

**THE IMPLEMENTATION OF A PERFORMANCE MANAGEMENT
SYSTEM IN THE VHEMBE DISTRICT MUNICIPALITY IN LIMPOPO
PROVINCE**

BY

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**A mini dissertation submitted in partial fulfilment of the
requirements for the**

Degree of Master of Public Management

**OR Tambo Institute of Governance and Policy Studies Faculty
of Management, Commerce and Law (FMCL)**

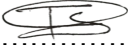
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DECLARATION

I, Thandi Catherine Tshivhula, Student Number: 19017287 hereby declare that this proposal for the Degree of Master of Public Management submitted to the OR Tambo Institute of Governance and Policy Studies in the Faculty of Management, Commerce and Law (FMCL) at the University of Venda has not been submitted previously for any degree at this or another university. It is original in design and execution, and all reference material contained therein has been duly acknowledged.

Student's sign:  Date: 09 March 2023

DEDICATION

I dedicate this project to all the personnel working with Performance Management Systems at Vhembe District Municipality in Limpopo Province and to all those who will find this study useful in their endeavours.

ACKNOWLEDGEMENTS

In this study, all individuals who contributed significantly to making this study a success have been duly acknowledged. These include, among others, Supervisors, research participants, and Funding institutions. This study is a result of contributions from several people, and I cannot mention all of them because the list is too long. I would like to thank the creator of heaven and earth, the Almighty God, for being my direction and making it all achievable. I am highly thankful to my supervisors: supervisor Prof N Nkuna and the core supervisor Dr LR Kone, who had graciously and patiently supported me to progress in this study from the commencement to the end. To my lovely husband, Albert Rannenyeni, and my three children, Khwathelani, Mukondeleli and Nkhensani, I would like to thank them very much from the bottom of my heart for being patient with me whilst being affectionate and helpful. My humble and deepest gratitude from the bottom of my heart goes to Dr. N.P Mugwedi and Mr. E. Maemu, who has inspired and mentored me ever since we met.

ABSTRACT

The study evaluated the implementation of the Performance Management System in Vhembe District Municipality of Limpopo in South Africa. A quantitative and qualitative research approach was used for the data collection. The theoretical framework underpinned the study focused on Goal-setting theory and its applications in performance management systems. In addition, the study adopted some performance management models namely; Three-Es Model namely; Quality Management Models, Business Excellence Framework and the European Foundation for Quality Management, South African Excellence Foundation Model, Citizens' Charter, Quality Awards, the Balanced Score Card and the Servqual Model. From the study, the impact of demographic information on the PMS workers showed that the majority age group aged 41-50 years participated in the survey out of 150 respondents. The gender representation of the study showed that males in Thulamela and Makhado were reported most with 23.3%, while females in Thulamela were characterized most at 13.3%. Under qualifications, out of 150 respondents, 50 people were employed with 10/National senior certificate (Grade 12)/NQF Level 5 making it 33.3%, which is the highest-ranked qualification. The current employment status showed that 64.8% were permanent staff. At the time the study was conducted, majority of employees indicated their current position as entry-level with 64.8%. For the local municipalities demographics, majority of 41.3% were from the Thulamela. About the knowledge of PMS, 13.4% of the respondents understood the meaning and its importance from other colleagues. In terms of PMS administration, the highest ranking was 62% which indicated a line of the workplace. Averagely, 27.4% of the respondents indicated that on weekly basis was the most time frame for report submission. The types of incentives received as part of PMS received at least 24.3% of respondents who indicate that they do receive certificates of services. The qualitative results based on the interviews on the PMS knowledge by the employees in Thulamela, Musina, Makhado and Collins Chabane municipalities showed that respondents have never had the knowledge of PMS. Sharing the experiences and challenges of PMS, some employees showed their experiences that PMS needs to be done at least once a year. For the challenges encountered with PMS, some interviewers talk about the inconsistency in PMS implementation in respect of year's portfolios of evidence and the inability to receive feedback after the submission of a report. Concerning the administration of PMS in the municipalities, the people interviewed mentioned that PMS was only implemented by the majority of the municipalities at the end of a financial year instead of as a routine assignment. The obtained results provide a guide for good organizational efficiency, effectiveness and accountability in using human and natural resources for the growth of a better society in Vhembe District Municipality of

Limpopo Province and South Africa in general. It is recommended that all employees at public institutions undergo regular training and capacity-building workshops specifically on Performance Management Systems. There ought to be rigorous assessment, monitoring and evaluation of performance management systems to meet the required competency, norms and standards.

Keywords: Performance, Management, System, Performance Management System Implementation, Vhembe District Municipality

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ABBREVIATIONS AND ACRONYMS

CDWs	Community Development Workers
EPMDS	Employee Performance Management and Development System
IP	Individual Performance
IBM	International Business Machinery
IDP	Integrated Development Plan
LED	Local Economic Development
LVDM	Limpopo Vhembe District Municipality
LPA	Limpopo Provincial Administration
MEC	Member of the Executive Council
M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
NPM	New Public Management
NT	National Treasury
PM	Performance Management
PMS	Performance Management System
PMSs	Performance Management Strategies
PMP	Performance-Management Process
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Programme
VDM	Vhembe District Municipality

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction and background

This study focuses on analysing the implementation of Performance Management System (PMS) in the Vhembe District Municipality. The continuous global competition facing today requires every institution or organisation to be able to provide in all lines the performance that can be implemented and seen from the environment that supports it or receives benefits (Martanto & Efendy, 2018: 185). Further, the improvement of the performance of employees remains one of the main challenges facing many countries (Bulawa, 2012: 175). Woyessa (2015: 85) articulates that the existence of an effective performance management system is often the major differentiator between organisations that produce adequate results and those that excel.

This section presents the introduction and background of the study, problem statement, aim of the study, objectives of the study, research questions, significance of the study, delimitation of the study, the definition of operational concepts, preliminary literature review, research methodology, ethical considerations, and organisation of the study.

With the changes and culture that are always dynamic, as highlighted by Martanto and Efendy (2018: 125), then satisfaction for the best interests of various stakeholders is essential and needs to be provided by the environment of an organisation. Consequently, the newly democratic South Africa adopted New Public Management (NPM) reforms as part of its public service reform program (Cameron, 2015: 34). Like other management systems globally, Bulawa (2012: 58) highlighted that in 1994 the government introduced the Performance Management System into the entire government system to improve performance in the public service. Herman (2019: 85) indicates that the new democratic rule in South Africa necessitated the organisation of various transformative initiatives in Public Service. Most of these initiatives aimed to ensure that the Public Service becomes accountable for how it uses public resources and delivers services to society. In this regard, Herman (2019: 85) emphasised that coupled with employee development, the PMS became one of the vehicles through which such accountability could be fostered. Implementing employee performance management systems in the South African public service seems problematic. Thus, the Performance Management System came into effect as a management reform to address and redress concerns organisations had about performance (Sharif, 2002: 58). In South Africa, the NPM has been implemented

in an unresponsive manner despite the available elements of NPM in the South African government's program (Cameron, 2015: 79).

In a similar study conducted in Botswana, Bulawa (2012: 78) shared that PMS was introduced in the Botswana government to improve and sustain productivity at all levels of the public service, including the delivery on set and agreed with plans. Adding to this, it is tough to see how an organisation can find a competitive advantage based on its talent without a clear focus on performance management at all levels of an organisation. A Performance Management System (PMS) is a concept in the field of human resource management (Fatile, 2014). Fatile (2014:187) describes it as a systematic effort to improve performance through an ongoing process of establishing desired outcomes, setting performance standards to improve performance and productivity, and aiming to improve public service delivery quality. Aguinis (2009: 41) defines PMS as a continuous process of identifying, measuring, and developing the performance of individuals and aligning performance with the organisation's strategic goals. Bulawa (2012: 145) argues that many countries have implemented different forms of the Performance Management System (PMS) as a tracking tool to monitor employees' lacking and inefficient areas. Adding to this attempt to reform and restructure institutions along corporate management lines have spawned numerous initiatives to increase the 'accountability' and 'productivity' of peoples' work over the past decades Down, Chadbourne, & Hogan (2000: 242).

1.1 Justification

There seem to be no alignment and uniformity practices as set standards for implementing Performance Management Systems (PMS) by public services organisations across spheres of government (National, Provincial and Local), especially Vhembe District Municipality in Limpopo, South Africa. This has, over the years, led to the ineffectiveness of PMS scope in public organisations' staffing, particularly in terms of staff attraction and retention strategies. The study's main purpose was to assess PMS's implementation processes in the Vhembe District Municipality, Limpopo, for public organisation settings. The study unlocks the effective measure of implementing a Performance Management System in the Vhembe District Municipality, Limpopo, South Africa.

1.2 Problem Statement

Over the years, the Implementation of PMS in public services organisations in South Africa has been widely debated (Lemao, 2016). There seem to be no alignment and uniformity practices as set standards for implementing PMS by public services organisations across all spheres of government, such as National, Provincial and Local. Inability to implement PMS has, over the years, led to ineffectiveness in public organisations' staffing, particularly regarding staff attraction and retention strategies. In the 2019/2020 Auditor General report by the Statistician General (Ms. Tsakani Maluleke) indicated that 27 municipalities obtained clean audits, 89 unqualified audits, 66 qualified audits, 6 adverse opinions and 12 disclaimers (Auditor-General of South Africa, 2021a). The Auditor General painted a worrying picture of municipalities whose audit outcomes remained poor (Auditor-General of South Africa, 2018). The Auditor General indicated that her administration inherited 33 clean audits when they began in 2015/2016, meaning that the system is going backwards instead of moving forward (Auditor-General of South Africa, 2021b). The need to stabilize internal controls within local government was emphasised as crucial in enhancing the Performance Management System PMS in municipalities (Auditor-General of South Africa, 2018). Scholarly research indicates that PMS' role in public services organisations is a fundamental strategy for staffing, retention and attraction; perhaps, it suggests that public services organizations are experiencing difficulties in ensuring that PMS benefits both organisations and their employees. Therefore, this study investigated implementing a Performance Management System in Vhembe District Municipality and suggested how the PMS can be improved.

1.3 Aim of the Study

The study investigated the implementation of a Performance Management System in the Vhembe District Municipality and recommended the strategies that can be used to improve the implementation of the Performance Management System.

1.4 Research Objectives

The following specific study objectives benchmarked the aim of the study:-

- i. Described the employees' demographic information on the Performance Management System in the Vhembe District Municipality.

- ii. Studied whether employees have the knowledge of the Performance Management System implemented by the municipality is complying with government legislation in Vhembe District Municipality.
- iii. Assessed the administration of the Performance Management System among employees in Vhembe District Municipality.
- iv. Studied the employment conditions and benefits of employees in Vhembe District Municipality.
- v. Recommended strategies to improve the implementation of a Performance Management System in the Vhembe District Municipality.

1.5 Research Questions

The following are the research questions that the researcher attempted to answer during the research:-

- i. Does the recent state of demographic information of the employees has an influence on the Performance Management System of the employees in the Vhembe District Municipality?
- ii. Does the Performance Management System implemented by the municipality comply with government legislation with respect to the knowledge of the employees?
- iii. What are the practices leading to the administration of implementing the Performance Management System at the Vhembe District Municipality?
- iv. What can be done to improve employees' employment and benefits regarding implementing a Performance Management System in the Vhembe District Municipality?
- v. What strategies should be implemented to improve the Performance Management System implementation in the Vhembe District Municipality?

1.6 Significance of the Study

The findings assisted the Vhembe District Municipality in putting mechanisms and adequate resources aside to implement performance management using modern technological advances such as online training and Performance Management Systems. This would further incorporate policy reviews and structural reforms in Performance Management Systems. The study would benefit the Municipal to know the relevance of

demographic information on PMS, the participant knowledge of employees on PMS, the administration of employees on PMS policy, and the employment conditions and benefits of PMS to the employees of Vhembe District Municipality. The study also serves as an entry point for further research in implementing performance management in rural development.

1.7 Delimitations of the Study

The study focused on implementing a Performance Management System in the Vhembe District Municipality. Therefore, this study was conducted at the Thulamela Local Municipality, one of the district municipalities, where some challenges are in delivering essential services to the communities. Municipal managers and participants in this study were the leading officials, such as IDP officials, Managers of communication and HR Practitioners

1.8 Definition of Concepts

This section provides definitions of the operational concepts used in the study. The concepts are defined in a logical order.

i. Implementation

According to Boipono, Tsomele and Mogadime (2014), implementation is putting a plan into action or starting to use something. This study refers to the effective application of policies or regulations for improving and sustaining productivity in the public service and ensuring good organisational performance. In this study, implementation would be used to refer to the act or the practice of executing the ideas which would have been formulated on Performance Management Systems PMS

ii. Performance

Verbeeten (2008) says performance is all about how well or badly you do something or how well or badly something works. According to Lebas (1995:12), performance means deploying and managing the components of the causal model that lead to the timely attainment of stated objectives within constraints specific to the firm and the situation. Hence, this study views performance as measuring what is achieved or delivered by a person within a government department.

iii. **Performance management**

Performance management ensures that activities and outputs meet an organisation's goals effectively and efficiently (Mettler & Rohner, 2009). Its goal is to create an environment where people can perform to the best of their abilities to produce the highest-quality work most efficiently and effectively (Mettler & Rohner, 2009: 198). According to Pulakos (2009).

Performance management is known as the "Achilles' Heel" of human capital management, and it is the most challenging HR system to implement in organisations. Performance management is consistently among the lowest, if not the lowest, rated areas in employee satisfaction surveys. Yet, performance management is the key process through which work gets done. It's how organisations communicate expectations and drive behaviour to achieve essential goals; it is also how organisations identify ineffective performers for development programs or other personnel actions.

iv. **System**

System Pearsall (2001: 1453) defines a system as "a complex whole; a set of things working collectively as an instrument or unified network an organised scheme or method. Boland and Fowler (2002: 417), Heywood (1997: 19) and Kuye et al. (2002: 147) maintain that a system is a unified set of elements that work or operate are composed of four components, namely: inputs, transformation process, outputs, and feedback. In the public domain, for example, the system functions an environment that entails some of the following factors; political, social, economic, technological, cultural, ethical, legal, demographical, global, physical, and administrative factors (Forss 1985: 22-23; Coulter 2002: 81; Du Toit & Van der Waldt 1998: 41 & Turner & Hulme 1997: 14).

