UNIVERSITY OF KWAZULU-NATAL

INYUVESI YAKWAZULU-NATALI

AN ASSESSMENT OF THE IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT STRATEGY USED BY SOUTH AFRICAN BREWERIES IN EAST COAST REGION

By

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DECLARATION

I Mr Mthokozisi Cleopas Sibisi declare that

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DEDICATION

This work is dedicated notably to my family, Mother, children as well as siblings

ABSTRACT

Performance management is aimed at constant development of employees, wherein their input to the organization is acknowledged, and their future potential and developmental needs are identified. In other words, performance management aims at expediting an understanding that is shared through giving and receiving feedback with mutual accountability as it were. While so much is known about the performance management itself, little is known with regards to the implementation of the performance management strategy. This study seeks to assess the implementation of the performance management strategy, with special reference to the East Coast region of the South African Breweries. To do this, the study seeks to understand the performance management goals set by the organization, performance measurement and the performance feedback techniques. Similarly, the study seeks to understand the basis of reward for performance and to understand how performance objectives and activities in the organization are implemented. The qualitative research methodology type was employed. In essence, the exploratory research design was utilized, while 12 respondents comprising of managers and employees were purposively selected for the study. The in-depth interview type was used to elicit responses from the respondents. The date cleansing was done with Trcohim and Donnelly (2007) four indicators of reliability and validity of qualitative data, while the thematic qualitative data analysis was employed to analyse the qualitative data. The findings of the study indicate that performance management goals are set from the top and cascaded down throughout the company. These goals are set against company's performance targets. Similarly, other findings showed that performance measurement are done on a routine basis such weekly, monthly and on annual basis. It was also found that there is one standard feedback system which is tracked every week on a one on one basis which leads to two performance reviews a year. Again, findings showed that reward system for performance is based on achieving performance targets set against KPIs. Lastly, findings exude that performance management decisions are imposed by top management and the goals for individuals are implemented with the aim of achieving their targets. Thus, the study recommend that for a the standardised target strategy due to the fact that there is standard tool of operating performance measurements in different geographical location that have different standards of living and products preferences. The need for a standardized format of providing feedback to employees and Human Resource Management should also in be involved in the process and the consideration of environmental influence in the administration of reward system. Lastly, it is recommended that there must be room for employee's consultation on issues of performance implementation and employees must be full participants of any implementation strategy.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

This chapter presents an overall overview of the research problem that the study addresses. This section launches into the study through provision of the background and the statement of the problem that led to the study. The purpose, contribution, significance, aims, research objectives and questions of the study are outlined. Limitations and concepts are also presented. The chapter commence with a historical overview of the South African Breweries (SAB) and narrows down to the performance management system in the SAB. The chapter closes with a synopsis of the main matters discussed.

1.2 Background to the study

The South African Breweries (SAB) established in 1895 is a South African subsidiary and is a chronological origin of SABMiller public company. The SABMiller public company is arguably one of the world's largest brewers by volume with more than 200 brands and brewing interests and distribution agreements in 75 countries across six continents (SAB Report 2012). SAB is South Africa's premier brewer and leading distributor of beer and soft drinks. For more than 115 years, SAB has been an integral part of the social fabric of South Africa and continues to play a crucial role in the national economy. SAB is no doubt South Africa's foremost brewer and forms an essential part of the South Africa (Horwitz & Budhwar 2016). With over 120 years of its existence, SAB has continued to flourish, giving birth to one of its global brand-SABMiller (Horwitz & Budhwar 2016). As at today, SAB represent one of the businesses of AB InBev following the merger of SABMiller and AB InBev in 2016.

According to SAB (2012), SAB controls seven breweries and 40 depots in South Africa with a yearly brewing capability of 3.1 billion litres. Its range of beer brands supplies demands of a wide range of customers and includes five country's top six popular beer brands specifically: Hansa Pilsener, Carling Black Label, Castle Lager, Castle Lite and Castle Milk Stout. The SAB brand range includes ten beers and five flavoured alcoholic beverages. SAB's soft drinks division is Amalgamated Beverage Industries (ABI), which happens to be one of the biggest

southern hemisphere suppliers and distributors of Coca-Cola brands. With five ultra-modern manufacturing plants in South Africa, ABI supplies nearly 60% of the South African Coca-Cola's sales. Besides the beer and soft drinks departments, SAB also owns a hop production company, The South African Breweries Hop Farms (Pty) Ltd; a barley farming company, The South African Breweries Barley Farms (Pty) Ltd; a barley malting company, The South African Breweries Maltings (Pty) Ltd; and a 60% share of the metal crown manufacturer, Coleus Packaging (Pty) Ltd (SAB 2012 Report).

Reports show that SAB does employ approximately 9,400 people, more than 75% of which were formerly underprivileged groups, and 58% of its employees are black. Additionally, SAB's operations do support an estimated 37,095 jobs at SAB's first round suppliers. Every job offered by SAB and its first round suppliers, it is noted that 6.7 further jobs are sustained nationally in the South African economy (SAB 2012 Report; SAB 2013 Report).

Performance management in the SAB is considered as a strategic progression and cohesive approach to business (Dabechuran 2004). The course of action comprises of an on-going discourse amongst managers and employees for placing goals which are reachable and provide the direction of realisation of the company aspiration (Demirbag & Yaprak 2015). The central objective is to proactively achieve employees' performance for achieving company goals by attaining a desired performance level. It is connecting the performance strategies of a company with the tactical vision and pinpointing the key performance pointers and crucial outcome areas for facilitating the employees to achieve the expected outcomes for their company (Horwitz & Budhwar 2016).

1.2.1 Performance Benchmarks

According to a SAB report (2013), SAB's performance management practice broadly consists of several phases that include motivation and goal setting, involvement of employees in the process of detection of the allotted duty, and giving of rewards and aftermaths applied after the accomplishment of a task. This then comprise of the performance benchmarks in the organisation under study.

Performance management is a constantly forward planning process which is facilitative and developmental in nature as it does involve the employees and the team leaders in a joint process of decision making for smart targets fixing. It aims to breed orientation of performance in the employees for the development of astronomical performance companies. The complete

progression encompasses identification, appraisal and advancement of the employee's job performance through operative management exercises like uninterrupted coaching, feedback and regular interaction. This process does include monitoring performance, defining expectations, work planning, rewarding good performance, developing the weak performance areas and performance rating (Noel et al 1996).

The performance management system at SAB is reported to be aimed at constant employees' development of members and their contribution recognition, assessment of the potential future development needs which are personal or professional and could facilitate an understanding that is shared in mutual accountability with the feedback of giving and receiving (Sudhur 2001). Feed is awaited from multiple avenues on major performance sections of employees which are major achievements, work life balance, values, competency, behaviour and attitude and areas of improvements (SAB 2009). However, one of the challenges that led to this study is that, there is no clarity on how the SAB performance management strategy is implemented. This therefore points out that there is knowledge gap in the implementation performance management strategy of the organisation under study.

1.2.2 Performance Management Policy

The performance management policy of the organisation under study is upon the following conception:

The business priorities will be translated into the individual and team goals. This will particularly be achieved as employees and managers live by the values of the organisation. These shall be ensured through reviewing of behaviours of individuals in the organisation. The goals progress is reviewed at team and one on one basis every month. The managers shall be expected to be exemplary and shall be reviewed on this. Twice a year the formal reviews for performance shall take place. Employees are expected to live the 'self-management lives' upon which the review is based upon.

For executives performance calibration shall be conducted at the end of the year where the review process shall take place. This will be based on the understanding that the internal customer focus is something fundamental and yet at the same time there is need for the reinforcement of the functional silos.

The key people processes such as development planning, compensation, as well as talent management are arrived at through the performance review outcomes. Therefore, the communication about the goals has to be a two way, regular, constructive and honest (SAB Report 2013).

1.3   Research problem

According to SAB (2012) the performance management system at the SAB is aimed at constant development of employees and acknowledging their inputs, assessing the future potential and development needs some that are professional or personal. Additionally, the performance management system aims at expediting an understanding that is shared through giving and receiving feedback with mutual accountability (Sudhur 2001). The organisation under study has however been proactive in reaching out to other markets as in the case of its entry to enter areas such as the Nigerian market (Iheanachor, Ogbechie 2016). However, what remains largely unclear is the strategy of the implementation of the performance management strategy Furthermore, there is rarity of understanding with regards to how managers administer or manages the performance of their subordinates through appropriate strategic implementation.

In other words, the present study is indorsed as it seeks to understand the implementation of the performance management strategy in the organisation of study. This simply means that if the present study is not conducted, the existing gap in knowledge on the implementation of the performance management strategy will thus remain unknown in the organisation of under study. To be sure, the knowledge of the performance management strategy is vital in improving the performance of the organisation. This is particularly important at a time when business research models are being sought by scholars (Demirbag and Yaprak 2015, Mardhok and Marcques 2013, and Wilkson et al 2014) as well as being examined for the human resource policies and practices (Horwitz and Budhwar 2016).

It is also important to note that there have been various investigations on the implementation of the performance management strategy (Horwitz and Budhwar 2016; Demirbag and Yaprak 2015; Iheanachor, Ogbechie 2016). However, what remains unclear if the problem of implementation of performance management strategy has been conducted in the organisatiopn under study. On this note, the merit of the study lies in unravelling how performance management system is been implemented in the study organsaition. Therefore, this clearly set out the gap in the literature which this study seeks to fill. As a distinction, the present study

seeks to understand this problem from the employees' perspectives, in other to engender robust findings. While it is important to mention that although performance management implementation is important from both the organisation and individual perspective, the study focuses primarily on performance management implementation from the individual's point of reference.

1.4   Motivation for the study

The motivation for this study can be divided into two parts. Firstly, the researcher wanted to understand the performance management system implementation at SAB. Secondly, the researcher was motivated because the study would pull out lessons pertinent for public companies using the experience of the organisation in the performance management system model implementation insofar as workers are concerned. Studies especially on performance management strategy indicate that there is a sizzling debate on the implementation of performance management strategy in private companies (Maluleke 2012) but very little debate on public companies such as SAB (Letsoalo 2010). The study will contribute to the body of knowledge on how public companies' performance management strategy are implemented.

1.5   Research questions

The study is guided by the following research questions
- What performance management goals have been set by organisation?
- How is performance measured?
- How does the feedback system of performance results work?
- What are the outcomes of the reward systems based on in performance management?
- How is the amendments system to objectives and activities implemented?

1.6   Research objectives

The primary objective of the study is to explore the implementation of the performance strategy used by the East Coast region section of the organisation under study. However, the secondary objectives are as follows:
- To understand the performance management goals set by organisation.
- To ascertain how performance is measured.
- To understand the feedback system of performance results used by organisation.
- To determine the basis of reward for performance.

- To understand how performance objectives and activities in the organisation are implemented.

1.7   Research methodology

This study followed the interpretivist research paradigm to allow respondents give meanings to the implementation of performance management strategy in their own world. The study therefore, followed the qualitative research approach in mapping out the understanding of the strategic implementation of performance management of the organisation under study. Similarly, having established the methodological approach, the exploratory research design is employed to understand the strategic implementation of performance management system. This approach is employed in this study since little is known about the implementation of performance management strategy of the firm under study. In addition, the study population were selected from four district that makes up the East Coast region of the organisation under study. While the total sample size is 12, 3 sample size was selected from each of the four districts of the East Coast region of the study organisation. However, the various sample respondents were all purposively selected. The purposive sampling strategy was employed to select respondents with appropriate knowledge of the study under investigation. For instance among the purposively selected respondents includes account managers, sales representatives and sales managers. It is believed that these cohorts of respondents to an extent have performance management knowledge.

The in-depth interview was employed to elicit responses from respondents. As it applies to this study, the in-depth research interview is employed to uncover a robust understanding of the implementation of the performance management strategy in the organisation of study. The duration of each interview lasted between 25-30 minutes, and all the responses were audio-recorded with a voice recorder gadget. This was to ensure that all responses given were appropriately taken note of. Meanwhile, the data was clean with Trochim and Donnelly (2007) four indicators of trustworthiness including credibility, transferability, dependability and confirmability. The thematic analysis was employed to analyse the qualitative data. The process include familiarization with the data, code generation, assessing the themes, naming and defining the themes and report writing. Lastly, ethical considerations were followed to the latter.

1.8   The purpose pf the study

The research identified obstructions to the current performance management strategy implementation. The study purpose was to ascertain the implementation of the performance management strategy used towards work performance standards that are superior in the organisation of study. The aim was to find means of stimulating a dual system of communication between managers and employees for elucidating expectations about the accountabilities and roles, deliberating the functional and company goals, providing a regular transparent feedback and for the employee performance improvement and uninterrupted coaching. The present study was stimulated by lack of confidence by employees in the strategy of performance management.

1.9   Limitation of the study

A major limitation of this study is that the researcher used purposive sampling so as to capture what the researcher judged useful for this research. As a result, the findings cannot be generalised. In respondents selection, the risk of missing information that is useful from people that the researcher excludes. This limitation was minimised firstly by inclusion of a comprehensive range of respondents taking special consideration in gender, positions, and others. That is why the researcher has the confidence that findings will be relevant and fair.

Another limitation of this study is due to the qualitative nature of the research process employed. Qualitative research is utilised to solicit insights and perspectives of the SAB employees, however the insights, analysis and deductions are heavily reliant upon the judgement of the researcher. This means that it is possible that there are other interpretations of the findings of this study, if it was done by another researcher (Creswell, 2009).

1.10   Definition of terms

- **Performance Management System (PMS):** Depicts the measurement review, monitoring process of performance planning and reporting of an organization (Wa s, . and McNair-Connolly.2012)**.**

- **Implementation:** Refers to the execution, the carrying out or a plan practice, a method, or doing something with any design. For something to actually happen, there must be an action that is implemented (Striteska and Spickova 2012).

- **Assessment:** Is the process of gathering, analysing, interpreting, and using information about the company's progress and achievement in order to improve performance and management (Yin, Qin and Holland 2011).
- **Objectives:** The general results to be attained amidst an engagement or engagements (Lönnqvist and Laihonen, 2012).

Performance measurement: Includes establishing the magnitude to which intents are attained amidst fostering indicators and linking them to related standards and targets (Ahmad, Svalestuen, Andersen and Torp 2015).

- **Monitoring:** Is to scrutinise advancement in objectives achievement (Nudurupati, Bititci, Kumar and Chan 2011).
- **Performance indicators:** Refers to both quantitative and qualitative aspects and the yardsticks used for results assessment (Haponava and Al-Jibouri 2012).

- **Key performance area:** refers to the main areas of the qualitative terms of business performance (Lim and Tang 2012).

1.11   Structure of the study

This study is compartmentalized into six chapters. While each of these chapters addresses different issues in the study, yet the issues that make up the entire chapter are titled towards addressing the research problem. The following sub-headings discussed these chapters.

Chapter One: Introduction and background to the study

The first chapter sets the background of the study. This was done by establishing the need of the study, setting out of the research problem, objectives and questions. Similarly, the motivation of the study was clearly established in this chapter as well.

Chapter Two: Literature review

This chapter presents the study's literature. It specifically centres on the literature of performance management challenges. The chapter concludes the study with a synopsis of the key conclusions accessed on the reviewed literature based in the study.

Chapter Three: Research design and methodology

This chapter encapsulates the methodology, sampling techniques, research design employed and the criteria used in the choice of sample size and analysis techniques used and full details of the data collection. Reliability and validity issues are highlighted together with ethical clearance.

Chapter Four: Data presentations and discussions

Results of the study are presented and discussed in this chapter. This ==chapter discusses== interpretations and the main findings of the study herein.

==**Chapter Five: Discussions and Analysis**==

==Chapter five deals with the discussion and analysis of the results for the study following the previous where were presented==.

Chapter Six: Conclusions and recommendations

Conclusions and recommendations are presented in this chapter alongside the main finding findings. Some recommendations are proffered in terms of policy implications and areas for further studies.

1.12   Conclusion

The chapter offered a short setting on the history and performance management at SAB. The chapter provided the problem statement which led to the conception of the study. The study's significance, overall objectives, ==contribution, purpose== and the main questions of research that guided the study are also drawn. The study underpinning concepts and limitations are explained.

Literature review is presented in chapter 2, which is the next chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

Discussions on the subject of performance management implementation strategy no doubt shoulders different cog of themes. Thus, the task of this chapter is to summarize and synthesize extant scholarly arguments on performance management implementation strategy and other related arguments that are related to the objectives of the study. The literature review is a fundamental aspect of the research process that engenders important contributions to the entire research (Kumar, 2012). In provides the researcher with vital information concerning the problem of investigation (Collins & Hussey, 2013), while serving as roadmap to uncovering new knowledge (Kumar, 2012). The constellation of issues with respect performance management implementation strategy are no doubt copious. To effectively uncover these issues, the literature review is discussed in such a way that captures the array of these issues, especially from peer-reviewed articles, conference reports and other scholarly publications. To begin with, the literature review begins with the conceptualisation of the concept of performance management, measuring performance and measuring tools. For measuring tool, the chapter unearths and discuss the different performance measuring tool such as traits, behavioural outcome data, absolute judgement and relative judgement. Other issues discussed are measuring the performance of teams, feedback results, rewards and amendments to objectives and work plan. Lastly, the chapter also bring to bear issues of benefits and selecting objectives. All these themes are diagrammatically presented in Figure 2.1 below:

Own compilation

2.2   Performance management

This study has used Mabey's theory which comprises of five essentials namely objectives setting, performance measurement, performance results feedback, rewards system centred on performance, and adjustments to activities and objectives. These five elements are significant in the evaluation of Performance Management System.

PM is expressed as a process uniting goal setting, development, performance appraisal, into single, common systems which aims at ensuring that performance of employee's backs up the strategic aims of a company (Desssler, 2008). PM can be termed as a process whereby employees and managers get ready to plan, review and monitor work objectives of an employee and how this impact to the organisation's overall contribution. This is something that goes beyond the yearly performance review or more frequent performance appraisals, PM unites a number of related tasks and can be defined as the continuous of objectives setting process,

progress assessment and provision of continuous feedback and coaching to ensuring that employees are sustaining their career goals and objectives (Swanepoel, Erasmus, Van Wyk & Schenk, 2000; Werner & Desmoine, 2006).

According to Swanepoel, Erasmus, Van Wyk and Schenk (2008), a valuable PMS should empower and enable organisation's objectives and strategy successfully at line management level, whereas the main prerequisite for efficient PMS would be a suitable process and design that needs specific to the environment of the business and organisation's culture. Wilkes, Yip and Simmons (2011) argue that the correct approach to performance management is critical for returns for shareholder investments. A PM system with rigid objectives, lack of accountability and static budgeting are detrimental to organisational success. To be effective, a PM system should display the features as follows: organisation's clear statement of what is to be achieved; individuals and group tasks that care for the goals of the organisation; responsibilities and goals are measured and assessed through performance; the performance of employees receives rewards; employees performance is optimised through organisation's resources, structure and systems of authority; and there are on-going efforts in creating and guiding appropriate goals of an organisation and to pursue fresher goals that remain more appropriate.

