decision-making, or at least to have HR consequences factored into such decisions (Harris & Ogbonna, 2001).

The following section reviews the comparison between performance management and performance assessment. The section elaborates on the distinct difference between the two measurements in the public sector.

2.3.1 Performance Management versus Performance Assessment in the Public Sector

The White Paper on Human Resource Management in the Public Sector (1997) is clear on the assessment of employees. Every employee's performance will be assessed at least once annually against mutually agreed objectives. The assessment process will be aimed at identifying strengths and weaknesses, in order to recognise and reward good performance, and manage poor performance (White Paper on Human Resource Management in the Public Sector :1997).

The assessment of employee performance, and the management of its collective contributions to organisational effectiveness, have been perceived as a combination of informal and formal techniques which together have the potential to contribute to the motivation of individual employees and their work groups, to evaluate the efficacy of all human resource management (HRM) functions, and to provide organisations with a strategic advantage in their ongoing pursuit of goals and imperatives (Nankervis & Compton, 2006).

Despite the importance of performance assessment in an organisation, managers often confuse performance management with performance appraisal. Performance management is the daily supervision and management of personnel, which assist in identifying the training needs and staff shortages in case where the performance is not up to the standard, whereas performance appraisal is an assessment of employees' performance which normally takes place once a year (*ibid*).

Table 2.1 below compares the key elements of performance management to the performance appraisal cycle.

TABLE 2.1 Key Elements of Performance Management Compared to Performance Appraisal

ELEMENT	PERFORMANCE APPRAISAL	PERFORMANCE MANAGEMENT
<u>Context</u>		
Purpose	Multiple: reward allocation, personal counselling and development, HR planning, and more.	Balancing individual, team, and organisational purposes
Philosophy	Judgement and comparison (enumerative)	Improvement (analytical) first priority; judgement, second
<u>System</u>		
Performance unit (performer)	Individual employee	Individual employee, team/unit, system/process
Performance reviewer (rater)	Direct superior or employee	Direct superior/ co-workers/ team members, performer, customers, others
<u>System</u>		
Performance unit (performer)	Individual employee	Individual employee, team/unit, system/process

Performance reviewer (rater)	Direct superior or employee	Direct superior/ co-workers/ team members, performer, customers, others
<u>Process</u>		
Measurement	Job-related criteria (trait or behaviour)	Broad measure based on negotiated, improvement-oriented and recurring (routine) objectives (results) Competencies aligned with strategy and values (behaviour)
Focus	Review of past performance	
ELEMENT	PERFORMANCE APPRAISAL	PERFORMANCE MANAGEMENT
Appraisal discussion	Often one-way	Focus on entire performance management process: defining, developing, reviewing
Scheduling	Annual, administratively driven	Collaborative Initiated by performer or superior Aligned to natural organisational performance (planning) cycles and administrative systems.
Training	Rater	All participants
Performance-reward linkage	Mostly direct (often sub-initiated)	Primarily reward higher-order unit of performance Performance linked to pre-determined consequences.
Promotion decisions	Employee comparison methods	Special assignments; simulations, such as assessment centres; customer involvement Therefore PM outcomes only one of a variety of inputs
Outcomes	Individual effectiveness: evaluation, guidance and development, motivation	Agreement on performance level Satisfaction (fairness and motivation) Individual growth, group and

		systems development, organisational effectiveness and change
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(Source: Spangenberg, 1994)

The following section looks at performance management with specific reference to the public sector. The section also addresses the benefits of performance management in the public sector; the perception of politicians towards performance management and lastly performance-related impacts of public management in the public sector.

2.4 Performance Management in the Public Sector

Many countries have taken on a new urgency in enhancing public sector performance as governments face mounting demands on public performance and expenditure, the need for quality services and the public increasingly unwillingness to pay higher taxes (Curristine, 2005). During the past four decades, public trust in governments has continued to diminish due to various administrative, political, socio-cultural, economic, and mass media causes. The decline of public trust offers tough political challenges to politicians, public administrators, and citizens because it draws serious questions of political processes and the legitimacy of representative government (Moon, 2003).

The need to increase accountability and customer focus orientation has driven the implementation of Performance Measurement Systems (PMSs) in order to improve efficiency and performance. Most of the PMSs are adopted from the private sector (Jarrar & Schiuma, 2007). Furthermore, there is a growing literature relating to sustainable development on the one hand and corporate social, economic and environmental performance, on the other. Few links are made between these two important areas of work (Warhurst, 2002).

There has also been increased pressure resulting from the national level globalisation on the public sector to compete for trade flows, investments, and resources. Public sector management has become increasingly results-and customer-focused (Bertucci & Alberti, 2003). In South Africa, the Financial and Fiscal Commission, while playing an important role in the initial years of the new democracy, progressively lost its influence as the country made its transition from conflict years in favour of performance (Ahmad, Devarajan, Khemani & Shah, 2005).

The performance management movements aims to improve government effectiveness by developing and utilising a comprehensive base of information and scientific support to guide decisions about program design, funding, implementation, and management (Heinrich, 2007). Performance management, when implemented well, can lead to important benefits for organisations. Organisations with formal and systematic performance management systems are 51% more likely to outperform others regarding financial outcomes and 41% more likely to outperform others regarding additional outcomes including customer satisfaction, employee retention, and other important metrics (Cascio, 2006). Public institutions use scarce resources, both human and material, to produce outputs for consumption by the "citizens" or "consumers" in order to achieve valued outcomes. The effective management of performance within the public sector is crucial for sustaining a productive relationship between inputs, outputs and outcomes (Van der Waldt, 2004).

2.4.1 Benefits of Performance Management in the Public Sector

Systematic evidence has accumulated in recent years that show public management makes a difference in a variety of ways when programs are implemented (Ingraham & Lynn, 2004). Particularly outstanding in this regard have been the performance-related impacts of public management, which have now begun to receive substantial attention (Chun & Rainey, 2005).

Effective performance management in the public sector has benefits for both organisations and citizens. Van der Waldt (2004) contends that some of the benefits enable top managers to set goals while managing the relationship with a customer (who in this case is the citizen) thus facilitating the use of customers' requirements in organisational goal-setting. Effective management helps managers in the public sector to set effective goals and targets for their teams as a result of a greater understanding of the mission of their organisation/departments thus resulting in a more effective culture of delegation. Van der Waldt (2004) further identifies the importance of effective management as a contributor to the understanding of staff of organisational targets. It also improves the autonomy of staff, and enhances their development.

Support functions of the public sector can be enhanced through effective management. This enables the public sector to turn citizens' needs into effective business plans resulting in increased levels of customer satisfaction. Other benefits of effective management observed by van der Waldt (2004) 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 μ political and managerial.
- It clarifies expectations of the institution and individuals and it improves accountability and participation.

In South Africa today the public service performance may be better where civil service quality is higher. Public sector performs better when more competent people run it. These civil servants are the manager, finance manager, service manager, and technical services manager. In general, local government performance of core functions is disappointing. On average, local governments undertake only about fifty five percent of their core functions successfully (Hoffman, 2007).

2.4.2 Perception of Politicians towards the use of Performance Management

Politicians drive service delivery policies in the public sector. As such, performance information forms a critical component of performance management. Skeptics have argued that elected officials, with their diversified political interests, do not have the need or will to understand performance information that is technically collected and interpreted (Askim, 2007).

The government sector traditionally has a strong commitment to performance measurement measured by the level of delivery of service to the public. Performance measure collection and reporting appears to be widespread in the government sector, yet it is not clear if these measures meet the different stakeholders' diverse needs and appreciation, especially by politicians (Ho & Chan, 2002).

Performance management is an internal practice that is mainly useful for the public managers' daily work. Politicians often use performance information when they have been lured into it. In contrast, managers have used performance management in order to persuade elected officials to align their views more with what the administration is trying to do in exchange for a chance to hold the administration accountable for measured performance (*ibid*).

Grote (2000) contends from a political perspective that government can be made more efficient by compelling them to emulate and rely upon the market place and business methods. Governments should determine whether the private sector is in fact more efficient, effective, or innovative than government, or what factors might contribute to effective delivery of service (Grote, 2000).

2.4.3 Performance-Related Impacts of Public Management

Evidence has accumulated in recent years that public management makes a difference in a variety of ways when programs are implemented. Prominent in this regard have been the performance-related impacts of public management, which have now begun to receive substantial attention (Meier, O'Neil, Boyne & Walker., 2006). There are diminishing differences between the private and public sectors whereby the private sector is now expected to take more social responsibility, an area once seen as the sole responsibility of the public sector. In parallel, the public sector is also witnessing the need to focus on customers, and the need to justify existence. In this environment, greater attention is being given to target, measurement and accountability, productivity gains, and the continued relevance and value of specific activities and programs (Jarrar & Schiuma, 2007).

Contrary to the view that elected officials do not need or understand performance information; performance in the public sector is now a core objective of government as revealed by former Deputy President Phumzile Mlambo-Ngcuka in her media briefing of 6 February 2006, where it was stressed that the core objective of the government as set out in 2004 is to halve poverty and unemployment by 2014. These objectives are feasible because of the steady improvement in the performance and job creating capacity of the economy. Performance management has a connotation to governance as governance means more than government. It is the style of interaction between a government and the society that it governs (World Bank, 1994 *cited in* Cloete, 2005).

New Public Management (NPM) has enhanced governmental organisations' exposure to performance information (Pollitt & Bouckaert, 2004), but studies show that the mere presence of performance measures does not necessarily lead to their effective use in decisions (Siverbo & Johansson, 2006 *cited in* Askim, 2007). Complementary to the use of performance management is evidence-based policy and aimed to improve government effectiveness by developing and utilising a more rigorous base of information and scientific evidence to guide decisions about program design, funding, implementation, and management (Heinrich, 2007).

On an international perspective, the introduction of performance management has also become widespread in public management (Office of Public sectors Reform, 2002; Organisation for Economic Cooperation and Development [OECD] 2002; Yesilkagit 2004 *cited in* Pollitt, 2005).

The section looked at literature ascertaining the importance of performance management as an important tool in the management of human resource. The following section looks at the implementation of

performance management practice in the public sector. Reference is made to the objectives and mandate of the Department of Public Works, Roads and Transport.

2.5 Implementation of Performance Management in the Department

Success or failure in performance management depends on organisational philosophies, and the attitudes and skills of those responsible for its implementation and administration, together with the acceptance, commitment and ownership of appraisers and appraisees (Nankervis, & Compton, 2006).

The South African public sector is made up of politicians and managers. Pollitt (2006) concludes that measuring performance has become almost universal, but that politicians do not take much interest, unless and until disasters, scandals, or breakdowns come along. Performance measurement and performance management remain activities conducted chiefly by and for managers (Pollitt, 2006: 41 *cited in Askim, 2007*).

It is vital to develop business processes in the public sector. These processes should allow an optimal use of time and create value, as opposed to processes where time and resources are wasted and the value for both customer and enterprise is far from being maximized. Organising based on business processes is gradually becoming a common approach (McCormack, 2001 *cited in Andersen & Aarseth, 2006*). Along with this transformation comes a stronger focus on the processes and their performance, created through simplicity, clear interfaces, avoidance of duplication and rework (Andersen & Aarseth, 2006). Some of the reasons observed by Martinez, Kennerley, Webb, Harpley, Wakelen & Hart, (2006) why organisations implement performance management systems include the following:

- a) Monitor productivity.
- b) Communicate strategy.
- c) Reduce costs.
- d) Review their business strategy.
- e) support their compensation systems and
- f) Control operations.

The South African Constitution (1996), states that within public administration there is a public sector for the Republic which must function and be structured, in terms of national legislation and which must loyally execute the lawful policies of the government of the day. In terms of Section 195 (1) of the Constitution, the public administration is governed by basic values, which entail the use of performance management as follows:

- i. A high standard of professional ethics must be promoted and maintained.
- ii. Efficient, economic, and effective use of resources must be promoted.
- iii. Public administration must be development oriented.
- iv. Services must be provided impartially, fairly, equitably and without bias.
- v. People's needs must be responded to and the public must be encouraged to participate in policy-making.
- vi. Public administration must be accountable.
- vii. Transparency must be fostered by providing the public with timely, accessible and accurate information.
- viii. Good human resource management and career-development practices to maximize human potential must be cultivated.
- ix. Public administration must be broadly representative of the South African people with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

Lastly, the performance management of the department should be aligned with the set strategic objectives. Performance measurement and management of an organisation's performance measures should be aligned to its strategic intentions (Dyson, 2000 *cited in* Pongatichat, Thailand & Johnston, 2008). The need to align performance measures and systems with strategy is at the core of most performance measurement and management methodologies (Pongatichat, Thailand & Johnston, 2008).

To help understand the need for performance management in the public sector, the challenges faced with regard to human resource are discussed in the following section. Employee skills in relation to their desired performance are highlighted.

2.6 Human Resource Challenges Faced by the Department

Government performs better when more competent people are retained (Hoffman, 2008). This is also observed in the White Paper on Human Resource Management in the Public Sector (1997). Improved career and performance management will mean that good performance is recognised and rewarded, and that poor performance is identified and dealt with (White Paper on Human Resource Management in the Public sector; 1997). Human resource management (HRM) is conceptualised in terms of carefully designed combinations of practices geared toward improving organisational effectiveness and hence

better performance outcomes (Wright & McMahan, 1992: 298 cited in Boselie *et al.*, 2005). The planned deployments and activities of human resource (HR) are intended to enable an organisation to achieve its goals (Boselie *et al.*, 2005).

The inclusion of human resources in the strategic decisions of the organisation requires the articulation of the strategic value of human capital. Activities such as performance management and the conduct of performance assessments mandate that both managers and employees have the ability to speak consistently and accurately about performance objectives and the ability to meet them. Failure to address the development of these capacities is among the leading causes of performance management dysfunction (Ingraham & Rubaii-Barrett, 2006).

Van der Waldt (2004) explains that the problems faced by the public sector are exacerbated by a mismatch between available skills in the public sector and desired levels of service delivery. Resistance to new ethics and culture of public sector has proved to be one of the major challenges faced (Van der Waldt, 2004).

Other factors, named by Van der Waldt, (2004) which may undermine performance and productivity in an organisation such as the public sector are:

- Inadequate remuneration;
- Poor management;
- Absence of career planning;
- Poor working conditions;
- Work overload and stress (in areas such as education educators are also faced with the problem of policy overload); and
- Inadequate opportunities for organisational development and learning.

The former Deputy President Phumzile Mlambo-Ngcuka, in her media briefing of 6 February 2006, stressed the focus on addressing the skills problems in Project Consolidate with regard to the performance of Local Government and Service delivery. The skills interventions include the deployment of experienced professionals and managers to local governments to improve project development implementation and maintenance capabilities Deputy Minister (Mlambo-Ngcuka, 2006). This in a nutshell meant improvement of performance management at Local Government.

The Public sector Employment and Management Act (1998), pays attention to the role of the Chief Executive Officers by enlisting factors that they should consider for inclusion in performance management systems:

- i. An education strategy to ensure supervisors and employees are informed of the agency's performance management system before participating in the program;
- ii. A process that does not disadvantage, devalue or discriminate against any individual on the basis of gender, cultural background or any other attribute not relevant to the workplace;
- iii. A process that ensures complete confidentiality of all documentation associated with the planning and review of any employee's performance (associated documentation should only be available to the employee, the employee's supervisor and the supervisor's manager, and is not to be placed on the employee's personnel file);
- iv. A consistent link between the goals and objectives set for the agency and the employee;
- v. A statement of goals and objectives for each employee at the beginning of each evaluation period and the provision of feedback on individual performance against the set objectives;
- vi. An identification of attitudes, knowledge and skills for effective individual performance and plans for staff to undertake relevant training, education and development programs; and
- vii. Timely evaluations which reflect a fair assessment of an employee's performance during the specified period based on the set objectives.

It is important to note that the emphasis is placed on employees and staff with a view to mitigate challenges that may be faced.

The cause to mitigate human resource challenges is enhanced in the White Paper on Human Resource Management in the Public sector (1997). Individual employees will be primarily responsible for seeking opportunities for development and promotion in line with their own career aspirations. Managers will have a responsibility for supporting and encouraging their staff to take advantage of such opportunities, and managers' performance will be assessed, among other things, on whether they have fulfilled this responsibility (White Paper on Human Resource Management in the Public sector, 1997), internally at operations, targeted at various parts of the program's environment, and executed with particular skill or adroitness (Meier *et al.*, 2006).

The following section looks at literature on the integration of performance management practice within an organisational system. This entails the fact that performance management cannot be administered or undertaken in isolation of other functions within an organisation.

2.7 Integration of Performance Management Practice with Organisational Systems

The importance of Performance Management Systems can be placed as processes and not results. This therefore entails that it can be integrated with other systems in an organisation. Performance management systems can be based on a consideration of behaviours (i.e., how work is completed), results (i.e., outcomes produced), or both. For example, management by objectives (MBO) can be part of a

performance management system that is based on measuring results (Aguinis & Pierce, 2008). Organisations with integrated and balanced performance management systems perform better than others (Martinez *et al.*, 2006).