Du Toit et al. (2002: 21) balance the definition of a system by pointing out that it illustrates a total of sum, a multifaceted and reliable entity with "subsystems". When subsystems are supplementary together, they are equivalent to the entire system (Whitehead 1991: 12). Therefore, the whole (system) equals the sum of its fragments, and it has a greater result than its fundamentals on its own (Boland and Fowler, 2002: 424). The fundamentals of a system are interconnected; they interrelate and impact each other. In the context of this study, the word "system" would be used to refer to the Performance Management System of Thulamela Local Municipality in its entirety, that is, its formulation, implementation and purposes.

v. Performance Management System

The Performance Management System is the systematic approach to measuring the performance of employees (Oliver, 2008: 52) notes that PMS comprises the guidelines that are designed to provide a process for the implementation of the performance management process, while Armstrong and Baron (1998: 14) state that is a strategic and integrated approach to conveying continued success to institutions by developing the people in a way that improves group and personal performance.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

The literature review provides an in-depth insight into Performance Management Systems practices in public institutions. The current study focuses on analysing the implementation of Performance Management System in the Vhembe District Municipality. This was done by studying various sources to provide a conceptual background within which an investigation of implementing a Performance Management System in the Vhembe District Municipality can be located. The chapter discussed the theoretical framework, brief history of Performance Management, Performance Management Systems, performance measurement and performance evaluation, problems with performance management, key elements of Performance Management Systems, components of an effective Performance Management System, performance management in the public service, performance management process, key aspects of Performance Management Systems, performance management in the South African public service, the introduction of performance management and development system in the South African public service, the implementation of PMS, challenges of implementing performance management and a summary.

2.2 Literature Review

According to Mugenda and Mugenda (2003), a literature review is an analytical synthesis of current research. Mugenda and Mugenda (2003: 234) highlight that it helps the researcher to avoid unnecessary and unintentional duplication and demonstrates the researcher's familiarity with the existing body of knowledge on the subject. According to Levy and Ellis (2006: 186-212), the literature review is the use of ideas in the existing literature to justify a particular approach to the topic and the selection of methods. It has been noticed by Neuman (2006: 91) that literature review assumes that knowledge accumulates and that people learn and build on what others have done. As a result, studies conducted by (Amaratunga & Baldry, 2002; Brumback, 2003; Bulawa, 2012: 213) pointed out that the literature on reforms provides information about the purpose of the PMS implemented in different organisations or countries.

The purpose of this literature review is to present a synopsis of academic writing which has been consulted to develop the research questions. Mathidza (2015: 178) observes that its purpose is to find out what other researchers are saying about the study so that another approach would be introduced to close the gaps in the previous study.

Bhattacharjee (2012: 271) is of the view that the purpose of a literature review is threefold: (a) to survey the current state of knowledge in inquiry; (b) to identify key authors, articles, theories, and findings in that area; and (c) to identify gaps in knowledge in that research area. In this study, the extensive review of literature will enable a better understanding of the problem.

2.3 Theoretical Framework

Theoretical frameworks guide research paths and offer the foundation for establishing its credibility (Adom, Hussein & Agyem, 2018). The study adopted key elements of the Goalsetting theory to interpret the contextual implementation of performance management system.

2.3.1 Goal-setting theory

Goal setting theory is a strategy for increasing incentives for workers to do tasks quickly and efficiently. Setting goals boosts motivation and effort but also raises and improves the caliber of feedback, which enables performance. Latham and Locke (2018) explain that the Goal-Setting Theory concentrates on four approaches that link goals and outcomes. It is a development-based theory that focuses on setting goals against which performance can be measured (Lemao, 2016: 144). This theory tends to take on a development-based approach to performance (Kaupa & Atiku, 2020: 415). So these include target attention to priorities, encouraging efforts, and challenging individuals to utilize their expertise and knowledge to improve their chances of success and enhance innovation. According to Kaupa and Atiku (2020: 276), this theory promotes aspects of performance management such as agreeing on objectives, giving feedback and conducting reviews. Burstein (1983: 228) believes that the purpose of development based on the PMS is to improve the capacity of both the organisation and employees by linking the objectives of individual employees of the organisation. Competence is regarded as a prerequisite for performance because it is only through aptitude and knowledge that employees can perform satisfactorily (Sanghi, 2016: 162).

Employees can develop through training and development in areas that require improvement. The reason why Popovic, Hackney, Tassabehji and Castelli (2018: 198) acknowledge that the identification of training needs and the provision of skills development are a fundamental part of the performance management system. Hence, Gary (2009: 188) argues that it is through this occasion that employees can effectively take charge of their career and personal development for better performances.

Performance reviews should, therefore, focus on the future and potential development instead of the past and criticism. In developing an employee, the objectives of both the organization and supervisor will thus be attained Mohammad (2018: 137).

Organisational goal setting is likely to be more effective when people participate in setting those goals than just being assigned to them (London, 2004). Also, managers and employees need more flexible training on setting goals to ensure they are detailed and aligned to the organisational objectives (Frederiksen *et al.*, 2020: 281). The organizational goals are important elements of the Performance Management System as they ensure that the entire organisation agrees, owns, understands, commits, and contributes toward achieving its objectives. Goal setting demands the purposes of PMS and should be communicated clearly within the organisation (Johanson *et al.*, 2019: 251).

The development-based approach to the Performance Management System is the preferred approach, according to Lemaou (2016: 90), because the pay-related approach is controversial and time-wasting and does not benefit the organization in the long term. Recently, the public sector has witnessed challenges with the holistic implementation of the Performance Management System. So, if priority is only given to appraisal, it will defeat the purpose of the Performance Management System.

2.4 Performance Management Models

A number of performance management models, tools and techniques are applied to ensure performance management in local government. According to Van de Walt (2004), the most common performance management models, systems and techniques that can be used in measuring the success of performance initiatives and policy programs in the public sector are Three-Es Model, Quality Management Models, Business Excellence Framework and the European Foundation for Quality Management, South African Excellence Foundation Model, Citizens' Charter, Quality Awards, The Balanced Score Card and the Servqual Model.

2.4.1 Three-es model

In view of Van de Walt (2004: 179), the Three-Es model measures efficiency, economy and effectiveness. The linkage between inputs, outputs and outcomes may therefore be described in terms of economy, which refers to the cost of inputs used per unit of output, and effectiveness, which illustrates the extent to which the outputs or services of a program are successful in achieving the set objectives (Van de Walt, 2004: 179). Onica and Bleuju (2012) reported how effectiveness, economy and efficiency were used to improve the Performance.

Management System in the firm. The study by Tyokwe and Naicker 2021 revealed how effectiveness as part of the three- Es model was used to assess and monitor the Performance Management System in a public hospital in Cape Town, South Africa. Parkies (2015) and Jonas (2011) surveyed the relevance of the effectiveness of the Performance Management System at Mangaung Metropolitan Municipality and Maquassi Hills Local Municipality for the enhancement of service delivery.

2.4.2 Quality management models

The word 'quality' brings into focus terminologies such as inspection, process control, auditing, standards and ISO 9000 (Van de Walt, 2004: 182). Quality also includes management systems and continuous improvement, customer satisfaction and market focus, teamwork and the well-being of employees. A number of quality models, tools and techniques can be used to measure performance. The study of Peljhan and Marc (2018) emphasised the combined usage of total quality management and Performance Management Systems to the importance of managers and different performance perspectives. The work of Andrade et al. (2020) focused on analysing the impact generated by the implementation of Quality Management Systems.

2.4.3 Business excellence framework and the European foundation for quality management South African excellence foundation model

The Business Excellence Framework is a basic model that allows an all-inclusive approach to managing an organization's quality management system (Van de Walt, 2004: 183). The model identifies four categories of business results which are key performance results which can be in the form of finance, society, people and within the mechanisms of the model, the most important category of customer results (Burtonshaw-Gunn & Salameh, 2009:54). The use of the model guarantees objectivity in performance management as enablers remain qualitative in as much as quantitative results underpin them.

2.4.4 Citizens' charter

Citizen's Charter refers to the official frameworks for assessing and awarding quality in the public sectors (Van der Waldt, 2004:186). The essential idea behind charters is to increase the quality of life in society and to pay attention to comments that are based on the ontology of the "*Batho Pele*" principles and the objectives of the South Africa Service Charter (Republic of South Africa Service Charter, 2013).

2.4.5 Quality awards

Various wards for the best-performing municipalities exist in the South African Local Government (Van der Waldt, 2004:187). A public quality competition may be defined as a performance measurement instrument that fosters innovation and quality in the paradigm shift in many countries' new public management. Duarte et al. (2013) reported the importance of the Malcolm Baldrige National Quality award to the best performing health work for better improvement in the working conditions of the health workers and PMS.

2.4.6 The balanced scorecard

The Balanced Score Card is a set of measures that could give public managers a fast but comprehensive view of the organisation's performance and include both processes and measures (Van der Waldt, 2004: 187; Cokings, 2009:27, Johnsen, 2001). A balanced scorecard or set of measures provides valuable information (Holbeche, 2005: 248). The balanced scorecard advocates that the organisation's strategy must be communicated throughout the organisation using visual maps and shifting performance measures to individual components of the organisation (Cokings, 2009: 93).

2.4.7 The Servqual mode

I

According to Van der Waldt (2004:195), the Servqual (Service/Equal) approach begins with the assumption that service quality is critically determined by the difference between customer's" or consumers'" expectations and their perceptions of the service actually delivered. In order to improve service quality, managers have to adopt "customer-oriented" techniques because service providers directly address user needs. In this regard, the Performance Management model appears to be the most ideal. Performance and quality management is concerned with maximising the value added through the Performance Management process such that the initial "costs" are exceeded by the subsequent "benefits" derived from deliverance (Horton & Farnham, 1999).

2.5 History of Performance Management System in a global context

Performance is understood as the achievement of the organisation about its set goals (Aguinis, 2009). It includes outcomes achieved or accomplished through the contribution of individuals or teams to the organisation's strategic goals. The term 'performance' encompasses economic as well as behavioural outcomes (Frederiksen, Kahn & Lange, 2020). Saurombe (2014:172) reports that although it was assumed that the performance management system was a modern invention, records show that the New York Council was analysing data and setting targets to report historical activity and forecast performance in early 1900. Moreover, Armstrong and Baron (2009: 201) stated that until the 1970s, this term was not yet being used.

Studies conducted by Kagioglou, Cooper & Aouad, 2001; Kennerley & Neely, 2002; Striteska, 2012) postulate that the context within which performance measurement and management are used remains to change. The traditional approaches to performance

measurement have been on financial measures only. By the late 1980s, studies had shown that historical financial measures are insufficient for understanding the performance management in the new economy because of the increasing complexity of organisations and the markets in which companies or organizations compete daily. Initially, the performance management system was designed by the private sector in Western countries, as indicated by Kichigina (2017: 290), before its adoption by the public sector. This then made several public sector organizations globally implement PMS for performance improvement. Although various holistic systems have been developed across sectors, there is no agreed viewpoint for an ideal performance measurement framework (Striteska, 2012: 231).

This concept is newly developed within the South African public sector. It was initially recognised as part of the management by objectives (MBO) approach and originated in the private sector (Hughes, 1998; Lema, 2016). Before the advent of the democratic regime in 1994, officials would usually be awarded automatic notch increments.

The Performance Management System is defined as a continuous process of identifying, measuring and developing the performance of individuals and aligning performance with the organisation's strategic goals (Aguinis, 2009; Woyessa, 2015). Significant scholarly literature in the Performance Management System subject area has been developing since the late 1970s, comprising terms such as measurement, appraisal, efficiency, development, and effectiveness (Woyessa, 2015). Figure 2.1 below depicts different stages of the PMS. The main activities to be done and the purposes of the different stages are also shown.

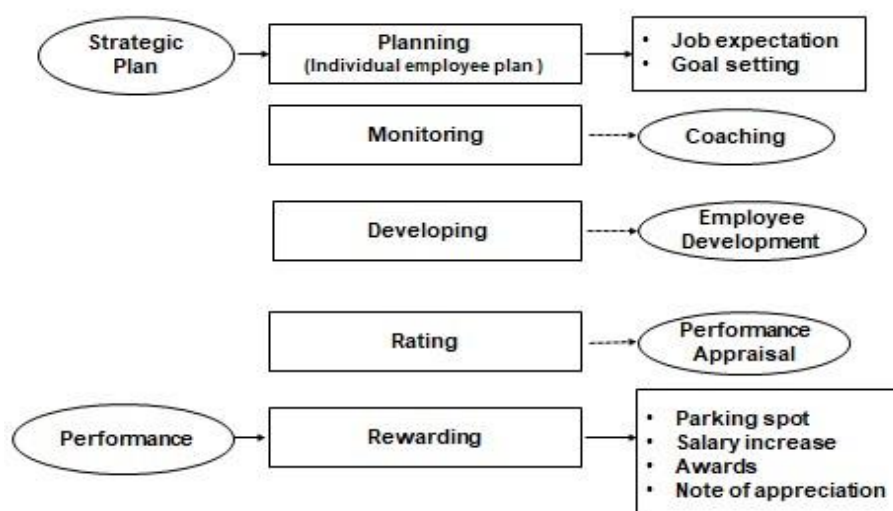


Figure 2.1: Performance Management System adapted from Woyessa (2015)

2.5.1 Performance Management System

A Performance Management System (PMS) is a system used to enhance employees' productivity by managing their performance (Poister, 2003; Boipono, M., Tsomele, T.G. & Mogadime, R. 2014). Its aim is the improvement of service delivery within the public service, as well as the improvement of accountability, performance, communication, efficiency, and productivity among civil servants. It was introduced with the conviction that it would resolve problems in the different ministries and departments, some of which were inadequate planning and management of projects resulting in unforeseen costs, resource wastage, and considering the public's needs (Boipono *et al.*, 2014). Agreeing with other studies, this concept includes approaches, formal mechanisms, structures, processes, and networks that management uses to communicate the organisation's strategic goals (Aguinis, 2009; Fereirra & Otley, 2009; Makhooa, 2018).

In Botswana, because of recommendations from the evaluations of other performance improvement initiatives that failed to yield the desired results, the system was implemented in the public service sector in 1999 (Marobela & Andrae-Marobela, 2013; Boipono *et al.*, 2014: 319). Another qualitative case study was undertaken in Botswana by Mothusi (2008: 281) to develop an understanding of PMS in Botswana and the factors that supported and hindered its implementation. The study targeted public servants in the Ministries of Local Government and Lands and Housing. The study revealed that PMS improved the planning capacity of the two ministry's employees, enabling them to monitor and account for their performance. Inservice training was singled out as a factor that contributed to the success of PMS, especially in the Ministry of Lands and Housing. Although much of public servants were enabled to plan, monitor, and account for their performance through the PMS on the one hand, organisational culture, on the other hand, affected the implementation of PMS negatively as some of the leaders did not understand the system and thus were not able to guide their subordinates toward realizing the goals of the system. Adding to this, the study observed that some supervisors use PMS as a punitive tool, and deserving employees were not fully rewarded, something that demotivates employees (Mothusi, 2008; Boipono *et al.*, 2014: 178).