The definitions of PMS above as outlined by the literature confirm that the elements of PMS include setting and reviewing objectives, measuring performance, providing feedback to employees, and rewarding performance that is in line with the set objectives. Effective PMS should consist of all these essential elements as suggested by various authors. According to Sebashe and Mtapuri (2012), employing a system of performance management is advantageous to the enhancement of the organisation's proficiency, efficacy and responsibility in resources use in fast-tracking access to quality services and a better life for all. It aligns the superseding objectives communicated by the mission and vison with the work of each individual employee. It is imperative for an organisation to constantly seek newer and more appropriate goals (Bussin 2013). This need is in line with the fact that organisations operate in an environment that is characterised by complexity and constant change; therefore in order to survive and remain competitive, organisations should make regular amendments to objectives and activities. This requires organisations to continually assess the environment and seek newer and more appropriate goals.

PM has been noted to have a number of advantages for the success of the organisation. Nonetheless, it is equally important to point out the benefits of PM for an individual employee.

The employees of the organisation get empowered through PM as they get to realise the areas that need further emphasis. This therefore enables individual capacity of employees to be enhanced in the process. As the PM is done on the employees in view of the organisation's objectives individual employees get to realise their potential in enhancing such a performance and so they either get assistance towards that need or they ask for the necessary help and as such individuals in the organisation initiate a personal willingness in increasing their efficiency towards the achievement of the goals.

Performance Management is known to generate motivation for employees as employee's engagement in the process. The employees will be clarified on the expectations from management. Employees' tasks get easily aligned with the business objectives of the organisation. As goals get determined, employee skills are therefore specifically developed in focus of such goals. The employee skills that are developed are also beneficial for individual employees in that they get empowered afterwards in getting placement elsewhere. Furthermore misunderstandings and confusion are reduced as communication gets improved over the goals and vision of the company (Fernando 2017)

Some of the employees develop skills that could later make them to become contractors for similar organisations which is another added advantage to an individual employee undergoing a PM system. As individual employees are in a competitive system in terms of employment, the sharpening of their skills through PM provides additional opportunities of equipping employees in getting ready for a competitive system as such. The advantage of the PM therefore on an individual basis is the preparatory stage that it affords individuals as they equip themselves for the organisation.

2.3 Measuring performance

The measurement of performance does not have to be poorly perceived but does foster the various multi types of measured performance. The principle or the basic understanding that there is regular measurement as well as using the available information for midcourse improvement (Fisher, Schoenfeldt & Shaw, 2006). The most crucial performance benchmarks differ according to different jobs, nonetheless the following performance measures are applicable to various jobs:

- Quality of output: This refers to the quality in regard to the expected quality in services and products that are being produced by the company. This is significant in the achievement of the objectives of the company and its performance. Quality output has

been considered to be more important than the overtime one spends at work. It is rather not the amount of time one spends at work that matters than the quality of work that one does that matters (Bhattacharyya and Chaturved, 2014)

- Quantity of output: The quantity of output is important in that it enables the achievement of required targets of production to be monitored and assessed. A particular quantity may be required and is thus monitored as production quantities are monitored.

- Timeliness of output: As production progresses, there is need to understand how the supply is considered timely with the anticipated production timelines. This can also be necessary for evaluation.

- Presence at work: The availability of workers at the time of production is equally important. To help measure the effectiveness of the production teams at the time of production, their presence at work is considered essential. The more employees are often available at work in the right times the better it is for the productivity of the organisation (Mathis & Jackson, 2010).

Performance has to be based on a given job. It is the specificities of the job that normally identify the significant elements of a given job. For example, a professor's job often includes the job tasks of teaching, research and service. Job descriptions spell out the duties that encompass the important elements of jobs individually. It is at this point that the organisation remunerates workers for. Consequently, the individual performance on those significant duties ought to be measured and equated against correct ideals and results corresponded to all workers (Mathis & Jackson, 2010). Bussin (2012) argues that no single method of assessment is applicable for every scenario and thus recommends a blend of methods including clearly communicated rating scales that the employees are also knowledgeable of. This confirms that in order for a performance to be measured there should be set standards in place and the individual's performance should be compared against those standards. It will not be practical to measure the employee's performance without appropriate standards in place. The process requires that there is communication from both the manager and the employee because they have to agree on the standards and the individual needs to know how their performance will be measured (Lim, Maths & Jackson, 2010). According to Bussin (2012), the use of multisource feedback is additionally efficient when all the members comprehend that the information shall be used for developmental purposes other than salary increase or promotion.

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Performance appraisals are used to assess an employee's performance and to communicate that performance to the employee. Performance appraisals are also at times termed as performance reviews. Performance appraisals have been broadly used in determining salaries and wages, in identifying an individual's weaknesses and strengths as well as giving performance feedback. Performance measurement is regarded as one of the steps of performance appraisals. To determine what the real performance is, its information will be required. There is need to know what is measured and how it is measured. DeCenzo and Robbins (2010) refer to a number of different strategies that managers are using for measuring performance, namely; written reports, statistical reports, oral reports personal and observation. Each of these has its weaknesses and strengths; nonetheless, amalgamation of stratagems upsurges the reception of information that is reliable as well as the number of input sources. It is not just how it is measured than what we measure that is more crucial to the evaluation process. The measurement of performance is thus an essential element of PMS; in order for an organisation to know that their performance is in line with set strategic objectives, they should measure the performance of their employees. Organisations should develop appropriate performance measures that will assist them in identifying performance gaps and finding the best solution to address them. (Taticchi, Tonelli and Cagnazzo 2010)

From the "people dimension" of performance management, Wilkes et al. (2011) identify that it is essential to get the pre-eminence out of individuals and their interaction with one another. People methodologies include the methods of motivating and inspiring better performance from people. It influences the affective sensations, urge and commitment inside the organisation. Two focal proposals can be used in justifying assessment of performance and to help organisations in deciding the criteria of performance that should be assessed and how they should distinguish amongst indifferent, average or good employee (Basak and Vethaeghan 2011):

1. People as teams or individuals are known to put significant effort in doing well what is expected of them should they be involved in the specification of such expectations. Studies have shown that when people have been involved in the goal setting process and they know what is expected of them, they will direct all their commitment towards the attainment of those goals.

2. Employees' performance capability to meet expectation is centred on the following:

   a) Personal levels of competency;
   b) Individual attitude towards the job;
   c) The level of support provided by management;
   d) The organisation's resources, systems and processes available to the worker;
   e) Productivity levels.

Hunter (2012: 174) identified those above factors, however in addition, an employee's ability to meet performance expectation is dependent upon skills, knowledge of the job and competencies. The support that the individual receives from their superiors will also have an influence on the employee's ability to meet performance expectations. Support can be in the form of training, coaching, and employee wellness support. Lastly, the organisation itself plays a central role in certifying that there are appropriate systems and processes in place and adequate resources provided to ensure that the employee is able to perform at their best level.

The strategic origins of PM are traceable to the management concept by objectives established by Management scholar Raia (1974). This is a method used for establishing individual's performance objectives that are substantial, quantifiable and confirmable. Individual's objectives are derived or cascaded from organisational goals. The fundamental element in setting authentic goals and appraising earlier performance is the capability of job performance measurement objectively (in as much as possible). Setting correct performance measures is critical in the provision of a valuable feedback, thus permitting the development of areas where there is a performance that is positive and hence a corrective action for poor performance areas. Performance measure ought to be reliable and viable thus respecting the promotion of the performance that is desired as well as being a basis for a valid achievement assessment (Wilton, 2011).

According to Shaik (2015) there are two comprehensive methodologies to performance measurement. The first focuses on outcomes or productions where there is performance quantification (as in the case with sales targets) whereas the achievement of objectives is achieved through metrics. This approach does not usually result in conflict because it is based on quantifiable results that are easily verified. The second method does involve the grading or ranking of levels of performance where results are immeasurable quantitatively or absolutely. This is mostly helpful in attitudinal assessment, competency-based or behavioural performance

aspects. Although sometimes tense with conflict due to differences of opinion, this last approach is increasing in validity as organisations emphasis is placed the kind of employees' behaviour that is desired to be displayed by the organisation's objectives. In certain instances the behavioural or qualitative indicators as in the case of 'excellent' service of a customer can be quantitatively measured as in the case of customer complaints. In cases where the objective is not upheld for a longer period of time for quantitative purposes, the performance assessment standard can be set in demonstrating the competency reflecting capability and behaviour underpinning an effective performance (Wilton, 2011).

Arguably, both quantitative aspirations and qualitative behaviours ought to receive consideration performance assessment in guarding against unfortunate and unwanted behaviours in objective attainment. The quantitative aspirations are very well exemplified with number of sales, the rate of turnover, the number of customers that are satisfied etc. On the other hand, the qualitative aspirations tend to handle things that are not countable, such as the attitude, the poor management style, the lack of cooperation etc. Wilton (2011) is clear that measuring performance requires the setting of quantifiable goals that will guide managers when assessing employee performance. These performance monitoring concepts are now standard practice amongst leading corporations of today (Wilkes et al. 2011). Behaviours displayed by the employee should also be taken into account when measuring performance as organisations employees' behaviour to be displayed. Correct assessment measures will vary according to both the organisations and job's nature. For instance, public service institutions will emphasise on service delivery aspects, redress and value for money (alongside greater consideration of personal development), whilst private sector firms are likely to focus more on financial returns and the practise of metrics informing on performance decisions -related pay. A contingency should therefore be taken to designing systems to suit local circumstances, which should be flexible enough to respond to the impact of unpredicted situations on achieved objectives (Wilton, 2011).

2.3.1 Communication

Communication has been noted to impact on job attitudes in an organisation (Miller 2015). It is within the performance appraisal that employees are communicated with. It is however unknown which communication aspects are more influential than others on job attitudes (John De Nobile 2017). Communication is of importance at organisational level and there is a moderate to strong relationship in communication with stress that is occupationally related (De

Nobile, McCormick and Hoekman 2013). Organisations cannot function without communication and it has therefore been termed as the lifeblood of an organisation (De Nobile 2017) Communication can be from superiors to subordinates or vice versa. It can either be electronic, written or face to face with those that are involved (Miller 2015). The prevailing organisational climate is necessary for the communication to be well received or not and does determine its quality (Hoy and Miskel 2012). Earlier authors like Rogers (1987) considered an open communication to be characterised by the responsiveness and receptiveness of others towards the information passed onto them. Besides the openness of communication, there is also the aspect of the load of information. The load refers particularly to the complexity of the information received. A lot of information or sometimes the over complex messages lead to an overload of communication (Dewyer 2009). Communication is vital in any organisation and as such it does enable the functions to be achieved properly. It is through communication that even the measurement tools are made known to the rest of the members of the organisation.

2.3.2   Measurement tools

Two common types of measuring tools are known by the following terms:

- Relative judgement or absolute evaluation
- The focus of the measure (trait, behaviour, or outcome)

Employee performance measurement is based on the judgement type which can either be absolute or relative evaluation. When measuring the performance of an employee using relative judgement, the comparison of employees' performance with other employees doing a similar job is made by the supervisors. The alternative type of relative judgement formats, employees into clusters, such as lowest third, middle third, or top third. Alternatively, absolute evaluation demands that performance standards solely be used for employees' performance evaluation by supervisors (Mejia, Balkin & Cardy, 2004).

2.3.3   (A) Relative Judgement

Relative rating systems has the advantage of getting supervisors to differentiate their workers in accordance to their performance. In the absence of such a system, various supervisors tend to appraise all their employees similarly, which destroys the appraisal system value. According to Wilkes et al. (2011) the main challenge with performance management is that it is made for

the entire organisation and applied without differentiation to the different departments or activities. Performance management is often measured on a qualitative judgement and thus can often be an untraceable procedure (Hartmann & Slapnicar 2012). This further highlights the value and importance for relative judgements. Numerous HR professionals however confidently believe that the drawbacks of relative rating offset the benefits. Firstly, relative judgements (such as grades) do not give the proportion of the difference between employees in terms of how great or small it is. Secondly, no absolute information is provided on how good or poor are the employees in the extreme rankings.

There is no knowledge available in ranking how better a top rated worker against a worker in another category is. It is therefore possible to note that one worst rated employee could be better off than a worker with poor overall performance in another team. Thirdly, relative ranking schemes usually oblige managers in identifying discrepancies among workers where none does exist. This upon disclosure can cause variances amongst workers. According to Groen, Wouters & Wilderom (2016), the inclusion of operational employees in performance metrics developments benefits the organisation and rankings as their knowledgeable input may mitigate the probability of conflict. Lastly, relative ratings naturally call for overall performance assessment. The "big picture" disposition of relative ratings renders feedback of performance vague and of debatable value to employees who benefit mainly from explicit information on a number of dimensions of their performance. In view of all these, there is a mounting trend using relative rating systems purposely where there is administrative need, for example, in decision making over termination, pay rises or promotions (Mejia et al., 2004).

2.3.4   (B) Absolute Judgement

Absolute judgement is often said to be preferable to relative systems however it has its own detriments. One is that all employees may end up have the same evaluation once the supervisor is reluctant in differentiating workers. Another disadvantage is that various supervisors can have markedly various evaluation ethics and thus the employees are not really evaluated on a consistent scale (Hunter 2012). Nevertheless, absolute systems do have one definite benefit in that they avoid the creation of conflict among workers because the ratings on employee performance are squarely based on performance standards exhibited. Therefore, the employee will know whether he/she has met the performance standard and no comparisons to the performance of co-workers will be made. The literature recommends the use of absolute

2.3.5   Trait behavioural and outcome data

In addition to relative and absolute judgements, Mejia et al. (2004) state that performance measurement systems can be categorised by the kind of performance data focused upon: outcome data, behavioural data or trait data. Trait appraisal channels require the supervisor's judgements on traits; enduring and consistent worker traits". There are four typical traits that are on traits-based rating and there are scales are loyalty, energy, reliability and decisiveness (Mejia et al., 2004). Although a number of organisations use traits ratings, current opinion is unfavourable. According to Mejia et al. (2004), traits ratings are blamed for being much too confusing and opening the door for unconscious as well as conscious bias. Additionally, trait ratings (due to their ambiguity) are less justifiable in court than other ratings types. Reliability definitions may differ amongst supervisors in a dramatic way and the court has seemingly been sensitive to the criteria of the slippery "nature" of traits. One of the other difficulties with traits is the choice which traits should be selected for the rating instruments from hundreds. This is a huge challenge in accordance to the job's nature as the chosen traits must be directly appropriate to the job that needs to be performed (McGarthy, 2015). Traits assessment focuses on the individual rather than on performance, thus leading to the defensiveness of employees (DeFranzo, 2015). Traits ratings implies that the poor performance is associated with the person and could mean their worth. Following the scarce research done in this area, it is not noted that the individual focused method is not as such encouraging to development of performance. Measurement methods focusing on performance directly through evaluation of behaviours or results have been considered as agreeable to employees and have acted as efficient development tools (Mejia et al., 2004).

The literature implies that the use of traits as a rating method is difficult and poses challenges to evaluating performance effectively. Therefore, managers that use traits as a rating system must be carefully monitored to ensure that they select appropriate traits that can be defended in court if employees challenge the outcome of their assessment. The traits rating system can also be a source of conflict within an organisation as the literature implies that this rating system does focus on the individual rather than the performance. In a working environment people are

more secure when they are being evaluated on their performance rather than on their personality. Bennett (2011) suggest that behavioural appraisal instruments and outcome appraisal instruments can also be used as a measurement tool. This method has been clarified by Wilton (2011), who argues that workers can be assessed both on the behaviours that are acceptable to be exhibiting in that particular job and on the results that they have achieved. The most corporate consequence approaches are management by objectives (MBO) and the outcome measures that are naturally occurring. MBO is a goal setting approach in which workers and their managers / supervisors agree jointly on the goals that are needed to be achieved. During the period of assessment both parties review what was agreed on in terms of goals and to what extent those goals have been met.

Behaviour plays an important role and it is integral in the psychology of personality field (Furr 2009). Earlier authors have pointed out that the manifestations of personality have often included behaviours, feelings and thoughts (Pytlik Zillig, Hemenover, & Dienstbier, 2002; Werner & Pervin, 1986). Behaviours have been considered as state manifestations of personality trait and therefore they are characterised by personality variability. Conscientious behaviours have often been linked to durable career success. It is the actions that they undertake that matter rather than the attitudes or feelings they possess (Judge, Higgins, Thoresen, & Barrick, 1999; Kern & Friedman, 2008). This kind of understanding does generate a stamina in acting on the job rather than getting taken up with issues that are sentimental. The behavioural outcome may thus impact on the performance in the organisation.

2.3.6 Measuring the performance of teams

It is not only the performance of individuals that needs to be measured. In today's business environment teamwork is encouraged because it is believed that when people work together they are able to generate innovative ideas that will help the organisation become more competitive in a changing environment. Denton (2001) provides guidelines on how the performance of teams can be measured:

- Examine current measures to ensure the teams awareness of such measures and have the commitment and obligation in accomplishing them.
- The identification of provisional checkpoints where assessment of team can be made towards their progress.

- Identification of what must be done by the team members in achieving the desirable results.

- Prioritise team goals accordance to the importance that is relative.

- Develop any needed measures of interim and final team and individual performance.

- The development of individual or team standards of performance so that all have clarity in terms of expectations of performance.

- There is need for the determination of how the PM system will operate. Who will be doing rating? How will the feedback be made available to those concerned?

2.3.7   Benefits of measuring performance

In summary, the literature reviewed above indicates that measuring the performance of individuals has the following benefits (Hunter 2012):

- Provides greater insight on how the organisation is performing.

- Provides an opportunity to quickly address performance problems.

- Improves performance of the organisation.

- Informs employees of their weaknesses and strengths in order to progress.

- Develops practical and exposed relationships amongst employees and managers/supervisors.

- Supports strategic planning and goal-setting.

- Improves customer service.

  While the above benefits seem to be directed towards the organisation, the employee on the other hand gets encouraged to learn about his/her performance as well as getting guidance on the necessary areas that require improvement.