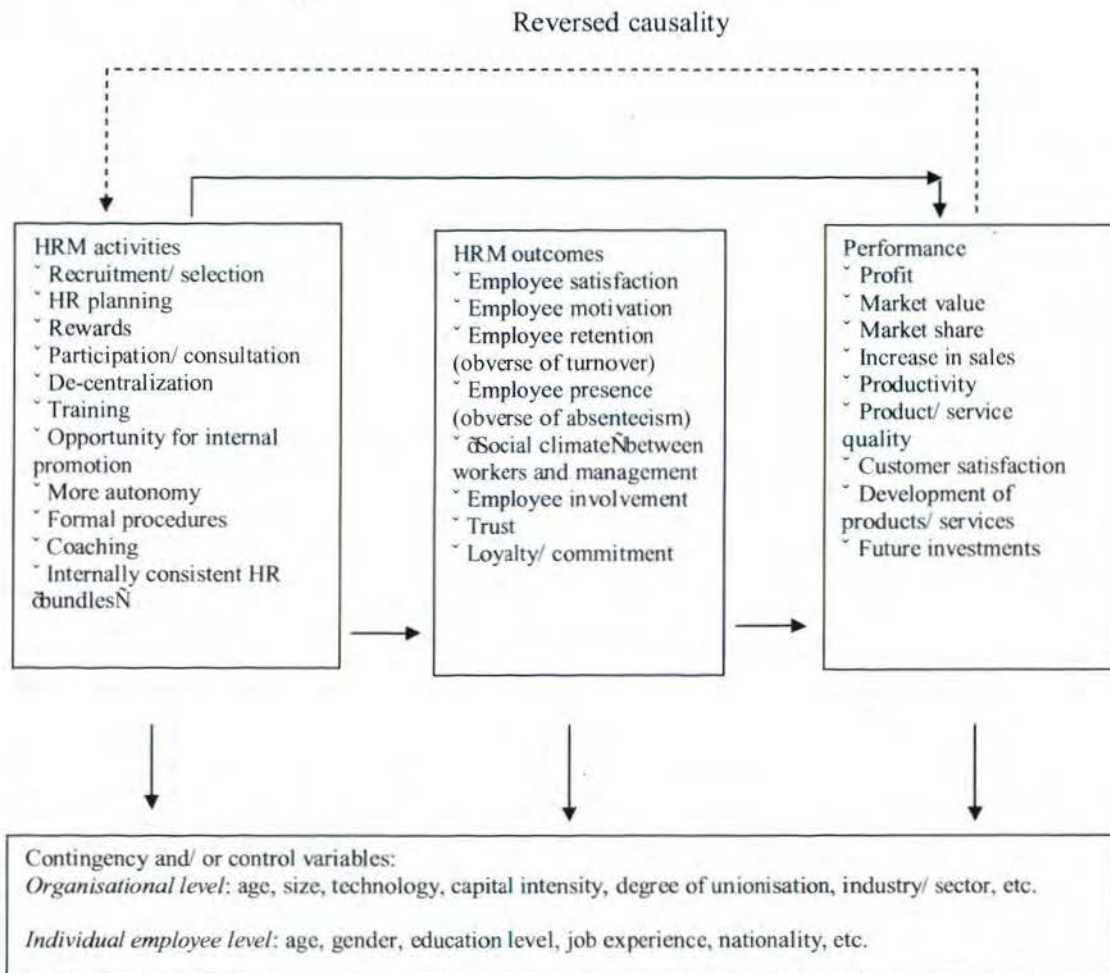
The influence on performance of certain HR policies, such as appraisal or benefit sharing, contribute to overcoming the problems of opportunism and also to reducing internal management costs (Delery and Doty, 1996 *cited in* Martin-Alcazar *et al.*, 2005).

The White Paper on Human Resource Management in the Public Sector (1997) under section 5.9.2 confirms the importance of integrating performance management with other systems by relating it to human resource functions. Performance management is an integral part of an effective human resource management and development strategy. It is an ongoing process, in which the employee and employer, together, strive constantly to improve the employee's individual performance and his or her contribution to the organisation's wider objectives. The performance of every employee contributes to the overall delivery of the organisation's objectives; it follows that the performance of every employee should be managed. The performance management procedures may vary from one group or level of employees to another, depending on the nature of their work (White Paper on Human Resource Management in the Public sector, 1997).

Pollitt (2005) observes that the linkage of performance management with other systems is often weak. An example is given noting a weak link between nonfinancial performance indicators and, on the other, planning systems and human resource management (HRM) systems (Pollitt, 2005). However, the past 20 years has seen some progress in the analysis of the relationship between HRM and Performance (Paauwe, 2009). Curristine (2005) attests that performance management covers corporate management, performance information, evaluation, performance monitoring, assessment and performance reporting. In the context of the new performance trend, a stricter definition is a management cycle under which programme performance objectives and targets are determined, managers have flexibility to achieve them, actual performance is measured and reported, and this information feeds into decisions about programme funding, design, operations and rewards or penalties (Curristine, 2005).

The nature of the interaction between HRM and performance, and particularly the search for conclusive evidence of the decisive positive impact of the HRM on performance management, is for many the whole subject area as depicted in the Figure 2.2 below.

Figure 2.2 HRM Activities, HRM Outcomes and Performance



Source: Paauwe and Richardson (2009)

HRM input, or HRM is developed in response to these set organisational objectives. HRM interventions, derived from an HR strategy, are then understood to give rise to HRM-related outcomes, typically manifested in shifts in employee attitudes and behaviours. Better employee attitudes and behaviours contribute to delivering improved internal performance management (Boselie *et al.*, 2005).

Performance management can be integrated with strategy content. Meier *et al.*, (2006) explain that the strategy content influences organisational performance as a central element of generic management theory. Strategy is defined as the way an organisation seeks to align itself with the environment strategy and characterised as senior managers’ response to the constraints and opportunities that they face. The

better the fit that an organisation achieves with external circumstances, the more likely it is to win financial and political support and thereby improve its performance (Meier *et al.*, 2006). Organisational performance improvement initiatives are usually linked to organisational vision. The organisation must first define a vision and strategy, and link the measures to the vision. The process is continuous, and is applicable to all levels of the organisation. Further, the process treats the organisation as a system, where inputs and outputs are linked through an organisational transformation process (Hoehn, 2003).

Heinrich (2007) cautions the integration of performance management ensuring to acknowledge limitations and risks. For instance, using information in decision making can improve government effectiveness in terms of performance. Acknowledgment should be made of the limitations and risks associated with the use of the integration for such efforts (Heinrich, 2007).

The Department of Public Works, Roads and Transport has a mandate to offer effective delivery of service to the public. The next section looks at literature related to the role of performance management on the delivery of service.

2.8 Effect of Performance Management on Delivery of Service

In order to improve the standard of living of the population, the Public Sector has to concern itself with issues of performance, performance management and productivity (Matshiqi, 2007). Many countries from around the world are implementing e-government in an attempt to improve service delivery and all governments are under increasing pressure to produce (Morris, 2006). Society at large expects higher standards pertaining to the delivery of service, environment and ethical issues. The response has been to come up with a continuous string of new ways to create a competitive advantage, resulting in an extreme proliferation of new management concepts and tools (Andersen & Aarseth, 2006).

South African public service agencies at national, provincial and local governmental levels are in terms of official government policy supposed to develop systematic sectoral policy output and outcome indicators to measure service delivery progress. In practice, little has come of these ideals, with the notable exception of isolated initiatives (Cloete, 2005). The Ten Year Review (TYR) exercise co-ordinated from the Policy Coordination and Advisory Services in The Presidency justifies the government's lack of adequate performance. The problems are reflected in lower levels of service delivery, and increasing problems in governance (SAPCAS 2003:99 *cited in* Cloete, 2005).

An important challenge facing the public sector is that of improving levels of productivity because public administration has come to be associated with delays, red tape, insensitivity, and inefficiency in the

regulation of cost and time. In the South African context, productivity in the public sector is about creating a better life for all and ensuring that the alignment between political and administrative goals, the deployment of government resources and the needs of citizens, result in an improvement in the lives of the poor who still constitute the majority of our population (Van der Waldt, 2004).

The Department of Public Works and the Department of Roads and Transport is in a peculiar position considering it has a history of merging and splitting of the Department of Public Works and the department Roads, Transport and Community Safety. The first merger was in 1994, followed by the mergers in 1997, 2003 and the recent one in 2009. The reasons behind the mergers were to rationalise the departments of similar functions for the purpose of efficiency, improved service delivery, cost effectiveness and allowing the public to access services from one service point.

Expectations were that the merger has the ability of improving outcomes through the extent that physical proximity of the merged departments will increase information, participation, and monitoring of performance, and to the extent that narrowing the scope of responsibilities of each tier of department decision makers reducing their ability to avoid some responsibilities by performing better; as observed of merged organisations by Ahmad *et al.* (2005).

Understanding government policy on performance will assist to determine the effect performance management has on the department. The following section therefore looks at government policy on the use of performance management.

2.9 Government Policy on the Use of Performance Management

The African National Congress (ANC) came into power in South Africa in 1994 with a program to expand access to public sectors?. The ANC delegated to local governments significant responsibility to implement this policy by placing them in charge of providing access to vital services, such as electricity, primary health care, sanitation, and water (Hoffman, 2008). Such functions are vested in institutions in the Public sector such as the department of Public Works, Roads and Transport.

Government policy pertaining to performance management is evidenced in strategic documents such as the White Paper on Human Resource Management in the Public sector(1997). Under section 5.9.1 of the White Paper, emphasised on the success of the public sector in delivering its operational and developmental goals. It also depends primarily on the efficiency and effectiveness of employees carrying out their duties. Managing performance is therefore a key human resource management tool to ensure that:

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

The issue of performance policy is not uncommon to other countries. Governments worldwide are now attaching higher stakes to the achievement of performance outcomes through the growing use of performance-contingent pay, organisation-wide performance bonuses or sanctions, and competitive performance-based contracting (Heinrich, 2007).

The generally accepted role of the State in society is to undertake policies that protect, regulate, develop, maintain and sustain its citizens, and to see to it that this happens. The state therefore has to prioritise its objectives, and to put together policy programmes that will have the best chance of achieving a combination of these goals not only in the short term but also in the medium and long terms (Cloete, 2005).

The following section looks at literature on measuring performance management in the public sector. Without measures it becomes difficult if not impossible to determine the effect performance management has.

2.10 Measuring Performance Management in the Public Sector

The presence in public sectors of numerous stakeholders and multiple dimensions of performance imply a situation of considerable complexity in which large numbers of interactions and trade-offs across the dimensions must be managed in order to satisfy the interests of differing stakeholders. An important normative argument in recent performance management research in the private sector is that measures reflecting the interests of different stakeholders should 'balance' each other and be 'integrated' (Brignall, & Modell, 2000). There exists a challenge in the public sector with regard to the adoption and implementation of performance management systems being the capacity to evaluate and manage the knowledge and intangible resources of performance (Jarrar & Schiuma, 2007). Pollitt (2006) observes that one way in which countries differ and which might influence politicians' use of performance information is whether performance measurement is accepted as a legitimate modern technique (Pollitt, 2006).

In the South African Public sector the biggest cross-cutting policy evaluation exercise is coordinated by the Department of Public Sector and Administration (DPSA). This entails performance agreements with managers include *inter alia* key performance areas for managers, output assessment criteria that will be

used to evaluate performance, and time frames within which assessment and progress reports will be done (SA-DPSA, 2000 cited in Cloete, 2005).

Public sector management has become increasingly results- and customer-focused. There is growing unwillingness among communities and governments to accept the continuation of historic commitments simply because they are historic. The public sector is also witnessing the need to focus on customers, and the need to justify existence. In this environment, greater attention is being given to target, measurement and accountability, productivity gains, and the continued relevance and value of specific activities and programs (Jarrar & Schiuma, 2007).

There appears to be an underlying assumption in the performance measurement and management literature that an organisation's performance measures should be aligned to its strategic intentions (Pongtichat *et al.*, 2008).

Organisations strive to maximise efficiency by achieving some 'fit' between environment and structure performance measures (organisational strategy), ensuring that such is not only too late and too aggregated, but also that poor alternatives for aspects that matter to customers, such as quality and delivery speed are met. Subsequently, various multidimensional performance management models have been developed, such as the 'Balanced Scorecard', the 'Performance Pyramid' and the 'Results and Determinants Framework' (Brignall & Modell, 2000). This is intended to give effective measure to performance management.

Today, in many governments around the world many public managers report that they are aggressively engaged in performance measurement and management. Many do collect and publish all sorts of performance measures. But do they really use these measures in any way that might actually feed back to create improved performance (Behn, 2005).

Performance measurement is seen as a critical activity for management both for-profit/business sector and not-for-profit/public sector. There appears to be an underlying assumption in the performance measurement and management literature that an organisation's performance measures should be aligned to its strategic intentions (Dyson, 2000). Strategy-aligned performance measurement can facilitate and support the implementation of strategy (Pongtichat *et al.*, 2008).

Strategy-aligned measurement is especially important for those organisations whose strategy is continually changing, often resulting from operating in highly dynamic environments. The degree of political influence and therefore potential political volatility varies among public organisations. At a

central government level it would seem likely that public organisations directly overseen by the government will be subject to greater political changes, whereas public organisations that are more independent from government would be subject to fewer changes in direction (Pongtichat *et.al*, 2008).

Governments have sought to enhance their public sector performance by adopting a range of new levers and approaches to management, budgeting, personnel and institutional structures. Within government, these have included the introduction of performance measures into budgeting and management, the relaxation of input controls, the delegation of responsibility to line ministries/agencies, and changes in public employment typified by the adoption of contracts for public servants and the introduction of performance-related pay (Curristine, 2005).

Measurement of performance is now un-peculiar to the South African government as it strives to identify the need to manage information, internal functions (performance) as well as serving business and citizens as core to its strategy. Key outcomes of this strategy are greater access to government services, improved service delivery, a focus on citizen centred approaches and encouraging a participatory process (Morris, 2006).

2.10.1 Use of the Balanced Scorecard in the Public Sector

The importance of performance measures such as the balanced scorecard is aired by Martinez *et al.* (2006). Many organisations place strong emphasis on the adoption and usage of broad-spectrum performance management systems (PMS)-as opposed to traditional financially focused systems. This has been driven by the popularity of balanced scorecards (Management Framework developed by Kaplan & Norton).

Evidence suggests that in 2001, the balanced scorecard had an utilisation rate of 44% worldwide (Martinez *et al.*, 2006). Sink and Tuttle (1989) cited in Hoehn, (2003) defined a process for planning and measuring organisational performance. This includes a process for performance improvement with seven broad measures of performance to achieve organisational performance control and improvement. The seven measurement categories of organisational performance are:

- Effectiveness,
- Efficiency,
- Quality,
- Quality of work life,
- Innovation,

- Cost and prices, and
- Productivity.

Table 2.2 The Seven Measurement Categories of Organisational Performance.

Measurement Category	Definition
Effectiveness	The degree to which a system accomplishes what it should accomplish.
Efficiency	The degree to which the system utilized the correct things.
Quality	The degree to which a system conforms to requirements, specifications, or expectations.
Profitability	The relationship between total revenues (or in some cases, budget) and total costs (or in some cases, actual expenses).
Quality of Work Life	The way participants in a system respond to socio-technical aspects of that system.
Innovation	How well the organisation does at coming up with new, better, more functional products or services.
Productivity	The relationship between the outputs generated from a system and the inputs provided to create those outputs.

Source: Sink and Tuttle, 1989

A number of government administrators have applied some modern private sector management tools to solve their management problems. Activity-based costing and management, benchmarking, process reengineering, total quality management and balanced scorecard have been implemented with mixed results. However, the balanced scorecard, a performance management system used by about 50 percent of *Fortune* 1000 companies, has not been well received by local governments. Comparing it with other modern management tools, the balanced scorecard is local governments' least prevalent tool (Ho & Chan, 2002).

The study conducted by Ho and Chan (2002) revealed that for the municipal governments that have developed the balanced scorecard, the impediments to successful implementation are the lack of balanced scorecard linkage to employees' rewards. Other reasons for impediments included management being too busy to solve short-term impending organisational problems. The study further revealed that inadequate executive sponsorship and organisational resistance to change have contributed to any unsuccessful

balanced scorecard implementation. Cost or other monetary considerations, cannot be considered to be important constraining factors (*ibid*).

In the next section, literature pertaining to the development and future of performance management in the public sector is discussed. It is intended that this will put a perspective to the importance of the subject in the public sector and how sustainable the use of performance management systems can go in the public sector.

2.11 New Developments and Future of Performance Management in the Public Sector

Globalisations of economies together with the adoption of the new public management models have involved deep changes in the organisation and management of public sector organisations (Jarrar & Schiuma, 2007). Organisations are aware of the benefits that can be produced by a good performance management system and, consequently, performance management has become popular worldwide (Aguinis & Pierce, 2008).

The desire to improve government performance is not new. Governments have always wanted results from their spending and regulation. What is new is that, increasingly, governments are facing overall spending constraints. With no new money to spend, more attention must be given to achieving better results from existing funds. At the same time new ideas have emerged about how to reorganise and better motivate public servants to achieve results (Curristine, 2005).

Aguinis and Pierce (2008) observe that, modern public administrators not only have to serve collective interests of fairness and probity, but also have to meet individual needs and address complex social problems. There is a call for sharper performance incentives than are provided by a traditional bureaucracy. Governments have taken on more challenging and complex tasks, which do not lend themselves to the traditional approach. Performance information is important for governments in assessing and improving policies:

- In managerial analysis, direction and control of public sectors;
- In budgetary analysis;
- In parliamentary oversight of the executive;
- For public accountability μ the general duty on governments to disclose and take responsibility for their decisions.