2.5.2 Performance Measurement and Performance Evaluation

The term performance measurement, which is used synonymously for the term performance evaluation, is widespread in the scientific literature. Although both Performance Management System and performance measurement have the same purpose, which is defined by the improvement of employees' performance, and are often used interchangeably. Radnor and McGuire (2004) define performance measurement as a system to measure an employee's performance level, which is different to the performance management system, where a range of activities are included DeNisi (2000: 289). While performance measurement is traditionally a once-a-year event and clearly defined by points of time, when employees' performance is measured, the Performance Management System is an ongoing and year-round process characterized by a permanent social contract between executive and employee (Aguinis & Pierce, 2008: 271).

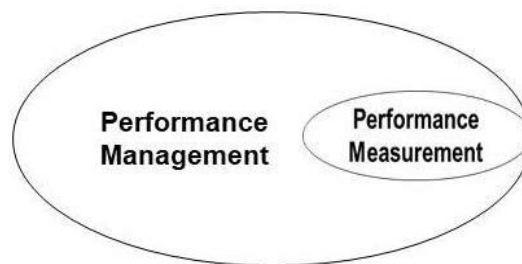


Figure 2.2: Performance Management and Performance Measurement (Lebas, 1995)

According to Gruman and Saks (2011a), performance measurement is a key component and a cornerstone of the more comprehensive performance management system. The classification of performance measurement was described in detail in (Radnor & McGuire, 2004: 267). Mathis and Jackson (2014: 271) classified performance measurement as the actual act of measuring employees' performance, while the Performance Management System is more seen as a holistic system to manage performance. Thus, performance measurement is defined as an element of a performance management system that follows other scholars (Biron *et al.*, 2011; Den Hartog *et al.*, 2004; Lebas, 1995: 281) and can be seen in Figure 2.2 above. In this study, the term performance evaluation is mainly used instead of performance measurement, given the more common use of performance evaluation in the performance management system.

2.5.3 Problems with performance management

Bulawa (2012: 372) is of the view that the need to improve employees' performance remains one of the major challenges facing many countries nowadays. Thus, regardless of all the research, performance management has not been the predicted success in the public sector. Nonetheless, critical debates on good governance and its requirements have precipitated novel approaches to public sector management reforms (Gumede & Dipholo, 2014: 318). Further, governance failures and endemic corruption in most post-colonial African states propelled debates on new forms of governance. Most governments are personalised and are characterised by systemic corruption, nepotism, bureaucratic red tape, and lack of proper delegation (Gumede & Dipholo, 2014: 192). Moreover, Sharif (2002) clarifies the Performance Management System as a way to address and redress organizations' concerns about performance and how the performance management system came into effect as a management reform within public service and private institutions.

Radin (2003: 62) confirms that around the world, there are still common issues arising in Performance Management Systems from conflicts between different interest groups - between politicians and professionals, internal politics between factions and coalitions, pressures from special interest groups, the conflict between central agencies wanting control and departments/local bodies and professionals all wanting autonomy. These issues produce three main problems: technical, systems, and involvement (Radin, 2003: 271).

Some of these problems arise because of the reasons behind its implementation, e.g., to justify privatization and the reduction of government spending (Gianakis, 2002), or purely for measurement and evaluation rather than as a tool for improvement (Radnor & McGuire, 2004: 372). Behn (2005: 162) suggests that problems occur because managers implement a performance system with rules and regulations and then leave it to run, rather than take a hands-on operational approach and use leadership skills to "*motivate people ... to produce more or better, or more consequential results that citizens value*".

Firstly, technical problems related to the indicators and the data, their collection, interpretation, and analysis which are predominately "hard" problems (Adcroft & Willis, 2005:152), and in particular, data quality (Black *et al.*, 2001), the choice of indicators (Bevan & Hood, (2006:352), validation (Evans, 2004; Carlin, 2004), reporting (Adcroft & Willis, 2005:382) and usage and interpretation (Neely *et al.*,1995; Wilcox & Bourne,

2003:417). However, organisations continually develop and improve their indicators' technical aspects Pollitt (2005:444).

Secondly, systems problems refer to the “bigger picture” issues, for example, integrating performance systems with the existing systems. Gianakis (2002:222), a lack of strategic focus which encourages short-termism (Neely *et al.*, 1995), the ambiguity of performance objectives Pollanen (2005:261), sub-optimisation (Adcroft & Willis 2005:526) and the cost of performance management (Train & Williams, 2000; Holzer & Yang, 2004; Pollanen, 2005).

Thirdly, the last class of problems covers the predominantly “softer” people issues and their involvement in the Performance Management System inter alia multiple stakeholders (Black *et al.*, 2001; Wang & Berman, 2001; Gianakis, 2002; McAdam *et al.*, 2005), a lack of customer involvement (Neely *et al.*, 1995; Lawton *et al.*, 2000; Black *et al.*, 2001; Verbeeten, 2008), gaming (Vakkuri & Meklin, 2003; Bevan & Hood, 2006; van Sluis *et al.*, 2008) and lack of involvement of whole organization including insufficient support from higher levels of management or decision-makers (Lawton *et al.*, 2000; Pollanen, 2005; de Waal, 2007). Radnor & McGuire's (2004: 271) research shows that to meet the demands of multiple stakeholders, organizations end up with several parallel systems more akin to form-filling rather than providing any helpful information, which has subsequently been confirmed by Hoque (2008: 189).

2.5.4 Key Elements of Performance Management Systems

Antony (2006: 127) indicates that PMS offers mainly a formal process of aligning each staff's performance goals and development plans with the organisation's objectives. Meaning that each staff's overall performance is equally determined by the achievement of measurable “hard targets” as well as the demonstration of “soft” and “functional” skills. The result of the Performance Management System then allows the organization to pay or reward staff based on their performance. Adding to this, the researcher perceives that for any organisation, institution, or business to reach its goals, there is always a necessity to have a system in place to help both employer and employee reach them. The reason is that a concrete PMS can make one's job amply easier.

Precisely, Antony (2006:128) highlighted that the broad objectives of a PMS could be as follows:

- (i) Provide a formal process of planning and reviewing.
- (ii) Establish performance standards (KRAs and Performance Objectives) required for the following year.
- (iii) Encourage two-way communication between staff and their immediate supervisors regarding expectations, measurements, and feedback on performance.
- (iv) Review performance based on clearly defined performance standards set during performance planning.
- (v) Track progress in performance by identifying training and development needs.
- (vi) Pay for performance based on the assessment of individuals' results and accomplishments.

Therefore, critical elements of the PMS are performance appraisal and performance management principles.

2.5.4.1 Performance Appraisal (PA)

A critical element of the PMS is the performance appraisal process, usually represented by a performance appraisal form completed by the appraisee and discussed with the appraiser Antony (2006: 128). He continues by explaining that Performance Appraisal is habitually done at the start of the financial year to assess the previous year's performance and establish the new year's objectives. In addition, an interim Performance Appraisal is conducted in most organisations at mid-way of the financial year. Occasionally, some organizations even do quarterly performance assessments (Antony, 2006:129).

Performance appraisals serve as a primary mechanism for providing feedback. Information from performance appraisals remains a major source of input for important human resource decisions. However, even though these reasons are important, it is necessary to understand that appraisals represent only one part of a more important performance management process (DeNisi, 2011: 218).

As a result, most performance appraisal forms will cover the following broad categories: (a) key objectives and measures, (b) functional competencies, (c) leadership competencies, (d) organisation values, and (e) career & personnel development.

2.5.4.2 Performance Management Principles (PMPs)

Performance Management is both a science and art designed to maximize an employee's fullest potential and enable the person to contribute substantially to the organisation or institution (Antony, 2006). The PMPs can be understood better through these three sub-points:

i. Good Performance Management Systems.

A good PMS will help differentiate among individuals by connecting competency profiles, job profiles, business objectives, performance, and compensation. It will also help one to realize what it takes to be a successful performer in the future and reaches an agreement on this within the organisation, institution, business, or company.

ii. HR, staff, and managers need to understand and be convinced about the logic and impact of the system.

A good system needs to be transparent and integrated; it should foster communication on all levels of the organisation or institution; it needs to create Win-Win situations for the organisation/institution and employees, and then training for HR and business managers to conduct performance appraisals effectively is essential.

iii. Performance reviews (PRs) are both an art and a science.

There is neither a perfect performance appraisal (review system) nor an agreed viewpoint for an ideal performance measurement framework Antony (2006) Striteska (2012). Hence, aligning employees' and managers' expectations about the performance review is essential. Performance reviews will never be objective or unbiased because they are about people, not numbers or machines, and the one-to-one discussion counts on this process.

2.6 Components of an Effective Performance Management System

Performance management is the basis of every human resource management area and essential for the success and development of organisations, given the main goal, which is improving employees' performance (Pessl, 2016). Implementing a PMS is seen as an approach that manages performance by letting employees know what is expected of them,

charting their progress based on these expectations, and how they can improve (Whittington-Jones, (2005) (Figure 2.3).

Components of an effective performance management system (EPMS) components include the vision and mission, individual and team objectives, formal assessment, feedback, and review and evaluation. A similar point is made by Sahoo and Mishra (2009), who states that the ongoing Performance Management Process includes activities such as joint goal setting, continuous progress review, frequent communication, feedback and coaching, employee development program implementation, and rewarding achievement. A more recent study by Singh and Twalo (2015) identifies setting goals and objectives, observing performance, coaching, and feedback as components of performance management. The presence of these components in a performance management system contributes to the implementation of successful performance management.

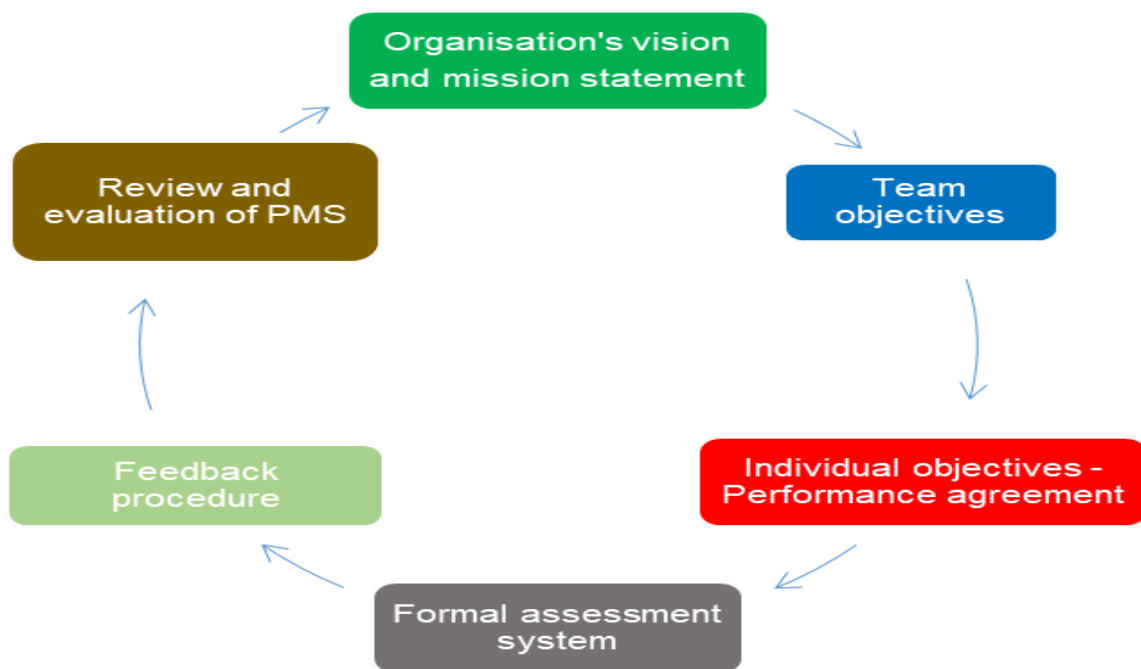


Figure 2.3: Components of an Effective Performance Management System

Source: Whittington-Jones (2005).

2.7 Difficulties on implementation of Performance Management System

According to Pulokos (2011: 243), there are genuine reasons why both managers and employees have problems with performance management. Managers evade performance management activities, particularly providing developmental feedback to employees because they do not need to risk damaging relationships with the individuals they count on to get work done. Employees evade performance management activities,

especially conversing their development needs with managers because they don't want to endanger their pay or progression. In addition, many employees feel that their managers are unskilled at deliberating their performance and training them on how to improve. These attitudes, on the part of both managers and employees, resulting in poor performance management procedures that simply don't work well.

Another problem is that many managers and employees do not understand the reimbursements of effective performance management. They often understand it as a paperwork tool required by human resources, where ratings need to be submitted yearly for record-keeping determinations, a necessary evil that permits the minimum investment of time. Many managers do not understand that performance management is the most excellent vital tool they have for accomplishing work. It's crucial for high-performing organisations and one of their most significant responsibilities. Done correctly, performance management links what's imperative to the organization, inspires employees to attain important goals, and implements the organization's strategy

On the other hand, done poorly, performance management has substantial negative significance for organisations, managers, and employees. Managers who conduct performance management unproductively will not only fail to comprehend its benefits, but they can harm relationships with or dent their employees' self-confidence. If employees do not feel they are treated fairly, they become de-motivated, or worse, and they might legally contest the organisation's performance management practices as indicated in Table 1. This can result in serious complications that are expensive, distracting, and destructive to an organisation's status and operations.

