

AN INVESTIGATION INTO THE EXTENT TO WHICH THE DISTRICT MUNICIPALITIES' PERFORMANCE MANAGEMENT SYSTEMS IMPACT UPON LOCAL MUNICIPALITIES ON SERVICE DELIVERY: A CASE STUDY OF THE VHEMBE DISTRICT MUNICIPALITY.

by

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ABSTRACT

The study sought to investigate the extent to which the district municipalities performance management system impact upon service delivery in local municipal communities. The research focused on whether the Human Resources Department sets targets, objectives and priorities. In addition, the study identified some challenges of performance management systems experienced by the Human Resource Department of the Vhembe District Municipality.

The quantitative approach was adopted in the present study. The study used a structured questionnaire to collect data. The questionnaire was administered to a sample of Human Resource officials (managers), Political office bearers, Administrators and Political Structures. The study sample was composed of 70 participants who were selected using the purposive sampling method. The Statistical Package of Social Sciences (SPSS) was used to analyse and interpret the data for, example, frequencies and percentages were computed.

The findings showed that regular monitoring may improve performance management system of the municipality activities / improves productivity and profitability. Managers have the responsibility to monitor employees about their daily working performance. Furthermore, it is important for the supervisors to monitor service delivery rendered to the community.

The findings showed that the Human Resource Department of the Vhembe District Municipality implemented performance management systems. Monitoring of the employees performance promotes productivity and profitability in the municipality. Results suggest that managers should ensure that employees sign the attendance register. The majority of the respondents agreed that the Human Resources Department had enough resources to monitor performance of the employees. Most participants indicated that if the municipality does not have performance monitoring tools, it will not be productive.

It also emerged that performance management system promotes productivity of the municipality. These results suggest that the Human Resource officials, political office bearers and councillors

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should participate in the performance management systems. The survey findings indicated that employees of the Vhembe District Municipality should be motivated so that they maximize their performance level. The employees whose performance is demonstrably exceptionally good should be rewarded through a once off performance bonus. The employees whose performance is above average should be rewarded with a ones off performance bonus, the thirteenth cheque, promotion to motivate them to work hard.

The findings of the study reflected that the financial support system affects the employees' performance. The VDM must develop fundraising strategies to generate funds to enable the employees to perform their assignments.

The findings showed that employees needed to attend workshops regularly to improve their daily activities. The supervisors and the employees should discuss the performance management system of the VDM, to realize the vision of the municipality, and the performance levels expected from them. In addition, the findings of the study reflected that policies and procedures were set as guidelines for all employees in the municipalities and employees were expected to comply with them. Employees needed policies and procedures to be reviewed regularly.

Based on the results of this study, the following recommendations are made:

Through workshops, the Vhembe District Municipality employees could acquire more skills and competencies including the following: vision, communication, listening, have a sense of purpose, ability to perform the expected performance and the ability to transfer skills.

It is crucial for the departmental supervisors to discuss the vision and mission of the Vhembe District Municipality (VDM) with their subordinates. This will enable the employees to realize the performance expectations. Employees should be involved in all activities done in the municipality to feel ownership.

The performance management systems must be conducted and communicated regularly to all VDM employees. The necessary financial support system needs to be put in place to enable the employees to perform their assignments.

The Human Resource officials and / or municipal managers have a crucial role to play in monitoring the performance management system. It is crucial that mechanisms are put in place to provide for formal inclusion of employees to participate in the performance management system workshop.

There should be a link between employees and the VDM in order for the municipality to achieve its strategic objectives.