2.4   Feedback of results

Employees like to know how their performing is, thus providing feedback is one of the critical steps that an organisation should embark on in order to improve performance. When employees are regularly updated on their performance, they are likely to be more committed and engaged in their work. According to DeFranzo (2015), both positive and negative feedback allows an employee to re-evaluate their methods and adjust their goals accordingly for a higher future performance. Studies that have been conducted reveal that the manner in which performance feedback is delivered poses an even greater difficulty for many managers and supervisors. Kennedy and McGarthy (2015) confirm that the provision of on-going performance feedback

can benefit both the individual and the organisation. Feedback allows managers and subordinates to discuss issues of performance and can thereby assist in identifying the areas for training and development and as a result, the productivity of the organisation may be improved". Effectual and well-timed feedback is a crucial element of efficacious PM program and should be used in together with the performance goals setting. It appears logical that an efficient feedback provided to employees regarding their goals improves their performance. Workers want to know just in time how they doing and where they need improvement. Performance feedback is not required to be conducted during an annual performance review but it should be an on-going process which enables the manager/supervisor to reflect on their strengths and weakness in terms of performance.

PM is essentially a feedback process. Investigations have indicated that feedback results in improvements ranging from 10 to 30 percent on the entire organisational performance. That is a fairly economical way to develop production as well as work in an effective way (Fryrear 2017). Cascio (2003) warns that feedback programs require sustained commitment from the management of the organisation. In addition to this, Armstrong (2009) argues that evidence-based performance management is heavily reliant upon facts and not opinions. It reconciles actual events that have affected performance. The challenge for managers is to provide feedback regularly to all their employees. Yet it appears that that not all managers meet this requirement. Discussions about performance are more effective when they are two-way between the manager and the employees (Lee 2005; Armstrong 2009). This two-way interchange allows the employee to fully comprehend the positives and negatives of their performance as well as an active effort to resolve errors. The problem is that usually managers meet with their subordinates only once a year during the annual performance reviews.

Cascio (2003) argues that performance feedback done in this manner does not assist the organisation in improving its performance. Feedback performs a critical function, in addition to goal setting in self-regulating performance. In essence, feedback is focused in aligning important organisational goals, as well as helping to ascertain mistakes (Armstrong 2009). Performance is an on-going process hence employees should be provided with feedback on a regular basis. In an employee's viewpoint, absence of common performance feedback does distracts one from the quality of work engaged in. A majority of people want to intent on improving their job performance, receiving positive propositions in areas of improvement, and to be praised for things that well done. Failing to make such feedback provision can consequently lead to loss of main workers, employees poor performance continuously

especially those that are not meeting the performance standard and employees loss of commitment at large (Cascio, 2003).

Feedback has a classification of either negative or positive. Messages conveying extraordinary performance transmit positive feedback. Studies suggest that in several cases, positive feedback improves motivation when it this is connected to the goals in future. Positive feedback, then, creates accomplishment sense by encouraging efforts that are sustained while employees have future goals for excelling (Stewart & Brown, 2011). On the other hand, messages communicating low performance convey negative feedback. The effect of feedback that is negative is rather unclear on performance. Workers who observe negative feedback as a disapproval tend to develop less motivation and are may experience conflict with colleagues. The fundamental setback is that people become self -protective when they are told that their performance is not what is expected. This is one of the reasons why some managers choose not to provide performance feedback to their employees if it is negative in nature. According to DeCenzo and Robbins (2005), performance feedback can come from various sources, which include:

- Peer evaluations: employees provide input regarding their co-workers' performance.
- Upward appraisal: workers impart forthright and beneficial feedback to their supervisors.
- 360-degree appraisals: also known as a multi-source feedback (MSF), this is a performance feedback process that gathers performance information from multiple sources such as peers, team members, customers, and suppliers. The growth in such approaches is based on the view that feedback from different sources will be more convincing to the recipients. According to recent estimates, 12 percent of U.S. organisations use a 360-degree feedback system, while about one-fourth of U.S. organisations use at least a part of this type of system, for example, an upward appraisal system where subordinates rate their supervisors (Harris, 2000). Studies in research of 360-degree performance effectiveness of report appraisals point out positive results from more precise feedback, leading to organisational leadership development, reduction of subjective factors in the evaluation process and employee empowerment.

According to Drews (2009), participants who are particularly confident in their abilities are positively inclined towards 360 degree appraisals and recall having a positive learning experience. Drews (2009) went further to express that institutional support plays a vital role in employee's appreciation for a 360 degree appraisal system as it not only identifies but also allows them to improve their skills and abilities. The use of this system in South Africa has been done but no specific statistics has been available as of date, nonetheless, the system has been used in revealing more information on working relationships, management, leadership, teamwork as well as many aspects that are not measureable through traditional system(Plus94 2018).

2.4.1 Guidelines for handling performance feedback reviews

Harris (2000) provides some guidelines for supervisors and managers conducting feedback reviews as summarised below.

a) Distinguish between formal and informal feedback sessions

Effective managers use informal feedback sessions on an "as needed basis. The main aim of an informal feedback session is to assist an employee who is experiencing performance challenges. Most organisations also need the manager to meet with his or her subordinates once a year in a more formal manner to review their performance. A manager should use the annual, formal session as an opportunity to summarise an employee's performance for the year, set goals for the next year, and discuss any areas of concerns. If done properly, there should be no unpleasant surprises for the employee in this meeting.

(i)   Focus on behavioural examples

➢ It is critical that managers provide performance feedback using specific behavioural based examples of employee's performance for example specifying directly where the employee is lacking in terms of his/her performance other than using general comments. Armstrong (2009) goes further to recommend that managers focus feedback on actual events that have evidence.

➢ Seek the employee's specific input. This is in-line with the suggestion by Armstrong (2009) that the manager should ask the employee questions on their view of why they performed in that manner.

It is important for the manager/supervisor to obtain input from the employee. There are several reasons for this. Firstly, in today's workplace, most employees actively seek to participate in a variety of ways. Therefore, obtaining their input will make them feel valuable in the organisation. According to Groen et al. (2016), the employee's participation positively affects their attitude towards the organisation, their social pressures and need for acceptance as well as improves their confidence in their abilities and capabilities. Secondly, active participation will help build commitment to the results of the review sessions. In other words, if employees feel that they are an integral part of performance reviews, they will be more likely to accept the outcome of reviews. Participation fosters the credence that the interrogation was a beneficial and fair process, that some present job problems were absolved and that the set-up of future goals was made. According to Armstrong (2009), it is imperative to maintain the constructive criticism, therefore a manager should refrain from judging and rather focus describing what can be done to improve. An effective manager is able to provide many participation opportunities during a feedback session (Harris, 2000), while also ensuring that it leads to immediate action (Armstrong 2009).

(ii)   Carefully plan the feedback session

Managers should plan carefully and determine an agenda prior to the session as well as gather as much information as possible about the employee they are evaluating. A manager must be able to anticipate issues or areas of concern that might be raised by a subordinate and provide adequate time and opportunity to deal with any such concerns (Harris, 2000).

(iii)   Use effective communication skills during the feedback session

Good communication skills are essential for an effective review session. Given the uneasiness and awkwardness usually felt by both the appraiser and the rater, it is important that both parties completely understand what has been said. "Conducting performance feedback will be meaningless if it leaves the subordinate in a confused state of mind about his/her performance (Harris, 2000).

(iv)   Emphasise the developmental aspects as much as possible

To the greatest extent possible, a manager should emphasise the development and the growth opportunities of the employee. After all, the PM process should be used to identify training and development needs that are required by an employee. When an employee has failed to meet a performance standard, investigation should be made to ascertain if the reasons are related to

the lack of training provided to the employee. A great advantage of feedback is that it allows individual employees to set their own performance objectives and goals. Adding some emphasis of the deficient aspects to this will give them a motivational target to strive towards (Hunter 2012). The literature has previously revealed that the performance of an employee is dependent on other factors that are beyond the control of an employee, such as the degree of support and training provided by management (Harris, 2000).

(v)   Document everything

Proper documentation relating to the employee's performance should be kept. This is important in situations where there was a disagreement in terms of the performance review which may result in disputes relating to incapacity or poor work performance and is a method or measure to safeguard all parties (Hartmann & Slapnicar 2012)

According to Harris (2000), the nature of the performance review session depends highly on the employee's general performance, as well as on the purpose of the session (that is, whether it is a formal end-of-year session or an informal meeting for immediate feedback). Generally speaking, the informal session is used more to discuss specific issues relating to the employee's performance, while the formal session is used more to summarise the employee's performance for the year and discuss future goals and development needs.

The above literature provides guidelines for managers on how to handle performance feedback reviews. It is clear that when performance feedback reviews are handled well, they can enable the individual to improve their performance. Of course, feedback is useful only if it results in employees doing things differently. The effectiveness of performance feedback depends on how the results are communicated to the employee, be they positive or negative. Sometimes managers provide performance feedback for the sake of just going through the motions of the exercise, whereas research shows that this process actually requires managers to plan and prepare for feedback sessions. Lack of preparation results in non-specific feedback that may confuse the employee and hinder their performance (Harris, 2000).

2.4.2 Specific steps for conducting the informal session

<mark>This section details the various sections that are required for the informal sections to be achieved as stipulated below.</mark>

a)   Summarise general performance

According to Armstrong (2009), the quality of the supervisor-employee relationship is a big determinant of the ease of the informal session. It is likely to be a hostile situation if there is an absence of mutual trust and respect. It is therefore imperative for the supervisor to be cautious in the approach. If the employee is generally satisfactory, a manager may begin by advising the employee that their work is of a satisfactory standard and give precise examples of the employee's strengths and major achievements. Usually when employees are informed of their positive contributions to the organisation, their efforts and commitment towards their job is likely to increase. In cases where the employee's overall performance is not satisfactory, this step should be omitted (Harris, 2000).

b)   Introduce problem area

If the employee's performance is generally acceptable, move to the problem area by identifying "room for improvement. If the employee's general performance is generally not acceptable, a more serious tone should be adopted such as identifying an "area of concern. In both cases specific examples of the employee's performance must be provided followed by an explanation of the company's expectations or standards. Performance feedback will not always be positive in nature, however, managers and supervisors must find effective ways to address performance problems before disciplinary action becomes necessary. According to Pitkanen & Lukka (2011) managers are often hesitant to give negative feedback informally because the negative aspect may be perceived as rude social behaviour leading to conflict. This step should be easier when there are clear performance standards in place because there will be factual evidence if a performance standard was not met (Harris, 2000).

c)   Determine the cause of the problem

This stage of the interaction gives an opportune moment for upward communication from the subordinate. Employees usually take this chance to transfer their concerns and aspirations to superiors (Armstrong 2009). In this step, the manager asks the subordinate what he or she

believes to be the cause or source of the problem. It is imperative to determine the cause for the performance from the employee's first-hand perspective, so that the corrective measures and new goals to be set are relevant (Pitkanen & Lukka, 2011). A manager will have their own ideas as to what the causes are but the employee is best placed to provide the explanation and thereby establish commitment to the next step. However, it is important that a manager should still feel free to raise their own opinions or disagree with the reasons provided by an employee (Harris, 2000).

d)   Obtain a solution

Once the probable causes of the problem have been determined, it is time to address solutions. The manager must focus the employee's attention on future oriented plans and goals as a potential remedy to rectify and improve the performance (Armstrong 2009). Once again the manager should encourage the employee to come up with a solution themselves as they are more likely to accept and follow through with it than if the manager provides the solution. The research indicates that when employees have been given an opportunity to participate in matters that concern them in the workplace, they are more likely to accept the outcome because they will feel that they were part of the solution that came forth. To retain a balance of power however, a manager should participate fully in discussing possible solutions with an employee as the final solution agreed upon must be acceptable to both parties (Harris, 2000).

e)   Establish goals

Once a solution has been agreed on, a goal must be set to achieve the improved performance within a short, but reasonable time frame. An employee's participation in this step is critical, as their involvement may also affect competency via the decision-facilitating role of these developed performance measures. Employees' capabilities and knowledge is enhanced by the feedback provided and thus also enhancing their decision-making resulting in more accurate performance measures (Groen et al. 2012). The research indicates that when employees have been personally involved in the goal setting process, their acceptance of the goal is likely to improve and subsequently they will direct all their efforts towards achieving that goal. According to Hunter (2012), people are highly inspired by the anticipation of achieving targets and this impetus is reinforced by the satisfactions derived from accomplishments. It is therefore essential to give employees room to contribute towards objectives and thus build their own anticipation measure. Goal setting agreements should be summarised in writing and a time set

for a follow-up meeting where progress of the employee towards the agreed goals will be reviewed and improvements evaluated (Harris, 2000).

f)   Encourage the employee

The meeting should be closed on a positive, upbeat note with the manager indicating a vote of confidence in the employee's ability to improve. An employee is much more likely to succeed if they know their superior has faith in them to do so (Harris, 2000).

g)   Document the meeting

Managers should keep careful notes of everything that was signed by both parties. This will be particularly important if the employee's performance does not improve and disciplinary action needs to be instituted (Harris, 2000).

h)   Problem persistence

If the employee's performance has not come up to standard by the next meeting, further steps will have to be taken. If the manager can see improvement and thinks that the employee simply needs a little more time to reach the goal set, the manager may indicate that the employee's performance is still unsatisfactory and discuss what else can be done to bring it up to standard. If, on the other hand, there is little or no improvement, the manager should summarise what was said at the initial meeting and go through the previous step again. This time, however the manager will probably need to mention that if no improvement is forthcoming, disciplinary action will need to be taken. It is always advised that managers should provide reasonable time and support to employees in order to improve their performance (Harris, 2000).

The above literature indicates that there are steps that need to be followed when conducting informal feedback sessions. Generally, managers fall short in this regard as informal sessions are not normally conducted. Managers usually conduct formal reviews once at the end of the year. However the informal feedback session can allow the manager to identify the problem at the earliest stage, determine what the causes are and agree on the solution together with the employee. In essence, informal feedback sessions allow the manager and subordinate to jointly

agree on what is expected of the employee and the consequences if the employee does not meet those expectations within a reasonable time frame (Harris, 2000).

2.4.3 Conducting the formal performance review session

The literature indicates that there should be no unexpected surprises for the employee if the manager/supervisor has been given appropriate informal feedback throughout the year. According to Armstrong (2009) this stage is based upon 5 performance elements, namely, "agreement, measurement, feedback, reinforcement and dialogue". This provides an opportune moment for the manager to fully communicate performance ideals and shortcomings to the employee. Armstrong further clarifies that specific emphasis should be on the employee's factual performance. The formal session should focus on summarising the employee's annual performance and setting goals for the following year. Harris (2000) provides steps that managers can follow when conducting formal performance reviews.

   a)   Summarise the employee's performance

Regardless of the specific rating form used, managers should begin by summarising how the employee has performed using specific examples of the employee's work product and conduct (Harris, 2000). According to Longnecker, Fink & Caldwell (2014), a key purpose of the formal performance review is to document the employee contributions and performance.

   b)   Establish objectives and areas for improvement for the next year

No matter how successful the employee, there are always areas for improvement and it is always helpful to focus on future objectives. The organisation's mission and vision statements can be extremely helpful in determining those objectives, even if they are not part of the performance appraisal form. Therefore, employees need to be made aware of the mission and vision statements of their organisation and how their performance is contributing to the achievement thereof. Employees are often afraid to admit any shortcomings and concerns they have because they fear it may inhibit their promotion chances or negate their performance review (Prowse & Prowse 2009). It is important that managers still discuss these shortcomings with regards to the organisation's overarching goals so that employees can clearly see their contribution to the grand picture. There should be alignment in terms of employee and organisation performance. The goal setting process requires joint participation on the side of the employee and manager if goals are to be achieved (Harris, 2000).

c)   Discuss employee's developmental needs

In the case of an outstanding employee, this area might consume most of the feedback session. For an average employee in a job where there is little opportunity for advancement, this topic may take up far less time. Regardless, the focus should be on further opportunities for career development, skills enhancement and talent management (Harris, 2000). The manner in which performance reviews are conducted is important as are the skills of the reviewer when conducting the interview (Armstrong 2009) as it influences the effectiveness of the review session. The supervisor must remember to be objective and focus on the employee's competencies that need to be recognised and nurtured.

d)   Summarise the session

This is the final opportunity to confirm that both manager and employee have understood the discussion. Managers should take the lead by summarising the key issues that were covered and invite additional comments or questions from the employee (Harris, 2000).

The above literature indicates that the formal performance review enables managers to summarise the employee's overall annual performance and set goals for the following year. Formal reviews allow managers and subordinates to discuss employee's developmental needs. They should agree on training courses and workshops that are needed by the employee in order to improve performance. Effective formal feedback sessions may result in an improved performance of both employees and the organisation (Harris, 2000).

2.4.4 Handling performance reviews: the employee perspective

Harris (2000) provides suggestions for how employees can enhance the value of the PM process.

1. The performance management process is a joint responsibility

An employee should not view this session as solely the manager's responsibility. Rather, the performance appraisal should be viewed as a joint effort. Employees should take action in setting up meetings, establishing goals, and reviewing their performance. This often does not happen as employees tend to rely on their superiors to arrange meetings for performance feedback, which indicates lack of initiative on the side of the employee (Harris, 2000).

2. Plan carefully

Once the employee accepts joint responsibility they become equally responsible for planning. Some organisations have a formal mechanism in place to facilitate these preparations, such as a rating form. Employees can make a list of their accomplishments and any training programs that have been completed during the last year. Employees should also conduct an honest evaluation of their own performance to prepare them for their manager's questions regarding specific aspects of their performance. Research indicates that most people rate their performance higher than others rate it so it is helpful to find a balance between the employees' rating and the manager's rating of the same performance (Harris, 2000).

3. Take an active role

While some managers will run effective sessions, employees should not count on that happening; employees may need to ensure that key issues are covered. For example, if the manager fails to provide clear goals, an employee should raise this issue with the manager. Employees must ensure that they understand what the goals are, how performance will be measured, and what resources (such as training) are available to meet those goals. This is critical in affirming employee expectations by management. Furthermore, performance reviews are often used to make salary and promotion decisions so it is fundamental that employee performance is properly evaluated (Harris, 2000).

4. Handle negative feedback effectively

According to Harris (2000), most managers are extremely uncomfortable giving negative feedback and are usually ineffective in handling such situations. Regularly, a manager will delay providing critical feedback because it is negative, which may create more problems than advantages for the employee. Employees should learn to handle negative feedback effectively and see it as part of the learning process and as an opportunity to improve their performance (Harris, 2000).