Outcomes from Effective Performance Management	Outcomes from Ineffective Performance Management
<ul style="list-style-type: none"> • Clarifies performance expectations and standards 	<ul style="list-style-type: none"> • Decreases productivity and motivation
<ul style="list-style-type: none"> • Improves productivity at all organizational levels 	<ul style="list-style-type: none"> • Undermines employee confidence
<ul style="list-style-type: none"> • Motivates employees to do their best 	<ul style="list-style-type: none"> • May cause employees to quit their jobs as a result of how they are treated
<ul style="list-style-type: none"> • Ensures employees have the skills and capabilities to contribute maximally 	<ul style="list-style-type: none"> motivation • Fails to develop skills and capabilities employees need to contribute maximally

<ul style="list-style-type: none"> • Aligns performance between units and levels with the organization's values, goals, and strategy 	<ul style="list-style-type: none"> • Damages relationships between employees and managers
<ul style="list-style-type: none"> • Provides a basis for making operational human capital decisions (e.g., pay) 	<ul style="list-style-type: none"> • Wastes time and money on training and a host of support activities
<ul style="list-style-type: none"> • Improves relationships, understanding, and insight between employees and managers 	<ul style="list-style-type: none"> • Makes it impossible to meaningfully link rewards to performance outcomes

2.4 Outcomes of effective and ineffective Performance Management Source: Pulakos (2011).

2.8 Performance management in the Public Service

Numerous public sector organisations worldwide have applied PMS to improve performance (Kichigina, 2017: 315). According to Binary & Binary (2018: 271), performance management is an essential component of almost all institutions, but it is misaligned with the mission, vision, and statements of institutions. It is defined by Aguinis (2009: 151) as a “continuous process of identifying, measuring and developing the performance of individuals and aligning performance with the strategic goals of the organization. Performance management aims to establish a high-performance culture in which individuals and teams take responsibility for the continuous improvement of business processes and their skills and contributions within a framework provided by effective leadership (Armstrong, 2006: 496). However, Jyoti and Ohsin (2020: 281) indicate that PMS works as a process where an organization regulates its target, design, goals, vision, mission, and objectives with accessible resources because it is the meticulous approach to compute the productivity and achievement of employees. Poister (2003: 381) posits that PMS is a mechanism used to enhance the productivity of employees through managing their performance. Yet, it has been acknowledged by Striteska (2012: 698) that there is no agreed viewpoint for an ideal performance measurement framework in literature, though many holistic systems have been developed.

The role of professional development is also reflected as a key component of the performance management system each organisation should have to develop its staff. Graham (2004: 289) mentions professional development, which refers to the significance of employees' competencies such as knowledge, skills, abilities and attitudes that would help them successfully perform their job. For Graham, if the right people with the right

competencies are not available or managed well, it would not be easy to achieve the strategic goals and objectives of the organization effectively and efficiently.

2.8 Performance Management Process

According to Oliver (2008:266), PMS comprises the guidelines designed to provide a process for implementing the Performance Management Process (PMP). It is a communication process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization (Figure 2.4). More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing ongoing coaching and feedback to ensure that employees meet their objectives and career goals (Pessl, 2016: 412).



Figure 2.5: Performance Management Process

Below are the phases of the Performance Management process:

i. Planning

This phase of the Performance Management process includes establishing job descriptions, identifying the employee's essential functions, and defining the department's strategic plans or the company as a whole.

- **Job Description**

- A job description is used to advertise a vacant position, which typically specifies the following:
- The specific functions, tasks, and responsibilities of the position
- The amount of time needed to act upon each function
- The qualifications needed (skills, knowledge and abilities) to perform the job
- The physical and mental requirements of the position
- Salary range for the position
- To whom the position reports

Job descriptions should be disclosed to the employee as soon as he or she is hired. However, job descriptions are listed using words that make it difficult to measure the employee's performance. They are in contrast with competencies, which list the skills needed in performing such tasks and are described using terms that can be measured.

- **Strategic Plan**

In effect, a strategic plan tells you three things:

- Where the company is heading in the coming years.
- How the company is going to get there.
- How the company will know if it is already there or not.

Included in a strategic plan are the following:

- Mission statement - the primary reason why your department (or company) exists.
- Goals - associated with the mission statement- determine the results that will advance said statement/s.

Strategic initiatives - specify definite steps that must be taken to accomplish each goal. It is a dynamic process, usually examined during periods such as one or two years.

ii. Developing

This phase of the Performance Management process includes developing performance standards, which offers a scale that describes how a specific job should be performed in order to meet (or exceed) expectations. They are explained to newly hired employees and are later used to evaluate work performance.

Performance standards are generally outlined with the help of the employees who actually perform the tasks or functions. There are a number of advantages to this approach:

- The standards will be suitable to the requirements of the job
- The standards will be applicable to actual work conditions
- The standards will be easily understood by the employee (and performance manager as well)
- The standards will be acknowledged (and received) by the employee and the performance manager

Performance standards are usually in the form of ratings (1 to 5, A to E) that performance managers use to rate the employee's actual level of performance.

iii. Monitoring

This phase of the Performance Management process includes monitoring employees' work performances and giving feedback about them. As the basis of feedback, observations should be verifiable: they should involve noticeable and work-related facts, events, behaviours, actions, statements, and results. Feedback of this type is called behavioural feedback, and they help employees improve and/or sustain good performance by precisely identifying the areas that the employee needs to improve without judging his or her character or motives.

iv. Rating

This phase includes conducting performance evaluations. This is a critical aspect of the Performance Management process, especially because performance managers need to arrive at an unbiased assessment.

- A performance appraisal form has the following features:
- Employee information
- Performance standards
- Rating scale
- Signatures
- Employee performance development recommendations
- Employee comments
- Employee's Self-appraisal

Why conduct performance appraisals? It provides an opportunity to improve performance in the future, not only for employees but for managers as well. Performance appraisals enable managers to acquire information from employees that will help them make employees' jobs more productive.

v. Development Planning

This phase of the Performance Management process includes establishing plans for improved employee performance and development goals. This advances the overall goal of the company and, at the same time, increases the quality of work by employees by:

(a) Encouraging constant learning and professional growth.

Helping employees maintain the level of performance that meets (and exceeds) expectations. *(b) Improving job - or career-related skills and experience.*

In closing, PM is a process that, when executed fairly and effectively, can improve the quality of the company's workforce, raise standards, increase job satisfaction, and develop professionalism and expertise that would benefit not only the employees but the entire organization as well (Makhooa, 2018: 222).

2.9 Performance Management in the South African Public Service

The advent of a newly elected democratic regime in South Africa necessitated the organisation of various transformative initiatives (Public Service Herman, 2019: 281). Most of these initiatives aim to ensure accountability and transparency in the Public Service sector in which public resources are used equally for service delivery to society. Gumede and Dipholo (2014: 291) reported that since the 1980s, Performance management has witnessed so many changes.

2.9.1 Introduction of performance management and development system in the South African public service

Penceliah (2012: 300) elucidates that the performance management and development system (PMDS) refers to a system that identifies the performance management process and cycle in the public institution. Performance management is an instrument for achieving better results in the organization, teams as well as individuals thereby, the performance is understood and managed within the agreed and planned goals, standards, and competencies Striteska (2012: 125). Surely performance measurement system supports a performance management philosophy and is situated at the heart of the performance management process (Lebas, 1995, Bitici *et al.*, 1997). Other earlier studies (Van Dijk & Thornhill, 2003; Lemao, 2016) indicated that there are numerous objectives of the PMDS as follow:

- a) It aims to establish a performance culture that rewards and recognizes effective performance.
- b) It intends to be used to implement organizational goals and priorities.
- c) It seeks to facilitate continuous organizational development and performance improvement. Finally, it aspires to continuously enhance each employee's competence by identifying training and development needs.

The government introduced the PMDS to improve performance in the public service. The PMDS was introduced across the national and provincial sphere of government on 1st April 2001 (Penceliah, 2012: 153). The system involves the phases of performance planning, monitoring, measuring, reviewing, and reporting in line with the strategic plan of the particular public institution (Makhooa, 2018).

Du Plessis (2015: 219) stresses that the purpose of the PMDS is to ensure that employees in a department or institution are equipped with the necessary skills, knowledge, and competencies to achieve the goals and objectives of the department effectively and efficiently. Additionally, the PMDS should ensure that performance is managed so that previous performance is reviewed and current performance is assessed so that corrective measures can be taken when performance is poor, and recognition (or reward) can be given when performance is excellent (Penceliah, 2012: 172). The public sector implemented the PMDS with the objective of providing guidelines and policy measures to ensure that performance management is implemented efficiently and effectively in departments (Lemao, 2016:189).

In the Limpopo Provincial Administration (LPA), the PMDS policy used at the VDM was approved by the Executive Council effective on 1st April 2015. The provincial government saw the need to implement a practical performance management system aimed at planning, managing, and improving employee performance to ensure optimal utilization of human resources as a critical element in achieving the outcomes and objectives of the LPA. The policy applies to all employees in the Provincial Administration appointed in terms of the Public Service Act of 1994 (Limpopo Provincial Administration, 2015). Further, this policy would improve productivity and performance and, ultimately, bring quality service delivery to the community of Limpopo. Lemao (2016: 318) argues that when implemented correctly, PMDS should ensure that all employees have equal access to training and development opportunities.

2.10 Implementation of Performance Management in the Public Service

Since 1994, South Africa has undergone a policy-making revolution driven by an urgent need to improve access to services for its black majority (Armstrong, 2012). Hence, the following researchers, such as Sales (2019); Kaupa & Atiku (2020); Frederiksen *et al.* (2020), the cement that the objective of the PMS is to guarantee that employees, line managers, and other management teams take the required actions to meet the overall goal and objectives of an organization. This is a necessity why the researcher of this study emphasizes that the PMS should be implemented at all levels of the working environment for service delivery and satisfaction of those employees that are performing well. That is why Dubey (2017: 410) argues that there is little knowledge regarding the actual mechanisms that positively affect the success of PMS. Thus, Franco-Santos & Otley (2018: 167) elaborate that when designing a PMS, its ethical framework should be considered due to different components that need to be simplified for accuracy.

Accordingly, little has been done to guide implementers on introducing PMS as eluded by London (2004: 378). Further, even though a lot has been achieved in providing alternative performance measurement systems that are more balanced London (2004). The research findings of a study conducted by Mbethe (2012: 419) at the Joe Qqabi District Municipality public hospitals in the Eastern Cape Province of South Africa indicated that if the recommendations provided by the study are implemented, the implementation of the provincial PM policy will positively improve. The above statement also indicates that the implementation of the PMS remains a challenge within the municipalities countrywide, and despite some efforts made within the Public Service sector in South Africa, there are still plenty of challenges to the effective implementation of the performance management policy in many municipalities.

2.11 Challenges of Implementing Performance Management

Regarding Armstrong (2017), performance management is the provision of a holistic, ongoing advance to the management of performance. Studies conducted by (Moullin, 2017); Kaupa & Atiku, 2020) articulate on one side that performance management is a procedure of identifying performance and outcomes and evaluating the results of those outcomes against the organization's strategic objectives and goals while on the other, it is a means of getting better results from a whole organisation by understanding and managing performance within an agreed framework of planned goals, standards, and competence requirements. Therefore, Kaupa and Atiku (2020: 281) indicated that the organizational performance of the management system helps top management achieve strategic business objectives and goals. The researcher is of the view that despite all

these monitoring and evaluation tools being in place within the public and private sectors, their implementations remain mammoth tasks, especially in Africa.

According to Pulakos (2009: 20), many organisations use their performance management system as a basis for decision-making, such as pay, bonuses, promotions, assignments, and reductions in force. Other but fewer organizations use their performance management systems to guide employee development. This means using performance information as a basis for development planning to help employees enhance their skills. Neither decision-making nor development is an unequivocally better use of a performance management system. Both purposes have their advantages and disadvantages. However, one or the other purpose is usually a better fit for the goals and circumstances in each organization.

While the use of performance management for decision-making or development is more appropriate in certain situations, it is extremely difficult, if not impossible, to serve both purposes equally well with the same system.

For a performance management system to achieve its maximum benefit, it is best to choose one purpose in decision-making or development and then develop the system to support that purpose. In many organizations, however, there is a precedent for using performance management systems for both decision-making and development purposes

In the work of Fatile (2014), although introduced in the African public service with the intentions of monitoring, reviewing, assessing performance, and recognizing good performance, performance management systems in Africa have not been able to achieve the expected level of performance which will improve productivity Fatile, (2014: 291). Kaupa and Atiku (2020: 215) state that lack of consultation, lack of flexibility, high level of conformity to process, the existence of silo culture, poor communication as well as poor training of implementation officers are key challenges faced by the public sector in the implementation of the PMS in the Namibian public sector. Also, the public sector in Namibia still faces challenges in implementing such a useful tool (Kaupa & Atiku, 2020: 259).

Gumede and Dipholo (2014: 111) highlight that while the government of South Africa makes remarkable strives to embrace the principles of the New Public Management, thus reforming the public sector in one, the endemic institutionalized and systemic corruption entrenched in government continues to defeat the purpose of the reform.

2.12. Legislative Framework

In the South African public sector, performance management is a new concept compared to the other countries where it made a breakthrough much earlier. It was initially developed as part of the management by objectives (MBO) approach and originated in the private sector (Hughes, 1998). Legislation that governs its implementation in the public sector was developed in 1994, known as the Public Service Act 103 of 1994. Before 1994, officials would usually be awarded automatic notch increments.

In 2001 the Department of Public Service and Administration formulated the performance management framework titled “Performance Management and Development System”. Chapter 4 of the Senior Management Service Handbook, revised in 2006, also provides a framework for a performance management and development system for senior managers. It is based on Public Service Coordinating Bargaining Council Resolution 13 of 1998 as extended by Resolution 9 of 2000.

Lockett (1992) maintains that remuneration-driven performance management is less confusing than other approaches. It provides a clear incentive and thus enhances motivation. The remuneration-driven performance management approach priorities short-term matters at the expense of long-term capability issues. This approach tends to be costly when the design is incorrect. While legislation binds Departments to not spend over a certain percentage of the remunerative budget on rewarding performance, this often fails to take into account that the return on the performance remuneration program may not equal the implementation costs (Lockett, 1992).

Internationally, performance management emerged in the 1950s when regulation in the United States mandated institutions to implement performance management Furnham, (2004: 84). However, it was only in the late 1980s that performance management applied an approach that was not solely based on personality traits and became skills-oriented O’Donovan (1994). Significant scholarly literature in the subject area of performance management has been developing since the late 1970s, comprising terms such as measurement, appraisal, efficiency, development, and effectiveness.

Biron *et al.* (2011: 128) opined that both public and private sectors are putting their managers under continuous pressure to improve performance in their organisations. Thus, individual performance (IP) remains essential to executing institutional strategy and achieving strategic objectives. Institutions tend to focus more on the formulation of strategies than on the strategy implementation, which requires good performance by all employees (from junior employees to management) in the institution Mathidza,

(2015:312). Adding to this, employee performance management systems (EPMS) aim to motivate both good and poor employee performance, to continuously improve employee performance towards ultimately ensuring good organisational performance Herman (2019). Mathidza (2015:313) stipulates that in search of improved quality and productivity in the public service, recent years have seen renewed interest in assessing public sector performance, productivity, and service delivery in South Africa.