Companies which utilise effective performance management systems may perform better in financial terms than those which do not (Nankervis & Compton, 2006). Warhurst (2002) contends performance

indicators can assist in the actual assessment, management and monitoring of impacts of organisations on sustainable development goals, as well as the reporting of performance, if they are developed within an overall sustainability Performance Management System (Warhurst, 2002). As a result, governments worldwide are now attaching higher chances to the achievement of performance outcomes through the growing use of performance-contingent pay, organisation-wide performance bonuses or sanctions, and competitive performance-based contracting (Heinrich, 2007).

Strategy-misaligned performance measurement is a frequent and indeed natural state as a result of alignment deterioration. We would contend that alignment deterioration, in both private and public organisations, is a natural phenomenon resulting from either continuous changes in the external environment and/or frequent, or at least occasional, changes in the internal environment. In some cases these misalignments might not be accidental but understood and created by the managers (Pongatichat *et al*, 2008).

For performance management to be effective in the public sector, monitoring and implementation strategies are vital. This implies effective measurement of performance in such organisations. Pollitt (2005) argues that although performance measurement is accepted as a legitimate modern technique, it is used within a more negotiative, and as a consensus-seeking cultural climate in organisations (Pollitt, 2005)

2.12 Conclusion

There is an increased use of performance management for the benefit of improving delivery of service in the public sector (Curristine, 2005). Government policy is clear on the assessment of employees with the objective of enhancing performance (White Paper on Human Resource Management in the Public sector, 1997). Politicians do not take much interest on the enhancement of performance measurement in the public sector (Pollitt, 2006: 41 as *cited* in Askim, 2007).

Government performs better when more competent people are retained (Hoffman, 2008). Performance management is an integral part of other organisation systems, which includes human resource management (Aguinis & Pierce, 2008; Martinez, *et al*. 2006; Pollitt, 2005; Paauwe & Richardson, 1997). Performance management in the public sector is essential in order to improve delivery of service (Matshiqi, 2007; SAPCAS 2003:99 *cited* in Cloete, 2005). Efficiency and effectiveness of employees will enhance delivery of service in the public sector (White Paper on Human Resource Management in the Public sector, 1997).

Performance management in the public sector will continue to face challenges due to the lack of political will from government. The public sector in South Africa is highly influenced by political influence. Performance management alone without skills development will not assist improvement of delivery of service by the public sector.

The next chapter looks at the research methodology applied to the Evaluation of Performance Management in the Department of Public Works, Roads and Transport of the North West Province. The research methodology applied has been limited to the quantitative method. For the benefit of determining the most appropriate method for this research, the advantages and disadvantages of the chosen methods have been explored. This will assist with arriving at the apt method required to answer the research questions put forward.

Chapter 3

Research Methodology

3.1 Introduction

This chapter presents the design and methodology used to satisfy the research questions that have been chosen. This requires the use of an appropriated research methodology linked with the problem statement (Leedy & Omrod, 2005). Hartley and Dickson (2005) define research methodology as the approach to linking the research questions, objectives and the data collection, followed by analysis and interpretation in a logical sequence (Hartley & Dickson, 2005). To achieve this, it is vital to target the right population and collect precise information using the apt research methodology.

The following are the research questions this study is attempting to answer:

- 1) Is there a severe performance deficiency in the Department of Public Works, Roads and Transport?
- 2) Is the individual performance integrated with the set objectives of the Department?
- 3) Is the performance of the Department affecting the delivery of service?

This chapter outlines the research methodology used for the study in relation to the topic and the data collection methods presented. The chapter also outlines the sort of questions posed to respondents and the appropriateness of questionnaires used. The population and Sampling method has been discussed, closing with ethical limits to which the researcher is confined to. In the following section the research types used in the study are discussed.

3.2 Design and Method

Research Design and Research Method/Methodology have been used interchangeably where the same meaning has been attached. Other research has attached different meanings to the two terms, namely that research design include strategies, steps in the process of research, approaches and methods. Method/methodology, on the other hand, refers to methods only, for example, the survey method, the case study method, and the experimental method. The following are the different definitions given to the two terms:

Bless and Higson-Smith (2000):

A differentiation between design and research management is given as a plan to guide the researcher through the research process. They explain this as the first steps in constructing a good research design required by the researcher to answer several fundamental questions about the study. These relate to the focus, the unit of analysis and the time dimension of the problem at hand

Huysamen (2001):

The research design is the plan or blueprint according to which data are to be collected to investigate the research hypothesis or question in the most economical manner. It deals with the proposed operationalisation of variables and the involvement of research participants

Leedy (2005):

When talking about a general strategy for solving a research problem, we are referring to research design. The research design provides the overall structure for the procedures the researcher follows, the data the researcher collects, and the data analyses the researcher conducts. Simply put, research design is planning.

Welman and Kruger (2002):

A research design is the plan according to which we obtain research participants (subjects) and collect information from them. In it we describe what we are going to do with the participants, with a view of reaching conclusions about the research problem (research hypothesis or research question)

Babbie and Mouton (2003):

A research design is a plan or blueprint of how you intend conducting the research. Researchers often confuse 'research design' and 'research methodology', but these are two very different dimensions of research. There seems to be general consensus among the above authors that design differs from method.

3.3 Research Design

The research design will be explained by using different techniques that will be utilized in this study.

3.3.1 Quantitative and Qualitative

The three main research classifications are quantitative, qualitative and mixed or triangulation. Choice of which methodology apply depends on the characteristic of data to be collected and the problem of the research. The quantitative methodology apply where data is numerical while qualitative methodology will usually be undertaken where the data collected through interviews (Leedy & Ormrod, 2005).

Quantitative analysis is the collection and analysis of data that is non-qualitative (Lofland & Lofland, 1984). Quantitative methods allow the section between different actions that follows a systematic evaluation. This involves the setting up of models relating to the problems under analysis, selecting input for the models and deriving an output from the models (Drott, 1989). Leedy & Ormrod (2005) state the quantitative process concurs with the systematic approach of using numerical data for the purpose of

possible correlation among two or more phenomenon. They emphasise that the use of quantitative methodology examines the situation as it is and therefore does not lead to any addition to the investigation, nor does it provide the cause-and-effect relationship. The failure to use quantitative methods in some cases has been ascribed to the inability to understand computational data and models or interpretation of statistical inferences (Grayson, 2003).

In contrast to quantitative methods, qualitative methods focus mainly on phenomena occurring in its natural settings and aims to study the phenomena in their complexity entirely (Leedy & Ormrod, 2005). Under qualitative analysis, the assumption is that there are different views to a problem or phenomenon, and the use of this method will give an accurate opinion of the matter researched. The researcher is required to use the interpretation of the matter other than focusing on quantifying the situation (Creswell, 2003).

Peshkin (1993) describes qualitative research with the following characteristics:

- Enabling the researcher to have new views concerning a specific phenomenon, allowing the development of new concepts or theoretical perspectives and or draw complications pertaining to the phenomenon of the situation.
- Exposing the nature of certain situations, settings, processes, relationships, systems or people.
- Giving the researcher tools to judge the effectiveness of certain policies, innovations and practices.
- Encouraging the researcher to test the validity of particular assumptions, theories, or claims within a practical setting.

The following is a comparison of the Quantitative and Qualitative Methods/Approaches using a table:

TABLE 3.1: The Quantitative Versus the Qualitative Approach

Quantitative	Qualitative
Bias towards counting	Counting only if clearly necessary
More detached, impersonal orientation favouring use of data	Greater investment in the data
Rule driven, with clear mental model for the researcher	Encourage substantial flexibility in research procedure because there are no strong

	prototyping models to follow
Predictable outcomes with little processes of variables	Focus more on understanding organisational processes and less predication outcomes
More generalized because presentation is mostly free of context	Heavily grounded within the local context in which the phenomena of interest occur. This leads to problems when generalizing empirical results pertaining to a large population or other settings
Less focus on particular reasons	More explicit about participants' reaction

Source: (Cassel & Symons, 1994)

3.3.2 Research Method Used in this Study

The approach used in this study is the quantitative research methodology. The reason this method was used was arrived at after considering the use of the two possible methodologies which are quantitative and qualitative. The qualitative methodology can best be used in descriptive, interpretive, verification and evaluation studies. On the other hand, quantitative methodology can best be used for observation studies, correlation research, development designs and survey research (Leedy & Ormrod, 2005). This research aims at evaluating performance management in the Department of Public Works, Roads and Transport of the North West Province.

3.3.3 The Organisation

The Department of Public Works, Roads and Transport is a Department within the North West Provincial Government. It is subdivided into four districts, namely Ngaka Modiri Molema, Bojanala, Dr Ruth Segomotsi Mompati and Dr Kenneth Kaunda. The functions of the Department are to ensure that safer transport, provincial land, building and roads infrastructure management systems are provided for a better life for all. The department is made up of skilled and unskilled employees.

3.3.4 The Target Population

Babbie and Mouton(2003:112) describes a population for a study as that group which the researcher wants to draw inferences on. The size of employees considered for the research population is 450. The population of concern to this study is all members of staff, decision makers and managers in the Department directly or indirectly relegated to performance management.

3.3.5 Sampling Technique

Diamantopolous and Schlegelmilch (1997: 18-19) explain the following five steps of sampling;

- Define the population of universe;
- Specify the sample frame;
- Select the sampling method determine the sampling size (probability, non probability); and
- Draw the sample (the operational procedure for the selection of the sample specified).

Due to limited time and money, researchers are not likely to study the entire body of relevant facts about the whole group of people under investigation. A list of all participants required for the sample was sourced. Stratified sampling was used for the purpose of the survey. In a stratified sample the sampling frame is divided into non-overlapping groups or strata (these could be geographical areas, age-groups, gender etc). A sample is taken from each stratum and when this sample is a simple random sample it is referred to as stratified random sampling. The following are the advantages of stratified sampling:

- Stratification will always achieve greater precision provided that the strata have respect of the characteristic of interest. The bigger the differences between the strata, the greater the gain in precision.
- It is often administratively convenient to stratify a sample. The results from each stratum may be of intrinsic interest and can be analysed separately.
- It ensures better coverage of the population than simple random sampling

Stratified sampling can have its own:

- Difficulty in identifying appropriate strata.
- Complexity to organise and analyse results.

3.3.6 The Sample

The findings and conclusions in survey research are based on information gathered from a limited number of people from whom generalisations can be made about the whole population. This selected group from the population is called a sample (Nachmias & Nachmias 1996: 201). When choosing a sample, the researcher often has to prepare a comprehensive list of all units in the target population that is called a sampling frame (Leedy & Ormond, 2005). The participants of the sample intended required having the following description:

- The participants must be directors, managers or administrators in decision-making
- The participants must have worked in the incumbent role for at least two years.

The above requirements were essential considering experience because respondents lacking the desired quality may not be in positions to articulate the role of performance management related to service delivery.

A table prepared by Krejcie and Margan (1970) can help establish the appropriate sample size (S) based on the population (N). The proposed population size in this particular study N= 450 therefore S= 205. This entails that the sample size will require a minimum of 205 completed questionnaires in order to draw an expressive conclusion from the data collected in the survey.

3.4 Data Collection Method

The data collection method is explained beneath as well as the type of data collection method used for this study will be specified.

3.4.1 Methods for Collecting Primary Data

Cooper and Schindler (2004) classify data collection as a monitoring and communication process. In monitoring, the researcher does not need any response from subjects but inspects the activities or nature of a material. In the interrogation or communication type of data collection, the researcher questions the subjects through interview or telephone conversation, self administered or self-reported instruments. There is no simple answer to what is the best data collection instrument. The nature and purpose of the research will just give guide to which method to use (Blankenship & Breen, 1993).

The primary data in this study was collected by conducting a survey with structured questionnaires. The questionnaires were distributed physically and through email to all sections within the departments.

3.4.2 Questionnaires

A questionnaire is the data-gathering tool used in this study. A formal questionnaire was developed using standard techniques from relevant literature. According to Denscombe (2003:145), questionnaires are written lists of questions designed to collect information which can be used subsequently as data for analysis. However, Denscombe (2003) further describes research situations which are suitable for questionnaire as follow:

- When used with large number of respondents in many locations
- When what is required is fairly straight forward information
- When resources allow for the costs of printing, postage and data preparation
- When the respondents are expected to be able to read and understand the questions

Close ended questions are used in the questionnaire. The choice of using closed ended questions is based on factors such as objectives of the study, ease of communication with the respondents and amount of information presumed held by the respondents. Closed ended questions are less costly to administer, easier to code and analyse. In addition, closed ended questions reduce the variability of responses and need less skill from the researcher's side. Closed ended questions can actually be as effective as open-ended questions if properly designed (Cooper & Schindler, 2004).

Questionnaires are inexpensive, easy to administer data gathering methods. Information obtained from questionnaires is mostly quantitative and easy to process. Subjects are generally familiar with the survey mechanism. In situations where the subjects are not required to answer questions at the spot, they can think about their answers and recall information that is more accurate (Farr & Timm, 1994).

Most of the questionnaires (90) were emailed to the respondents within the department. It was anticipated that this will achieve a significantly faster response time (Schaefer & Dillman, 1998). The remaining (18) was physically delivered to the rest of the respondents. Respondents who were approached physically are those working within Mafikeng.

Twenty brief questions but essential to the research make up the questionnaire as recommended by Leedy and Ormrod (2005). The intention is also to encourage and maximize the response rate. The questionnaire has three sections (Refer to Annexure B). The first part concerns permission to use the respondent's answers in academic research. The second section aims at collecting biographical data of the respondents such as age, gender and qualifications. The third section contains specific questions pertaining to the evaluation of performance management in the Department of Public Works, Roads and Transport of the North West Province.

The following table gives the questionnaire outline.

Table 3.2: Questionnaire Outline

A short letter describing the purpose of the research µ refer to Annexure	
The Questionnaire µ Refer to Annexure B	
A "Thank you" Note µ refer to Annexure B	
Section 1	Permission to use the respondent's answers the academic research
Section 2 Questions 1-9	Collects biography data on the respondents including age, gender and qualifications
Section 3	Focuses on collecting response on the evaluation of performance management in the department of Public Works, Roads and Transport of the North West Province

3.4.3 Techniques of Data Analysis

Data analysis is critical and forms a central part of a research project. The main objective of data analysis is to reduce data to an interpretable and understandable form, so that the relations of research problems can be studied tested and allow conclusions to be drawn. According to Bless Higson-Smith & Kagee (2006:163), once data collection and checking have been completed, the researcher should begin the process of analysing the data. This analysis is conducted so that the researcher can detect consistent patterns within the data, such as the consistent co-variance of two or more variables. The researcher used

a computer software package called Statistical Package for the Social Science, commonly referred to as SPSS. The quantitative part of the questionnaire will be displayed using tables, graphs and charts. In the quantitative type of data, the procedures of data coding, grouping the data and the presentation of the data are carefully followed.

3.5 Ethical Consideration Pertaining to the Study

According to Walliman (2006,) ethical issues are concerned with the values of honesty and frankness and personal integrity. Ethical issues are also the concern of ethical responsibilities to the subject of research such as consent, confidentiality and courtesy. The researcher has made utmost care in the whole research process regarding intellectual ownership, citations and acknowledgement. In the second case, the researcher has followed procedures of ethics with the respondents such as consent from each respondent and freedom not to participate in the questionnaire or interview. In addition in the questionnaire the use of language and image has been done with care on some sensitive issues such as age, cultural diversity, disability, gender and sexual orientation (Walliman, 2006).

The full and co-operative participation of research subjects cannot be over-emphasised. Their participation or non-participation in the research is largely influenced by the guarantee that their anonymity will be respected and the researcher has to apply acceptable ethical standards at all times. Prior to the distribution the researcher individually approached the research respondents and gave them a letter of intent to conduct research. The researcher also assured the respondents their anonymity and stressed that the research is purely conducted for academic purposes.

3.6 Limitations

The survey technique suffers from a number of shortcomings including the low response rate to questionnaires. This will tend to impinge on the relevance of the research owing to lack of full representation. The following are some of the limitations:

- Other limitations arise where respondents are required to tick one of the possible answers and are not asked to give their true feelings
- Survey respondents are also likely to provide socially acceptable answers or avoid strongly negative or positive views and stick to compromise positions
- Some respondents deliberately and unnecessarily give extreme opinions as their answers. Occasionally, response rates are also low and it takes researchers extra time and expense to collect the required number of responses
- Correlation research has a limitation where the correlation may suggest the existing relationship between two variables, while proof of change in a variable resulting from that of the other variable may not be given.

3.7 Conclusion

This chapter described the research design and methodology used in this study. Further, it looked at instrumentation, research type, population, sampling method, and data gathering methods from a theoretical perspective. A discussion of how these were applied in this study was also indicated. Justifications for the choices made were provided as well. It was found that the response with e-mail for this study is faster; hence the use of e-mail survey approach was used. The next chapter articulates the study findings that would be used in rejecting or accepting the raised questions.