In summary, the literature indicates that performance feedback is a fundamental element of the PM process and that regular feedback provision to subordinates by managers and supervisors results in the following benefits:

- Increased commitment towards the achievement of organisational goals

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- Identification of areas for training and development
- Improved productivity
- Increased employee motivation and morale
- Increased job satisfaction
- Enables quick solutions in addressing performance problems

2.4.5 Conditions for effective feedback

According to Kluger & DeNisi; Armstrong (2009) feedback is a necessary part of performance management, however not all feedback leads to improvements in performance. This suggests that perhaps the feedback is more destructive than constructive criticism, or that the employees have not taken action to improve from the previous feedback, or that the feedback was inadequate. Feedback is likely to be effective if it enables the employees to remain focused on their prescribed goals. Coens and Jenkins (2000) list seven feedback elements, the majority of these elements are necessary for feedback and learning of the recipient.

a) The feedback presenter is a reliable source who has proficiency, know-how or is otherwise known to the receiver to be a source of information that is valid (Coens & Jenkins, 2000)".

b) The feedback presenter is dependable. The presenter is ingenious and is reliable and is distinguished (Coens & Jenkins, 2000). An untrustworthy feedback giver may be ill-perceived by the employees and lead to them ignoring the feedback.

c) Feedback is conveyed with good intentions. The feedback should include some positive acknowledgement on the good performances to build the employee's esteem as well as provide focus on what can be done to improve rather than focusing on the negatives (Armstrong 2009). The giver has the receiver's best interests at heart or it is otherwise visible that the feedback is intended to serve a worthy purpose and is not solely self-serving to the giver's interests (Coens & Jenkins, 2000).

d) Feedback is efficient when it is appropriate and transmitted under learning conducive conditions. An appropriate instance is if it is transmitted at a time when the individual is free to receive the feedback. It is also noted that some individuals prefer confidentiality at the time the feedback is given to them and not in the office passages (Coens & Jenkins, 2000).

e) The feedback is given in a private and in a shared approach. The feedback is given personally by the manager, not by an email and not via another colleague. When the

feedback is given personally by the manager, the receiver hears the giver's intention and observe the giver's facial expressions and body language. There is a chance of asking questions and seeking clarity (Coens & Jenkins, 2000).

f) The feedback communication is indistinct. The feedback does communicate with clarity what the recipient has done, needs to do and has not yet done (Coens & Jenkins, 2000).

g) The feedback is beneficial to the recipient. The message contains good material or new perceptions that are valuable or informative. Well-intended, associated could be or could not be valuable, but the communication transmitted is believed to be value and presents a learning opportunity for the receiver (Coens & Jenkins, 2000).

2.5 Rewards

Bratton and Gold (2003), state that rewards refer to all psychological payments, non-monetary, and all the monetary remunerations organisations provide for the work they performed by its employees.

2.5.1 Rewards objectives

Bratton and Gold (2003) state that organisations have to reward three objectives:

a) The behaviour of members in recruiting and retaining a sufficient qualified number of workers.

b) The task behaviour motivating workers performing excellently well to their very best potential.

c) Compliance behaviour encouraging workers in following the rules of workplace, undertaking specific mannerisms that have organisational benefit.

If carried out properly, Armstrong (2010) argues that PM rewards workers by appreciation through feedback, providing opportunities to be achieved, skills development scope and career paths guidance. It is these non-financial rewards that often keep encouraging organisational and job commitment and create enduring and magnificent impacts than rewards that are financially based on performance. Various employees expect a reward to recognise their good performance. There is no single employee who is willing to work for free. Organisational managers normally make a decision on who ought to get more rewards basing it on their performance and merit. These rewards could be given on the basis of corporate performance,

team, business unit or individual criteria (Mejia et al., 2004). Managers are now attempting to link pay and performance as this criterion appears to provide greater benefits in terms of inspiring workers in performance improvement. A potential problem that pay for performance has is that it often can conflict with and dilute the developmental process of performance management as employees may only focus on the reward as aspect and not their self-improvement (Armstrong, 2009).

2.5.2 Pay for performance

There are Performance pay programs for the compensation of workers established on their performance level. Examples of some of the programs include piecework plans, wage incentive plans, gain sharing, profit sharing, employee stock ownership plans, lump sum bonuses, exemplify these programs. These types of remuneration vary from more old style remuneration strategies, in that, the employee is not getting paid for the time they spend in the job, rather they are being paid on the level of productivity that is either team based, individual based, or work based and at times departmental based or the profits of the organisation in a particular period (DeCenzo & Robbins, 2010). Performance based pay demonstrates to employees a robust association between the rewards received and their performance. According to Ryan and Damberg (2013), performance pay makes use of effective financial incentives that the employees respond to and are motivated to work diligently. This literature suggests that rewards should be based on the performance of individual employees, this places a great emphasis on whether the individual/teams have achieved the set standards or not. Rewards based on outcomes encourage other employees who were unable to meet the performance objectives, to work harder so as to meet future performance expectations. According to Mejia et al. (2004) performance pay systems also known as incentive systems, remunerate employee performance on the basically on three ideals.

a) Work teams and Individual workers do differ in how much they are contributing to the organisation – this is applicable in the way they get it done and how well it gets done.
b) The organisation's performance does depend to a large extent on individual performance as well as organizational groups.
c) In attracting retaining, motivating high performers and exercising employee fairness, a company does need rewarding workers based on their performance which ought to be relative.

The above postulations are straight forward and tolerable. Nonetheless, it is commonly recognised that incentive systems do create consequences that are negative organisationally as listed below.

2.5.3 Negative Incentive System Consequences

Incentive systems have are often noted to exhibit negative consequences as listed below:

i.   The "do only what you get paid for" syndrome

To avoid the accusations that remuneration is given on the subjective judgements basis or favouritism, pay-for-performance methods tend to rely on objective pointers for accomplishment. This leads particular managers using whatever "objective" data is available in justifying decisions to pay. Regrettably once the pay is closely tied to particular indicators the more employees start focusing on those indicators disregarding the more difficult to measure components that are nevertheless essential to the job (Mejia et al., 2004). To combat this, Hunter (2012) suggests that employees should rather be rewarded for the achievement of learning goals, which results in their motivation to continue to learn and improve their skills, thereby enhancing their performance as well. This ideally would have the effect of continuously improving the employees' skillset while giving them motivation to achieve high levels of performance. Ryan & Damberg (2013) caution that performance based incentives are initially effective for the lower performing employees compared to the higher performers, meaning it can have a short-term induced effect.

ii.   Negative effects on the spirit of cooperation

In some cases performance based pay may discourage corporation while conflict and competition reign. For example, an employee may choose to deprive a colleague's information once they believe assists the other person progression. Those earning lower than they deserve may "get back" at those who are believed to be getting more through sabotage or rumour spreading (Mejia et al., 2004). This is concurrent with Hunter (2012) who suggests that recognition is a very important aspect that employees value as a supplementary form of reward. However there can be some positive effects on the spirit of cooperation and teamwork. It is crucial that managers therefore congratulate all employees who manage to complete tasks,

reach targets or surpass training objectives, especially in the form of formal recognition as it has a strong inspirational effect on the rest of the workforce (Hunter, 2012).

iii.   Lack of control

Employee performance control factors may not necessarily be controlled by themselves. This is supported by Armstrong and Baron (1998) who point out that the justification of individual performance assessment is dependent on the support degree provided by management and as well as the organisational systems and processes made available to them by management. These are factors that are beyond the control of an employee yet they adversely affect the employee's performance at work. Among the aspects that are beyond an employee's control are the material quality the worker is engaged with, conditions of work, the performance of other team members, the supervisor besides the working environment (Mejia et al., 2004).

iv.   Difficulties in measuring performance

Assessing employee performance is one of the more complicated functions of management, this is so when in particular the assessments are being used in rewarding employees. Armstrong (2009) identified measuring the performance for reward purposes as complex and emphasised that it requires the process to be transparent, consistent and fair. Various measurement ratings systems have been discussed along with their pros and cons. Managers are faced with the challenge of having to justify why a certain employee qualifies for receiving a reward while the other employees do not. These disparities are often sources of great conflict and can lead to labour relation catastrophes that are difficult to remedy. It is more desirable to have a transparent system that justifies the assessment based on clear information, and the employees should have the ability of contributing an evidence used to inform the process (Armstrong 2009). This caution is also observed by Mejia et al. (2004), who express that precise measures of performance are not easily achieved and attaching pay to erroneous measures creates problems, which further underlines the importance of appropriately measuring performance.

v. Psychological contracts

Once implemented, performance based pay systems create psychological contracts amongst the worker and the organisation. A psychological contract is made of prospects based on prior experience, and as such there is a change resistance. Psychological contracts may result in employees feeling entitled to the reward stipulated in the performance based pay plan and when conditions necessitate change, it becomes difficult to change the plan. Hunter (2012) explains that employees can develop "standard expected rewards" that they assume to receive after task completion because of a previous reward. It is also at times difficult to arrive to a single formula that is considered fair to employee groups that are very diverse (Mejia et al., 2004) meaning this is a key challenge for rewarding performance.

vi. The credibility gap

Workers do not normally believe in the fairness of the performance based pay programs or that they actually reward performance; an occurrence known as the credibility gap. Certain studies have indicated that as many as 75 percent of a normal firm's employees have questioned the reliability of performance based pay plans. Once the employees are questioning the legitimacy of the system, it may then not have positive but negative effects on their behaviour (Mejia et al., 2004).

vii. Job dissatisfaction and stress

The performance pay systems can lead to greater productivity, yet with all that the satisfaction of the workers will be low. Certain research has suggested that once pay is attached to performance, the more work units begin to be uneasy to perform and the more dissatisfied the workers will be (Mejia et al., 2004).

viii. Potential reduction of intrinsic drives

Performance based pay rewards can push workers in doing whatever it takes in obtaining the reward and yet in the process suppressing their talents and creativity. Therefore an organisation that places greater prominence on pay in influencing behaviours may inadvertently lead to the reduction of employees' intrinsic motivations. An expert argues that the more an organisation

emphasizes pay as high performance incentive, the less possible for workers getting engaged with activities that benefit the organisation (such as overtime and extra special service) until and unless they get a reward promise. This literature confirms that people are different and are thus motivated by different things. Therefore organisations must design rewards programs that are both financially and non-financially rewarding. Hence even when organisations use performance based pay programs, the focus should not be only on monetary rewards, but also in recognition (Mejia et al., 2004).

The above literature indicates various negative consequences that can be caused by pay for performance (incentive systems) within an organisation. It has been stated that pay for performance systems may discourage cooperation and create conflict among employees. They may also result in dissatisfied employees who are not ready lend a helping hand to the organisation because their focus will be more on the specific performance indicators that are rewarded. Therefore, the organisation that uses such a system must be mindful of the limitations and search for effective ways to deal with problems that might arise.

2.5.4   Meeting the challenges of performance based pay systems

Properly designed performance based pay systems do offer managers with a significant chance in aligning workers interests with organisational interests. Mejia et al. (2004) have devised the following recommendations to improve the success rates of performance programs and avoid the pitfalls discussed in the preceding subsection of this chapter.

a) Link pay and performance appropriately

There are rare instances in which managers go on justifying paying employees according to a pre-established plan or rate. Old styled piece-rate systems, where employees are remunerated per produced unit, exemplify the stiffest relationship amid remuneration and performance because they are quantifiable in nature thus they will not create conflict between employees when attempting to justify the differences in pay offered to individuals. Several piece-rate schemes are neglected due to the tendency of difficulties such as these but there are instances where piece-rate plans are more applicable. The main prerequisite is that the worker has total control over the haste and the value of the work produced (Mejia et al., 2004). According to Hunter (2012), it is fundamental to establish a link between the rewards and the desired behaviours as well as outputs, meaning managers may also need to integrate the rewards with the employee values in order to be effective. If the employee rewards are aligned to their values

and the target outputs are perceived as attainable, then the employees will strive to accomplish the goals and claim the rewards.

b) Use pay for performance as part of a broader HRM system

According to Mejia et al. (2004), performance based pay programs are unlikely to attain the anticipated outcome except they are attended to by corresponding HRM plans. For example, performance reviews and supervisory education do play a pivotal function in the ultimate accomplishment or miscarriage of performance based pay plan. Performance ratings are often shaped by dynamics besides performance. A defensive performance appraisal process can undermines a similarly well-conceived remuneration plan, supervisors ought to be thoroughly proficient in accurate rating practice. Employees ought as well to get skills to enable them to be more fruitful so that they can gain extra. According to Armstrong (2009), the key essence of rewards in performance management should not be solely to compensate employees but to rewards them and develop them in the broadest sense, which may mean intrinsic and extrinsic aspects to rewards. This means that rewarding can also be tied into training and development as that also gives rewards of job engagement and stimulating commitment. Organisations are now investing more in training and development of their employees because trained employees have the ability to positively influence the overall performance of the organisation (Mejia et al., 2004).

c) Build employee trust

Earlier studies such as Hunter (2012) and Ryan and Damberg (2013) found that people do not like to work for organisations or individuals that they do not trust. Even when they do, they often do not give in their best effort for long periods. Even a well-designed performance based pay program fails if managers have unfortunate past of labour relations or if the organisation has a ruthless ethos. Lack of management trust by employees may create impressions that good performance does not amount to rewards. "If performance based pay plans are to succeed, managers ought to develop worker trust, this could necessitate key changes in the organisation's conditions (Mejia et al., 2004).

d) Promote the belief that performance makes a difference

The literature indicates that managers may dodge using the pay reward performance; unless an organisation creates a climate where performance makes a transformation, it could end up with a low-achievement culture. Much as there is not much to celebrate in the pay performance system, yet without it performance is likely to drop even much lower, therefore it may thus be considered (Mejia et al., 2004). In support of this, Ryan and Damberg (2013) recommend that superiors should incentivise both quality attainment and quality improvement, so that the employee efforts are two-fold.

e) Use multiple layers of rewards

All performance based pay systems have benefits and drawbacks. An example can be that of individual worker bonuses which are motivating workers in seeing how worker personal inputs are rewarded. Whereas this seems welcome, yet it leads to competition and excludes corporation,. On the other hand when bonuses are offered to teams, though this fosters corporation on one hand, yet it prevents individual workers from connecting a reward to their personal endeavour thereby reducing a motivational influence. This literature suggests that since all performance based pay plans have both positive and negative features, organisations must attempt to provide unique varieties of pay enticements for different occupation positions. After all, individual employees are motivated by different things hence the organisation should not rely on a single type of pay incentive (Mejia et al., 2004). The intrinsic difference in individual's influences what rewards will be effective in motivating them. Hunter (2012) specifies that some employees place greater value in being recognised and appreciated for their exploits and would therefore be more responsive to formal or informal acknowledgements and further opportunities to excel from management. This is in line with Armstrong (2009) who applauds the use of non-financial rewards such as the opportunity to enhance skills, acquire more responsibility and identifies them as instrumental in employees' engagement and long-term commitment to the organisation.

f) Increase employee involvement

According to Mejia et al. (2004), the compensation practitioners have an old saying which puts it that: The determinant of success in any compensation plan is the acceptability of the same

plan. When employees do not consider a compensation program as authentic, they can get the system subverted; from shunning those rewarded highly to setting up maximum quotas for themselves. The participation of workers in the designing of the pay plan opens room for the acceptance of the plan by the workers. When workers are incorporated in the development of the pay plan within the organisation, they will feel more a part of the organisation and will ensure that the compensation plan in place is effectively implemented (Hunter 2012). Employees' suggestions when designing a pay plan thus becomes critical for the acceptance of the system. Employee engagement results in a better consideration of the underlying principles following the plan, greater dedication to the remuneration plan, and greater alignment between pay design and individual needs. Studies indicate that employee involvement tends to increase employee commitment and improves the morale and the performance of workers.

According to Groen et al. (2012) employees are a lot more receptive and go to greater lengths to improve their performance by taking initiative, when invited to participate. Employee contribution in constructing a strategy is not however similar as worker indulgence of the prizes. Managers ought still to allocate and control the rewards because workers would not be able to split up self-regard from effectual pay management plans. Managers nonetheless can request worker contribution by introducing a petition mechanism which permits employees to voice their grievances about how incentives have been allocated. This kind of a method increases system perceived fairness, particularly if an arbitrator acts a neutral third party and is given powers to take remedial exploits (Mejia et al., 2004).

g) Use motivation and non-financial incentives

Worker performance can be motivated by non-financial rewards in an efficient manner. People are often motivated through the things that they want and need. Though pay is considered a persuasive influence, studies indicate that different people are motivated by different things (Hunter 2012). Money is therefore not necessarily an influence for all and some others get motivated by non-financial interests to their work. Non-financial prizes consist of public and non-public applause, honorary titles, grander job responsibilities, paid and unpaid vacation leaves, mentoring agendas, and 100 percent education refunds (Mejia et al., 2004). These aspects all go a long way as methods of a supportive management in the eyes of employees and can lead to enhanced commitment and job engagement (Armstrong 2009).

The research above indicates that pay for performance is broadly well liked. Indeed, with stress on delivering measurable bottom line results, productivity and competitiveness, the tendency for almost all employees is the consideration offering workers some pay and the organisation's performance (Dessler, 2008). Much research has shown that pay for performance, when well implemented, motivates people to do well and can assist in aligning employees' interests with those of the organisation (Mejia et al., 2004). It is arguably not every individual though who expects to be rewarded for their performance, whether by financial or non-financial rewards. As such organisations should develop appropriate reward strategies that will motivate all their employees to perform at their best level. The writings suggest that there is no one reward system that fitting all organisations therefore an organisation should provide a combination of intrinsic and extrinsic rewards. Basic needs for survival are satisfied by extrinsic rewards as well as recognition and security are derived from factors related to occupation setting. These include managerial behaviour, financial payments and working conditions (Bratton & Gold, 2003). What one develops from completing the job in terms of pleasure is termed as the intrinsic rewards. The self-initiated rewards that are in this category are: delighting being part and parcel of the band, accomplishment sense and ones' pride in work (DeCenzo & Robbins, 2005).

Cascio (2003) indicates that for managers to keep encouraging performance, particularly repetitive decent performance, it is imperative to adhere to the following conditions:

(h) Performance Encouragement

For performance to be encouraged there are a number of things that can be done as stated below:

 i.   Provide a adequate amount of different rewards that employee truly appreciate

Managers should be concerned with which rewards their employees are really interested in. Offering rewards that employees are not interested in receiving will demotivate them and adversely affect the performance of the organisation (Cascio, 2003). The rewards should be tethered to the employees' values or else they will not be perceived as enticing enough to solicit an impulse to action (Hunter 2012).

ii. In a timely manner

Rewards should be provided in a timely manner, soon after a major accomplishment, in order to retain their meaning and motivational capacity (Cascio, 2003).

iii. In a fair manner

Provision of rewards should be in a fair manner. Although fairmindedness is a subjective notion, Cascio (2003) states that it can be improved by following the four imperative practices:

a) The employee input can be voice-collected through interviews and surveys;
b) Consistency – Do the ensuring that all workers are handled with consistency when doing an input search and when rewards administration process is being communicated.
c) Relevance - provide/offer rewards that workers truly care about;
d) Communication – the reward process rules should be clearly explained.