2.13 Summary

This chapter discussed essential areas within the PMS, its history, challenges related to PM, key elements of Performance Management Systems, components of an effective performance management system, performance management in the public service, performance management process, key elements of performance management systems, performance management in the South African public service, introduction of performance management and development system in the South African public service, the implementation of PMS, the theoretical framework, challenges of implementing performance management and a summary. The next chapter deals with the methodology to be applied in this study.

CHAPTER 3

RESEARCH METHODOLOGY

3. Introduction

This section presents the research design and methodology that the researcher followed when conducting research. This section also presents the study area, the population of the study, sampling method and sampling size, data collection methods, pilot study, data analysis, and ethical considerations, as well as the organisation of the study.

3.1 Research Paradigm

Littlejohn and Foss (2010: 78) define a research paradigm as a simple belief system that guides the way things are done or more formally establishes a set of practices, while Antwi and Hamza (2015: 217) define a research paradigm as an all-encompassing system of interrelated practice and thinking that defines the nature of inquiry along these three dimensions. The research paradigms consist of positivism, post-positivism, critical theory, and constructivism. In this study, the researcher chose the pragmatism research paradigm.

Denzin (2012: 103) defines pragmatism as a deconstructive paradigm that advocates the use of mixed research methods, sidesteps the contentious issues of truth and reality, and focuses instead on what works as the truth regarding the research questions under investigation; on the other hand, Biesta (2010: 87) defines pragmatism as an outcome-oriented and interested in determining the meaning of things or focusing on the product of the research. This study has chosen pragmatism because it offers several ways to bridge dichotomies that exist in mixed methods approaches to social science. Pragmatism is also chosen because it breaks down the hierarchies between positivist and constructivist ways of knowing to look at what is meaningful from both.

3.2 Research Design

MacMillan and Schumacher (2010: 166) define research design as a plan for selecting subjects, research sites, and data collection procedures to answer the research question, while on the other hand, Durrheim (2010: 29) defines a research design as a strategic framework for action that serves as a bridge between research questions and the execution or implementation of the research strategy. The study uses the descriptive research design and contextual research design.

According to Burns and Grove (2013: 201), the descriptive research design is research designed to provide a picture of a situation as it naturally happens. The descriptive research design is also defined by Polit and Hungler (2013: 72) as research studies that accurately portray the characteristics of persons, situations, or groups as their main objective. The descriptive research design was used in this study because it is a precursor to future research as it can help identify variables that can be tested. A descriptive research design was used to collect accurate data and provide a clear picture of the phenomenon under the study.

The second research design is the explorative research design. According to Polit (2013: 19), the explorative research design is the design that is undertaken when a new area is being investigated or when little is known about an area of interest. Explorative research design is also defined by Burns and Grove (2010: 313) as research conducted to gain new insights, discover new ideas, and increase knowledge of a phenomenon. The last research design used in this study is the contextual research design. Burns and Grove (2010: 32) define contextual research design as the design that focuses on the specific events in naturalistic settings while on the other hand, while Streubert and Carpenter (2011:363) define contextual research design as research is done in a natural setting refers to an inquiry done in a setting free from manipulation. The contextual research design used in this study considers the respondent's ethnic background, physical and cultural values, as well as the occurrence of the event in a place where nature takes its course without interruption. The contextual research design is used to describe and understand events within the concrete, the natural context in which they occur.

3.3 Research Method

According to Leedy and Ormrod (2010:12), research methodology is defined as the researcher's general approach to carrying out the research project; while on the other hand, whereas Burns and Grove (2010: 581) define research methodology as the methodology that includes the design, setting, sample, methodological limitations, and the data collection and analysis techniques in a study.

Creswell and Plano (2011:23) define a mixed method as collecting, analysing, and mixing quantitative and qualitative data in a single study or series of studies. The mixed method is also defined by Cameron (2011: 98) as the method that includes a qualitative and quantitative dimension in which difficulties arise when the researcher attempts to articulate how the two elements relate to one another. The mixed method was used because its central premise is that the use of quantitative and qualitative approaches, in combination, provides a better understanding of research problems than either approach alone. The mixed method was used to help in answering the research questions that cannot be answered by quantitative or qualitative methods alone. Both quantitative and qualitative methods were used in this study.

Bryman (2012: 35) defines quantitative research as a research strategy that emphasizes quantification in the collection and analysis of data, while Edmonds and Kennedy (2010:4) define quantitative research as a type of educational research in which the researcher decides what to study, asks specific, narrow questions, collects quantifiable data from participants, analyses these numbers using statistics, and conducts the inquiry in an unbiased, objective manner. Quantitative research was used in this study because the findings are likely to be generalized to the whole population or a sub-population as it involves a larger sample randomly selected. The quantitative method was used to investigate the answers to the questions starting with 'how many, 'how much, and 'to what extent.

Burns and Grove (2013: 19) define the qualitative method as a systematic subjective approach used to describe life experiences and situations and give meaning to such experiences. On the other hand, Holloway and Wheeler (2010: 30) define qualitative research as a form of social inquiry that focuses on the way people interpret and make sense of their experiences and the world in which they live

3.4 Study Area

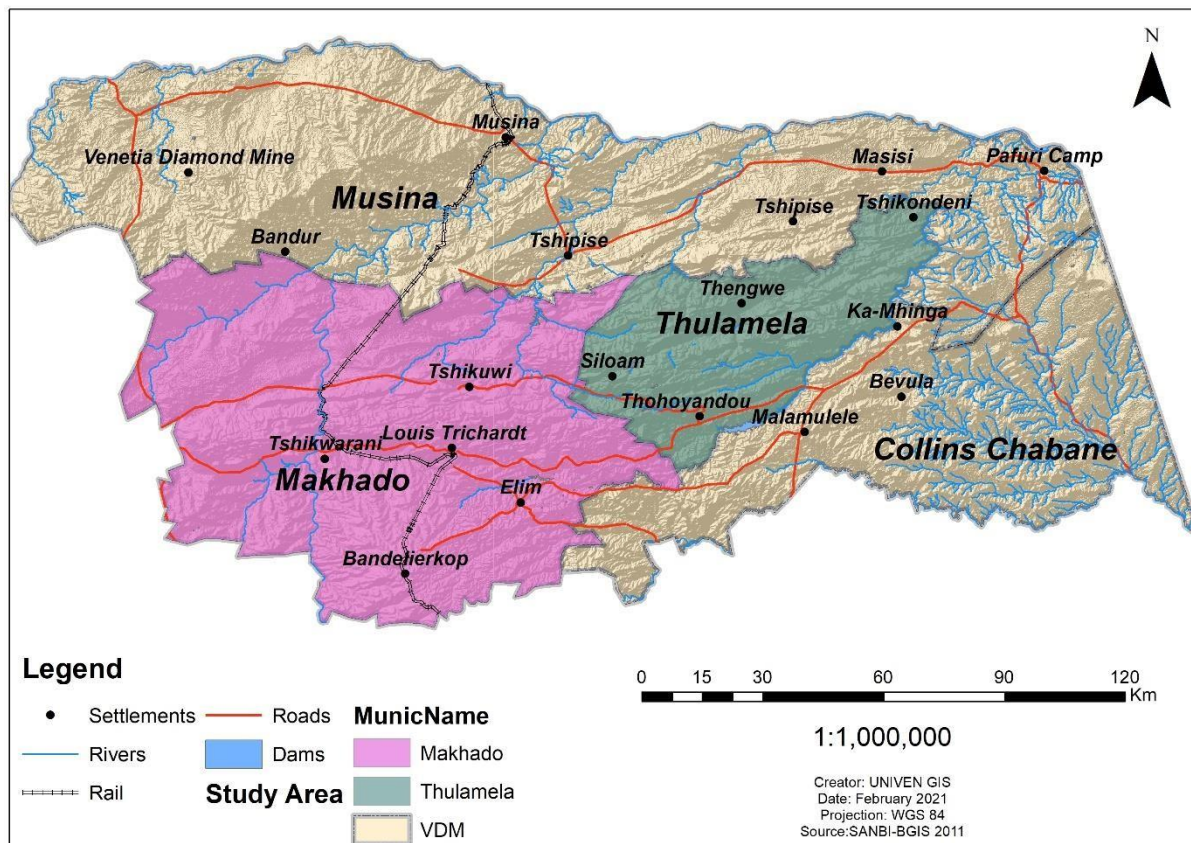


Figure 3.1: Map of the Study Area: Source: Vhembe district municipality, 2021

A study area is a geographical area shown in Figure 3 for which data was analyzed in a report and map according to Du Plessis and Van Niekerk (2014: 12). Nilsson (2011:54) defines a study area as previously mapped Palaeozoic sedimentary basins in the Baltic Sea Area. This study was conducted at Vhembe District Municipality, which has got four local municipalities namely; Thulamela, Makhado, Musina and Collins Chabane. The Vhembe District Municipality is situated 70 km east of Makhado and 180 km northeast of Polokwane, the capital city of Limpopo Province. It is the gateway to the Kruger National Park, which is the second largest national park in the world.

3.5 Population

Studies by Brink, 1996; Brink et al. (2012:29) define a population as the entire group of persons or objects that meets the minimum criteria of a particular study. So, the population of this study include junior workers and senior management staff working at the LVDM during the time of the study. This is justified by the fact that a population is the complete and inclusive collection of all theoretically defined elements Greenstein (2001:

217). Hence, the target population is significant in any empirical research to achieve reliable and credible results. Therefore, the reliability and credibility of the research results or findings depend on the information provided by the target population from the LVDM.

3.6 Sampling Method

A sample is just the collection of elements drawn from the population studied for a particular purpose (Greenstein, 2011:132). In addition, it is a sample selection process from a given population to obtain accurate information regarding a phenomenon (Burns & Grove, 2009:155). Fifty (50) participants working at Vhembe District residences were purposively selected because the researcher knows them to be employees of the LVDM and with the most knowledge, experience and information about the issues studied.

The inclusion criteria in the selection of the research participants are based on the following:

- a) The assumption was that the participant would provide the researcher with opportunities to learn about the issues researched.
- b) Being the most knowledgeable, experienced and informed about the PMS, its implementation and factors affecting its implementations
- c) Being employees in the Vhembe District Municipality
- d) Being able to participate in the study freely.

Personal judgment about who to include in this sample frame allows the application of the already acquired knowledge to select the elements to be sampled.

Hence, the total number of 50 respondents was used as a sample for this study, with participants divided into different categories, as shown in Table 3.1 below.

Table 3.1 Sampling Table

Self- category	Gender Distribution		Total
	Female	Male	
Municipal manager	01		01
LED officials	03	02	05
IDP officials	02	03	05
Manager of communication		01	01

HR Practitioners	08	10	18
Ward councillors	04	06	10
Community Development Workers	05	05	10

3.7 Sampling Size

The sampling size of the study was 50 respondents, which are categorized as follows: 01 Municipal Manager, 1 Manager of communication, 18 HR Practitioners, 05 LED officials, 05 IDP officials, 10 ward councillors and 10 Community Development Workers (CDW).

3.8 Data Collection

Data collection is gathering and measuring information on variables of interest in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes (Creswell 2017: 201). Sekaran and Bougie (2016: 156) also define data collection as collecting information from all the relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes. In this study, questionnaires and interviews were used to collect data.

A questionnaire is a research instrument consisting of a series of questions (or other types of prompts) to gather respondents' information (Zohrabi, 2013: 254). A questionnaire is also defined by Fink (2012: 372) as a structured form, either written or printed, that consists of a formalized set of questions designed to collect information on some subject or subjects from one or more respondents. Structured questionnaires were used because they enable the researcher to contact many people quickly, easily and efficiently using postal questionnaires. Appointments were made before collecting data, while questionnaires were distributed to Fifty (50) respondents to respond. The questionnaire consists of Five (5) Likert scales: strongly agree, agree, not sure, disagree and strongly disagree.

For qualitative purposes, an interview was conducted. An interview is defined by Fink (2012: 374) as the process that involves an interviewer, who coordinates the process of the conversation and asks questions, and an interviewee, who responds to those questions while on the other hand Rubin (2011: 65) defines an interview as a systematic way of talking and listening to people and as another way to collect data from individuals through conversations. The researcher used open-ended questions to interview the

participants because it allows the respondents to include more information, including feelings, attitudes and understanding of the subject. Ten (10) participants were interviewed face-to-face asking open-ended questions. The researcher made appointments to interview participants.

3.9 Data Analysis

Schurink (2011: 397) defines data analysis as the process of bringing order, structure and meaning to the mass of collected data, while on the other hand, Kantardzic (2011: 15) defines data analysis as the process of systematically applying statistical and logical techniques to describe and illustrate, condense and recap, and evaluate data. The researcher used statistical analysis and thematic analysis to analyse data.

Statistical analysis is defined by Stevens (2012: 145) as a measure to determine whether any differences observed between groups being studied are real or they are simply due to chance. Urdan (2011: 264) defines statistical analysis as a measure of whether the research findings are meaningful. The data collected through questionnaires were analysed using Statistical Package for the Social Scientist (SPSS), the latest version, 25.0. The information from the interpreted data was presented in tables, followed by frequencies and percentages. After the presentation of the data, the researcher provided the synthesis of the data.

Thematic analysis is defined by Turunen and Bondas (2013: 398) as a method for identifying, analysing, and reporting patterns (themes) within the data. Schurink (2011: 400) defines thematic analysis as a foundational method for qualitative analysis, as it provides core skills for conducting many other forms of qualitative analysis. Information collected through the interview was presented in a narrative form and grouped into themes using eight of Creswell's steps (2014: 334) of data analysis.

3.10 Ethical Considerations

De Vos (2015: 34) indicates that research ethics involves more principles of behaviour expected to conduct a study and maintain integrity. Ethical issues are rules and regulations governing the way research should be conducted (Maree, 2016: 42). The following ethical principles were adhered to during the study.

3.10.1 Permission to conduct the study

Permission to conduct this study was granted by the University Research Ethics Committee of the University of Venda. Participation was voluntary, and the participants obtained an informed consent form before participating in the study.

3.10.2 Informed consent

Participants were asked to voluntarily sign a consent form separate from the questionnaire to maintain anonymity. Participants were advised that they could terminate their participation in the study at any time.