Chapter 4

Data Discussion

4.1 Introduction

The survey conducted involved the performance management of the Department of Public Works, Roads and Transport which falls under the North West Provincial Government (NWPG). The aim of study is to analyse the impact of performance management on the department and its impact on the delivery of service. There has been an increase in the need of accountability and customer focus orientation driven through the implementation of performance measurement systems in order to improve efficiency and performance of the public sector (Jarrar & Schiuma, 2007).

The research questions were aimed at determining whether performance management policies are implemented effectively within the department. The research also intended to ascertain whether the performance management policies are in line with the strategic plan of the department. Lastly, the research undertakes to find out whether the performance management policies are integrated with other HRM policies for the department to effectively improve delivery of service.

This chapter discusses the research findings and provides analyses and interpretation of the data. The survey conducted had certain questions asked that have been analysed based on the application of Pearson correlation coefficient and p-value. The Pearson correlation coefficient method correlates all listed variables with each other, using two at a time, and indicates statistical significance of the relationship. The p-value provides information on the extent, which the significant region is (Diamantopoulos & Schlegelmilch, 1997).

The chapter begins with a descriptive introduction based on the demographics of the respondents. This is followed by a section reflecting the findings of the target survey's perception with regard to the performance management policies within the department of Public Works, Roads and Transport on delivery of service in Mafikeng. This starts with Frequency Tables and Figures on mergers and service delivery, followed by the measures of association using standard deviation of the means, and correlation.

4.2 Response Rate

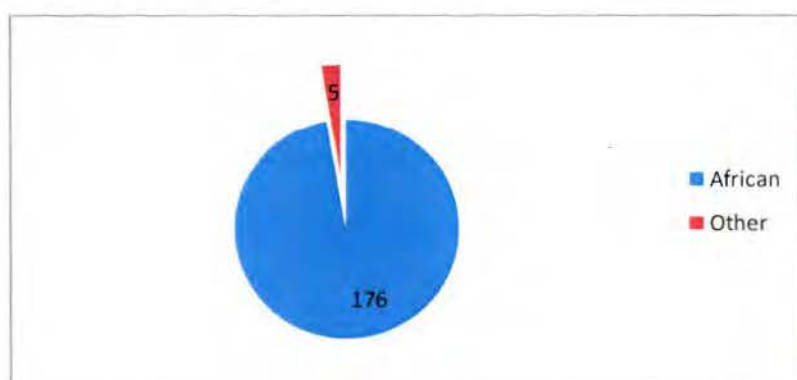
The following sections discuss the results of the survey. There were 250 questionnaires distributed to a population of 250 desired employees of the Department of Public Works, Roads and Transport. There were 181 completed questionnaires returned using simple random sampling technique. Out of the

returned questionnaires, all 181 were completed satisfactorily. The number of 181 returned questionnaires was considered an adequate sample size according to Krejcie and Morgan (1970). The data was summarised on a spreadsheet and statistics were calculated using SPSS. The researcher tried many times to show that the requirements for the sample were met. The following statistical sample will show that the sample met the strict rules and that it was randomly selected. All names were allocated a number and numbers were drawn. If somebody did not complete a questionnaire, the next number was drawn and the person used.

4.3 Demographics

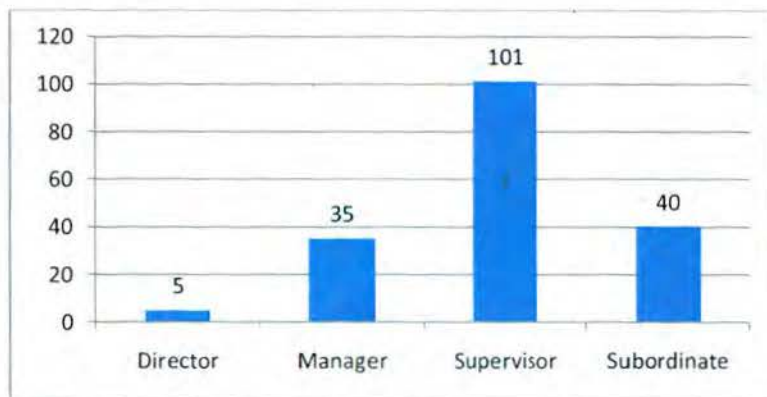
The following section discusses results on demographics. The results include figures and tables showing the ethnicity demographic profile, job profiles of the respondents, qualification profiles of the respondents, gender profiles of the respondents, age of the respondents, citizenship of the respondents, places where the respondents were brought up and finally the section looks at the respondents' years of service

Figure 4.1 Race



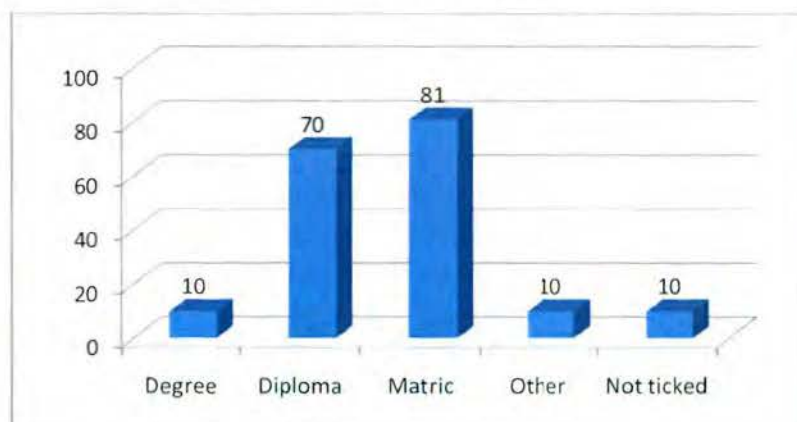
The results in the figure above indicate that out of the 181 respondents, there were a large number of African people. The result arises owing to the Affirmative Action policies implemented presently in the public service, which encourages the employment of more Africans. The policy has seen an increased emigration of other ethnic groups, particularly among the white employees. This result may have an effect on the standard deviation. It shows how much variation there is from the average (mean). A high standard deviation indicates that the data is spread out over a large range of values owing to the fact that the African component is so large. This draws the sample out of proportion. The sample size shows that the sample was picked at random.

Figure 4.2 Job of Respondent



As indicated in figure 4.2 above, the highest number 101 (55.80%) of respondents was gathered from supervisors, followed by subordinates with 40 (22.10%). The target sample was mainly of employees who were in discussion making positions such as directors, managers and supervisors. The targeted employees have a better understanding of the effect of the merger of the departments. This is because of the experience actually gained through delivering deferent types of services to the community and the actual merger of the department. The results suggest collective participation from both management and subordinate workers.

Figure 4.3 Qualification of Respondent



The information in Figure 4.3 indicates that most of the respondents 81 (44.75 %) have a matric qualification. The respondents were closely matched by employees 70 (38.67%) with a diploma qualification. The results indicate most of the respondents in senior positions of the department have adequate qualifications to undertake the performance management tasks of the department. The majority of the respondents are expected to contribute to the operation strategies of the department, which will support performance management functions. There were 10 (5.52%) respondents each who had degree

qualifications and other qualifications. The result suggests most of the respondents with degree qualifications was made up of senior management employees. Employees in the subordinate roles will assist the research considering that they are directly involved with performance at functional level of the department, which directly impacts on the success of the department.

Figure 4.4 Gender

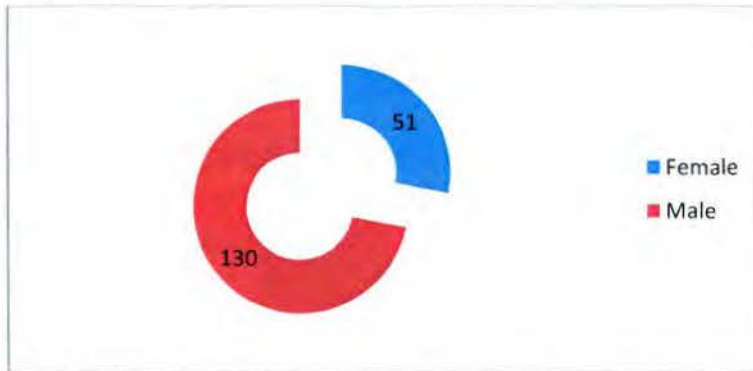
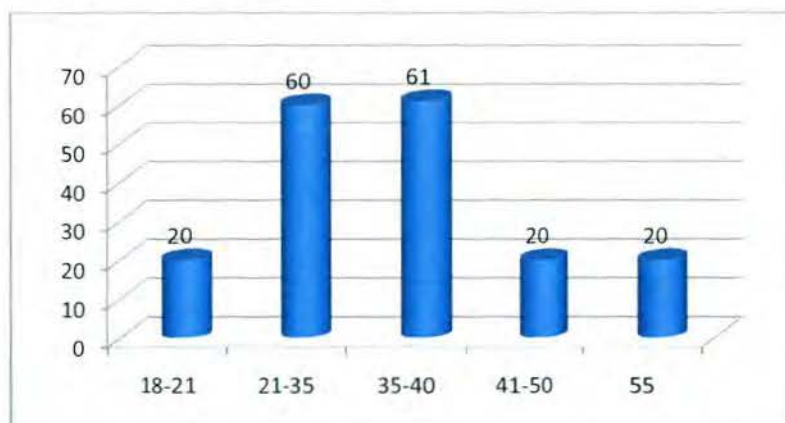


Figure 4.4 indicates that the majority of the respondents 130 (71.82%) were male employees while only 51 (28.18%) were females. The result indicates a high imbalance between male and female employees. This is a cause of alarm considering that there have been efforts aimed at employment equality within the public sector. The difference in the number of male employees compared to female may have been caused because of the few female employees with the necessary qualifications to occupy senior positions. It is anticipated that this position will change as more females attend university and become prepared to take up senior positions.

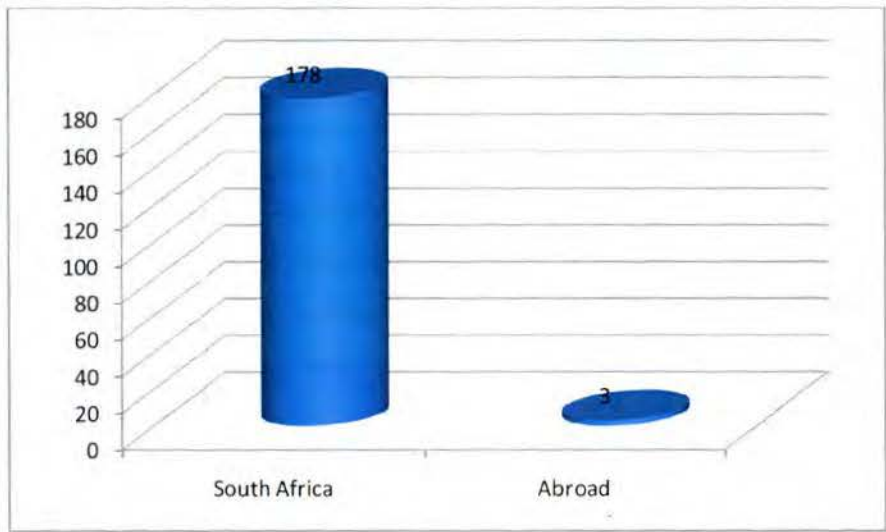
Figure 4.5 Age of the Respondents



The graph above shows a high number of respondents in their middle and older age grouping. Respondents were selected randomly within the department. The intention was to target employees who

were in decision-making positions such as directors, managers and supervisors. Most of such employees will fall within the age range shown by the results. The lower age range is made up mostly of employees who occupy subordinate positions. Government provides job security whereby most employees are willing to remain within the employment of the civil service until retirement. This is common especially for non-technical skills. The situation may be a cause for concern because most of the senior positions have employees almost reaching retirement age.

Figure 4.6 Citizenship



The results in Figure 4.6 indicate that citizens occupy the majority 178 (98.34%) of the positions in the department. The results showed only 3 (1.66%) of the positions are occupied by respondents from abroad. The term abroad is used to signify positions occupied by employees who are non-citizens or foreigners. Employment regulations reserve most of the job opportunities for South African citizens. Foreign experts are allowed to occupy positions regarded as scarce skills. These include skills such as IT and engineering skills. The abroad category shown in the figure above is therefore bound to be made up by the scarce skills category.

Figure 4.7 Place where they Grew up

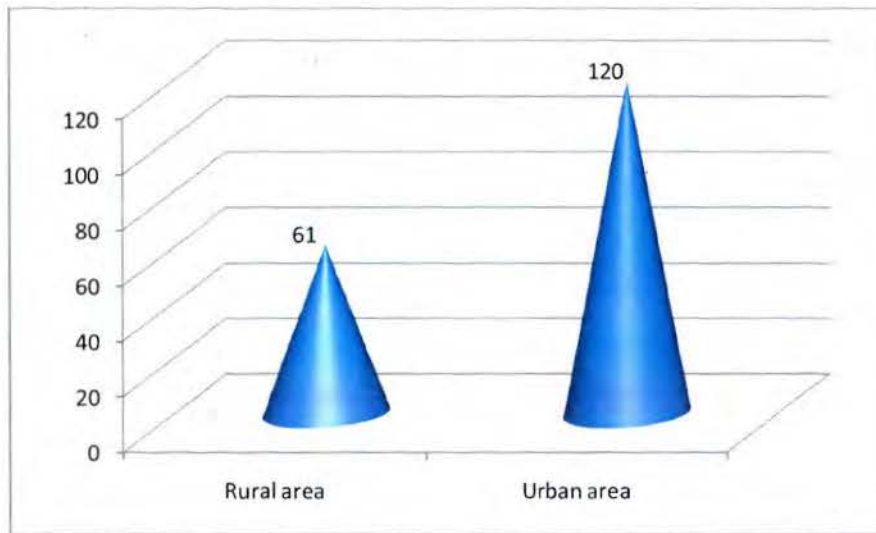
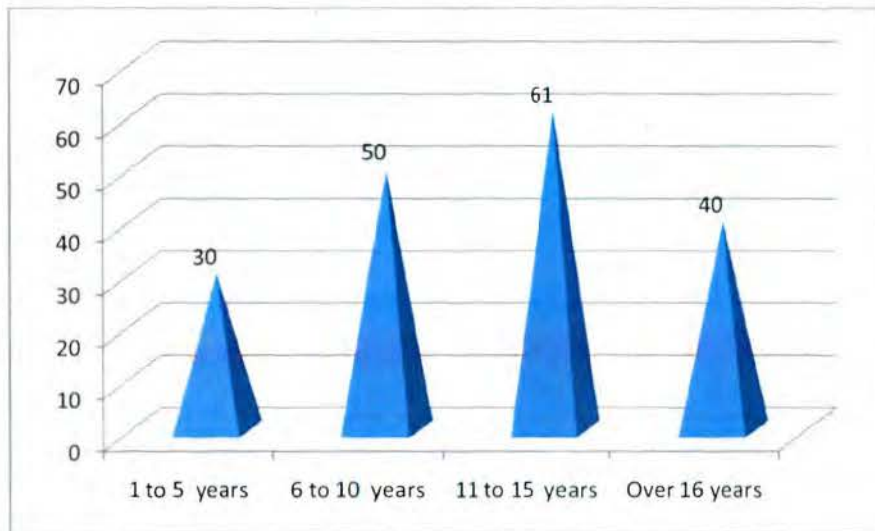


Figure 4.6 shows 120 (66.30%) grew up in the urban area, while 61 (33.70%) of the respondents indicated, they grew up in the rural area. As the middle income group of South Africa grows, more people are tending to shift into the urban areas in search of better conditions of life, education and employment. It is expected therefore that most of such employees were brought up in urban settings. South Africa is currently becoming urbanised which previously was not the case. It will therefore be expected that the new generation will be brought up in urban areas. 12

Figure 4.8 Years of Service

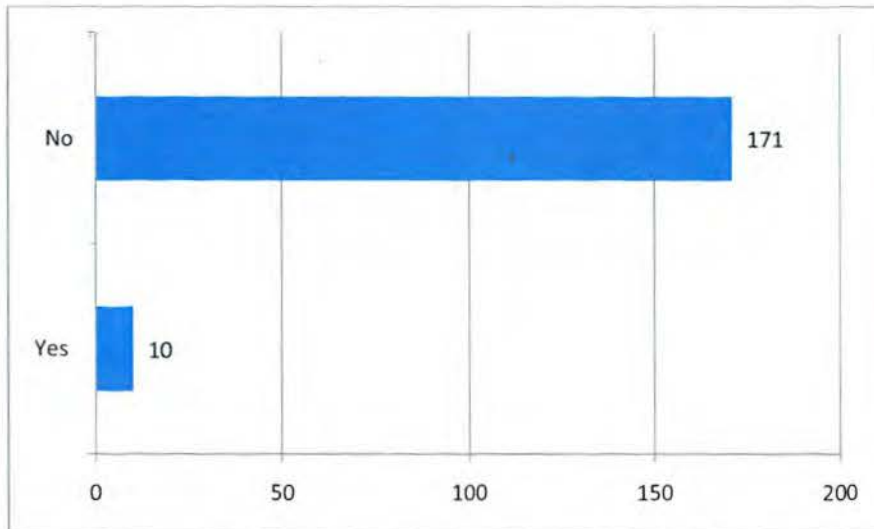


The results in Figure 4.7 indicate that most of the respondents from the 181 respondents, 111 (63.73%) have been in the service of the state for a period between 6-15 years. There were 40 (22.10%) respondents who indicated they had been employed over 16 years. Overall the results indicated that more of the respondents had actually been in the service longer than those who had not. This is because of the targeted sample that was mainly of people who were in decision-making positions. These respondents were in positions that could articulate the performance management strategy of the department. People tend to work long in the public service because of the job security offered by Government as indicated in the Two Factor Theory of Motivation; people are motivated to work because of their unsatisfied needs, which include job security. To satisfy their needs people look for employment and secure work according to their skills, knowledge and potential (Smit, Cronje & Venter, 2004).