Rewards should be linked to an individual's performance; it is not everyone who should be rewarded but only those employees who have achieved their performance objectives. Managers must look out for design reward systems that both facilitates the goals of individual employees and the organisation's strategic goals that the more than one aspect of the tasks should be incentivised so that employees exert more consistent effort. This is also aligned to the recommendations by Ryan and Damberg (2013) PM is, of course, also related to pay through generating the information required to make decisions associated with competence or contribution, bonuses related to performance or pay increases. This happens to be the main purpose in some organisations but PM is, or ought to be, in the broadest sense, not just rewarding and developing people. In real organisations, rewards are offered as a way of appreciating workers for their performance and acknowledging their contributions to the organisation, both individually and as members of groups (Cascio, 2003). Ryan and Damberg (2013) devised some criteria for "best practice" pay for performance:

- Select the measures that must be improved,
- Communicate extensive awareness of the initiative,
- Coordinate how the measurement criteria is assessed,

- Incentivise both quality attainment and quality improvement,

- Adjust the programmes to include the new measurements,

- Pay rewards that are significant enough to stimulate a behavioural change and

- Deliver assistance for each participating department.

In ensuring fair reward system, Leopold and Harris (2009) describe the most commonly applied performance related pay schemes such as individual related pay, team base performance pay, company-wide performance pay and competency based pay as explained below:

- Individual performance related pay

This is a compensation system that rewards individual performance. Individual-based plans happen to be the most broadly used ones for industrial pay for performance. Examples of individual performance related pay include merit pay, bonuses, awards and piece rates (Leopold & Harris, 2009).

- Team based performance related pay

This is a compensation plan that rewards all group members evenly based on team results. One of the greatest benefits for team based pay related pay is that they foster group cohesiveness; the team becomes united, strives for the same goals, and works collectively to achieve the same objectives (Leopold & Harris, 2009).

- Company-wide performance schemes

This is a compensation plan that rewards workers centred on absolutes Corporation's performance. Obviously when the company is not doing well, these kinds of rewards will be withheld. The most commonly used plan is profit sharing, thus using the declared profits to workers. Naturally, the employees' retirement plans get funded with the profits distributed under the profit sharing arrangement. "There are also company or factory wide schemes, known as gain sharing, where there is a formula for employees sharing in an organisation's financial gains as a result of improved productivity (Leopold & Harris, 2009)".

- Competency based pay

This is a compensation system that pays workers for the skill they are demonstrating at work (skills they actually use on the job). Competencies include skills but do not include other personal factors (e.g. motives, values, traits and attributes) that assist their performance. While the competencies required for a job may differ from organisation to organisation, one company

identified employee traits that it rewarded, as outlined by Kleynhans, Markham, Meyer, Aswegan and Pilbeam (2006) below:

- Team centred - building productive working relationships at levels within and outside organisations". Teamwork has become critical for organisations who want to remain productive and innovative. The literature indicates that when people work in teams they are able to share innovative ideas, which in turn can help the organisation become more innovative and improve its performance (Kleynhans et al., 2006)".

- Results driven - aiming at getting results and achieving goals. Organisations are in existence for a specific purpose hence aim needs to be fulfilled. Employees who are results driven need to be rewarded accordingly because they assist the organisation in achieving its objectives (Kleynhans et al., 2006).

- Client dedicated - working as a partner with internal and external clients". "An employee who is able to build good relationships with internal and external customers contributes to the achievement of organisational goals; when customers are satisfied they become loyal to the organisation (Kleynhans et al., 2006).

- Innovative - bringing in new ideas, products, services and solutions to the organisation. This becomes fundamental for every organisation that wants to remain competitive in a turbulent environment; it is all about new ideas that will help the organisation to improve its products and services (Kleynhans et al., 2006).

2.6 Amendments to objectives and activities

Amendment to objectives is an ongoing process which looks at updating objectives and work plans, gathering information, assessing the external and internal environment, analysing information which will guide the decision making process and managing change (Hunter 2012).

2.6.1 Updating objectives and work plans

Performance agreements and plans are working documents. New demands and new situations continually arise and provision therefore needs to be made for updating or amending objectives and personal development plans accordingly. Armstrong (2001) states that this involves the following:

- Discussing what the job holder has done and achieved.
- Identifying any shortfalls in achieving objectives or meeting standards.

- Establishing the reasons for any shortfalls, in particularly examining changes in the circumstances in which the job is carried out, noting new pressures and demands and considering aspects of the behaviour of the individual or the manager that have contributed to the problem.

- Agreeing on any changes required to objectives and work plans in response to changed circumstances.

- Agreeing on any actions required by the individual or the manager to improve performance.

People are inspired by the anticipation of the accomplishment of objectives and this reinforces their drive to continue to work hard. It is important to continually review the goals that are set for individuals to ensure that they remain challenging (Hunter 2012). As indicated by Armstrong (2001), performance agreements and plans are working documents; this means that they should be updated to meet new situations that might develop due to the changing business environment. "The question that may arise is when is the organisation supposed to make amendments to their objectives and what steps should they follow when they intend to make amendments to their objectives? To make decisions in this regard, organisations can embark on the following:

2.6.2 Gathering information

Efficient strategic leaders seek a countless deal of material. They continually examine their exterior setting in an attempt to appreciate their interior reserves and competencies. Stewart and Brown (2011) state that these appraisals may not enable managers to anticipate the time ahead perfectly but can helps in understanding of what happened already, which will allow better decision making processes based on as much factual detail as possible.

2.6.3 Assessing the external environment

The external environment does consist of all social and physical factors outside the organisation's domains. The elements involved do provide an organisation with potential of favourable circumstances and are labelled opportunities; whereas others are unfavourable conditions and are considered as threats. According to Hunter (2012), a review of previous performance including external sources such as the industry and competitors may help to identify the appropriate future standards. Often there are external factors or changes that

present opportunities or threats that can be strategically addressed through the use of informed objectives. Stewart and Brown (2011) claim that though opportunities are usually simpler to regulate than threats, a crystal comprehension of both is vital for decision making, whether amendments to the objectives of the organisation are needed or not.

2.6.4 Assessing the internal environment

This requires an organisation to assess their resources and internal capabilities in determining their weaknesses and strength. According to Armstrong (2009) manages must instruct their subordinates to recap their respective departmental missions and goals so that the new goal setting incorporates objectives that are aligned to these overarching missions. Managers can also divulge any additional information that may be influential or need to be considered at this stage. Based on an understanding of the internal environment, decisions relating to amendment of objectives can be taken (Stewart & Brown, 2011).

2.6.5 Analyse information and make decisions

According to Hunter (2012), it is essential to select the correct areas of the organisation that need performance improvement. Upon gathering information, the following step should be analysing decisions and information. Devoting time and energy on collecting information that is worthless, is not worth it unless it is used for arriving at a better decision at the end (Stewart & Brown, 2011). It is inarguable that organisations do not operate in a static environment. Today's workplace is characterised by complexity and a constantly changing environment. The drastic changes that are taking place globally in the workplace have forced companies to develop appropriate measures and strategies that will enable them to remain competitive in this turbulent environment. The operation of the business is influenced by internal and external environmental factors. This is supported by Holbeche (2001) who argues that no organisation is immune to the changing tides of economic, political and technological trends. When there are variations in the outside environment, the operation of the business needs to be in line with those changes. Therefore, in order for an organisation to adapt to the environment that is constantly changing there is a need to make amendments to their business strategies/objectives to ensure the organisation survives in the long term.

The business aim does change as time passes by. This occurs in relation to internal factors as in the case of recession of an economy, external factors or business growth. A start up business that is small aims survival in the first year. Upon that achievement, growing in size or making

of profits becomes the next objective. Manager must use the information gathered from these factors for discussions with employees to craft draft objectives, tactics and strategies that are instrumental to those overarching objectives of increasing profit or growth (Hunter, 2012). On the other hand, a business that was once profitable but has been hit hard by an economic recession struggles in maintaining the same level of output. Such a business may change its aim from that of growth and profits to that of survival (Stewart & Brown, 2011). An organisation's survival requires the understanding of environmental changes that are setting. The lack of environmental understanding may result in strategies/objectives that become out-dated, which may adversely affect the survival of the organisation.

2.6.6 Management of change

Amendments to objectives and activities are concerned with the management of change. An understanding that the pace and rate of change facing organisations is much impacting than ever before (Bamford & Daniel, 2005; Holbeche, 2006). Organisations are reappraising their strategies due to external factors together with internal factors in increasing efficiency, developing efficient ways of working as well as raising productivity including making amendments to organisational objectives, activities, and structures, all these require the management and implementation of change (Leppitt, 2006). Change is an essential and inevitable feature of organisational change management and life leading to implementing corporate strategy. "Yet Leppit (2006) claims that there is considerable evidence of lack of change management capacity and capability within organisations generally (Balogun & Hailey, 2004; Bamford & Daniel, 2005). The consequences of this for the on-going success of the organisation are critical. This literature suggests that in order for the organisation to remain competitive in a changing environment, they must be able to assess, monitor and manage change that affects the operation of the business.

Amendments to objectives and activities are critical to the success of a business. If a business does not seek new ways of doing things, their survival and competitiveness will be compromised. According to Truss, Mankin and Kelliher (2012), some examples of what an organisation can seek to change include":

- Its objectives, core mission and strategy.
- The services and products it offers;
- Its the way it or works processes;

- Its shared beliefs, culture or values;

- Its performance and the outcomes of the way people work;

- Its position (including internalization);

- The way it is structured and organizes its activities;

- The technology it uses.

The above literature regarding what an organisation can seek to change includes objectives and other factors such as products, values and the way the business is structured and organises its activities. Changes to any of the above factors may require that the business amend their objectives and the way they do things in order to remain competitive.

2.7   Setting objectives

The consistency of meeting the organisational needs, ensuring the performance needs are met, managing employee performance and meeting the strategic objectives happen to be the organisations long term success priorities (Mello, 2011). Setting objectives becomes a cornerstone for any organisation that wants to succeed in the long term. The performance of an organisation's employees determines the success and long-term survival of the business. An effective PMS should enable the organisation to achieve its overall strategic objectives however if the organisation fails to properly manage the performance of its employees, their strategic objectives will not be fulfilled. There must be a link between the strategic objectives of the company and the performance of its employees; once strategic objectives have been formulated, they need to be communicated to the rest of employees within the organisation so that they will direct their endeavours in fulfilling the strategic organisational goal".

Objectives are aimed at bringing about change in the organisation. All important aspects of the job ought to cover not simply focusing one area in place of others. Amstrong (2001) contends that objectives should be **SMART**:

S = Specific - understandable, distinct and stimulating

M = Measurable – money, time, quality, quantity.

A = Achievable - challenging but inside the reach of a capable and dedicated person

R = Relevant – appropriate to organisational objectives so that the individual goal is alignment to corporate goals exists.

T = Time framed – its completion should be within the time frame.

According to Mello (2011) a PMS need not be official in order to be operative. Importantly the designed PMS should be fitting with the strategic objectives. The PMS of an organisation must be in line with the strategic objectives of that particular organisation. Performance gaps that do not support the strategic objectives need to be identified and addressed to ensure that they are not barriers for an organisation to meets its strategic needs.

According to Armstrong (2001) Management by Objectives (MBO) is a technique that is used for goal setting, which demands the manager setting specifically measureable goals with one and every employee and regularly discussing the employee's advancement in these goals.

MBO entails the following six steps:

1. Establish organisational goals

There must be a plan devised for the entire organisation, linked to the overall strategic mission and vision. Based on this strategic plan, there must be specific goals and targets for the organisation to achieve (Hellriegel et al. 2013).

2. Set and Deliberate departmental goals

Once organisational goals have been set, departmental goals need to be formulated taking into account the goals of the organisation. Departmental goals must be derived from the goals of the organisation. Managers must share the superseding goals and aspirations of the department to assure that there is integration and orientation between the organisation's objectives and the personal objectives (Hunter 2012).

Departmental leaders should be discussing the goals of the department with all employees. This becomes a fundamental process for an organisation that wants to achieve its goals and objectives. Employees should be made aware of what the goals of the department are and what the goals for the entire organisation are (Armstrong, 2001).

3. Define expected results (set individual goals)

Individual goals are then set jointly by managers and their subordinates". Individual goals should be linked to the departmental goals and to the goals of the organisation. It Is important

that managers explain to employees and that that they understand exactly what is required of them (Mone & London, 2002). Employees need to be told exactly what is expected of them.

4. Performance review

Individuals' actual performances should be compared to the targeted performance. If a performance gap is identified this needs to be corrected (Armstrong, 2001)".

5. Provide feedback

Employees need to know how they are performing; this is a key aspect of any PMS. Feedback and goals have a complementary relationship that is to the employee's advantage. Regular and prompt provision of feedback enhances improvements in performance (Armstrong, 2009).

Wyne (2003) suggests that a manager creating a performance definition has the task of ensuring that all persons or teams are aware of what is expected of them and at the same time are focusing on what is expected of them for an efficient performance to be realised. This author proposes that a manager can achieve this in carefully paying attention to three elements that are key: assessments, measures and the goals. Goal positioning has an upheld trend of achievement in performance improvement in a variety of cultures and settings. Studies have shown that the specificity of performance can be directed by the use of goals (for example, proportion of fulfilled patrons), and mobilising efforts in accomplishing greater quantities of operation. Wyne (2003) further contends that regularly, findings have shown that one improves through goal setting productivity by 10 percentage points. This study shows how important it is to set goals that are clear, specific, challenging but achievable as this enhances organisational performance. Individual's willingness will be enhanced if they know what is expected of them and this in turn will increase their motivation and commitment to achieving the goals of the organisation.

The phase of planning of PM series does involve objectives setting for performance and teams and individuals expectations, requiring the resolution of what should be measured in assessing performance outcomes and how it should be measured (Wilton, 2011). The literature reviewed in this chapter confirms the importance of setting objectives in the process of PM; individual's needs to be aware of what performance objectives have been developed and the measurement of their performance. Effective performance ought to be relating to goals that are strategic, focusing on desired outcomes or outputs, indicating the evidence that is in use for the

measurement basis, while providing a feedback with sound basis. Wilton (2011) states that individual objectives can be linked either to the job itself, such as sales targets or improvements, or directly to the individual, such as developmental objectives. Objectives assist organisations in various ways as no organisation can operate successfully without having a clear picture of where it is going and how it is going to get there. According to Wilton (2011), objectives firstly guide a group or individuals in behaving in a specific manner that is considered necessary or focusing on a particular outcome linking to the performance of an organisation. Secondly, the chief way by which performance is measured is through objectives. Thirdly, the use of suitable objectives, which have been jointly agreed upon by the manager and the employee prevents the grounds of inferior performance at the onset.

2.8   Conclusion

A relevant literature was provided by Chapter two for the study. This section began with an overview of PM and thereafter examined the first important element of PM, namely, measuring performance. Following this, various types of PM tools were discussed in terms of their advantages and disadvantages. The benefits of measuring performance were then highlighted. Next, the second element of PM, known as feedback of results, was discussed in terms of its significance to the overall success of PM. The various sources of performance feedback, including the guidelines for handling performance feedback reviews and the steps that can be followed when conducting the formal and informal sessions were analysed. Thereafter, the chapter looked at rewards as one of the critical aspects of PM. Specifically, the objectives of providing rewards were foregrounded including an examination of the benefits and challenges of the pay for performance system, with some suggestions provided to deal with these challenges. Ultimately the chapter considered the amendment of objectives and activities as one of the key issues that affects the attainment of a PM system and is critical to the survival of the organisation. Lastly, the setting of objectives was discussed and how objectives can affect the performance of individuals and the organisation. All five elements of PM are equally important and affect the success of the PM strategy in the organisation

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

The chapter of the dissertation explains the methodology and methods employed to explore the implementation of the performance management strategy in the organisation of study. To start, it is needful to explain the distinction between research methodology and methods, as both terms are somethings used interchangeably and confusing in a study. In essence, it is crucial that these terms are expressly unpacked prior to their usage in the body of this chapter. First, research methodology comprises of the complete and systematic process through which a research is undertaken. To be sure, it explicates the theory of how to conduct an investigation (Sekeran & Bougies, 2016). Thus, it explains the questions of what, where and how the study intends to address the study research problem (Gardner, 2013). Having established this, research methods on the other hand explains the procedural techniques utilized to collect and analyse the research data (Saunders, Lewis & Thornhill, 2009). In effect, it deals with the use of both numerical and non-numerical tools used in the eliciting and analyses of research data (Saunders, Lewis & Thornhill, 2009).

From the foregoing therefore, to fittingly explains the diverse issues in this chapter, the chapter is arranged into different themes including research paradigms, research approaches, qualitative research methods, research design, population and sample size, and sampling strategies/methods. Other themes explained in this chapter are research instrument, reliability and validity of the research instrument, methods of data collection and analyses, limitation of the methodology and ethical considerations. In the light of this, the following explanations are position for a broad understanding of the complete activities in order to adequately address the research problem.

3.2   Research paradigms

Research paradigms are explained as the different world views utilized in a study that predicts the nature of research design and analytical tools employed in a study (Goulding, 2012). It is also understood as the knowledge of what we intend to investigate and the complete process to be employed in investigating the issue (Creswell, 2009). Thus, research paradigms tend to direct us to study a specific research phenomenon in a specific manner (Saunders, Lewis & Thornhill, 2009). Again, there are different types of research paradigms including the

positivism, realism, interpretivism and pragmatism (Saunders, Lewis & Thornhill, 2009). However, the adoption of any of these types depends on the needs of the research, and specifically what it is that the investigator seeks to study (Gray, 2013). In this study the different research paradigms are discussed below with robust justifications for the utility of the most preferred for this study.

3.2.1 Positivism

The positivist's research paradigm is understood with respect to the assumptions underlying the discipline of the natural sciences (Samuel, 2017). The nature of research conducted in this line of paradigms are directed towards explaining relationship between two or more variables, wherein generalization of the findings can be engrossed on the entire study population (Sekeran & Bougies, 2016). In other words, the positivism research paradigms expressly deal with the replicability of study (Bryman, 2017). Again, the positivist research paradigms indorsed the scientific research process, where the investigator (s) is/are separated from the research study. Precisely, the positivist research paradigm indicates a great departure for other research paradigm where emphasis is knitted to beliefs, experiences and perceptions of the subjects of study. To be sure, the emphasis of the positivist research paradigm, is particularly tied to the objective measurement of variables to make meaning of the research problem. However, for the purpose of this study, the goal deviates from the need to objectively measures constructs, rather emphasis is on exploring and inferring in-depth meaning to the research problem. Hence, the assumptions of the positivist paradigm deviates from the aim of this study.

3.2.2 Realism

Unlike the positivist research paradigm where emphasis in clearly on the need to measure variables, the realism research paradigm seeks to explain research problem from the perspective of belief and external reality (Saunders, Lewis & Thornhill, 2009). To be sure, this research paradigm clearly negates the assumption that research phenomenon can be unravelled with objective measurement of construct, rather this can only be ensured through having a robust understanding of reality (Kelliher, 2011). Thus, the goal of the realist research paradigm is subjective evaluation of research phenomenon (Sekeran & Bougies, 2016). Furthermore, the realism research paradigm is predicated on the assumption that human reality cannot be effectively uncovered, except the investigator is part and parcel of the investigation (Sekeran & Bougies, 2016). Therefore, the goal of making sense of our world through research requires that the reality of the respondents must be understood through the involvement of the

investigator in the study. Similarly, this study does not intend to understand reality through the involvement of the investigator in a study, hence, the realist research paradigm is refuted for this study.