3.10.3 Confidentiality and anonymity

The research participants were informed about the study's purpose and the procedures followed while conducting the study. Relevant procedures shall be followed to ensure that anonymity and confidentiality are adhered to during data collection.

3.11 Summary

This chapter discusses the methodology used in this study. It presents the description of the study location where the study was conducted, research design and tools used to collect and analyse data. Furthermore, population and sampling procedures are also presented in this chapter, as well as ethical considerations and limitations encountered during data collection are presented.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Impact of demographic information on the PMS of workers

The results of the impact of PMS on the demographic information of workers regard to age group representation, gender representation, type of qualification of the staff, current employment status, position at work and local municipality in Vhembe District Municipality are described below.

i. Age groups representation

The age group representation of the performance of PMS in the Vhembe District municipality is presented in Table 4.1. Relatively highest proportions of research participants in terms of frequency and percentage (68; 45,4%) are aged between 41-50 years, followed by those aged between 51-59 years with frequency and percentage (29; 19,3%) respectively. A relatively low number of participants were from the age group 31-40 years (22; 14, 8%), followed by 60-65 years (16; 10,6%) and representatives who were older than 65 years (10; 6,6%) as well as youth members (5; 3,3%) between 26-30 years of age. The implication of the result showed those age groups 41-50 are the people that participated in the exercise. This age bracket is a good set for the PMS exercise because they are more mature and knowledgeable enough to answer questions regarding the PMS based on their experience. In contrast, 20-25 years are the ones with less participation; this may be due to their unawareness of PMS policy in their district municipality.

Table 4.1: Age groups representation

Ages groups	Frequency (N)	Percentage (%)
20-25 years	0	0,0%
26 -30 years	5	3,3%
31-40 years	22	14,8%
41-50 years	68	45,4%
51-59 years	29	19,3%
60-65 years	16	10,6%
Older than 65 years	10	6,6%
	150	100%

The actual age groups of people working at public institutions and exposed to Performance Management Systems are middle-aged to older people nearing retirement. In addition, it is evident that the representation of older people post-retirement age group is common in public institutions. Youth and adults are less represented in public institutions resulting in limited exposure to Performance Management Systems.

ii. Gender representation

Table 4.2 shows the gender representation of the PMS in Thulamela, Makhado, Musina and Collins Chabane municipalities among the workers. Of the total number of 150 research respondents, males were 105 making 70,0%, while females were 45, with 30,0%. The gender representation per municipality indicates dominance of (35; 23,3%) males and (20; 13,3%) females in Thulamela, and Makhado with (35;23,3%) males and (15;10,0%) females. Musina was less represented with (30; 20,0%) males and (5; 3,3%) females followed by Collins Chabane with (5; 3,3%) males and (5; 3,3%) females.

Table 4.2: Gender representation

Municipality	Male	Female
Thulamela	35 (23,3%)	20(13,3%)
Makhado	35 (23,3%)	15 (10,0%)
Musina	30 (20,0%)	5 (3,3%)
Collins Chabane	5 (3,3%)	5 (3,3%)
Total	105 (70,0%)	45 (30,0%)

The reason why Thulamela municipality is exhibiting the most percentage of gender responses among the municipalities is based on the fact that Thulamela is the largest municipality compared to Makhado, Musina and Collins Chabane. Moreover, Thulamela municipality has more employees than the other local municipalities. Gender inequality exists in all municipalities, with male respondents forming the majority from each municipality compared to female respondents.

iii. *Type qualifications*

The qualifications per staff member in the municipalities are presented in Table 4.3. Of the total number of 150 respondents, the most significant number (50; 33,3%) possess STD 10/National senior certificate (Grade 12)/NQF Level 5, followed by (42; 28,0%) who are in possession of Honours/ B-Tech degrees. A relatively low number of respondents (33; 22,1%) attended tertiary institutions such as colleges and universities to obtain Bachelor's degree/ National diploma, respectively, followed by 14 (9,3%) who are in possession of either Master's degree/ M-Tech/MPhil/MBA. The lowest group of respondents were (11;7,3%) who are in possession of either a Doctoral degree/ D-Tech/DPhil. The reason for a low percentage of qualifications is the time, money and intellectual demanding factor. In contrast, a high percentage of qualifications was obtained because it is the least to gain employment.

Table 4.3: Type qualifications per staff member

Type qualifications	Frequency (N)	Percentage (%)
STD 10/National senior certificate (Grade 12)/NQF Level 5	50	33,3%
Bachelor's degree/ National diploma	33	22,1%
Honours degree/ B-Tech	42	28,0%
Master's degree/ M-Tech/MPhil/MBA	14	9,3%
Doctoral degree/ D-Tech/DPhil	11	7,3%
	150	100%

STD 10: NQF: National qualifications framework; B. Tech; Bachelor of Technology; MTech; Master of Technology; MBA: Master in Business Administration; DTech; Doctor of Technology; DPhil; Doctor of Philosophy.

The statistics reflect those public institutions in the Vhembe District are commonly dominated by employees with less academic qualifications and transcripts. Thus, some of these employees could occupy managerial positions which expose them to performance management systems despite their low educational background. The average group of employees has an excellent academic background which is advantageous in understanding performance management systems practices in their respective scope of practice.

iv. Current Employment Status

The current employment status of the workers in the municipality is shown in Table 4.4. Of the 150 respondents, the most significant number (97;64,8%) were permanent staff members. A relatively small number of (19; 12, 6%) were probationary (contract staff) followed by (17;11,3%) who were employed as fixed-term contract staff and (17;11,3%) who were internship staff respectively.

Table 4.4: Current Employment Status

Village of residence	Frequency	Percent (%)
Internship staff	17	11,3%
Probation /contract staff	19	12,6%
Fixed-term contract (5 years) staff	17	11,3%
Permanent Staff	97	64,8%
Total	150	100%

The statistical reflections indicate that majority of staff members in public institutions are employed permanently, which gives them enough exposure to form part of Performance Management Systems. There is a representation of some staff who are employed as probation or contract staff with different time frames in the public institutions. In addition, senior managers appointed on fixed-term performance-based contracts are less represented in the public sector as well as limited internship opportunities. The permanent staff seem loyal to the employer, thereby increasing productivity, which supports PMS policy. Permanent staff sometimes receive benefits apart from salary and wages, such as medical, disability, life insurance, retirement benefits, paid time off and other fringe benefits.

v. Position at work

The current position at work for the workers is presented in Table 4.5. Of the 150 respondents, the largest number (97; 64,8%) were employed at entry-level positions. A relative number of (19;12, 6%) are employed in managerial roles at senior management positions. The lowest statistics of (17;11,3%) are employees serving in the executive management positions and (17;11,3%) of employees in middle management, respectively. Based on statistics, most staff members in public institutions are employed

at entry-level positions, which could limit their exposure to Performance Management Systems. There are executive, senior and middle management incumbents in the public institutions who should possess hands-on experience with Performance Management Systems.

Table 4.5: Current Position at work

Position at work	Frequency	Percent (%)
Executive management	17	11,3%
Senior management	19	12,6%
Middle management	17	11,3%
Entry-level	97	64,8%
Total	150	100%

vi. Local municipality

The results of local municipalities are shown in Table 4.6. Most of the 150 respondents came from Thulamela (62; 41, 3%), followed by Musina (51; 34,0%). Relatively low number of respondents came from Makhado with (27; 18, 0%) and Collins Chabane (10; 6, 7%). Thulamela municipality is the largest compared to Musina, Makhado and Collins Chabane. Most employees in the public institutions of the Vhembe District reside mainly in Thulamela municipality than in other municipalities because of the presence of social amenities.

Table 4.6: Local municipality

Local Municipality	Frequency	Percent (%)
Thulamela	62	41,3%
Makhado	27	18,0%
Musina	51	34,0%
Collins Chabane	10	6,7%
Total	150	100%

4.2. Knowledge about the Performance Management System

The results of the knowledge about the Performance Management Systems among the workers are presented in Table 4.7, where the workers shared their knowledge about the Performance Management Systems. Respondents were given multiple options and choices to specify their understanding of the Performance Management System.

Out of 1097 responses regarding knowledge about Performance Management Systems, the majority, 148 (13,4%), indicated that they heard about Performance Management Systems from other colleagues, followed by 133 (12,7%) who stated that it was part of orientation during induction for new staff and 127 (11,5%) who indicated that it is part of the employment contract. A relatively more significant number of respondents, 104 (9,4%), heard from line managers, and 102 (9,2%), learned from schools, colleges, and universities. The Statistics indicate that employees in public institutions are less knowledgeable about Performance Management Systems. Awareness of Performance Management Systems is shared mainly through colleagues, line managers and during induction workshops. Other ways and methods such as media, policy documents and training workshops seem less informative to employees about Performance Management Systems.

Table 4.7: Knowledge about the Performance Management Systems

Knowledge about Performance Management Systems	Responses	
	Frequency (N)	Percentage (%)
Heard from other colleagues	148	13,4%
Heard from a friend	57	5,1%
Heard from line managers	104	9,4%
It was part of orientation during induction for new staff	133	12,7%
It is part of my employment contract	127	11,5%
I read it on the policy documents	70	6,3%
Radio	66	6,0%
TV	39	3,5%
Newspaper and posters	88	8,0%

I read about it on the newsletter	15	1,2%
I read about it on the social media platforms	47	4,2%
Learnt from school/college/university	102	9,2%
Capacity-building training workshops	24	2,2%
I do not know it at all	77	7,3%
Total	1097	100%

4.3. Administration of Performance Management System

Under this section, respondents were requested to share their understanding of the administrative processes of the Performance Management System. This included, amongst others, line of reporting at the workplace, time frame for reporting systems and performance evaluation, and incentives obtained as part of PMS. Below are quantifiable responses per each variable tested:

i. Line of reporting at the workplace

The results of the line reporting at the workplace are shown in Table 4.8. Out of 698 respondents, all the line managers participated in reporting to the workplace at the right time. But the 5th line manager exhibited the highest percentage of reporting to the workplace at 21.3% than other line managers. This shows that the line manager purely observes PMS. The compliance of the PMS would increase work productivity. The summary of this Table reflects that line managers play an important role in the workplace environment, particularly in reporting systems within public organizations.

Table 4.8. Line of reporting at the workplace

Line of reporting	Responses	
	Frequency (N)	Percentage (%)
One Line manager	122	17.4%
Two Line managers	144	20.6%
Three Line managers	139	20.0%
Four Line managers	145	20.7%
Five Line manager	148	21.3%
Total	698	100%

ii. Time frame for report submission

The results of the time frame for report submission are presented in Table 4.9. Weekly reporting system scored 62%, monthly, 19.6%, quarterly 4.6%, annually 4.94%, report not submitted 6.3%, while writing and submitting reports by the liner manager was 6.3%. It could be deduced that the weekly reporting system recorded the highest percentage, while the least of reporting systems was noticed in 'I do not submit report' at 3.5%. Though, there is reporting time frame adopted by public organizations, which is administered on an interval basis. The implication of the results showed that weekly submission was embraced, which could increase the workers' work productivity as part of PMS implementation.

Table 4.9. Time frame for report submission

Reporting system	Responses	
	Frequency (N)	Percentage (%)
Weekly	242	62.0%
Monthly	77	19.6%
Quarterly	18	4.6%
Annually	15	4.94.0%
I do not submit the report	14	3.5%
My Line manager writes and submits reports	25	6.3%
Total	391	100%

iii. Times of performance rating evaluation

Results for the times of performance ratings and evaluation for the employees at the municipalities are displayed in Table 4.10. The Table above shares statistics regarding the performance evaluation undertaken by public organizations, which is sequential per interval. The results showed that monthly performance ratings were rated highest by the respondents at 27.7%, while I do not get performance rating was rated least at 9.6%. Meaning that monthly performance ratings would assist in improving the working condition of the workers if implemented as supported by PMS policy.

Table 4.10. Times of performance ratings and evaluation

Performance ratings	Responses	
	Frequency (N)	Percentage (%)
Weekly	117	26.2%
Monthly	122	27.4%
Quarterly	97	21.7%
Annually	67	15.1%
I do not get performance ratings	43	9.6%
Total	446	100%

i. Types of incentives received as part of PMS

The result of the types of incentives received as part of PMS policy is shown in Table 4.11. The Table reflects that public organisations offer different forms of incentives as part of PMS. Award of certificate of services was rated highest by the respondents at 24.3%, while 'I do not get anything' was rated least at 5.4%. The most common practice is that employees receive certificates of services, cash awards and, more importantly, earn promotions and progress to another level of employment. Award of certificate of services, promotion to another level and cash award would improve the service delivery of the employees if PMS policy were supported. Duarte et al. (2013) reported the importance of the Malcolm Baldrige National Quality award to the best performing health work for better improvement in the working conditions of the health workers and PMS.

Table 4.11: Types of incentives received as part of PMS

Incentives of the performance management system	Responses	
	Frequency (N)	Percentage (%)
Certificate of services	134	24.3%
Cash award	103	18.7%
Performance bonus	79	14.6%
Words of encouragement and appreciation	88	16.0%
I do get promotion/progression to another level	116	21.0%
I do not get anything	30	5.4%
Total	550	100%

4.4. Employment conditions

This section focused on the respondents' understanding of their exposure to employment conditions within different public organisations on the frequency of working hours per day, Frequency of working hours per week, Frequency of working hours per month, Number of the month worked per year

i. Frequency of working hours per day

The quantifiable responses are presented in Table 4.12: This mainly requires them to give answers to the frequency of working per day, week, and month in a financial year. 4-6 hours per day was 26.4%, 6-8 hours per day 27.4%, over 8 hours per day 22.1%, and I do not have specific hours per day was 24.1%. The results of the respondents for the frequency of working hours per day showed that they are close to each other. But 6-8 hours per day showed the highest percentage of 27.4%. The working 6-8 hours by the workers is recommended. This working time frame would improve the mental capacity of the worker for better performance. This supports the PMS policy and South African labour law for better deliverable results.

Table 4.12: Frequency of working hours per day

Working hours per day	Responses	
	Frequency (N)	Percentage (%)
4-6 hours per day	126	26.4%
6-8 hours per day	130	27.4%
Over 8 hours per day	105	22.1%
I do not have specific hours per day	115	24.1%
Total	476	100%

ii. Frequency of working hours per week

The results for the working hours per week are shown in Table 4.13. The statistics in the Table reflect that the employees in public organisations are working a considerable number of hours per week. Working hours 8-16 hours per week was 22.5%, 16-24 hours per week, 21.9, 24-36 hours per week indicated 28%, over 40 hours per week was 15.2, and I do not have specific hours per week reported 12.4%. From the results, it was noticed that the respondents chose 24-36 hours per week most. There are the hours that mainly increase the work rate of the workers if implemented. The working hours per week results are within the South Africa Labour law.