4.4 Results of Investigation

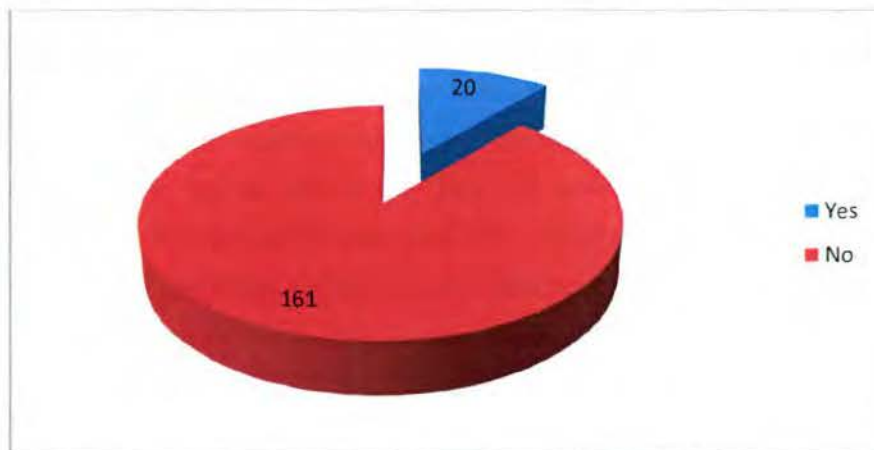
The following section looks at the frequencies of occurrences using figures and tables. Included in the section are frequencies on how the performance management is implemented in the Public Works, Roads and Transport Department. This includes employee understanding of performance management policy and performance appraisal. Other results included frequencies and tables showing the official attempts made to evaluate the outcomes of performance management; the attitude of employees towards the performance management and the impact of the performance management on the effective and efficient of running of the department.

Figure 4.9 Satisfied with the Administration of Performance Appraisal



The results above indicated that the majority 171 (98.48%) of the respondents indicated that they were not happy with the manner in which performance appraisals are conducted. The respondents targeted in the research include employees who conduct appraisals, while it also included employees who were subjected to appraisals. The high negative response suggests the appraisal process indicates the dissatisfaction of the majority of the employees in the department. Performance appraisal is used for the purpose of monitoring and measuring performance management (Van der Waladt, 2004). Therefore performance appraisals should not be construed to be performance management on its own.

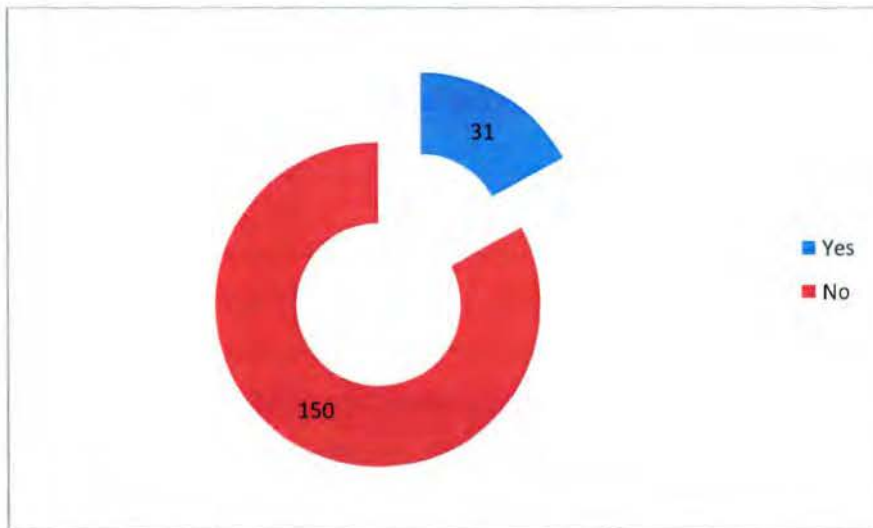
Figure 4.10 Department have Specified but not Properly Qualified Objectives



The majority of the respondents 161 (88.95%) indicated that the department has specific but not qualified objectives. The results are worrying because this may imply that employees within the department do not understand the objective of the department. Failure of employees buying-into the objectives of the department can lead to poor performance of the department altogether. This will result because of poor

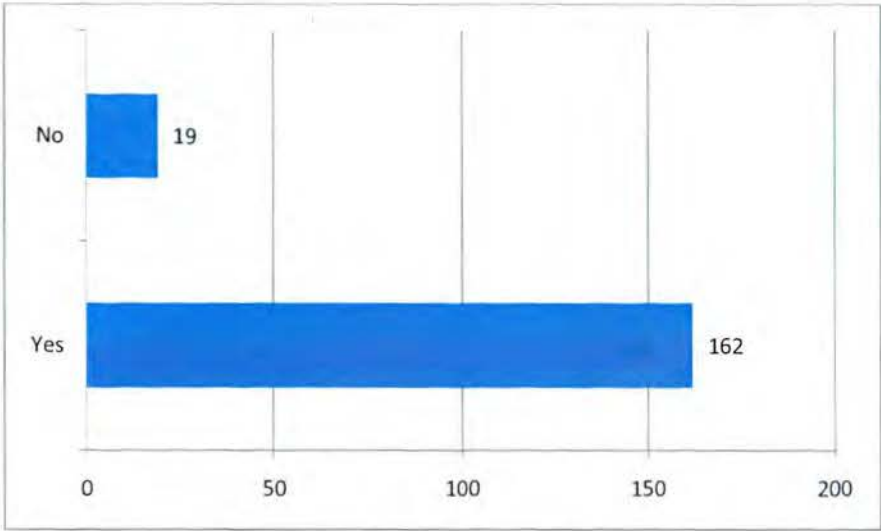
communication of the operational and functional objectives. Further, the result suggests a poor monitoring and implementation strategy of objectives within the department. A small number of the respondents 20 (11.01%) indicated that the objectives were clear and properly implemented; suggesting respondents within this segment were in-charge of formulating and implementing the objectives of the department.

Figure 4.11 Department Focus on Specific Set Objectives and not Trying to do Several Things at Once



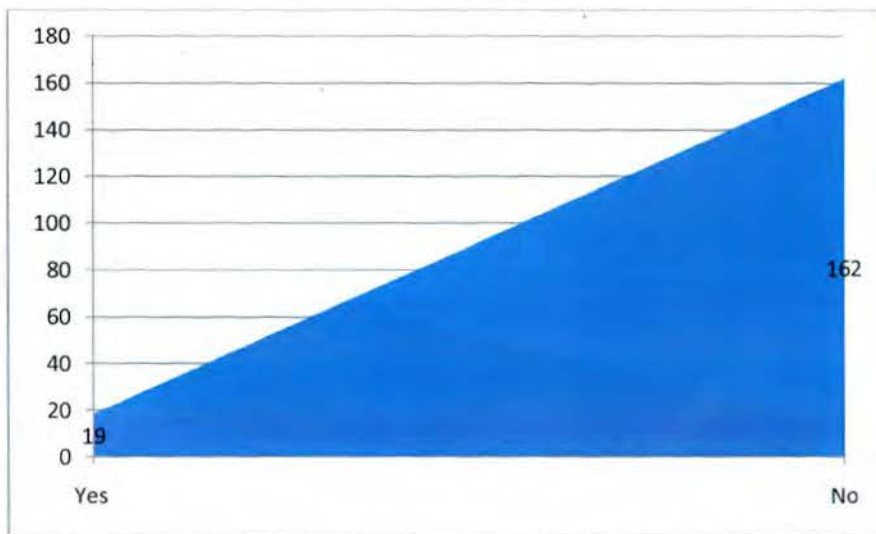
Results in Figure 4.9 suggested poor implementation of objectives in the department; while the results in the figure above suggest the majority 150 (82.87%) were of the view that specific objectives were implemented in the department with focus. The results imply effective implementation of the objectives which is in contrast to early results. There were 31 (17.13%) employees who were of the view objectives were not specific and therefore were void of focus. This is constant with the results shown in Figure 4.9. The contradiction suggests employees of the department have no clear comprehension of the values of the objectives set for the department. This will have a direct negative impact on the performance of the department because it is important that objectives are well communicated and understood by all stakeholders for the set objectives to be effectively implemented.

Figure 4.12 Is the Implementation of Performance Rewarding and Evaluation Systems in the Departmental Causing Failure to Enhance Performance Against the Strategic Plan?



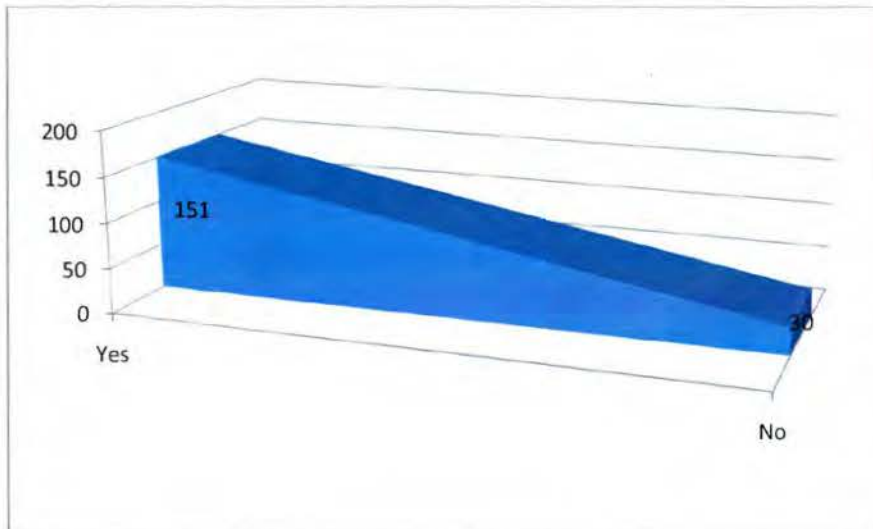
The majority of the respondents 162 (89.50%) indicated that the implementation of performance rewarding and evaluation systems in the department was causing failure to enhance performance against the strategic plan. The results imply the performance management policy is not in line with the set strategic goals of the department. This result is in line with the results derived in Figure 4.10 above. Failure to align strategic plan of the department with performance management policies will lead to poor performance. Performance management systems can be placed as a process and not results. This therefore entails that it can be integrated with other systems in an organisation. Organisations with integrated and balanced performance management systems perform better than others (Martinez, *et al.*, 2006). There were 19 (10.49%) respondents who indicated the performance management policy was in line with the strategic plan of the department. It is expected this result was from employees within management, who form the minority of the sample. Employees in this segment implement performance management within the department and therefore are expected to indicate success of the strategy.

Figure 4.13 Outcome of the Performance Appraisal Session Good?



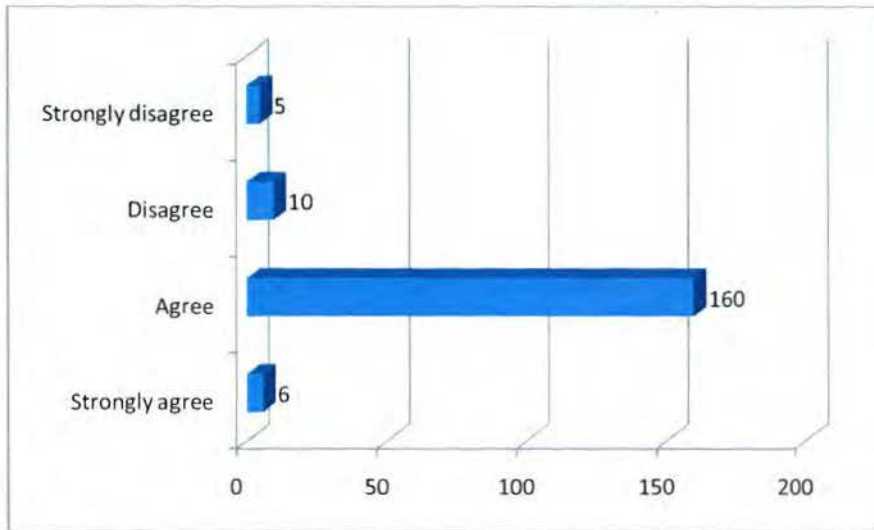
The majority of the respondents 162 (89.50%) indicated that the outcome of the performance appraisal session was not good. This entails a poor performance appraisal system within the department. The results confirm the response in Figure 4.8 where most respondents 171 (98.48%) indicated that they were not happy with the manner in which performance appraisals was conducted in the department. The results in Figure 4.12 indicate a high dissatisfaction from the respondents with regard to the outcome of performance appraisal sessions in the department. Performance appraisal outcome is expected to be poor where the appraisal sessions are below par. The small number of respondents 19 (10.49%) who indicated that the outcome of appraisals were successful is expected to have come from management who are responsible for the performance management in the department. It is expected that a negative result from this segment may compromise their positions and authority.

Figure 4.14 Link between the Mission of the Department and Your Performance



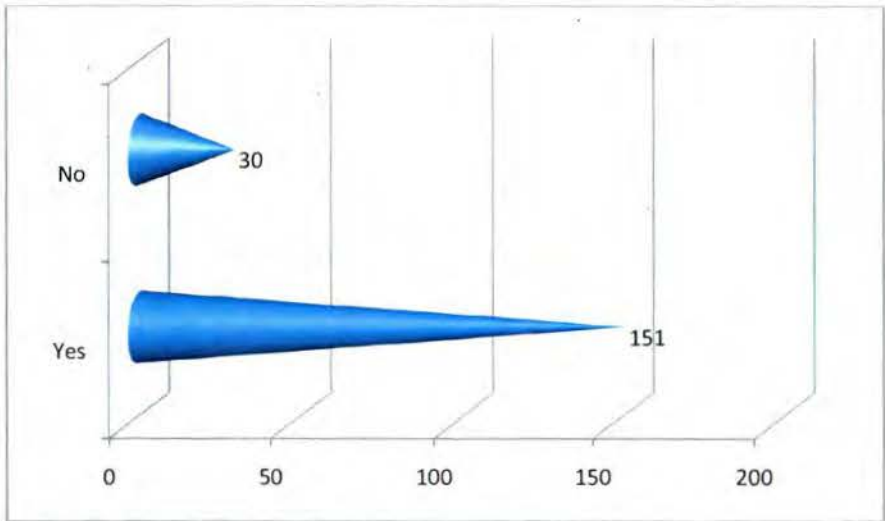
The majority of the respondents 151 (83.43%) indicated that they did not understand the link between the mission and performance of the department. This is in line with early results. Failure of employees to understand the department mission will have a negative impact on the performance of the department. The departmental mission specifically details how the objectives will be achieved. Promulgating the mission within the department will empower employees and detailing what is expected of them and how they can achieve such expectations. There were 30 (16.57%) who indicated there was an understanding of the link between the mission and performance of the department. It is expected that this segment is made up of management and senior employees. The segment is made up of employees who are involved in the implementation of the strategic direction of the department. Strategy can be explained as the way an organisation seeks to align itself with the environment strategy and characterised as senior managers' response to the constraints and opportunities that they face. The better the fit where an organisation achieves with external circumstances, the more likely it is to win financial and political support and thereby improve its performance (Meier *et al.*, 2006). Strategy-misaligned performance measurement is a frequent and indeed natural state as a result of alignment deterioration (Pongatichat *et al.*, 2008).

Figure 4.15 Performance Integrated with the Set Objectives of the Department



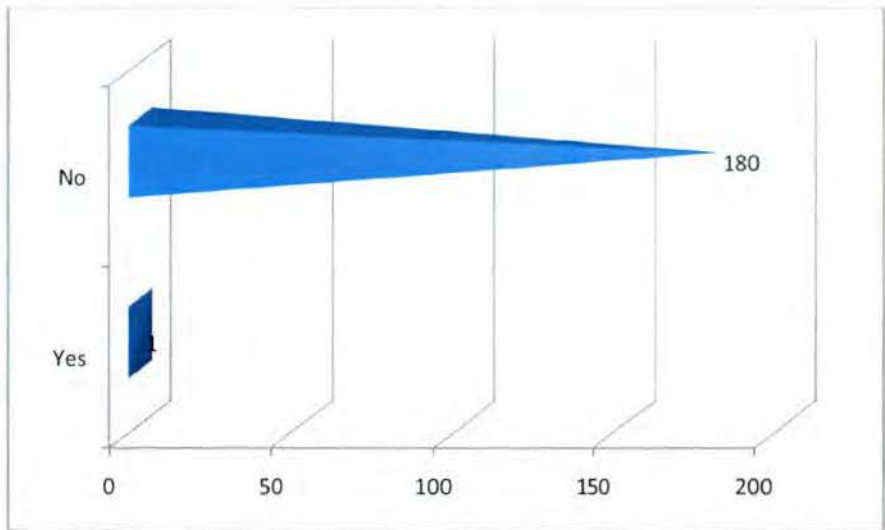
Objectives form part of the strategic policy of an organisation. Meier *et al.* (2006) observe that performance management can be integrated with strategy content. The results in Figure 4.15 above indicate the majority of the respondents 160 (88.95%) plus 6 (3.31%) appreciated that performance management of the department ought to be integrated with the objectives of the department. In practice it remains to be tested whether this contention has been implemented within the department. There were only 15 (8.29%) who failed to appreciate the integration of performance management and objectives of the department.