3.2.3 Interpretivism

The interpretivism, otherwise called the qualitative researchers robustly emphasise that to understand a research problem, the subjective meaning of the study must be well unearthed qualitatively rather that quantitatively (Dabson 2012). In other words, the interpretivist research paradigm exude a great departure from the campaign of establishing cause and effect relationship in other to appositely understand a research problem (Kelliher, 2011). While the interpretivist research paradigm is somehow related to the positivists' paradigms of the natural science, it robustly emphasizes on the need increased closeness between the researcher and the respondents for a more deep understanding of the research problem (Cherryholmes, 2016). Thus, the need to understand social problem, wherein researcher should be deeply involved clearly relates with the assumptions of the qualitative study. In effect, with the goal of this study being to explore the implementation of the performance management strategy, the interpretivist research paradigm is adopted in this study. The interpretivism research paradigm is employed in this study to uncover the perception and experiences of purposively selected employees of the organisation under study with respect to the implementation of the performance strategy in place. In other words, the interpretivist research paradigm is employed to provide a deep discourse from the perspective of those administering and implementing the performance management strategy.

3.2.4 Pragmatism

With the above explanations of the research paradigms, the pragmatist research paradigm deviates from the assumptions of understanding research phenomenon from one singular perspective (Freshwater & Cahill, 2013). The pragmatist research paradigm advocate that for a better understanding of our world, we must integrate two or more worldviews to solving social problems (Cherryholmes, 2016). For emphasis, the pragmatist research paradigms argue that unlike the utility of one type of approach to understanding problem from the preceding types, the utility of both the numeric and non-numeric approach, could provide a more profound research outlook (Johnson & Onwuegbuzie, 2004). The conception of the universe consisting of different puzzle, is predicated on the advocacy of multiple solutions as put forward by the assumptions of the pragmatist paradigm (Tashakkori and Teddlie, 2016). In

other words, this calls for the application of multiple data collection and techniques in proffering solutions to these myriads of problems. To be clear, the assumptions of the pragmatist does not fit with the goal of this study, hence it is refuted. Precisely, the need to understand the implementation of performance management strategy only requires the application of an in-depth approach such as the qualitative- interpretivist research paradigm.

3.3 Research approaches

The discourse of research approaches in a study is fundamental as it direct the investigation either towards theory testing through the formulation of testable hypotheses or the development of theory as the case may be (Hay, 2011). However, there are two types of research approaches commonly utilized within the field of behavioural and management science; the deductive and inductive research approaches respectively (Dabson 2012). These approaches are discussed below with the adoption of the one that most fits the research aim.

3.3.1 Deductive and inductive research approaches

The thrust of the deductive research approach is leaned to the testing of research hypotheses wherein result are generalized on the entire population (Morgan, 2007). In other words, the goal is to establish significant relationship between two or more variables (Morgan, 2007). To be clear, emphasis with respect to the type of research conducted with this type of research approach clearly reflect objective measurement of constructs with the utility of inferential statistics to allow for cause and effect relationship between two or more variables (Bellot, 2011). In contrast, however, unlike the deductive research approach, the inductive research approach explicates research phenomenon in their real work settings (Hussain, 2015). Research in this line of approach embraced an in-depth understanding of issues related to the question of how and why in a study, rather than employing statistical manipulation to study a research phenomenon (Sekeran & Bougies, 2016).

Thus, research conducted in this setting are investigated with a focus on the use of small respondents of sample, exuding a departure from the assumptions of the deductive research approach were focus is on statistical manipulation of variables (Saunders, Lewis & Thornhill, 2009). While one of the drawbacks of the inductive research approach can be infer from subjective interpretation of results, its utility cannot be override for studies seeking to understand implementation of strategy, as it will allow for deep exploration of the research problem at hand. Therefore, this study employs the inductive research approach to understand

the perceptions and opinions of selected respondents towards the implementation of the performance management strategy in the organisation of study, with concentration on small respondents of sample. This neatly justifies the adoption of qualitative research in this study.

3.4 Qualitative research methodology

Having shown that the emphasis on this study is engrossed on the qualitative research methodology, this section of the chapter seek to explain the different qualitative research methodology types, and justification given for the most appropriate for this study. The different types include ethnographic study, phenomenological study, grounded theory and case study qualitative research (Saunders, Lewis & Thornhill, 2009).

3.4.1 Ethnographic study qualitative research methodology

The thrust of the ethnographic study is specifically utilized in the field of anthropological studies (Hussain, 2015). The trust of the ethnographic study is predicated on the descriptive explanation of events with a focus on the culture of a group of people (Bellot, 2011). In other words, it is that type of qualitative research wherein the researcher seeks to investigate the culture and event of a group of people, particularly from the view point of their natural setting (Maylor & Blackmon, 2014). Specifically, this type of research is being conducted over a long period of data collection, with the aid of participant observation (Sekeran & Bougies, 2016). However, the assumptions of the ethnographic studies reflect a great departure from this study, as this study only seeks to explore the perception and opinions of respondents on the implementation of the performance management strategy, and not to study a group of people from their cultural perspective.

3.4.2 Phenomenological study qualitative research methodology

Phenomenological study is a type of qualitative research methodology employed to mostly in the management sciences research to understand knowledge related research problem, specifically those ones beyond the surface (Evans, Coon & Ume, 2011). This means that the method of data collection in this type of research methods is complex and requires debt knowledge of data analytical skills (Franz, Worrell & Vögele, 2013). Sekeran and Bougie (2016) explains that in phenomenological research, researchers seem to be confronted with issues that are likely to alter the results outcome. In other words, the application of practical knowledge could aid lessen researchers bias as the case maybe (Evans, Coon & Ume, 2011). To add, the utility of the phenomenological research method are profoundly used in

understanding the experiences of individuals on a subject. To be sure, this study does not seek to uncover the experiences of individual, rather emphasis in on understanding the implementation of the performance strategy in the organisation under study.

3.4.3 Grounded theory qualitative research methodology

The aim of the grounded theory qualitative research methodology is hinged on theory building through inductive research approach (Sekeran & Bougies, 2016). In other words, in grounded theory, emphasis is greatly leaned on study of variables for the development of theories (Bellot, 2011). In essence, with respect to other types of qualitative research approach where theories are developed before the collection of data, in grounded theory data are collected before the development of theories (Saunders, Lewis & Thornhill, 2009). The utility of the grounded theory research methodology can be fittingly placed to understand and explain research phenomenon through theory building. In contrast, the intention of this study is departure from the need to build theory, rather to explore and understand the implementation of the performance management strategy in the organisation under study through the application of interview data collection method.

3.4.4 Case study research qualitative methodology

The case study research qualitative methodology type is used to retrieve information regarding an individual or organisation (Sekeran & Bougies, 2016). In other words, for case study research methodology, the thrust is on the individual or organisation in question (Sekeran & Bougies, 2016). While it is not in doubt that the utility of the case study research method spans across both quantitative and qualitative research, yet the use is more evidence in qualitative research (Saunders, Lewis & Thornhill, 2009). For this study, the case study research qualitative methodology is employed to understand a research problem from the view point of an organisation. Specifically, the single case study type is employed where the responses of selected respondents were studied towards understanding the implementation of the performance management strategy in the organisation under study.

3.5 Research design

Research design is the complete or overall strategy employed in a study, in other for the research problem to appropriately studied (Sekeran & Bougies, 2016). For the purpose of this study, the exploratory research design is used to understand the implementation of the performance management strategy. Though research may be likened to information gathering

which is simple, nonetheless it is essential comprehending the means of an efficient researcher. Exploratory research design was used in   studying the implementation of the performance management systems used by the organisation. The researcher employed exploratory research since less is understood regarding the implementation of the performance management systems in the organisation under study. Exploratory research was suitable in this study since it clarifies some problems in subjects under study. Primarily exploratory research is applied in this study since it gives the researcher significant material and helps him comprehend the execution of performance management system which seems to be sub-optimal and has challenges in driving performance.

This study employed the exploratory research design because the researcher wants to understand the implementation of the performance management strategy in the organisation of study. The exploratory research design is suitable for this study because it is focusing not simply on outcomes but practice and process. Basically, the focus is on the process other than the process outcomes as this analysis is involved with the process of the implementation of the performance management strategy employed in the organisation. Exploratory research design is an interpretive form of research design, meaning that it seeks to understand and gain discernments from respondents (Creswell, 2009). Exploratory research design is also suitable because it focuses on the experiences and perceptions of the participants and the applicability in their existence. The size of the population makes it easier to deeply understand the concepts through respondent questioning.

3.6 Study population and sample size

Population is defined as the complete number of people or events a research intends to study (Hussain, 2015). However, the population for this study is the East Coast region situated in Prospecton district and comprises of four districts; South Coast, North Coast, Prospecton and Midlands. The East Coast region District has six depots and three distributors respectively. The SAB-beer division consists of five regions (previously 7), 21 districts, 40 depots and 12 distributors. All five region General Managers report to the Sales and Distribution Director and are responsible for each region. District Managers are reporting to General Managers in each region and have a responsibility for the depots below them. Districts are made of depots and distributors and the districts make up regions. Specifically for this study, focus is restricted to the East coast region of the organisation with only four districts. In essence, the population of

this study comprises of South Coast, North-Coast, Prospecton and Midland districts of the East Coast region of the organisation. Respondents for this study were purposively selected from the four districts under the East Coast region. Therefore, a total sample of 12 respondents including Account managers, Sales managers and Sales representatives were selected for this study. These portfolios frequently engages in the performance appraisal and management of their subordinates for the overall growth of the organisation. The total number of 12 sample respondents were however, purposively selected with 3 from each districts of the East Coast region of the organisation. For emphasis, 3 respondents were sampled each from South Coast, North Coast, Prospecton and Midland district of the East Coast region of the organisation. Again, the total sample size of 12 is justified by Guest, Bruce and Johnson (2006) that a sample between the ranges of 10-12 is appropriately for a qualitative study.

3.7   Sampling technique

The study employed the purposive sampling method to recruit both employees and managers, whose duty lines has to do with performance management for this study from the four districts of the East Coast region of the organisation under study. The purposive sampling method is a sample strategy employed to investigate a small sample of respondents, who are in right position with appropriate knowledge to give responses to the investigation under study (Rubbin 2009). For example, the purposive selection of Sales representatives, Sales managers and Account managers for this study. Again, this utility of the purposive sampling technique becomes justified in this study as it allows the selection of respondents based on their knowledge of the study purpose. The sample was chosen from the East Coast region consisting of four districts. In each district, there are different portfolios such as sales representatives, sales managers and account officers respectively. Each sales team comprises of a Sales Manager and the subordinates which are termed as Key Account Manager, Account Manager and Sales representative. All those who are subordinates to the Sales Manager are sales personnel and are given different titles. They are therefore tasked with the role of generating revenue for the organisation through sales. Their performance is vital to the organisation and at the same time they understand the performance strategy of the organisation.

3.8   Research instrument

The in-depth interview was employed in this study to understand the implementation of the performance management strategy in the organisation of study (Saunders, Lewis & Thornhill, 2009). Specifically, the choice of the use of in-depth interview over other qualitative research instrument such as focus group is to be able to conduct thorough individual interview with small sample of respondents and a focus on specific research situation. As it applies to this study, the in-depth research interview is employed to uncover a robust understanding of the implementation of the performance management strategy in the organisation of study (Appendix 3). It is important to state that the in-depth interview is justified in order to have a deep and fuller understanding of the implementation of the performance management strategy in the study organisation. However, the need to have a deep exploration of the research problem, however does not limit the probing of additional question, especially to suit the research purpose (Appendix 3). An interview was employed and the lists of questions were presented to respondents in the order at which they appear on the guide.

The category of interviewees selected from the four districts of the East Coast region of the organisation under study was to better provoke a deep understanding of the research problem, especially from both the sales and accounting perspectives, since all these department have subordinates they manage and appraise their performance. The duration of each interview lasted between 25-30 minutes, and all responses were audio-recorded with a digital voice recorder gadget. This technique was employed to ensure all the responses given during the interview were all appropriately taken record of. In addition, the researcher engages in note taking as the interview unfolds. Equally, this is to ensure that responses not clear in the audio-record are taken note of as well.

3.9   Data quality control

The trustworthiness of Trochim and Donnelly (2007) reliability and validity indicators in a qualitative research were employed to data quality control in this study. According to Trochim and Donnelly (2007) the following indicators are used in ensuring the quality control of qualitative research instrument in a study; credibility, transferability, dependability and confirmability respectively. As it applies to this study, the credibility of both the research instrument and data was ascertained by reflecting all the views of the respondents in the results presented in this study. In other words, this was further ensured by allowing for the verbatim reports of the participants in both the results and analysis of findings. Secondly, the indicator

of transferability was equally employed in this study to ensure both the research questionnaire and findings undergo quality data control. Thus, the transferability of data was ascertained by ensuring the results presented in this study are generalizable to other similar context for replicability of results. For dependability, the data gathered were cleaned and control for quality by ensuing all ethics related issue were obtained prior to the commencement of the study, as the study unfolds and at the end of the study respectively. For instance, for dependability, the anonymity of the respondents was ensured and all data gathered were given full protection from an unauthorized access. Lastly, the concern of data quality was also ensured through for consistency of data and results reported through confirmability. This was ensured by allowing experts and stakeholders view to reflect in both the data and results presented in this study. This was done to check if there is convergence or divergence between the data and results reported in order to ascertain that the conclusion emanating from the study was a reflection of the results presented in this study.

3.10   Method of data collection

The data collection exercise involved in a magnitude of study like this are no doubt multifaceted. No doubt, this can largely be explained by the nature and busy work schedule of the participants surveyed for this study. In particular, three process were undertaken to ensure the desired data were collected for this study. First, the first process was to obtain a gate-keeper letter from the study organisation, in the form of granting access for the conduct of the study (Appendix 1), this was followed by a constant visit to the organisation in preparation for the conduct of the interview. However, before the commencement of the interview, an ethical clearance letter was applied and granted by the University of KwaZulu-Natal Humanities and Social Sciences Research Ethics Committee with reference HSS/1477/014M (Appendix 2). Thereafter, the researcher visited the organisation again after obtaining the ethics clearance from the University of KwaZulu-Natal to arranged for date (s) wherein the interview can be conducted. Having arrived the organisation after specific dates have been agreed for the conduct of the interview, the researcher approached the human resources manager of the East Coast region of the organisation, to rehearse the purpose of the study once again.

Thereafter, the researcher proceeded with the interview with the assistance of one filed research assistance to the four districts under the East Coast region to conduct the interview with purposively selected respondents. However, on a separate day, each respondent agreed on a date wherein they will be chance to grant the researcher the interview. Consequently, while the

interview was to formally commence, each respondent was briefed about the goal of the study, and encouraged to see the study for academic purposely only. Again, the respondents were asked to respond to the consent form attached to the interview schedule (Appendix 4). This was to ensure that participant voluntary participated in the study without any form of coercion. The actually actual interview begins shortly after each respondent agreed to participate in the study by signing the consent form. As reported earlier, each interview lasted between 25-30 minutes and all the interview were all audio-taped. Precisely, the interview took place in the four different four districts under the East Coast region of the organisation. This was dependent upon on the location of each of the respondent as at the time of the interview.

3.6 Data analysis

A qualitative analytic method called thematic analysis was used to analyse data. This technique involve the need to identify, analyse and report themes or patterns in the data. Thus, all the audio recorded interview were transcribed into text (Appendix 5). According to Creswell (2009), thematic analysis is done in six phases as explained below. The phases include, the data familiarization, code generation initially for themes, assessing themes, naming and defining the themes, and report writing. Thematic analysis was employed to organise and describe data set in (rich) detail (Patton 2009). This tool was used further to interpret various aspects of the implementation of the performance management strategy in the organisation of the study. The main reason for employing the thematic analysis is to survey, understand and infer themes from the qualitative data gathered, and the frequency of themes engendered from the transcript to answer the various research questions.

3.7 Ethical consideration

On ethics, the study was conducted strictly in line with best practice by ensuring the methodological approach follows with standard research protocol and the university of KwaZulu-Natal research ethics guidelines. Again, among other ethical issues, necessary permissions were granted from both the organisation of study and the University of KwaZulu-Natal were the degree for this study is being undertaken. In addition, as a conventional rule, the wordings contained in the interview guide were phrased in such a way that will not conflict with the interest of the individual interviewee and the organisation under study. As such, the privacy of the respondents was strictly complied with by ensuring questions asked those not contrast with their individual privacy. Before the commencement of the interview, respondents

were adequately briefed by explaining to them their choice to participate in the study, decided to stop even as the study unfolds or decide not to participate at all as it were. While the consent form was presented to them, this was to ensure that their voluntary permission was adequately accessed before the study begins. Similarly, the confidentiality of both the organisation and respondents were strictly maintained as no publications emerging from this study will have the mention of either the respondents name or organisation. Lastly, another confidentiality attained was to ensure that both the research instrument and the data were strictly kept in a safe environment from authorised access to the information contained therein.

3.8 Conclusion

This chapter has explictly provides a thorough discussion on the different types of research paradigm, where their strength and weakness were also discussed. Importantly, the chapter equally provides express justifications for the adopted research paradigms in this study. The chapter also explained the different research approach and justifications provided for the one that fits this study mostly. In addition, the research design and methodology employed in this study were also explicated in this chapter of the study. An exploratory research design of the non-probability sampling type was used in this study, while the purposive sampling technique was used to select the different respondents. In other words, population of study was selected from the different districts of the East Coast region of the organisation under study. While the in-depth interview was adopted to elicit responses from respondents, both the research instrument and results were validated through appropriate qualitative data control technique. In terms of analyses, the thematic qualitative analyses type was adopted where codes and themes were inferred from the transcripts, in order to provide answers to the research questions. The next chapter aptly discuss data presentation.

CHAPTER FOUR

DATA PRESENTATION

4.1   Introduction

The preceding chapter has extensively discussed the research methodology and methods employed in understanding the implementation of the Performance Strategy employed by the organisation of study. Having done this, the current chapter explains the presentation of qualitative data gathered during the data collection. To be sure, a total of 12 respondents representing different portfolios of the organisation including sales and accounts managers were purposively selected for in-depth interview to understand the implementation of performance management strategy utilized in the organisation of study. In this chapter, the verbatim response of respondents were presented with corresponding thematic analyses. However, the demographic profile of respondents are presented to familiarize readers with different demographic status of respondents.