Table 4.13: Frequency of working hours per week

Working hours per week	Responses	
	Frequency (N)	Percentages (%)
8-16 hours per week	208	22.5%
16-24 hours per week	201	21.9%
24- 36 hours per week	259	28.0%
Over 40 hours per week	141	15.2%
I do not have specific hours per week	115	12.4%
Total	924	100%

iv. Frequency of working hours per month

The results for the working hours per month for the workers are presented in Table 4.14. From the Table, the employees in most public organisations report for duty every month and can work a considerable number of hours. Out of 698 respondents, 20-40 hours per month was 17.4%, 40-80 hours captured 20.6%, 80-100 hours per month was 20%, over 100 hours per month recorded 20.7%, and I do not have specific hours per month detailed as 21.3%. 21.3%, which is I do not have specific hours per month, was rated most by the respondents, while 2040 hours per month was rated least. 40-80 hours per month, 80-100 hours per month, and over 100 hours per month were equally rated high. The workers' performance per hour in a month is 40-80, 80-100, and over 100 hours, and I do not have specific hours per month that could improve workers' working standards.

Table 4.14: Frequency of working hours per month

Working hours per month	Responses	
	Frequency (N)	Percentage (%)
20-40 hours per month	122	17.4%
40-80 hours per month	144	20.6%
80-100 hours per month	139	20.0%
Over 100 hours per month	145	20.7%
I do not have specific hours per month	148	21.3%
Total	698	100%

v. *Number of the month worked per year*

The results for the number of months worked per year by the workers are indicated in Table 4.15. Annual statistics in the Table show that public organisation employees work throughout the financial year, which is equivalent to a full calendar. Out of 772 respondents, less than 6 months was 25.5%, more than 6 months was 36.1%, 10-12 months was 35.1%, and I do not have a specific month to work was 3.3%. Working more than 6 months in a year recorded most (36.1%), while I do not have a specific month to work for 3.3%. From the results, the efficiency of the workers could be improved if the workers worked more than 6 months in a year. Increasing the performance of the workers is one of the goals of the Performance Management System policy.

Table 4.15: Number of the month worked per year

Working month per year	Responses	
	Frequency (N)	Percentages (%)
Less than 6 months	197	25.5%
More than 6 months	279	36.1%
10 -12 months	271	35.1%
I do not have a specific month to work	25	3.3%
Total	772	100%

4.5: Benefits of the Performance Management System

This section discussed the benefits of the PMS to the municipality employees.

i. Ways in which PMS benefits the Municipality employees

The result of the ways PMS benefits the municipality employees is presented in Table 4.16. About 1171 respondents were interviewed during the study. 9.6% reported that PMS improves employees' performance in the organisation, 11.8% said PMS increases employment opportunities, 13.0% believed that it provides job satisfaction, 10.8% thought that it gives exposure to other career aspirations, 10.1% supported that it allows for a sense of jobs evaluation, 9.3% agreed to opportunities for capacity building, 12.5% decided its clarity on individual performance assessment, 13% settled that it provides feedback on employees responsibility. 9.9% agreed that it allows employees to improve specific skills. Out of all the benefits, job satisfaction and feedback on employees' responsibility were rated most high at 13%, while PMS provides opportunities for capacity

building was rated low at 9.3%. PMS helps municipality personnel identify training gaps and areas requiring additional training. It increases performance and productivity among employees. PMS makes it easier to choose the best staff for promotions.

Table 4.16: Ways in which PMS benefits the Municipality employees

Personal benefits	Responses	
	Frequency (N)	Percentage (%)
It improves employees' performances in the organization	113	9.6%
Increase employment opportunities/jobs	139	11.8%
It provides job satisfaction	150	13.0%
It gives exposure to other career aspirations	127	10.8%
It gives a greater sense of jobs evaluation	119	10.1%
It provides opportunities for capacity building (Training workshops)	109	9.3%
It provides clarity on individual performance assessment	147	12.5%
It provides feedback on employees' responsibilities	150	13.0%
It allows an employee to improve specific skills	117	9.9%
Total	1171	100%

4.6 Presentation of Qualitative Results

This section presents the qualitative results from the focus group discussions and the semi-structured interviews. The data set is presented by quoted statements which are a true reflection of responses from the research participants. During both focus groups and interviews, both male and female respondents shared their experiences regarding Performance Management Systems (PMS) in public institutions within the Vhembe District Municipality. The emerging themes used during the coding process were clustered under the implementation of Performance Management Systems. The emerging sub-themes are presented as follows:

i. Performance Management System Knowledge

The following explanations were shared regarding the knowledge of PMS within the municipalities. Based on the responses, most respondents seem to be less knowledgeable about the PMS. In support of that, some respondents expressed the following:

A male senior manager from Thulamela municipality said:

“I was informed of the performance evaluation during my time of employment but nothing much was done. At times I would be requested to submit a performance report as means of verifications towards the end of a financial year”.

A female supervisor in Musina municipality shared:

“In my community services division, we only hear of performance evaluation being done only for our senior managers. From time to time during and towards the end of the financial year, we would only hear our bosses talking about it; otherwise, no one explained the Performance Management System to myself and other colleagues”.

A female employee working at Makhado municipality expressed:

“I am not aware of a Performance Management System in my workplace. I once heard some big bosses talking about it during our staff meetings”.

An adult male participant working at Collins Chabane municipality mentioned:

“I once listened and heard in the community radio station interview our municipality manager saying that there is a Performance Management System conducted for all council members. Since then, I am never heard about it anywhere”.

It could be deduced from the above results that the majority of the people interviewed have never heard or known the importance of PMS. In this regard, capacity building and training workshops need to be conducted to induct employees at public services organisations about the PMS.

ii. Experiences and Challenges of Performance Management System

In sharing experiences regarding experiences and challenges of Performance Management Systems, the following insights were shared:

Experiences 1 “Performance Management System is something that is conducted at least once during the financial year and my role is to submit reports as means of verifications of all the activities I did throughout the year”.

Experiences 2 “To me, Performance Management System has to do with my day-to-day responsibilities at work wherein I am expected to have a portfolio of evidence at the end of the financial year for submission to my bosses”.

Experiences 3 “My little experience with Performance Management System is that it is a performance practice that is done once during a financial year to all senior managers”.

Despite common experiences regarding Performance Management Systems, the following challenges were explained:

Challenges 1 “There seems to be more inconsistency on the way in which this Performance Management System practice is being implemented in our divisions. At times we are requested to produce portfolios of evidence as means of verifications at the end of a financial year while in some other years, nothing is being said about it”.

Challenges 2 “Ever since I submitted my portfolio of evidence with reports of all activities I have done, I have never received any feedback about my work performances. It seems like this Performance Management System is a routine check imposed by our bosses to evaluate if we are truly working”.

Challenges 3 “The most common challenge I see is that this performance management practice is a tool that is used by our bosses to get their performance contracts renewed because it only favours them. Ever since I have served this municipality for over 20 years, I do not see the impact of this PMS practice on my day-to-day responsibilities because work remained the same”.

Challenges 4 “Since my time of employment I have done PMS twice with no feedback from my senior managers. I was requested to submit a portfolio with reports of all the activities I did during a particular financial year, and after that nothing was done. It is an evaluation tool that I know at the end of a financial year it is being done”.

Challenges 5 “PMS is an evaluation tool only for senior managers but not all of them because it does favour others whereas to others it does not apply. Only staff at the managerial level are exposed to this practice, while those at the entry-level are left behind during this evaluation. It is just a system that is not working in this municipality if not for all municipalities looking at the challenges we have in terms of services delivery.”

The quotes above imply that challenges and experiences with PMS are common, and its impact is less valued. PMS is a standardized routine practice used for evaluation through reporting system in municipalities.

iii. Administration of Performance Management System

Data shared by research participants explain that administration processes of the Performance Management System at the municipality level are done differently and over a particular interval. This is because the perceptions shared by most respondents indicated that PMS is administered only towards the end of a financial year across municipalities. Thus, the following perceptions were highlighted:

Perception 1 “Performance Management System is conducted at least once during the financial year”.

Perception 2 “Performance Management System is done at the end of the financial year to my bosses through the portfolio of evidence with reports submission”.

Perception 3 “Performance Management System is done once during a financial year to all senior managers”.

Perception 4 “There is completely no administration of PMS in this municipality”.

Perception 5 “In this municipality, PMS was sometimes done back before the Covid-19 pandemic, and yet since then, nothing was done”.

The reflection of the above quotes indicates that municipalities administer PMS differently. Thus, there seems to be no uniformity or standardized practices regarding the administration process of PMS across municipalities, which can hinder the workers' performance.

iv. Benefits of the Performance Management System

According to the information obtained from research participants, there seem to be fewer benefits (if not none) regarding the Performance Management Systems. To many, PMS appears to be a routine check with no tangible benefits. In support of this, respondents shared the following remarks:

A female manager from Collins Chabane Municipality remarked:

"I have never benefited anything from this PMS, and it is a waste of time and effort".

A female Senior Manager in Musina Municipality shared:

"There have been no incentives or performance bonuses received after doing this PMS. I have only heard empty promises and lame excuses to say there is no budget allocation for this PMS".

A male supervisor working at Makhado Municipality expressed:

"I am unaware of any rewards or benefits attached to the Performance Management System in this municipality. During our council meetings, we are told that the municipality does not have enough budgets to cover most of its administrative costs".

A male senior manager working at Thulamela Municipality mentioned:

"I once received a once-off cash bonus as a reward for a clean audit in my division as a motivation for my great work. Since then, there have not been such incentives because it was voted out of favour in one of our council meetings".

The reflections shared from the quotes above is that municipalities are currently not providing any incentives, performance bonuses or cash award attached to PMS as benefits.

CHAPTER 5

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 DISCUSSIONS

This study investigated implementing a Performance Management System in the Vhembe District Municipality in Limpopo province, South Africa. The impact of demographic information on PMS workers showed that most participants were 41-50 years in the study out of 150 respondents. The gender representation of the study showed that male in Thulamela and Makhado was reported most with 23.3%, while female in Thulamela was characterized most at 13.3%. For the qualifications, out of 150 respondents, 50 people were working with 10/National senior certificate (Grade 12)/NQF Level 5, making it 33.3%, which is the rankest qualification.

The current employment status showed that 64.8% are permanent staff. The current position at work showed that 64.8% are at the entry-level. For the local municipality, 41.3% are from the Thulamela. About the knowledge of PMS, 13.4% of the respondents heard the meaning and its importance from other colleagues. About the administration of PMS, out of 698 respondents, four line managers were ranked most at 20.7% in terms of line of reporting at the workplace, 62%, which is weekly was ranked most time frame for report submission out of 391 respondents, times of performance rating and evaluation was rated weekly (27.4%) out of 446 respondents and for the types of incentives received as part of PMS, 24.3% out of 550 respondents agreed to certificate of services.

Considering the employment conditions, 6-8 hours per day which is 27.4% out of 476 respondents agreed on the frequency of hours per day, 24-36 hours per week (28%) was ranked most with 924 respondents for the frequency of working hours per week, 21.3% out of 698 respondents supported that I do not have specific hours per month for work the frequency of working hours per month, 36.1% out of 772 respondents supported of working more 6 months per year for the number of the month worked per year. For the benefits of the PMS and the ways in which PMS benefits the municipality employees, 13% out of 1171 respondents agreed that PMS provides job satisfaction and feedback on employees' responsibilities.

The qualitative results based on the interviews on the PMS knowledge by the employees in Thulamela, Musina, Makhado and Collins Chabane municipalities showed that respondents have never had the knowledge of PMS. Sharing the experiences and challenges of PMS, some employees showed their experiences that PMS needs to be done at least once a year. For the challenges encountered with PMS, some interviewees talk about the inconsistency in PMS implementation in respect of year's portfolios of evidence and the inability to receive feedback after submission of a report. Concerning the administration of PMS in the municipalities, the people interviewed that PMS was only by the majority of the municipalities at the end of a financial year instead of a routine assignment. Regarding the benefits of PMS, interviewees from Collins Chabane said that no benefits had been received. Another interviewee from Makhado reported being unaware of the PMS benefit, while an interviewee in Thulamela said a cash bonus had been received.

It was having examined the implementation of PMS in the Vhembe district in Limpopo province in South Africa. It has been concluded that the PMS policy has not been fully implemented based on the results fetched from the respondents. The study suggests that an awareness campaign should be sent across to the management on the importance of PMS and how it could be fully implemented. Training the managers and employees on the PMS policy and service and using software such as Customer Relationship Management (CRM) to improve employee productivity.

5.2 CONCLUSIONS

Based on the justified results and insights shared by the respondents, this study concludes that implementation of performance management systems in public institutions, particularly in the Vhembe District Municipality is compromised, lacks uniformity across local municipalities and less standardised to meet the requirements of performance management systems norms and standards.

5.3 RECOMMENDATIONS

To improve in the implementation systems and mechanisms of performance management systems, this study recommend the following:

5.3.1 It is recommended that all employees at public institutions undergo regular training and capacity building workshops specifically on Performance Management Systems.

5.3.2 There should be rigorous assessment, monitoring and evaluation on performance management systems to meet the required competency, norms and standards.

5.3.3 Further researches should be conducted globally on performance management systems to assist public institutions to adapt and meet the demands of recent trends in different sectors.

5.3.4 Studies of this nature should be conducted on a large-scale population groups and settings to accommodate the complex needs of public institutions globally.

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LIST OF ANNEXURES

Annexure A: Consent Form

DEAR PARTICIPANT (S)

Good day!

I, Ms Thandi Catherine Tshivhula a registered master's student of ID: 19017287 in Public Management under the supervision of Professor N. Nkuna & Dr. L.R Kone at the OR Tambo Institute of Governance and Policy Studies Faculty of Management, Commerce and Law (FMCL) in the University of Venda, would like to invite you to participate in an academic study. The study is in fulfilment of the requirements of the Master's Degree (MPM)- in Public Management.