Figure 4.16 Direction in Terms of Your Life-long Learning, Career Progression



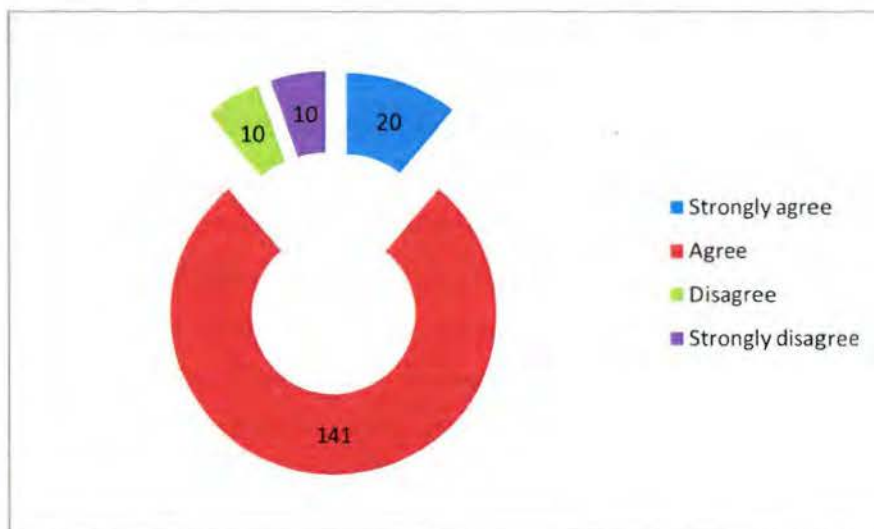
The majority of the respondents 151 (83.44%) indicated that they were given direction in terms of their life-long learning and career progression. There were 30 (16.57%) who indicated they were not given direction. The number of negative responses can be worrying considering that it is vital for all employees to be given career direction. This is in line with the State Personnel Manual (2007), which emphasises on the development of employees as the fundamental element of performance management. Many employees may express interest in growing in their current positions or in furthering their careers in state government (State Personnel Manual, 2007). Failure to give employees career direction may have a negative impact on the general performance of the department.

Figure 4.17 Assessed and Rewarded According to Your Performance



The majority of the respondents 180 (99.45%) indicated that they were not assessed and rewarded according to their performance in the department. There was only 1 respondent (0.55%) who indicated they were assessed and rewarded according to their performance. Nankervis and Compton (2006) observe that organisations which manage the performance of their people effectively are more likely to out-perform than those which do not. To this effect, there is general consensus on the use of performance management in the public sector by elected officials as well (Askim, 2007). Performance management, when implemented well, can lead to important benefits for both the organisations and its employees (Cascio, 2006).

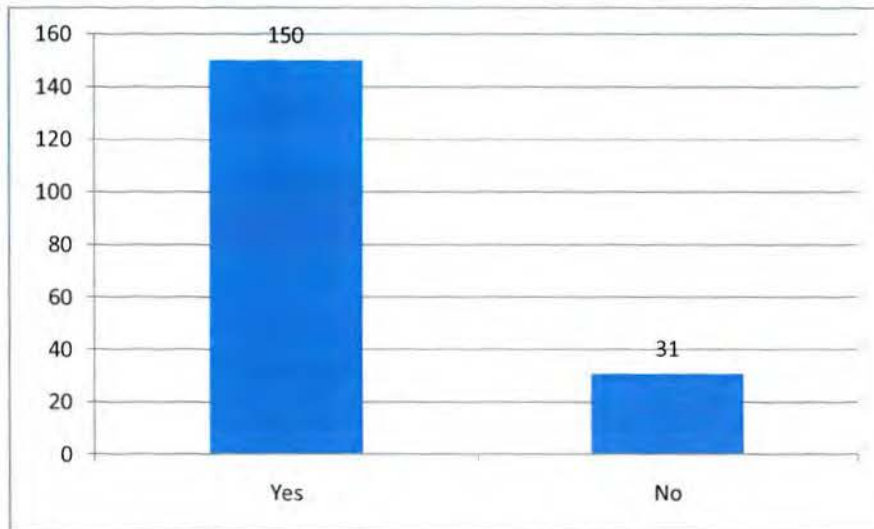
Figure 4.18 Deficiency in the Implementation of the Strategic Plan of the Department



The majority of the respondents 141 (77.90%) indicated that they agree that there is currently a deficiency in the implementation of the strategic plan of the department, while 20 (11.05%) strongly agreed there was a deficiency. The importance of strategic alignment of an organisation is stressed by organisational performance improvement initiatives which are usually linked to the organisational vision. The organisation must first define a vision and strategy, and link the measures to the vision. The process is continuous, and is applicable to all levels of the organisation. Further, the process treats the organisation as a system, where inputs and outputs are linked through an organisational transformation process (Hoehn, 2003). Strategy-aligned performance measurement can facilitate and support the

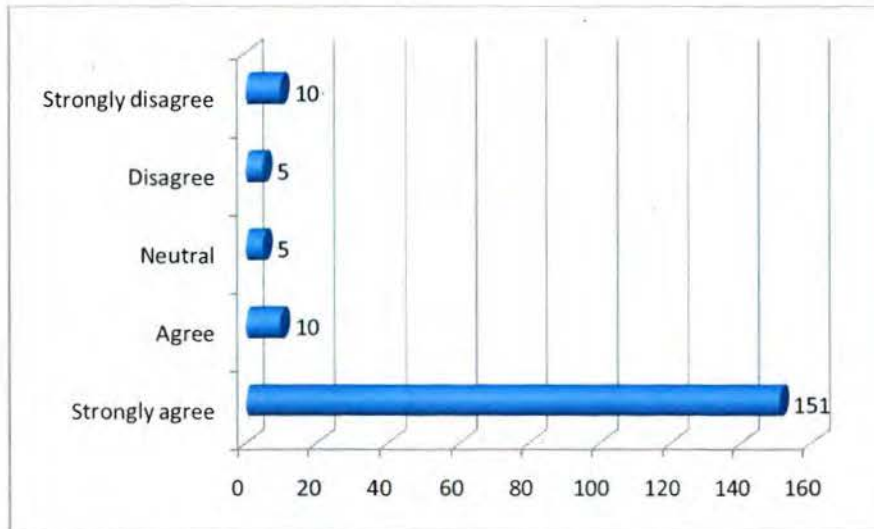
implementation of strategy (Pongatichat *et al*, 2008). There were 20 (11.05%) who indicated that there was currently no deficiency in the strategic plan of the department. Respondents in this segment may have formed management employees who were charged with monitoring and implementing the strategic direction of the department and therefore could be prejudiced by stating otherwise.

Figure 4.19 Is the Performance Management the Department Linked to Delivery of Service



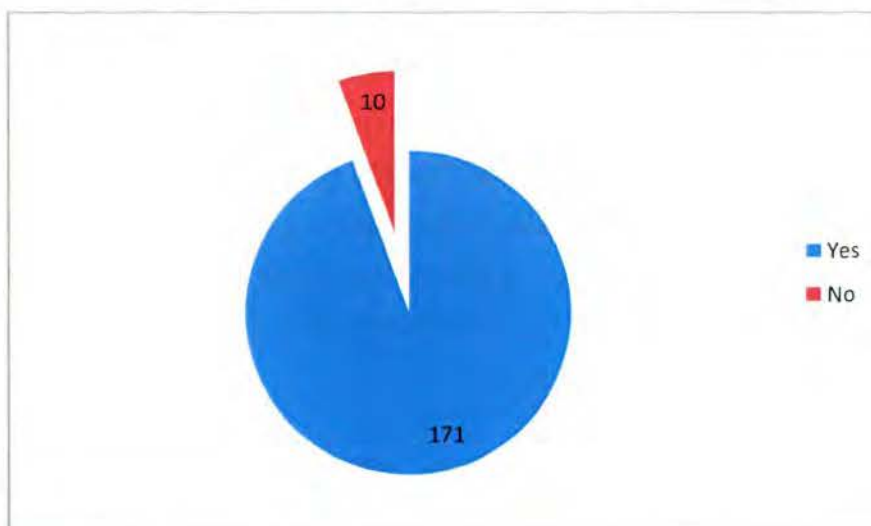
The majority of the respondents 150 (82.87%) were of the view that the performance management in the department was linked to the level of delivery of service of the department. There were 31 (17.13%) respondents who were of the view that performance management was not linked to the level of service delivery of the department. Matshiqi (2007) observes in order to improve the standard of living of the population; the public sector has to concern itself with issues of performance, performance management and productivity. The number of respondents who did not value the importance or link between performance management and the level of service delivery is alarming. It may be assumed that they may not understand the strategic position of the department or are simply not aware of the importance of performance management in the public sector. The negative response can also indicate the fact that respondents did not see the link between the current performance management position of the department and the level of delivery of service.

Figure 4.20 Performance Management Improve Delivery of Service



The majority of the respondents 151 (83.44%) agreed and 10 (5.52%) strongly agreed that performance management can improve service delivery. There is a general consensus on the importance of performance management as a tool to improve the level of service delivery of the department. The number of negative responses; 5 (2.76%) neutral, 5 (2.76%) disagree and 10 (5.52%) who strongly disagreed, is again alarming. This may be as a result of the lack of understanding of the strategic position of the department or, simply as not aware of the significance of performance management in the public sector.

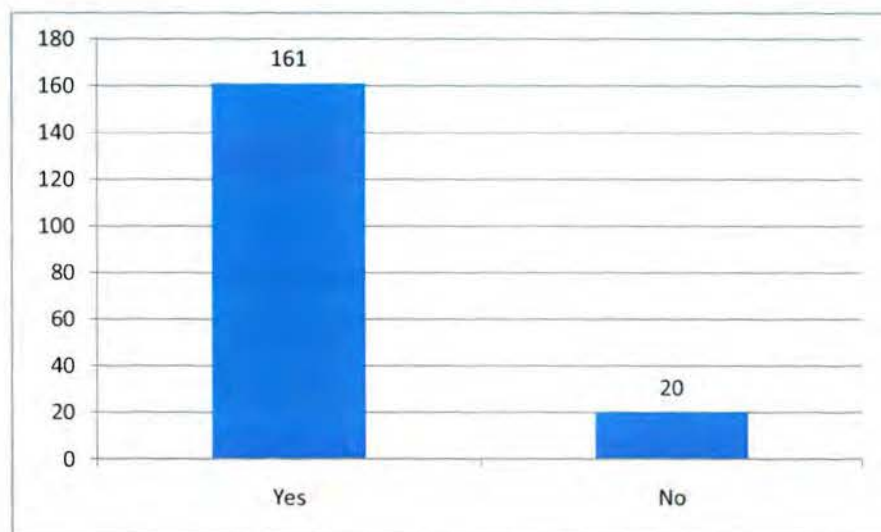
Figure 4.21 Delivery of Service Challenges being Faced in the Province



The majority of the respondents 171 (94.48%) were of the view that there are delivery of service challenges faced in the province. An important challenge facing the public sector is that of improving levels of productivity because public administration has come to be associated with delays, red tape,

insensitivity, and inefficiency in the regulation of cost and time (Van der Waldt, 2004). There were 10 (5.52%) who were of the view that there are no delivery of service challenges faced in the province. It can be assumed that this segment of respondents was made up of decision makers directly linked to policy making within the department. Confirmation of challenges faced in the department may compromise their positions.

Figure 4.22 Is Department Managing to Meet its Delivery of Service Mandate within the Province?



Despite the issues surrounding strategic management and performance management within the department, it was surprising to note that the majority of the respondents 161 (88.95%) agreed that the department is managing to meet its service delivery mandate within the province. Given all the current challenges faced by the department, the generally accepted role of the State is to undertake policies that protect, regulate, develop, maintain and sustain its citizens, and to see to it that this happens. The state prioritises its objectives, and puts together policy programmes that will have the best chance of achieving a combination of these goals (Cloete, 2005). There were 20 (11.01%) respondents who were of the view that the department is not managing to meet its service delivery mandate within the province. This segment of negative response can signify an objective concern that may require further investigation into the delivery of service by the department.

4.5 Measures of Association

The following section looks at the correlation of the data presented. To ascertain authenticity of the correlation, the mean, standard deviations and p-values have also been discussed in the section. Correlation analysis is a technique that describes the relationship between variables and measures the extent to which a change in one variable is attributed to a change in another. Correlation often measured

as a correlation coefficient indicates the strength and direction of a linear relationship between two random variables (Welman & Kruger, 2002: 209-212). S: (n) correlation coefficient, coefficient of correlation, correlation (a statistic representing how closely two variables co-vary; it can vary from -1 (perfect negative correlation) through 0 (no correlation) to +1 (perfect positive correlation). Below is an indication of correlation ranges:

Small	0.1 to 0.3
Medium	0.3 to 0.5
Large	0.5 to 1

For the purpose of this study, correlation that is above the value of 0.5 was considered to show a strong correlation. The p-value is the probability that the current result would have been found if the correlation coefficient would be zero.

Pearson correlation assumes that the two variables are measured on at least interval scales, and it determines the extent to which values of the two variables are proportional to each other. The value of correlation (i.e., correlation coefficient) does not depend on the specific measurement units used; for example, the correlation between height and weight will be identical regardless of whether inches and pounds, or centimetres and kilograms are used as measurement units. Proportional means linearly related; that is, the correlation is high if it can be summarised by a straight line (sloped upwards or downwards).

The significance level calculated for each correlation is a primary source of information about the reliability of the correlation. As explained before, the significance of a correlation coefficient of a particular magnitude will change depending on the size of the sample from which it was computed. The test of significance is based on the assumption that the distribution of the residual values (i.e., the deviations from the regression line) for the dependent variable y follows the normal distribution, and that the variability of the residual values is the same for all values of the independent variable x . It is difficult to formulate precise recommendations based on those Monte Carlo results, but many researchers follow a rule of thumb that if your sample size is 50 or more then serious biases are unlikely, and if your sample size is over 100 then you should not be concerned at all with the normality assumptions.

The correlation between Qualification and Gender is .687, which is a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is at significant at the 0.01

confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. Following the Affirmative Action and Black Economic Empowerment policies, more women are employed in senior government positions, though much still needs to be done.

The correlation between Position in the Organisation and Area Grew Up is .763, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is at significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01.

The correlation between Years of Service and Qualification is .805, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. It will be assumed that the longer a person has served in the department, the more qualifications they have attained.

The correlation between Qualification and Race is -.540, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the employees in the department are black and results show they have done well in elevating their qualification requirements. The government has embarked on skills development through continuous training to alleviate the current skills shortage faced.

The correlation between Gender vs. Area Brought Up is .878, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01.

The correlation between Gender vs. Years of Service is .735, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. Following the Affirmative Action and Black Economic empowerment policies, more women are trained for senior government positions. More women are serving longer in the public service because of the changes brought about by affirmative action policies.

The correlation between Gender vs. Race is -.712, a negative correlation between the two variables (see Annexure C). This implies that the gender is not a factor in the race matters of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the employees in the department are black and results show they have done well in elevating their qualification requirements. The government has embarked on skills development through continuous training to alleviate the current skills shortage being faced.

The correlation between Gender vs. Age is .547, a positive and strong correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Chances are that if you a young female you will be given a higher preference of employment in accordance with employment equity and affirmative action policies.

The correlation between Age vs. Position in Organisation is .564, a positive and strong correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Chances are that the older one grows, the better the positions they occupy within the department. This can signify the level of experience attained by employees.

The correlation between Citizenship and Gender is .770, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute

value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. Following the affirmative action and Black Economic Empowerment policies, more women are being trained for senior government positions. It is anticipated that a female foreign employee will be given more preference to a male foreign employee within the public service.

The correlation between Citizenship vs. Race is $-.537$, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This may signify race is not a factor in the employment of foreigners within the department.

The correlation between Area Brought Up vs. Years of Service is $.782$, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01.

The correlation between Area Brought Up vs. Qualification is $.625$, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01.

The correlation between Area Brought Up vs. Years of Service is $-.625$, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This may signify Area Brought up is not a factor in the years of service within the department.

The correlation between Race vs. Position in Organisation is .686, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. Following the Affirmative Action and Black Economic Empowerment policies, more people from the previously disadvantaged groups are being trained for senior government positions.

The correlation between Qualification vs. Implementation of Performance is -.551, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies qualification was not a factor in the determination whether the implementation of performance rewards and evaluation systems in the departmental were causing the failure to enhance performance against the strategic plan.

The correlation between Gender vs. Focus on Specific Set Objectives is -.594, a negative correlation between the two variables (See Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies gender was not a factor in the determination whether the Department focused on specific set objectives and did not try to do several things at once.

The correlation between Gender vs. Focus on Implementation of Performance is -.708, a negative correlation between the two variables. This implies that the gender is not a factor in the race matters of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the employees in the department are black and results show they have done well in elevating their qualification requirements. This signifies gender was not a factor in the determination whether the implementation of performance rewards and evaluation systems in the departmental were causing the failure to enhance performance against the strategic plan.