4.2   Recap of research questions

- What are the performance management goals set by organisation?
- How is performance measured?
- How feedback system of performance results work in the organisation?
- What are the outcomes of the reward systems based on in performance management?
- How is the amendments system to objectives and activities implemented?

Table 4.1 Demographic profile of respondents

S/N	Position of respondents	Age	Gender	Race
1	Account manager	44	Male	African
2	Sales manager	46	Male	African
3	Sales manger	36	Male	African
4	Sales representatives	29	Male	Indian
5	Account manager	39	Male	White
6	Sales manager	37	Female	African
7	Account manager	36	Male	Indian
8	Sales manager	28	Male	Indian
9	Account manager	36	Female	White
10	Key account manager	29	Male	African
11	Sales manager	39	Male	African
12	Sales representative	27	Female	African

Source: Field work

Table 3.1 shows the demographic profiles of respondents that participated in this study. The results shows that respondents are between the age range of 46 and 27 years old. The respondents with the highest age is one of the sales manager, while respondents with the lowest age is one of the sales representative. In terms of gender, a large chunk of the study population are males with 9 representing 75 percent of the entire study population, while 3represented by 25 percent are only females. The results further indicate that 7 of the respondents represented by 58 percent of the entire population are Africans. While 3 represented by 25 percent are Indians, only 2 of the study population represented by 17 percent are of the white's population respectively.

4.3 IN-DEPTH INTERVIEW THEMES AND SUB-THEMES

Table 4.2 shows the various themes and subthemes derived from the in-depth interview

S/N	Themes	Sub-themes
1	Performance goals	Performance Management goals
2	Management Performance goals	Goals set by Management
3	Employee goals	Performance goals set by employees
4	Performance Measurement	Measurement goals such as KPIs
5	Measuring Instrument	Instruments used to measure performance.
6	Instruments Employees use to Track Performance	Instruments used by employees to measure performance
7	Feedback	Feedback system of performance
8	The Feedback Accuracy and Fairness	The Feedback System has Accurate Results and Is Fair
9	The reward systems	The reward systems
10	Types of reward systems	Two Rewards Systems
11	Amendment system	Amendments system to objectives and activities

Source: Field work

4.5 Performance management goals

The management of performance goals no doubt remains fundamental to the realization of organisation goals and objective. To be sure, it uncover areas that requires improvement for the overall growth of the organisation. In other words, while the need to set out performance goals is sacrosanct, the management of these goals is also vital. Here, participants were asked to reveal their perception on the performance gaols set by the organisation. Majority of the participants mentioned that such the performance goals of the organisation is managed towards ensuring gaols and objectives of the organisation are appropriately achieved at the run. Specifically, one of the respondents has the following to say:

> *Performance Management goals of the organisation is to make sure that we achieve: volume targets, pricing, gain market share, visibility share (*Participant 3*).*

The above statements were broadly supported by other management team that participated in the study. For instance, majority of the managers' interview agree that the performance management of the organisation is tied to issues of achieving target, pricing and market share. However, one of the respondents clearly add that aside these issues, the performance management of the organisation is neatly related to ensuing all the working people are paid in commensurate with their output. This was further rehearsed in the following lines:

> *The company goal is to achieve the Volume Targets set, and to ensure employee happiness through paying employees well and the customers of the company to be kept happy (*Participant 2*).*

Another respondents was asked similar questions about the performance management gaols of the organisation, the following were reported:

> *The organsaition wants to be the best leading company, not only in S.A but in the world, and leading in brands (*Participant 7*)*

In agreement, the rest of the participants specified that the organisation's goal is to be the leading company with leading brands in the world.

4.5.1 Performance Goals set by Managers

The thrust of this heading is to uncover the various strategy utilized in setting performance goals by managers of the organisation. It is important to mention here, that while the appraisal and implementation of performance management strategy lies with every manager in an organisation, it is crucial to understand how these managers set their performance gaols, for the overall understanding of the organisation performance management gaols. One of the manager interviewed report his view in the flowing lines:

> *Talking about the whole business strategy, my manager will actually follow up on the business strategy which is also to grow profit within the business while we are growing share in terms of the beer category and also growing share within the overall alcohol industry within our region and then my manager will go on to something that talks directly to his team and make sure that he manages that among the customer that we provide service on so that his target is among all the customers that he managers around*

us we are actually able to achieve to grow profit and to achieve our

*market share target (*Respondent 1*).*

Another respondent reported that the performance management set by his/her manager is to ensure that winning is achieved with weekly, month and yearly assessment based on KPIs. This view is appropriately captured in the lines below:

> *The performance goals set by my manager is to make sure that I win in every KPI gaps or targets or whatever that is based on me to go through on weekly, monthly, and yearly bases. Under KPI you will have your weekly or daily volume target that you need to achieve that's one of the things that your manager would want you to get , and then you get your pricing where you have to manage your pricing against the competitor of which we have two main competitors down here (*Participant 11*).*

Making sense from the above, the majority of the participants agreed that managers in the process of implementing their performance goals, ensure these are done within the ambit of the organisation business strategy for growth and profit. In addition, other contested that managers likewise access their performance goals by weekly, monthly and yearly accessing the performance of their subordinates on how to manage their competitors.

4.5.2   Performance Goals set by Employees

This theme is laden with how employees set their performance gaols in the organisation. While the preceding chapter have unravel performance goals set by managers, it is crucial to understand how employees set their performance gaols as well. This is important as it will give a broad picture of the implementation of the performance management strategy in the organisation of study. One of the employees interviewed interview has the following to say on how his performance goal are set:

> *My goals are the one that will help me align to the business strategy. We normally get volume goal targets based on a quarterly targets and then we track those ones on a weekly bases. The other one is that I adhere to my targets on a weekly basis and also to adhere to*

> *key performance indicators that will helper me to achieve my volume, availability and pricing. Those are the things that will help achieve the business strategy (*Participant 6*).*

Another respondent have the following to say with respect to setting performance gaols:

> *I have targets as well, and every Tuesday we have meetings, then he is going to take us through as a team to see what we have done and what we have not done, and to see what we can do to close deficits if we have them* (Participant 7).

However, another respondent chronicled that it is difficult to set performance goal, yet what they do is to ensure there is no gap in communication. In his explanation:

> *It is difficult to set a goal there basically what we ask of our reps for consistent communication between the managers and down to packing staff merchandising team, so we do measure that, it is part of the guys goals in the goal setting that we do annually. Merchandising pricing, my goals for my guys pricing must always be above 90%, effectively they have to have 90% of their trade in line with the pricing requirement or below what the pricing requirement is (*Participant 12*).*

Put together, majority of the respondents agreed that in order for them to meet the company goals, they need to adhere to the targets set by the company. Although, it is sometimes difficult to set a goal, yet it was reported that all the performance gaol related activities are strictly adhered to in order to realize the expected performance threshold.

4.6   Performance measurement

The second research question is niched to understand how performance are being measured in the organisation. Issues under this theme was posed to respondent s to uncover the modalities and process by which their performance on the job are being accessed. Several of the respondents interviewed make a case that their performance are measured throughout the year such as once or twice in a year. Specifically, one of the respondents reported the following:

> *Performance is measured in weekly KPI meeting, monthly one on ones and also performance review that happen twice a year* (Participant 1).

Another respondent shared a dissimilar view on the measurement of performance. For this respondents, the measurement of performance has to do with the integration of report from all districts of the East Coast region of the organisation, and such can be measured on a daily basis. The respondent report below:

> *They measure performance through many reports that they do, we have a district analyst who provides us with feedback on a weekly bases and sometimes on day-to-day bases, for instance something like our availability report they track daily* (Participant 6)

The above sentiment shared by respondents clearly explains the process of measuring performance in the organisation of study. While few of the respondent make a case that the measurement of their performance are done twice a year, others alleged that their performance are measured infrequently on a day-to-day basis.

4.6.1 Instruments Used to Measure Performance

Several performance measurement tools have been reported in the literature. The constant changing trend has overtime engendered different measurement tool that can be used to measure the performance of employees on the job. An overwhelming number of respondents interviewed explained that their performance are measured with tracking system that report the progress of work achieved against set targets. The above comments were rehearsed by one of the manager in the following line:

> *Manager uses the tracking systems that are in place to report on the progress against the set target and this is updated on the daily basis to give a clear indication of performance (*Participant 1).

Again, one of the manager explained that aside the conventionally tracking system in place, other measuring tools such as retention, volume reports and the main being the scorecard are all used to assess and measure the performance of employees against their sets targets. The following quotes captures these claims:

> *It is the availability report, retention reports, volume reports, tracker reports and mainly the scorecard. The scorecard is*

*national, but it is broken down to regions. It is what is given to me by the management, the reports from the district analyst. That is what I use to measure my own performance and to see if I am on the right way (*Participant 5).

Almost all participants agreed that a PM instrument used by management includes the tracking system, retention reports, volume reports and mainly the scorecard. The scorecard is national, but it is broken down to regions to assess the performance of employees against their set targets.

4.6.2 Instruments Employees use to Track/Measure Performance

Having exude what instruments are utilized by managers in the measurement of subordinates performance against their sets target, this heading seek to explain the instrument used by employees in tracking their performance against their sets targets. Majority of the respondents interviewed make a case that they measure their performance from the progress recorded from sales, personal and the constant check of their overall progress in terms of meeting with the objectives and targets of the organisation. One of the employees reported in the following lines:

> *There is not much difference; it's pretty much the same standard of measurement that we use from the individual point of view. From a personal point of view what I .... is personal progress, sales team progress, from month to quarter to half year, to see how we have moved in terms of our total KPI and measurement set by the business* (Participant 10).

Aside taking records of progress made with respect to sales and personal progress, other respondents reported that some of the instrument used in measuring their performance include constant feedback from both the HR and sales managers. Accordingly, they use these tools to measure any gap in their target, and how these can be addressed. The following comments reported by one of the respondents captured the above lines:

> *A lot of it comes down from HR, in terms of what my achievements are, I rely heavily on downward feedback from my district manager, my HR manager or sales manager. I use those tools then to measure what my successes are, what my gaps are and what I need to work*

on. That's probably my biggest one, downward feedback because they are the ones that are overlooking as well (Participant 8).

Inferring from the above, it was revealed that employees access their performance against their targets against two unrelated measures. For instance, while some explained that the instrument applied in the measurement of their performance includes the progress attained from personal and sales progress, others revealed that among others, the instrument utilized to access their performance against sets target includes constant feedbacks from both the HR and sales managers to gauge against any loopholes with respect to their sets targets.

4.7 Feedback system of performance

The emphasis of this question is to understand how performance feedback are been given to subordinates by managers. Majority of the employees reported that they get their performance feedback on weekly and monthly basis after every performance review done by their respective managers. This comments was reported by one of the employees in the following lines:

> *The feedback system of the organisation in way that you are given a target to achieve for the quarter which will be tracked every week and every month and you will be given performance feedback on monthly basis with your manager every month which than leads to a performance review that is done twice a year reflecting on the performance* (Participant 3).

Another respondent interviewed reported similarly rather feedback system of their performance by their respective managers. Accordingly, the respondent reported that most times they have their performance feedback on weekly and monthly, and quarterly routine. This was explained in the ensuing lines:

> *Every Monday morning we get weekly, we get monthly so those are good; also every 6 months we get the PR's where you can see how far you are within a year or what do you need to do to cover up your deficit if you have not reached your goals yet. If you have reached your goals what is the extra thing that you can do to keep improving on what your performance was (Participant 8).*

Reflecting from the above comments, it is showed that there is a uniform feedback mechanism on performance with respect to how managers' report the performance of their subordinates

which is tracked every week, every month on a one on one basis which leads to two performance reviews a year.

4.7.1 The Feedback System has Accurate Results and Its Fair

When the question of whether the feedback system has accurate results was posed, one of the respondent reported as follows:

> *The feedback system has accurate results in my view since it's an on-going reporting system that is updated every week based on performance against the target, so at the end of the year the results are not a surprise* (Participant 1).

In contrast to the above, one of the respondent explained that the performance feedback system is not precise and accurate as it mostly produce a way approach without considering factors such as the individual markets orientation as well as other inherent factors. This is reported in the following lines:

> *It is not always fair because it is a one-size fits all approach to measuring, it does not look at individual markets, and it does not look at individual factors hence it's not fair* (Participant 4).

4.8 Reward systems for performance

The question stated that, on what outcomes are reward systems for performance based on? In response to the question, majority of the respondents argued that reward system for performance are strictly based on key performance indicators. Specifically, one of the respondents reported in the following lines:

> *The outcomes that the reward system is based on is our key performance indicators which I mentioned earlier, the weekly scorecard. For example, volume is our biggest contributor to any rewards scheme that we have in our orgnaisation. If you do not hit your volume you do not get paid your quarterly incentive, volume is the biggest indicator* (Participant 3).

This finding was supported by majority of the participants who agreed that reward system for performance is based on achieving performance targets set against KPIs.

4.8.1 Components of reward system

The focus of this theme was to uncover the different approach at which performance are been rewarded in the organisation. Few of the respondents reported two stream of reward incentives for their performance; monetary and on-monetary incentives respectively. One of the respondents specifically reported the monetary incentives in the following lines:

> *There are two reward systems. The first one which is a big one is the quarterly incentives, so you perform 3 months and you get money for it. So you get your 12 cheques and you get these 4 cheques every year, if you perform. The second one is, if you perform the business will pick up on your performance and you will get rewarded one way or the other. So you might be promoted because you are performing, I'd like to think I was promoted because I was performing so that is also a reward. There is employee of the year, team of the quarter and there are a lot of these rewards systems where you win* (Participant 10).

In contrast to the comment reported above, majority of the respondents established they receive non-monetary rewards as a compensation of their performance such as holiday and conference bonuses. This is reported in the following lines:

> *Incentives if you do well in a quarter you get. The other one is getting an invitation to go to regional conference gala dinner. At the conference the teams and individuals are recognized with awards in terms of their performance and they were doing for the whole year (*Participant 4).

In support of the report above, half of the participants agreed that reward system comes in form of recognition by the company in big events. Although, other monetary incentives also do take place as employees recognition of their performance.

4.9 Amendments system to objectives and activities

This theme was to unravel the amendments system to objectives and activities of the organisation. Majority of the respondents established that the process of amendment in the organisation has always been a top-down approach with support from top management of the organisation. One of the respondents reported that:

> *I believe it's a top-down approach, with sports given by our senior management which is HR with regards to training explanation as to what/how & why things are happening. To make sure that we all understand the reason behind it, and where our actions will be going forward thereafter* (Participant 3).

In agreement with the above comments, another respondent reported the following:

> *The implementation of the changes is top down approach; you don't have a choice basically because it's part of your job. We all have the same struggle, just have to go in and fight (Participant 6).*

All the participants support the findings above that changes in the company come from the top management and HR comes in for training and full implementation of changes.

4.10 Employees and manager's responses to themes.

Table: 4.3 below shows the responses of both the employees and managers to the research objectives.

Research objectives	Employees Response	Managers Response
Performance Management goals	Are achieved through targets and goals as dictated from the line management	Are derived from top management which are then passed onto them at local levels.
Performance Measurement	KPI targets are used. Comparisons are also used between the present year and the previous year	KPI and trackers are used and are discussed every week.
Feedback system of performance	Accurate and useful and at the same time not satisfying because it does not take into account the trade environment where one was doing the business.	It is a good system that tracks progress and allows employees to improve their performance
Reward systems	Rewards are based on achieving the targets on Volume, pricing, brand availability.	They are based on performance linked to KPIs.
Amendment systems to objectives and activities	The changes are normally made from top to bottom and one needs to be ready to factor in changes.	Due to changes in the market place there is need to abide by the changes generated.

Source: Field Work

4.11   Conclusion

In the chapter, the qualitative analyses of the data gathered were presented. Specifically, for the data, fitting data analyse technique was utilized in other to ensure the stated research questions are suitably answered. The thematic analyses technique was adopted and themes extracted from the interview transcripts in other to answer the various research questions. However, interesting findings were uncovered and discussed in this chapter on the implementation of the performance management strategy of the organisation under study. Finds revealed in this chapter are neatly related to the research objectives with respect to the understanding of performance management goals, performance measurement, the feedback system, and reward for performance and how objectives and activities of performance management are implemented in the organisation of study. The next chapter present the discussion of findings.

CHAPTER FIVE

DISCUSSION AND ANALYSIS

5.1   Introduction

The study assessed the implementation of Performance Management Strategy in the East Coast Region of the organisation under study. The preceding chapter offered data gathered for the study. The data obtained in chapter four is deliberated in this section. This chapter looks at the following themes; performance management goals, performance measurement, feedback system of performance, reward systems for performance and amendments system to objectives and activities of the organisation under study.

5.2   Research objectives

- To understand the performance management goals set by the organisation.
- To ascertain how performance is measured.
- To understand the feedback system of performance results used by the organisation.
- To determine the basis of reward for performance.
- To understand how objectives and activities in the organisation are amended

5.3   Performance management goals

The findings of the study indicate that performance management goals are set from the top and cascaded down throughout the company. These goals are set against company's performance targets. The study found that managers are executing the company's strategy and goals that come from the top management of which the aim is to grow the business. The finding above are supported by Aguinis (2011) who argues that the unit and organisational goals should be made sure, and the worker should understand the association in what the employee does and organisation's attainment. Aguinis (2011) also says that the performance management goals should contribute link between the employee and the organisation and how the goals reach down to the level of an individual worker. Besides Aguinis (2011) says performance management goals helps in improving employee's acceptance of these broader goals.

5.4 Measurement of performance

This study shows that the performance in the organisation of study is measured against set targets on weekly, monthly and annual basis. The targets are set by the board and is adopted by the Managing Director who passes onto executive management, which cascades it to senior management and senior management passes it to middle management. Middle management passes it onto staff members of the organisation. The target is set for the year by top management, the executive breaks into regions, from regions it is broken down into districts and from the districts it is broken down into saes teams. For easy tracking of the performance against the set target, it is then broken down into months and further down into weeks. It was also determined through the study that managers use system generated reports which track performance against targets which is also used by individuals to reflect on their own performance against their own targets. The findings presented above are also supported by Rashied (1999) who argues that there are numerous main problems for performance management and the first one is the involvement of employees and customers in the measurement of performance.

The findings are also reminiscent of Groen et al. (2016), who advise that managers can better performance metrics quality through the involvement of employees in their development. Rashied (1999) also says involving customers and employees should be a genuine contemplation of parastatal organisation honesty in constructing its' relevancy to clients. It is therefore strategic to involve employees as they also play a pivotal role with the performance and organisation's front end services via customer interactions. In addition to these findings, Hunter (2012) also alluded a critical problem moreover than ascertaining a performance gap is the allocation of resources and managerial support to enable employees to improve on their tasks. Once a crack has been recognised at an organizational level, it is pertinent that organisational managers should take resources from one end and leverage resources in bridging the performance gap.