As a Student Researcher, I would like to introduce you as a valued participant to the ground rules that are mandatory to provide guidelines prior to your participation in the study. You are kindly requested to familiarize yourself with the description of this consent form as explained below:

- Participation in the study is on the voluntary basis, therefore no any other rewards and remuneration of any kind will be awarded.
- Participants have the right to participate and/or withdraw from participating in the study at any time without any negative effect.
- Participants will always remain anonymous because the researcher will not allow participants to write their names on the questionnaire nor to mention own names during participation.
- Participants' information or data collected (such as views, ideas, opinions, knowledge and observations) will be kept confidential and will not be disclosed to anyone other than the researcher.
- Data collected will be used only to achieve the objectives of the study and not for any other purposes.
- Participants will not be exposed to any harmful or unsafe environment and activities, although no any risks is envisaged.
- Results of the study will be made freely available to all participants.

Your cooperation during participation in the study will be highly appreciated. Should you have any concerns or queries regarding the study, the following persons may be contacted.

Annexures B: Participant information letter

DEAR PARTICIPANT (S)

Good day!

I, Ms Thandi Catherine Tshivhula a registered Masters student of ID: 19017287 in Public Management under the supervision of Professor N. Nkuna & Dr. L.R Kone at the OR Tambo Institute of Governance and Policy Studies Faculty of Management, Commerce and Law (FMCL) in the University of Venda, would like to invite you to participate in an academic study. The study is in fulfilment of the requirements of the Master's Degree (MPM)- in Public Management.

The proposed topic of the study is the Implementation of Performance Management System in The Vhembe District Municipality in Limpopo Province

You are kindly invited to voluntary participate in the study. Preference on participation in the study is given to Employees who occupy different positions in public organisations within the Vhembe District and Line Managers who are at least knowledgeable about the Performance Management System in Public Organisation. You are kindly requested to share personal experiences regarding the administration of Performance Management System. Participation in the study will take place on a date, venue and time to be confirmed with you. Participation in the study shall take approximately 30 minutes.

Participation in the study is on a voluntary basis, therefore no any other rewards and remuneration of any kind will be awarded. You do have the right to participate and/or withdraw from participating in the study at any time without any penalty. Information shared will be kept confidential and will not be disclosed to anyone other than the researcher. Data collected will be used only to achieve the objectives of the study and not for any other purposes. You will be highly protected from any harm or unsafe environment and activities, although no risks are envisaged. The results of the study will be made freely available to all research participants.

Thank you for taking the time to read this form and consider participation in this study. Should you have any concerns or queries regarding the study, the following persons may be contacted:

Researcher: Ms TC Tshivhula Telephone number: 071 380 3119

Supervisor: Dr L.R Kone Telephone number: 015 962 9162

Annexure C: Focus groups and interview guide questions

FOCUS GROUPS AND INTERVIEW GUIDE QUESTIONS

Name of the Public Organisation: Size: Large [] Small []

Local Municipality: Area:

Facilitator/Interviewer: Date:...../...../20.....

Participant Designation: Gender: Male []Female []

Introduction

The researcher and assistants introduce themselves. Explain the purpose of the study. Ask all the research participants to introduce themselves and sign attendance register. Explain the consent form before participants' sign. Explanation given on the procedure on which questions will be asked and how participants should answer questions. Participants told that there are no right or wrong answers, it is only their views (own) opinion needed. Participants told to express their own views freely and on behalf of the entire community. Participants told that all information will be kept confidential.

Ice breakers questions:

- i) What do you understand by the word "performance management system"?
- ii) Please share your views about performance management system practices you know in this public organization

Abbreviations: EM=Executive Managers; SM= Senior Managers & D=Directors

THEME: Administration of the Performance Management System

Set of questions	EM	SM	D
a) What do you like most about the performance management system?	X	X	X
b) What is it that you do not like about the performance management system?	X	X	X
c)What are the major problems/challenges faced during the performance management system?	X	X	X
d)What do you think maybe the likely cause of challenges in this process of the performance management system?	X	X	X

Annexure D: Questionnaire

THE IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT SYSTEM IN THE VHEMBE DISTRICT MUNICIPALITY IN LIMPOPO

This study seeks to investigate the implementation of the Performance Management System in the Vhembe District Municipality of Limpopo Province in South Africa. Your kind participation in the academic study of this nature will be highly appreciated. Please note that there is no right or wrong answer, only your honest and truthful opinion is required.

Instruction: Tick the appropriate box on the statements provided below

Section A: Demographic Information

1. How old are you?

	Age groups	✓ Tick
1.1	20-25 years	
1.2	26-30 years	
1.3	31-40 years	
1.4	41-50 years	
1.5	51-59 years	
1.5	60-65 years	
1.7	Older than 65 years	

2. What is your gender?

	Gender	✓ Tick
2.1	Male	
2.2	Female	

3. Which qualification do you possess?

	Type of qualification	✓ Tick
3.1	STD 10/National senior certificate (Grade 12)/NQF level 5	
3.2	Bachelor's degree/national diploma	
3.3	Honors degree/B-Tech	
3.4	Master's degree/M-Tech/MBA	
3.5	Doctoral degree/D-Tech	
3.6	Other please specify	

4. What is your current employment status?

	Status	✓ Tick
4.1	Internship staff	
4.2	Probation /contract staff	
4.3	Fixed term contract (5 year)	
4.4	Permanent staff	

5. Which level do you occupy at your current position?

	Position	✓ Tick
5.1	Entry level	
5.2	Middle management	
5.3	Senior management	
5.4	Executive management	
5.5	Doctoral degree/D-Tech	
5.6	Other please specify	

6. From which local municipality do you come?

	Local municipality	✓ Tick
6.1	Thulamela	
6.2	Makhado	
6.3	Musina	
6.4	Collins Chabane	
6.5	Other please specify	

Section B: Participant knowledge about the Performance Management System

7. How did you get to know about the performance management system? (*tick only appropriate boxes*)

	Knowledge about the PMS	✓ Tick
7.1	I heard from other colleagues	
7.2	I heard from my line managers	
7.3	It was part of orientation during induction for new staff	
7.4	I read it on the policy documents	
7.5	It is part of my employment contract	
7.6	I read about it on the newsletter	
7.7	I read about in on the social media platforms	
7.8	I do not know it at all	
7.9	Others? Please specify....	

Section C: Administration of the Performance Management System

8. How many line managers do you report to? (*tick appropriate boxes*)

	Line of reporting	✓ Tick
8.1	One Line manager	
8.2	Two Line managers	
8.3	Three Line managers	
8.4	Four Line managers	
8.5	Five Line managers	
8.6	I do not report to a Line manager	
8.7	Other please specify:	

9. How often do you submit reports and portfolios of evidence? (*tick appropriate boxes*)

	Report Submission	✓ Tick
9.1	Weekly	
9.2	Monthly	
9.3	Quarterly	

9.4	Annually	
9.5	I do not submit the report	
9.6	My Line manager writes and submits reports	
9.7	Other please specify:	

10. How often do you get performance ratings? (*tick appropriate boxes*)

	Performance ratings	✓ Tick
10.1	Weekly	
10.2	Monthly	
10.3	Quarterly	
10.4	Annually	
10.5	I do not get performance ratings	
10.6	My Line manager does performance ratings for all staff	
10.7	Other please specify:	

11. What type of incentives do you get as part of the performance management system? (*tick appropriate boxes*)

	Incentives of the performance management system	✓ Tick
11.1	Certificate of services	
11.2	Cash award	
11.3	Performance bonus	
11.4	Words of encouragement and appreciation	
11.5	I do get promotion/progression to another level	
11.6	I do not get anything	
11.7	Other please specify:	

Section D: Employment conditions

12. How many hours do you come to work per day? (*tick appropriate boxes*)

	Frequency of working hours per day	✓ Tick
12.1	0-2 hours per day	
12.2	2-4 hours per day	
12.3	4-6 hours per day	
12.4	6-8 hours per day	
12.5	Over 8 hours per day	
12.6	I do not have specific hours per day	
12.7	Other please specify:	

13. How many hours do you come to work per week? (*tick appropriate boxes*)

	Frequency of working hours per week	✓ Tick
13.1	2-4 hours per week	
13.2	4-8 hours per week	
13.3	8-16 hours per week	
13.4	16-24 hours per week	
13.5	24-36 hours per week	
13.6	Over 40 hours per week	
13.7	Other please specify:	

Annexure E: Letter for permission

P.O.BOX 2432

VUWANI

0952

06 October 2021

VHEMBE DISTRICT MUNICIPALITY

Private Bag X 5006

Thohoyandou

0950

Dear Sir/ Madam



I hereby request permission to conduct research project in Vhembe District Municipality in Limpopo.

I am a full-time registered student for Master in Public Management at the University of Venda. My research supervisor is Dr LR Kone and the Core supervisor is Prof N Nkuna. The research titled "The implementation of performance management system in the Vhembe district municipality in Limpopo Province". My student number 19017287.

In the districts the officials will be requested to be interviewed and complete questionnaire based on their knowledge, experience and perceptions on the implementation of PMS. Data collected and names of participants will be kept confidential. All research procedure will be conducted without interfering with the daily programmes of the department.

Yours faithfully

Ms TC Tshivhula  Date 06/10/21

Cell No: 071 380 3119 Work contact: 015 962 9162 Email address: tshivhula2@gmail.com or thandi.tshivhula@univen.ac.za

Annexure F: Permission letter



Annexure G: Ethical Clearance Form

**FACULTY OF MANAGEMENT,
COMMERCE & LAW**
RESEARCH ETHICS COMMITTEE

ETHICS APPROVAL CERTIFICATE: CATEGORY ONE

NAME OF RESEARCHER/INVESTIGATOR: TSHIVHULA THANDI CATHERINE
 STAFF/STUDENT#: 19017287
 PROJECT TITLE: THE IMPLEMENTATION OF A PERFORMANCE MANAGEMENT SYSTEM IN THE VHEMBE DISTRICT MUNICIPALITY IN LIMPOPO PROVINCE
 ETHICAL CLEARANCE NO: FMCL/22/PM/02
 SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
PPROF N NKUNA	OR TAMBO INSTITUTE	MAIN SUPERVISOR
DR KONE	OR TAMBO INSTITUTE	CO-SUPERVISOR
TSHIVHULA THANDI CATHERINE	OR TAMBO INSTITUTE	INVESTIGATOR-STUDENT

TYPE OF RESEARCH PROJECT: ~~Honours Project/Masters Research/Doctorate Research~~
 Risk: No risk to humans, animals, or the environment (Category One: straightforward research without ethical concerns)
 Approval Period: NOV 2022 – OCT 2023

The Faculty Research Ethics Committee (FREC) of the Faculty of Management, Commerce & Law (FMCL) hereby approves your project as indicated above.

General Conditions

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principal investigator) must report in the prescribed format to the REC:
 - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project
 - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the project.
 - Annually, research projects may be randomly selected for auditing.
- The approval applies strictly to the protocol as stipulated in the application form. Should a change to the protocol be deemed necessary during the project, the project leader must apply for approval of these changes before their implementation. Should there be a deviation from the study protocol, without the necessary approval for the change, the ethics approval is automatically forfeited.
- The date of approval indicates the earliest date that the project may begin. Should the project have to continue after the expiry date, a new application must be made, and a new approval received before or on the expiry date.
- In the interest of ethical responsibility, the FREC retains the right to:
 - Request access to any information or data at any time during the course or after completion of the project,
 - To ask further questions; Seek additional information; Require further a modification or monitor the conduct of your research or the informed consent process.
 - withdraw or postpone approval if:
 - Any unethical principles or practices of the project are revealed or suspected.
 - It becomes apparent that relevant information was withheld from the REC or that information has been false or misrepresented.
 - The required annual report and reporting of adverse events was not done timely and accurately,
 - New institutional rules, national legislation or international conventions deem it necessary

ISSUED BY FMCL RESEARCH ETHICS COMMITTEE on the 25th of OCTOBER 2022

FREC CHAIRPERSON: Prof A Kadyamatimba
(Title, Initial, Surname)

(Signature)

FMCL EXEC. DEAN: Prof M Kanyane
(Title, Initial, Surname)

(Signature)

Annexure H: Research Budget

Annexure H: Research Budget

ITEM	AMOUNT
Assistance	
1x Research Assistance @ R140 for 15 days each	R2100
Proposal editing: 20pages@ R25/page	R500
Research editing; 120 pages@ R25/page	R3 000
Typing of final copy 120pages@R10/page	R1200
Printing	
Proposal printing 1st Draft (20pagesx3copies) 60pages@R4.00	R240
Proposal printing 2 nd Final draft (20pagesx3copies) 60pages @ R4.00	R240
Research 1 st draft (120pagesx5copies) 120 pages @R3.00/page	R1800
Research 2 nd draft (120pagesx5copies) 1000pages @R3.00/page	R1800
Spiral binding (6 copies R350 per copy)	R2 100
Final Binding (6 copies R400per copy)	R2 400
Consumables	
4x A4 Writing Pads	R100
Travelling expenses	R1800
Return trip from Vuwani to University of Venda = 60 km x 15days x 200	
Subsistence	R6000
R400/day (15 days)	
Data Analysis	R6500
GRAND TOTAL	R29 780

Annexure I: Language editing certificate



Ramaleba
Editing Services
Editing for a better future

REG NO: 2022/872140/07

Date: 10 March 2023

CERTIFICATE OF EDITING

This letter serves to confirm that I have rendered copy-editing and proofreading services to Ms Thandi Catherine Tshivhula's mini-dissertation titled "The implementation of a performance management system in the Vhembe District Municipality in Limpopo Province".

I am a member of the Professional Editors Guild and commit to upholding editing standards and codes of professional practice.

I have edited and proofread mechanical errors such as spelling, punctuation, grammar and consistency. The copy-editing also includes ensuring the logical flow of text, clarity of expression, and reducing ambiguities and wordiness.

I confirm that I have upheld the standards of editing and professional practice.

The content of the work edited remains that of the student.

Sincerely,



Mashudu Ramaleba
Associate Member

Membership number: RAM004
Membership year: March 2022 to February 2023

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Thohoyandou, Limpopo, 0945

Annexure J: Turnitin Report

THE IMPLEMENTATION OF A PERFORMANCE MANAGEMENT SYSTEM IN THE VHEMBE DISTRICT MUNICIPALITY IN LIMPOPO PROVINCE

ORIGINALITY REPORT

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THE IMPLEMENTATION OF A PERFORMANCE MANAGEMENT SYSTEM IN THE VHEMBE DISTRICT MUNICIPALITY IN LIMPOPO PROVINCE

GRADEMARK REPORT

FINAL GRADE

/10

GENERAL COMMENTS

Instructor

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