The correlation between Gender vs. Understanding Link between Mission and Performance is -.563, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not

a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies gender was not a factor in the understanding of the link between the mission of the department and performance.

The correlation between Age vs. Specified and Properly Qualified Objective is $-.646$, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies age was not a factor in determining whether the department has specific and properly qualified objective.

The correlation between Age vs. Specified and Focus on Implementation of Performance is $-.502$, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies age was not a factor in the determination whether the Department focused on specific set objectives and did not try to do several things at once.

The correlation between Age vs. Understanding Link between Mission and Performance is $-.564$, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies age was not a factor in the understanding of the link between the mission of the department and performance.

The correlation between Area Brought Up vs. Focus on Implementation of Performance is $-.622$, a negative correlation between the two variables (see Annexure C). This implies that the gender is not a factor in the race matters of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the employees in the department are black and results show they have done well in elevating their qualification requirements. This signifies area respondent brought up was not a factor in the determination

whether the implementation of performance rewards and evaluation systems in the departmental were causing the failure to enhance performance against the strategic plan.

The correlation between Age vs. Understanding Link between Mission and performance is $-.494$, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies area respondent brought up was not a factor in the understanding of the link between the mission of the department and performance.

The correlation between Area Brought Up vs. Focus on Implementation of Performance is $-.558$, a negative correlation between the two variables (see Annexure C). This implies that the gender is not a factor in the race matters of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the employees in the department are black and results show they have done well in elevating their qualification requirements. This signifies the years of service of respondents was not a factor in the determination whether the implementation of performance rewards and evaluation systems in the departmental were causing the failure to enhance performance against the strategic plan.

The correlation between Years of Service vs. Failure to Enhance Performance against the Strategic Plan is $-.666$, a negative correlation between the two variables (see Annexure C). This implies that the gender is not a factor in the race matters of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the employees in the department are black and results show they have done well in elevating their qualification requirements. This signifies years of service of respondent were not a factor in the determination whether the implementation of performance rewards and evaluation systems in the department were causing failure to enhance performance against a strategic plan.

The correlation between Years of Service vs. Understanding Link between Mission and Performance is $-.529$, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is at significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below

0.05. This signifies the years of service of respondents were not a factor in the understanding of the link between the mission of the department and performance.

The correlation between Race vs. Specified and Properly Qualified Objective is $-.546$, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies race of respondent was not a factor in determining whether the department has specific and properly qualified objective.

The correlation between Years of Service vs. Failure to Enhance Performance against the Strategic Plan is $-.611$, a negative correlation between the two variables (see Annexure C). This implies that the gender is not a factor in the race matters of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the employees in the department are black and results show they have done well in elevating their qualification requirements. This signifies race of respondent was not a factor in the determination whether the implementation of performance rewards and evaluation systems in the department were causing the failure to enhance performance against the strategic plan.

The correlation between Race vs. Understanding Link between Mission and performance is $-.686$, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies race of respondent was not a factor in the understanding of the link between the mission of the department and performance.

The correlation between Position in Organisation vs. Specified and Properly Qualified Objective is $-.749$, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies

position in organisation was not a factor in determining whether the department has specific and properly qualified objective.

The correlation between Position in Organisation vs. Specified and Properly Qualified Objective is -0.948 , a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of <0.01 . Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies position in organisation was not a factor in determining whether the department has specific and properly qualified objective.

The correlation between Position in Organisation vs. Failure to Enhance Performance against the Strategic Plan is -0.839 , a negative correlation between the two variables (see Annexure C). This implies that the gender is not a factor in the race matters of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of <0.01 . Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the employees in the department are black and results show they have done well in elevating their qualification requirements. This signifies Position in Organisation of respondent was not a factor in the determination whether the implementation of performance rewards and evaluation systems in the department were causing the failure to enhance performance against the strategic plan.

The correlation between Position in Organisation vs. Understanding Link between Mission and performance is -1.000 , a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of <0.01 . Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies Position in Organisation of respondent was not a factor in the understanding of the link between the mission of the department and performance.

The correlation between Qualification vs. Specified and Properly Qualified Objective is -0.835 , a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of <0.01 . Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies

Qualification was not a factor in determining whether the department has specific and properly qualified objective.

The correlation between Qualification vs. Failure to Enhance Performance against the Strategic Plan is -.995, a negative correlation between the two variables (see Annexure C). This implies that the gender is not a factor in the race matters of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the employees in the department are black and results show they have done well in elevating their qualification requirements. This signifies Qualification of respondent was not a factor in the determination whether the implementation of performance rewards and evaluation systems in the department were causing the failure to enhance performance against the strategic plan.

The correlation between Qualification vs. Understanding Link between Mission and Performance is -.791, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies Qualification of respondent was not a factor in the understanding of the link between the mission of the department and performance.

The correlation between Gender vs. Specified and Properly Qualified Objective is .730, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. This signifies gender was a factor in determining whether the department has specific and properly qualified objective.

The correlation between Gender vs. Failure to Enhance Performance against the Strategic Plan is .819, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. This signifies gender was a factor in the determination

whether the implementation of performance rewards and evaluation systems in the department were causing the failure to enhance performance against the strategic plan.

The correlation between Gender vs. Understanding Link between Mission and performance against the Strategic Plan is .972, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of <.01. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. This signifies gender of respondent was a factor in the understanding of the link between the mission of the department and performance.

The correlation between Age of Respondent vs. Specified and Properly Qualified Objective is -.921, a negative correlation between the two variables (see Annexure C). This implies that the gender is not a factor in the race matters of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of <.01. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the employees in the department are black and results show they have done well in elevating their qualification requirements. This signifies age of respondent was not a factor in determining whether the department has specific and properly qualified objective.

The correlation between Age of Respondent vs. Failure to Enhance Performance against the Strategic Plan is -.819, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of <.01. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. This signifies age of respondent was not a factor in the determination whether the implementation of performance rewards and evaluation systems in the department were causing the failure to enhance performance against the strategic plan.

The correlation between Gender vs. Understanding Link between Mission and Performance is -.972, a negative correlation between the two variables (see Annexure C). This implies that the qualification is not a factor in the race of employees in the department. This is significant at the 0.01 confidence level, as shown by the p-value of <.01. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. This signifies

Gender of respondent was not a factor in the understanding of the link between the mission of the department and performance.

The correlation between Years of Service vs. Specified and Properly Qualified Objective is .835, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. This signifies that years of service of respondents was a factor in determining whether the department has specific and properly qualified objective.

The correlation between Years of Service vs. Failure to Enhance Performance against the Strategic Plan is .995, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. This signifies that years of service of respondents was a factor in the determination whether the implementation of performance rewards and evaluation systems in the department were causing the failure to enhance performance against the strategic plan.

The correlation between Years of Service vs. Understanding Link between Mission and Performance against the Strategic Plan is .791, a positive and large correlation between two variables (see Annexure C). According to criteria as shown, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is a significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.01. This signifies that years of service of respondents was a factor in the understanding of the link between the mission of the department and performance.

4.6 Conclusion

The chapter provided results of the research using statistical methods. Tables, graphs, and statistics have been used to present the results of the survey. The data has also been presented as part of the chapter.

It can be concluded from the analysis as presented in this chapter that the performance management system of the Department of Public Works, Roads and Transport has challenges which need to be addressed in order to ensure that the performance management is implemented effectively and efficiently.

Continuous training by Management and Human Resource department needs to be done. An effective performance management system will motivate the employees and this will assist in enhancing service delivery

The following chapter looks at the recommendations arranged in the order of significance to different stakeholders. The aim has been to guarantee easy comprehension of the recommendations, and to add value to existing literature by identifying gaps where new and further research can be conducted.

Chapter 5

Conclusion and Recommendation

5.1 Introduction

The previous chapters looked at the evaluation of performance management in the Department of Public Works, Roads and Transport of the North West Province (NWPG). This chapter provides a summary of the research.

The purpose of this study was to establish the impact performance management policies of the department will have on the delivery of service in Mafikeng. The study also looked at the challenges faced with the implementation of the performance management within the department.

The chapter consolidates the findings of the research resulting from the analysis and interpretation of statistical data, which has been discussed in the previous section. Answers to the research questions pertaining to performance management within the department are provided in the chapter.

5.2 Summary of the Study

This study sought to evaluate performance management within the Department of Public Works, Roads and Transport of the North West Province and its impact on delivery of service. The failure to manage performance has impeded the service delivery in the public sector.

The research addressed the difference between performance management and performance appraisals, which often are often confused. The issue pertaining to human resource performance and assessment in the public sector was discussed, with the intention of enhancing the relationship between performance and human resource management (Terpstra & Rozell, 1993 *cited in* Martén-Alca'zar *et al.*, 2005).

Performance management with specific reference to the public sector was examined addressing the benefits ensuing from the use of performance management in the public sector. The perception of politicians towards performance management and performance-related impacts of public management in the public sector were examined.

The implementation of performance management practice in the public sector was discussed with specific reference to the objectives and mandate of the Department of Public Works, Roads and Transport. Specific challenges faced with regard to human resources were discussed with the aim of understanding why performance management is necessary in the public sector. Employee skills in relation to their desired performance were highlighted.

The research examined the importance of the integration of performance management practices with another system within an organisation. This was explained with the link between the roles of performance management in the public sector and its mandate to provide effective and efficient delivery of service.

There was a discussion of government policy on performance with the aim of determining the effect performance management has on the department. Measurement of performance management in the public sector was also discussed.

The study revealed that performance management, when implemented well, can lead to important benefits for organisations. Organisations with formal and systematic performance management systems are 51% more likely to outperform others regarding financial outcomes and 41% more likely to outperform others regarding additional outcomes including customer satisfaction, employee retention, and other important metrics (Cascio, 2006).

For the successful implementation of performance management practices within the department, it is important to align performance management policies with the set strategic objectives. Performance measurement and management of an organisation's performance measures should be aligned to its strategic intentions (Dyson, 2000 cited in Pongatichat, *et al.*, 2008).

The department of Public Works, Roads and Transport has a mandate to offer effective delivery of service to the public. Without proper monitoring and evaluation of performance management policies it can be difficult if not impossible to determine the effect of performance management within the public sector. The importance of the integration of performance management practice entails that performance management cannot be administered or undertaken in isolation of other functions within an organisation (Meier *et al.*, 2006; Boselie, *et al.*, 2005; Pollitt, 2005 & 2006 and Curristine, 2005).

The following section looks at the response to the research questions and offers discussions relating to the questions. This is followed by sections that look at managerial guidelines, the limitations of the study and finally gives a proposal for future research.

5.3 Response to Research Questions

The main findings of this research in relation to each of the research questions will now be discussed. Each of the questions is followed by a discussion of the findings relating to the question.

Is there a severe performance deficiency in the Department?

The failure to retain competent people in the public sector has led to poor performance. Government performs better when more competent people are retained (Hoffman, 2008). This is also observed in the

White Paper on Human Resource Management in the Public Sector (1997). Improved career and performance management will mean that good performance is recognised and rewarded, and that poor performance is identified and dealt with (White Paper on Human Resource Management in the Public sector, 1997).

The public sector is facing challenges on improving levels of productivity because public administration has come to be associated with delays, red tape, insensitivity, and inefficiency in the regulation of cost and time. In the South African context, productivity in the public sector is about creating a better life for all and ensuring that the alignment between political and administrative goals, the deployment of government resources and the needs of citizens, result in an improvement in the lives of the poor who still constitute the majority of our population (Van der Waldt, 2004).

Results in Section 4.9 showed the majority of the respondents 161 (88.95%) indicated that the department had specific but not qualified objectives. Failure of employee buying-into the objectives of the department can lead to poor performance of the department altogether. This will be the result because of poor communication of the operational and functional objectives. Further, the result suggests a poor monitoring and implementation strategy of objectives within the department. A small number of the respondents 20 (11.01%) indicated that the objectives were clear and properly implemented; suggesting respondents within this segment were in-charge of formulating and implementing the objectives of the department.

Section 4.10 compounds results shown above given that the majority of the respondents 150 (82.87%) indicated that the Department did not focus on specific set objectives and was trying to do several things at once. The results are of great concern because this implies lack of focus on the part of the department when it comes to implementing performance strategies. Failure to focus can lead to poor performance of the department altogether. This will result because of confusion that can ensue due to the non-existent direction or specific direction of the department. Further, the result suggests a poor monitoring and implementation strategy of objectives within the department.

The deficiency of good performance in the department is further compounded by the poor appraisal of individuals as indicated by the results in Section 4.12. The majority of the respondents 162 (89.50%) indicated the outcome of the performance appraisal session was not good. This entails a poor performance appraisal system within the department. The results confirm the response in Section 4.8 where most respondents 171 (98.48%) indicated that they were not happy with the manner in which performance appraisals was conducted in the department. The results in Section 4.12 indicate a high dissatisfaction

from the respondents with regards to the outcome of performance appraisal sessions in the department. Performance management outcome will be poor where appraisal sessions are below par.

Is the individual performance integrated with the set objectives of the Department?

Performance management systems emphasis are processes and not results. This therefore entails that it can be integrated with other systems in an organisation. Performance management systems can be based on a consideration of behaviours (i.e., how work is completed), results (i.e., outcomes produced), or both. For example, management by objectives (MBO) can be part of a performance management system that is based on measuring results (Aguinis & Pierce, 2008). The White Paper on Human Resource Management in the Public Sector, 1997 under section 5.9.2 confirms the importance of integrating performance management with other systems by relating it to human resource functions.

Human resource management (HRM) input is developed in response to these set organisational objectives. HRM interventions, derived from a human resource strategy, are understood to give rise to HRM-related outcomes, typically manifested in shifts in employee attitudes and behaviours. Better employee attitudes and behaviours contribute to delivering improved internal performance management (Boselie, *et al.*, 2005).

Results in Section 4.11 showed that the majority of the respondents 162 (89.50%) indicated that the implementation of performance rewarding and evaluation systems in the department was causing failure to enhance performance against the strategic plan. The strategic plan of the department outlines the set objectives of the department under the strategic intent. The results therefore imply the performance management policy is not in line with the set objectives of the department. This result is in line with the results derived in Figure 4.10. Failure to align strategic plan of the department with performance management policies will lead to poor performance. Performance management is integrated with other systems in an organisation. Organisations with integrated and balanced performance management systems perform better than others (Martinez, *et al.* 2006). There were 19 (10.49%) respondents who indicated the performance management policy was in line with the strategic plan of the department. Employees in this segment implement performance management within the department and therefore are expected to indicate success of the strategy.

Poor attention to individual workers is again noted by the results in Section 4.12 as indicated above; the majority of the respondents 162 (89.50%) indicated the outcome of the performance appraisal session was not good. This entails a poor performance appraisal system within the department. The results confirm the response in Section 4.8 where most respondents 171 (98.48%) indicated that they were not happy with the manner in which performance appraisals were conducted in the department. The results in Section 4.12

indicate a high dissatisfaction from the respondents with regard to the outcome of performance appraisal sessions in the department.

Is the performance of the department affecting the delivery of service?

The performance of a public service programme cannot be guaranteed although non-performance can be ascertained with absolute certainty. Factors that contribute to the poor performance of public managers and ultimately government departments include:

- The Department of Public Works, Roads and Transport continuing to have a lofty, unspecified and not qualified objective;
- The inability of the Department of Public Works, Roads and Transport to focus on specific set objectives and thereby trying to do several things at once;
- The poor implementation of performance rewarding and evaluation systems to enhance Departmental performance against the strategic plan;
- The lack of individual performance integration with the set objectives;
- Lack of frequent communication of expectation in terms of set objectives, accurate performance evaluation and feedback;
- Failure to give employees direction in terms of their life-long learning, career progression and personal development and; and
- Failure to assess employees and reward according to their performance (Van der Waladt, 2004).

The importance of performance management in the public sector is stressed by Matshiqi, (2007) who states in order to improve the standard of living of the population the public sector has to concern itself with issues of performance, performance management and productivity.

Governments have sought to enhance their public sector performance by adopting a range of new levers and approaches to management, budgeting, personnel and institutional structures. Within government, these have included the introduction of performance measures into budgeting and management, the relaxation of input controls, the delegation of responsibility to line ministries/agencies, and changes in public employment typified by the adoption of contracts for public servants and the introduction of performance-related pay (Curristine, 2005).

Van der Waladt (2004) contends the public sector need to demonstrate to the community and clients how the public money is spent and the quality services that have been rendered according to legal mandates. Monitoring tools such as monthly, quarterly, and half yearly reporting to measure performance of

Government departments and municipalities indicate that they must place performance management high on their agenda.

Results in Section 4.18 show the majority of the respondents 150 (82.87%) were of the view that the performance management of the department was linked to the level of delivery of service of the department. There were 31 (17.13%) respondents who were of the view that performance management was not linked to the level of service delivery of the department.

Results in Section 4.19 show a positive link between performance management and delivery of service. The majority of the respondents 151 (83.44%) agreed and 10 (5.52%) strongly agreed that performance management can improve delivery of service. There is a general consensus on the importance of performance management as a tool to improve the level of service delivery of the department. The number of negative responses; 5 (2.76%) neutral, 5 (2.76%) disagree and 10 (5.52%) who strongly disagreed, is again alarming. This may be as a result of the lack of understanding the strategic position of the department or are simple not aware of the significance of performance management in the public sector.

5.4 Managerial Guidelines

From the results of this study the following guidelines can be given to departments:

- There should be proper definition of what 'good performance' actually entails. This will assist in clearing the perception that the reward for good performance goes to individuals who do not deserve to be rewarded. Employees are dissatisfied because during the assessments all the supporting documentation is gathered by them and at the end of the day they seem to be getting nothing for their hard work.
- In the case of unsatisfactory performance, Management should ensure that all necessary steps are followed continuously daily, rather than waiting for the year-end assessments, so as that they can address and improve the skill gaps identified and performance of the employee.
- If the departmental budget and the medium-term expenditure framework provide inadequate funds for performance, the Head of Department may establish other non-monetary rewards as appreciation of those employees who have performed above satisfactorily.
- Management should encourage and allow suggestions from employees for any improvement, invention of exceptional value to the department as a whole.
- Feedback from employees after the performance appraisal should also be considered.

5.5 Limitations

The issue of the impact of the performance management of the Department of Public Works, Roads and Transport studied under this research has been limited to service delivery challenges faced in Mafikeng. This study has therefore only focused on Mafikeng. The effect of the performance management of other areas has not been considered within the scope of this research.

5.6 Future Research

This study leaves some unanswered questions, which have been suggested for future research.

- Case study on government departments that show exceptional alignment with performance management processes and procedures.
- The integration of performance management with organisation development of within the Department of Public Works, Roads and Transport.
- Benefit of the cost of the performance management of Government institutions.

5.7 Conclusion

The chapter discussed the purpose of the study. Each research question has been discussed highlighted followed by a discussion on the findings relating to the questions. The chapter discussed the limitations, ending with recommendations for future research.

From the study, it is evident that management must come together and pave a way forward in ensuring that an effective and efficient performance management system is implemented and overcome the perception that the performance management is only for the purpose of compliance with the legislation. Good performance enhances service delivery and eliminates challenges experienced by most government departments. Training should also be conducted continuously for old and new employees for successful implementation of the performance management system.

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ANNEXURE A : TABLE OF CONSTRUCTION

Research Questions	Survey Questions	Variable(s) and or Relationships measured	Statistical Test Analysis
1. Is there a severe performance deficiency in the Department?	1.1 Are you satisfied with the administration of performance appraisal of the Department?	Ordinal/Nominal Variables 1.1 Yes/No	Descriptive statistics, frequency tables, bar charts
	1.2 Does the Department have specified, and not properly qualified objective?	1.2 Yes/No	Descriptive statistics, frequency tables, bar charts
	1.3 Does the Department focus on specific set objectives and not trying to do several things at once?	1.3 Yes/No	Descriptive statistics, frequency tables, bar charts
	1.4 Is the implementation of performance rewarding and evaluation systems in the Departmental causing the failure to enhance performance against the strategic plan	1.4 Yes/No	Descriptive statistics, frequency tables, bar charts
	1.5 Is the outcome of the performance appraisal session good?	1.5 Yes/No	Descriptive statistics, frequency tables, bar charts
2. Is the individual performance integrated with the set objectives of the Department?	2.1 Do you understand the link between the mission of the Department and your performance?	2.1 Yes/No	Descriptive statistics, frequency tables, bar charts
	2.2 Is your performance integrated with the set objectives of the Department?	2.2 Strongly Agree Agree Disagree Strongly disagree	Descriptive statistics, frequency tables, bar charts

	2.3 Are you given direction in terms of your life-long learning, career progression? 2.4 Are you assessed and rewarded according to your performance? 2.5 Is there a deficiency in implementation of the strategic plan of the Department?	2.3 Yes/No 2.4 Yes/No 2.5 Strongly Agree Agree Disagree Strongly disagree	Descriptive statistics, frequency tables, bar charts Descriptive statistics, frequency tables, bar charts Descriptive statistics, frequency tables, bar charts
3. Is the performance of the Department affecting the delivery of service?	3.1 Is the performance management of the Department linked to delivery of service? 3.2 Can performance management improve delivery of service? 3.3 Are there challenges with regard to delivery of service in the department? 3.4 Is the Department managing to meet its delivery of service mandate within the province?	3.1 Yes/No 3.2 Strongly Agree Agree Disagree Strongly disagree 3.3 Yes/No 3.4 Yes/No	Descriptive statistics, frequency tables, bar charts Descriptive statistics, frequency tables, bar charts Descriptive statistics, frequency tables, bar charts Descriptive statistics, frequency tables, bar charts

ANNEXURE B: THE QUESTIONNAIRE

FOR OFFICE USE ONLY: Respondent Code: _____

VOLUNTARY QUESTIONNAIRE

“An Evaluation of Performance Management in the Department of Public Works, Roads & Transport of the North West Province”

Graduate School Of Business and Government Leadership

Mafikeng Campus of the North-West University

Researcher: S E Maine

Supervisor: Prof S. Lubbe

Note to the respondent

- We need your help to understand the impact performance management in the department of Public Works, Roads & Transport of the North West Province.
- Although we would like you to help us, you do not have to take part in this survey.
- If you do not want to take part, just hand in the blank questionnaire at the end of the survey session.
- What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinions back to you as a person.

The questionnaire has three parts:

Part 1 asks permission to use your responses for academic research.

Part 2 asks general personal particulars like your age, gender and home language.

Part 3 asks about specific questions related to performance management in the department of Public Works, Roads & Transport of the North West Province.

How to complete the questionnaire

1. Please answer the questions as truthfully as you can. Please be sure to read and follow the directions for each part. If you do not follow the directions, it will make it harder for us to do our project.
2. We are only asking you about things that you feel comfortable telling us about. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. For those questions that you do answer, your responses will be kept confidential.
3. You can 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.

Thank you very much for filling in this questionnaire.

Part 1: Permission to use my responses for academic research

I hereby give permission that my responses may be used for research purposes provided that my identity is not revealed in the published records of the research.

Initials and surname _____ Postal address: _____

_____ Postal code: _____

Contact numbers: Home: _____ Cell: _____

No.	PART 2: GENERAL PERSONAL PARTICULARS <i>Please tell us a little about yourself</i> Please mark only ONE option per question below.		PART 3: PERFORMANCE MANAGEMENT IN THE DEPARTMENT OF PUBLIC WORKS, ROADS & TRANSPORT
1.	I am: ☐ African ☐ Coloured ☐ Indian ☐ White ☐ Member of another ethnic group	9.	Are you satisfied with the administration of performance appraisal of the Department? ☐ Yes ☐ No
2.	I am: ☐ Director ☐ Manager ☐ Supervisor ☐ Subordinate	10.	Does the Department have specified, and not properly qualified objective? ☐ Yes ☐ No
3.	I have: ☐ a post graduate degree ☐ a degree ☐ diploma ☐ Matric ☒ Other	11.	Does the Department focus on specific set objectives and not trying to do several things at once? ☐ Yes ☐ No
4.	I am a: ☐ Female ☐ Male	12.	Is the implementation of performance rewarding and evaluation systems in the departmental causing the failure to enhance performance against the strategic plan? ☐ Yes ☐ No
5.	I am _____ years old. ☐ 20 - 29 ☐ 30 - 39 ☐ 40 - 49 ☐ 50 - 59 ☐ 60 +	13.	Is the outcome of the performance appraisal session good? ☒ Yes ☐ No
6.	I grew up: ☐ in South Africa ☐ Abroad	14.	Do you understand the link between the mission of the department and your performance? ☒ Yes ☐ No
7.	I grew up in: ☐ rural area ☐ urban area	15.	Is your performance integrated with the set objectives of the Department? ☐ I strongly agree ☐ I agree ☐ I disagree ☐ I strongly disagree
8.	How many years of service do you have in the company? ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ More than 16 years	16.	Are you given direction in terms of your life-long learning, career progression? ☒ Yes ☒ No

17.	Are you assessed and rewarded according to your performance? ☒ Yes ☐ No	20.	Can performance management improve delivery of service? I strongly agree I agree I disagree I strongly disagree ☒ I do not want to answer this question
18.	Is there a deficiency in implementation of the strategic plan of the Department? I strongly agree I agree I disagree I strongly disagree	21.	Is there delivery of service challenges being faced in the province? ☒ Yes No
19.	Is the performance management the Department linked to delivery of service? ☒ Yes ☐ No	22.	Is the Department managing to meet its delivery of service mandate within the province? ☒ Yes No

ANNEXURE C : FREQUENCY TABLES

Correlation

Correlations

			Ethnic	Status	Qualification	Gender	Age	Citizenship	Area	Years of Service	Qu 1	Qu2	Qu3	Qu4	Qu5	Qu6	Qu7	Qu8	Qu9
Spearman's rho	Ethnic	Correlation Coefficient	1.000	.315*	-.299**	-.269*	-.270**	.770**	-.236*	-.253**	-.697**	-.478*	-.378*	.492*	-.492*	.378*	-.522**	.378*	.
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000	.001	.001	.000	.000	.000	.000	.000	.000	.000	.000	.
		N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
	Status	Correlation Coefficient	.315**	1.000	-.122	.365**	.113	.243**	.186*	.040	-.039	.245**	.437**	-.223*	.223*	.437*	-.548**	.437**	.
		Sig. (2-tailed)	.000	.	.103	.000	.131	.001	.012	.589	.607	.001	.000	.003	.003	.000	.000	.000	.
		N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
	Qualification	Correlation Coefficient	-.299**	-.122	1.000	.687**	-.141	-.230**	.763**	.805**	.429**	.477**	.540**	-.471*	.471*	.540*	-.172*	.540**	.
		Sig. (2-tailed)	.000	.103	.	.000	.058	.002	.000	.000	.000	.000	.000	.000	.000	.000	.020	.000	.
		N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
	Gender	Correlation Coefficient	-.269*	.365*	.687**	1.000	-.089	-.207**	.878**	.735**	.386**	.563**	.712**	-.547*	.547*	.712*	-.281**	.712**	.
		Sig. (2-tailed)	.000	.000	.000	.	.234	.005	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.
		N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181

Age	Correlation Coefficient	.270**	.113	-.141	-.089	1.000	-.208**	-.270**	.082	.387**	.564**	.304**	-.548**	.548**	-.304**	-.281**	.304**	
	Sig. (2-tailed)	.000	.131	.058	.234		.005	.000	.273	.000	.000	.000	.000	.000	.000	.000	.000	
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Citizenship	Correlation Coefficient	.770**	.243*	-.230**	-.207**	-.208**	1.000	-.182*	-.195**	-.537**	-.368**	-.291**	.379*	-.379**	.291*	-.402**	.291**	
	Sig. (2-tailed)	.000	.001	.002	.005	.005		.014	.009	.000	.000	.000	.000	.000	.000	.000	.000	
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Area	Correlation Coefficient	.236**	.186*	.763**	.878**	-.270**	-.182*	1.000	.782**	.339**	.494**	.625**	-.480**	.480**	.625**	-.247**	.625**	
	Sig. (2-tailed)	.001	.012	.000	.000	.000	.014		.000	.000	.000	.000	.000	.000	.000	.001	.000	
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Years of Service	Correlation Coefficient	.253**	.040	.805**	.735**	.082	-.195**	.782**	1.000	.363**	.529**	.669**	-.514**	.514**	.669**	-.264**	.669**	
	Sig. (2-tailed)	.001	.589	.000	.000	.273	.009	.000		.000	.000	.000	.000	.000	.000	.000	.000	
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu 1	Correlation Coefficient	.697**	-.039	.429**	.386**	.387**	-.537**	.339**	.363**	1.000	.686**	.543**	-.706**	.706**	.543**	.000	.543**	
	Sig. (2-tailed)	.000	.607	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	1.000	.000	
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu2	Correlation Coefficient	.478**	.245*	.477**	.563**	.564**	-.368**	.494**	.529**	.686**	1.000	.791**	-.972**	.972**	.791**	-.499**	.791**	
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	

	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu3	Correlation Coefficient	.378**	.437*	.540**	.712**	.304**	-.291**	.625**	.669**	.543**	.791**	1.000	.768*	.768**	1.000**	-.395**	1.000*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu4	Correlation Coefficient	.492**	.223*	-.471**	-.547**	-.548**	.379**	-.480**	-.514**	-.706**	-.972**	-.768**	1.000	1.000**	.768*	.459**	.768**
	Sig. (2-tailed)	.000	.003	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu5	Correlation Coefficient	.492**	.223*	.471**	.547**	.548**	-.379**	.480**	.514**	.706**	.972**	.768**	1.000	1.000	.768*	-.459**	.768**
	Sig. (2-tailed)	.000	.003	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu6	Correlation Coefficient	.378**	.437*	-.540**	-.712**	-.304**	.291**	-.625**	-.669**	-.543**	-.791**	1.000	.768*	-.768**	1.000	.395**	1.000*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu7	Correlation Coefficient	.522**	.548*	-.172*	-.281**	-.281**	-.402**	-.247**	-.264**	.000	-.499**	-.395**	.459*	-.459**	.395*	1.000	.395**
	Sig. (2-tailed)	.000	.000	.020	.000	.000	.000	.001	.000	1.000	.000	.000	.000	.000	.000	.000	.000
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu8	Correlation Coefficient	.378**	.437*	-.540**	-.712**	-.304**	.291**	-.625**	-.669**	-.543**	-.791**	1.000	.768*	-.768**	1.000	.395**	1.000

	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu10	Correlation Coefficient	.380**	.213*	-.105	.000	-.646**	.293**	.000	-.093	-.546**	-.749**	-.316**	.730*	-.730**	.316*	.353**	.316**	.
	Sig. (2-tailed)	.000	.004	.161	1.000	.000	.000	1.000	.211	.000	.000	.000	.000	.000	.000	.000	.000	.
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu11	Correlation Coefficient	.453**	-.288*	-.489**	-.594**	-.502**	.349**	-.522**	-.558**	-.650**	-.948**	-.835**	.921*	-.921**	.835*	.473**	.835**	.
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu12	Correlation Coefficient	.426**	-.407*	-.551**	-.708**	-.348**	.328**	-.622**	-.666**	-.611**	-.839**	-.995**	.819*	-.819**	.995*	.396**	.995**	.
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181
Qu14	Correlation Coefficient	.478**	-.245*	-.477**	-.563**	-.564**	.368**	-.494**	-.529**	-.686**	1.000**	-.791**	.972*	-.972**	.791*	.499**	.791**	.
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	.000	.000	.000	.
	N	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181	181

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

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

Correlation (2)

		Qu10	Qu11	Qu12	Qu13	Qu14
Qualification	Correlation Coefficient	-.105	-.489**	-.551**	.	-.477**
	Sig. (2-tailed)	.161	.000	.000	.	.000
	N	181	181	181	181	181
Gender	Correlation Coefficient	.000	-.594**	-.708**	.	-.563**
	Sig. (2-tailed)	1.000	.000	.000	.	.000
	N	181	181	181	181	181
Age	Correlation Coefficient	-.646**	-.502**	-.348**	.	-.564**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	181	181	181	181	181
Citizenship	Correlation Coefficient	.293**	.349**	.328**	.	.368**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	181	181	181	181	181
Area	Correlation Coefficient	.000	-.522**	-.622**	.	-.494**
	Sig. (2-tailed)	1.000	.000	.000	.	.000
	N	181	181	181	181	181
Years of Service	Correlation Coefficient	-.093	-.558**	-.666**	.	-.529**
	Sig. (2-tailed)	.211	.000	.000	.	.000
	N	181	181	181	181	181
Qu 1	Correlation Coefficient	-.546**	-.650**	-.611**	.	-.686**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	181	181	181	181	181

Qu2	Correlation Coefficient	-.749**	-.948**	-.839**	.	-1.000**
	Sig. (2-tailed)	.000	.000	.000	.	.
	N	181	181	181	181	181
Qu3	Correlation Coefficient	-.316**	-.835**	-.995**	.	-.791**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	181	181	181	181	181
Qu4	Correlation Coefficient	.730**	.921**	.819**	.	.972**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	181	181	181	181	181
Qu5	Correlation Coefficient	-.730**	-.921**	-.819**	.	-.972**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	181	181	181	181	181
Qu6	Correlation Coefficient	.316**	.835**	.995**	.	.791**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	181	181	181	181	181
Qu7	Correlation Coefficient	.353**	.473**	.396**	.	.499**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	181	181	181	181	181
Qu8	Correlation Coefficient	.316**	.835**	.995**	.	.791**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	181	181	181	181	181

ANNEXURE D: LETTER TO RESPONDENTS

P. O. Box 5220

Mmabatho

2735

Dear Respondent

I am an employee of the Department of Public Works, Roads and Transport in North West Province (Financial Management Division) and currently studying with North West University (Mafikeng Campus). I am completing the research component of a Masters in Business Administration (MBA).

I would really be grateful for your inputs in Performance Management in the Department of Public Works, Roads and Transport in the North West Provincial Government. I have attached a questionnaire which will assist me in collecting the required data for my research.

I will appreciate if you complete the questionnaire to the best of your ability, and please forward it to your colleagues within your area.

You are kindly requested to copy me when you forward the questionnaire to other colleagues.

The questionnaire's closing date is the 4th of March 2011.

Thanking you in advance for your contribution in this regard.

Kind Regards,

Selotho Eunice Maine

Office Tel No: 018-388 137

Cellular phone No: 072 416 1298

Prof Sam Lubbe: Supervisor

Sam.Lubbe@nwu.ac.za