5.5 The feedback system of performance results

The study found that there is one standard feedback system which is tracked every week on a one on one basis which leads to two performance reviews a year. Findings suggest that the feedback system produces accurate results of which employees feel that it should remain the same. The findings presented above are supported by Aguinis (2011) who says that the

receiving of feedback about employee performance increases the motivation for future performance. Aguinis (2011) also mentioned that feedback also helps to increase knowledge about how the employee is doing and recognition of the employees past successes there by providing the fuel for future accomplishments.

5.6   The reward system for performance

Findings from the study show that reward system for performance is based on achieving performance targets set against KPIs. However it also indicated that reward systems comes in form of financial compensation and also through team and individual recognition. Findings show that it is managers' responsibility to guide employees on the execution of the company strategy. The findings above are supported by Mehmood, Ramzan & Akbar (2013) who argue that rewards have proven to be a tool that increases performance and changes mannerisms of unsatisfied employees. Mehmood, Ramzan & Akbar (2013) also mentioned that employees are the belongings of the company and they happen to be hands and intellect through which the entire organizational existence is turned around. Hence Mehmood, Ramzan & Akbar (2013) said that a fair reward system can build job satisfaction and productive behaviour in an employee.

5.7   Amendment of objectives and activities

The findings show that decisions are imposed by top management and the goals for individuals are implemented with the aim of achieving their targets. However findings also show that external factors play a role in influencing the amendment of objectives and activities. Findings presented above are supported by Boheene & Williams (2012) stated that organisations operate in an environment that is constantly changing with environmental volatility. Boojihawon & Segal-Horn (2006) mentioned that the change pressures are presented by various external and internal sources like technological, social, economic and political circumstances.

5.8   Conclusion

The chapter presented the implementation of Performance Management Strategy used by South African Breweries in the East Coast Region. The findings address performance management goals, performance measurement, feedback system of performance, reward systems for performance and adjustment techniques to objectives and activities applied at SAB.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1   Introduction

This chapter of the dissertation present major summary, conclusion and recommendations of the study. The study asses the implementation of the Performance Management Strategy in the East Coast region of the organisation under study. While the preceding chapter has succinctly discuss the findings of the study, the present chapter present major implication and conclusion of the study. In an effort to merge the entire study to connect with the findings, this chapter is organized into different component. The first section explains major findings of the study in line with the research questions. While the second section seek to provide major recommendations in line with the findings of the study, the third section proffers the study conclusion.

6.2   Performance management goals

The study found that performance management goals are set by the top and communicated down to subordinate employees in the company. Besides, the study shows that goals are set against company's performance targets. The study found that the managers lead the execution of the company's strategy which comes from the top management team and aimed at growing the business. Findings show that SAB goals are meant to meet targets set by the company which in turn is expected to grow the SAB business. The aspect of goal setting coming from the top without input of employees limits total organisational involvement and is advisable that some involvement of employees be made welcome to a certain extent.

6.3   Measurement of performance

The study found that the performance at is measured against set targets on a weekly, monthly and annual basis. Findings indicate that managers use system generated reports which track performance against targets which is also used by individuals to reflect on their own performance against their own targets.

6.4   Feedback system of performance results

Findings in this study suggest that there is one standard feedback system at SAB which is tracked every week, every month on an individual basis which leads to two to three performance reviews a year. The study also shows that feedback system produces accurate results of which said should remain the same. The feedback system is standardised which does not take into account the areas of operation that the individual employee is working on. This may call for some discretion to be exercised in dealing with the feedback system on performance results.

6.5   Reward system for performance

Findings show that the reward system for performance is based on achieving performance targets set against the organisation's key performance indicators. In addition, the study found that reward systems comes in form of financial compensation and also through team and individual recognition. The findings ascertain that managers' responsibility is mainly to guide employees on the execution of the company's strategy. The reward system which is good needs be maintained and there is need to underscore other areas of reward that complement workers capacity in performance.

6.6   Amendment of objectives and activities

The study indicated that decisions are imposed by the top management team and the goals for individuals are implemented with the aim of achieving employees' targets. Besides the study shows that there other factors such as external factor that play a role in influencing the alteration of goals.

6.7   Recommendations

Importantly, research of this magnitude where the focus is on exploring the implementation of the performance strategy of an organisation necessitate policy recommendations. On this note, the policy recommendations proffered in this study are neatly in line with the study's major findings.

Findings show that performance is measured against set targets. Therefore, the study recommends that the company should revise the standardised target strategy due to the fact that there is standard tool of operating performance measurements in different geographical location that have different standards of living and products preferences. This will help the employees to improve the understanding of what the company expects from each individual. In addition, the study equally recommend along this findings that the management must make it a duty of given employees' specific instructions on how performance can be improved and that such should have short and long term goals to show incremental improvement. On the other hand, management expectations and target must be realistic and achievable.

The study found that there is largely a disparity with regards to the understanding of the feedback system in the organisation. In line with this, it is recommended that, there should be a standardized format for providing feedback to employees and Human Resource Management should also in be involved in the process. This will help the company to eliminate certain dissatisfactions among employees. In addition, it is recommended that for effective performance feedback, during the design of performance management system, management should consider all factors for an effective system so as to achieve the goals upon which they were designed. The major factors to consider should include among others; accurate record system, employee's performance measurement, self-appraisal approach, and employees' performance review. During the feedback session, the manager should make sure that the employee has the resources required to do his job and must understand the nature of the existing barriers that might prevent the employee success.

The study shows that there is a general understanding on how rewards are allocated. However, the study recommends that the reward system must consider the environmental factors. This will help individual employees to achieve and excel in their individual's targets. In other words, rewards for performance should be extend to issues relating to how the organisation can be able to guide and identify employees' training needs, their execution and evaluation on whether they can achieve their intended objectives.

The study also found that there is comprehension of performance management goal set by the company. However, the study recommends that employees need to understand a bigger picture of the organization, of which its mission of being globally admired beverage. This will help the company to achieve its strategic objectives. Furthermore, there must be available a reliable and valid tool used for evaluating employees' performance and decision support system.

Invariably, this will ensure that the right employees' with the regard potentials are attracted into the organization.

The study discovered that employees understand and accept decisions made by top management. However, the study recommends that employee consultations must be considered to eliminate perceptions of dictatorship. In addition to this, the study also recommends that it is important that employees' be full participants in the performance management process. In addition, the supervisor should make sure that the individual employee's has the resources required to do his job and should also understanding any impeding circumstances that are likely to hinder the achievement of a realistic performance measurement.

6.8   Recommendations for future studies

- The study recommends that there should be a study conducted to analyse growth/development strategy of employees in the organisation of study. This study should focus on the participatory role of employees in the organisation in regard to performance feedback processes among other initiatives such as company growth.

- It is important to conduct a study that is going to use mixed methods so as to measure issues investigated in this study. The mixed methods study would permit the operational aspects of performance management to be measured in a quantitative way and so provide a more calculated judgment in advancing the organisation's performance goals.

6.9   Conclusion

The study on 'an assessment of the implementation of the performance management strategy used by the organisation under study in the East Coast Region', was undertaken to explore literature on performance management with particular emphasis to various facets that include performance management, measurement performance, the feedback system ,the reward systems and the amendment to objectives. The study brings an understanding that the top management fosters the amendments to objectives and activities of the organisation. The freedom of employees giving constructive suggestions in regard to activities that they are involved plays a significant role and needs consideration. The reward system has been well maintained in the organisation and its sustenance equally plays a greater part. The study has

advanced recommendations to both the employees and management in establishing a robust performance management implementation strategy.

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Appendix 1: Gate Keepers Letter

SAB
The South African Breweries

Friday, 31 October 2014

To Whom It May Concern
UKZN

Re: Mthokozisi Sibisi Research proposal: AN ASSESSMENT OF THE IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT STRATEGY USED BY SOUTH AFRICAN BREWERIES IN EAST COAST REGION

Please be advised that Mthokozisi Sibisi has been granted permission to undertake research on the Performance Management Strategy of South African Breweries.
We will require that his final submission is reviewed by SAB and that SAB will not be mentioned in any publications unless specifically agreed.

Regards,

Suraya Singh
Regional HR Business Partner
East Coast Region
South African Breweries
Tel: 031 5628048
Cell: 0837968598
e-mail: Suraya.singh2@za.sabmiller.com

Appendix 2: Ethical clearance

14 November 2014

Mr Mthokozisi Cleopas Sibisi 204000402
School of Management, IT and Governance
Westville Campus

Protocol reference number: HSS/1477/014M
Project title: An assessment of the implementation of the performance management strategy used by South African
Breweries in East Coast Region

Dear Mr Sibisi

Expedited Approval

In response to your application dated 12 November 2014, the Humanities & Social Sciences Research Ethics Committee
has considered the abovementioned application and the protocol have been granted **FULL APPROVAL.**

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form,
Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through
the amendment/modification prior to its implementation. In case you have further queries, please quote the above
reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter
Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

....
Dr Shenuka Singh (Chair)

/px

cc Supervisor: Andrisha Beharry
cc Academic Leader Research: Professor Brian McArthur
cc School Administrator: Ms Hazvinei Muteswa

Appendix 3: Interview questions

RESEARCH QUESTIONS
- What are the performance management goals set by your organisation?
    - What are performance goals set by your manager?
    - What are the performance goals set by you?

- How is performance measured?
    - What are the instruments used by your manager to measure performance?
    - What are the instruments that you use to track/ measure your own performance?

- How does the feedback system of performance results work?
    - Do you feel the feedback system has accurate results and why?
    - Would you like to add or omit any elements from the current feedback system?

- On what outcomes are reward systems for performance based on?
    - Name and explain two rewards systems?
    - What is the role played by you and you manager to maximise positive outcome?

- How is the amendments system to objectives and activities implemented?
    - What is your current goal post?
    - What influences the change/Amendments on your goal post?

Appendix 4: Consent form

<div align="center">

UNIVERSITY OF KWAZULU-NATAL
SCHOOL
</div>

Dear Respondent,

<div align="center">

MCom (Management) ………………………………….
Researcher: Name:……………………
Supervisor: Name ……………………
</div>

I, **Mthokozisi Cleopas Sibisi** an **MCom (Management**) student, at the University of Kwazulu Natal school of management. You are invited to participate in a research project entitled : **AN ASSESSMENT OF THE IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT STRATEGY USED BY SOUTH AFRICAN BREWERIES IN EAST COAST REGION**

The aim of this study is to ascertain the implementation of the performance management strategy used towards achievement of superior standards of work performance management strategy. The aim is to find ways of promoting a two way system of communication between managers and staff for clarifying expectations about the roles and accountabilities, communicating the functional and company goals, providing a regular and a transparent feedback for improving employee performance and continuous coaching. The need for this study is driven by staff's lack of confidence in performance management strategy. The research will identify the barriers to the current implementation of the performance management strategy.

Through your participation I hope to understand the implementation of the performance management strategy used towards achievement of superior standards of work performance at SAB.   The results of the survey are intended to contribute to find ways of promoting a two way system of communication between managers and staff for clarifying expectations about the roles and accountabilities, communicating the functional and company goals, providing a regular and a transparent feedback for improving employee performance and continuous coaching.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this interview. Confidentiality and anonymity of records identifying you as a participant will be maintained by the UKZN school of Management.

If you have any questions or concerns about doing this interview or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The interview should take you about 20 minutes to complete. I hope you will take the time to respond to the interview questions

Sincerely

Investigator's signature_____ Date_____

<u>CONSENT</u>

I……………………………………………………………………….(full   names   of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT   DATE

…………………………………………………………………………………………

Appendix 5: Interview transcripts

Respondent number 1 (employee)

Q1 Make sure that we achieve: Volume targets, Pricing, gain Market share, Visibility share,

- Managers ensures that we achieve brand availability targets in the outlets, ensuring that we are number one in the district, also does on the job coaching
- Self-goals are to ensure, that my targets are met on brand availability target, volume targets and branding of the outlets, and I strive to improve my communication skills with my clients/ customers.

Q2 Performance is measured from the top: district level down to individual level

- Manager uses information from Pope (Live reporting system on targets) to check performance by the team and individuals against set targets
- I use the packs (Reports) that are provided every week on Tuesdays to see how I'm tracking against all my set targets.

Q3 The feedback system of SAB works through the manager makes time to meet team members one by one to discuss their performance and also identify development areas or performance gaps

- The system does not have accurate results all the time
- The system will need to improve its reports on updating the inputs

Q4 Performance rewards are based on Pricing targets, brand availability targets, volume targets, brand space targets

- Two rewards systems we have is:
- when you achieve volume target for the quarter and you get paid quarterly incentives
- There is also a Castle lite brand incentive when you achieve the set target you win a Tueger watch
- Manager plays a role of coaching you on the job not to criticize, but to give guidance.

Q5 Changes are communicated from top to bottom and the change in targets will affect the plans in place

- My current goal post is to achieve my volume target and also ensure that customers are selling at the right price
- Team work is a major influencer on the goal post and access to the reports on performance if members are dedicated it's easy to achieve set targets.

Respondent number 2 (employee)

Q1 The company goal is to achieve the Volume Targets set, and to ensure employee happiness through paying employees well and the customers of the company to be kept happy.

- Manager Is given a target to achieve varying from Volume, brand availability, product pricing e.g 90 % for the team and also for the individuals.

- My individual goals are aligned to the team goals of achieve 90% on all the targets given and personally I would like to prioritise relationship with customers since that will help me achieve the targets set for me.

Q2 Performance is measured across the company through the tracking system that give reports against all targets monthly, weekly and daily updates

- Manager uses the tracking systems that are in place to report on the progress against the set target and this is updated on the daily basis to give a clear indication of performance
- I measure my self-using the pack (reports) to see how I performed the previous week and also the current results of my performance.

Q3 The feedback system of SAB in way that you are given a target to achieve for the quarter which will be tracked every week and every month and you will be given feedback on monthly basis with your manager every month which than leads to a performance review that is done twice a year reflecting on the performance

- The feedback system has accurate results in my view since its an ongoing reporting system that is updated every week based on performance against the target, so at the end of the year the results are not a surprise
- I wouldn't want to add or omit anything since the system is currently working perfectly in my view.

Q4The rewards system are based on the targets set where if you achieve the target like Volume target you get paid quarterly monetary incentives

-Two rewards systems for me are 1) brand based in incentive like Castle lite where there is a target set and also brand availability target in the outlets.2) Volume targets achieved every three months leads to bonus incentive pay outs

- Managers role is to guide and keep me updated on my performance on the daily basis.

Q5 The Company can make changes on the system based on the opportunities that are presenting itself, and the change will be imposed to employees whether its introducing a new brand or cutting the number of stuff.

- My current goal is to achieve my volume target and also be nominated to win an award at the regional conference.
- Changes on my goal post is subject to the change on the company strategy and the system, which will require me to adjust to the new ways of doing things.

Respondent number 3 (employee)

Q1 Performance management goals set by SAB are achieving Volume, pricing, Customer retention

- Managers goals are to turn around the volume on Hansa brand, win with flavoured alcoholic beverages', increase SAB cold space in the outlets

- My performance goals for me is to turn around Hansa brand in my area/ reach and return Castle Lager brand into growth.

Q2 performance is measured in weekly meeting, monthly one on ones and also performance revies that happen twice a year.

- My manager uses the weekly meeting to measure the performance through the key performance indicators against all the targets given to us
- I use the pack (reports) that we get every week to guide and show me the gaps that I need to close.

Q3 feedback on performance is done through the weekly meetings and the monthly one on ones and also the performance reviews

- The feedback system is accurate because I have access to the reports on the weekly bases nothing is hidden
- The system is perfect for me I wouldn't want to add or omit anything

Q4 Rewards are based on achieving the targets on Volume, pricing, brand availability.

- Examples of rewards is when you achieve you volume target for three months and you get paid quarterly bonus incentives and also the brands like Castle lite will give targets to chase for a month and you win an expensive watch.
- My manager helps by sharing the targets early so that I can plan ahead to achieve the target

Q5 the changes are implemented in a right way since there is always enough time to prepare ourselves for change.

- My current goal post is to turn around brands like Hansa and Castle lager
- What affects my goal post is when the new brand has to be made available in the rural area where I work which than makes it hard for me to achieve my target as things move slow in the rural areas.

Respondent Number 4 (employee)

Q1   Performance management gaols

- The performance management goals set by SAB are to be the biggest company in the liquor market.
- Driving availability of all the SAB brands
- Achieving Volume targets
- To be one of the best performing team in the country top 5
- My performance goals is to be the best rep in the region top 50

Q2   Performance measurement

- Performance is measured in numbers, targets are set for the region, team and individuals and the performance is tracked on the monthly, weekly and daily basis
- The manager uses the score card (ranking) against other teams to see the performance against other teams and that is reviewed on the weekly basis and daily basis.

- I also use the sales information available on the system to see how I am performing against my performance last year.

Q3   Feedback system of performance

- The feedback against performance is updated on the weekly basis and it's reviewed in the meeting every week.
- There are feedback session called One on Ones that happen every month and also Performance review that happen twice a year
- The feedback system is not 100% accurate hence sometimes we question the results and those accountable relook at them and fix the problem if there is an issue on the system, the good thing is that we also have the access to check on our performance feedback
- I'm Happy with the current system of feedback

Q4   Rewards system

- The rewards system is based on achieving the target set for you on all counts which normally include Volume and brand availability.
- We also have the bonus structures in place where the targets are set for 3 months and if you achieve the target you will get the bonus incentive.
- There are two rewards systems I can use as examples are which is the volume incentive on all the brands of SAB and brand based incentive where if you achieve the volume target on that particular brand and you win a prize e.g watch.
- The role of my manager to look in to my targets that are set for me and give me guidance on how to execute and for me is to take the information and execute as per thye managers communication.

Q5   Amendment system to objectives and activities

- The changes in the systems will be communicated from the top (central office) and that is communicated through to the region and the region will communicate to the managers and the manager will communicate to all the employees, like the changes in Volume targets.
- My current goal post is to achieve 95% of customers buying every week and helping me to achieve my volume.
- The changes affect our operation, like the case where the number of reps was reduced and the one person that was retrenched all his duties had to be divided amongst the other team members in the team hence increasing the work load and leading to working with new customers we were not using.

Respondent number 5 (Employee)

Q1 he organisation is a profitable based company, so the performance set by management is obviously to an individual to make sure that it brings in profit unto the company and to make sure that we achieve all the goals that are requested. For example to manage your KPI sessions, to win in every situation, to win in every targets , volume targets that you have been given because in that way that's how the business makes profits.

- The performance goals set by my manager is to make sure that I win in every KPI gaps or targets or whatever that is based on me to go through on weekly, monthly, and yearly bases. Under KPI you will have your weekly or daily volume target that you need to achieve that's one of the things that your manager would want you to get , and then you get your pricing where you have to manage your pricing against the competitor of which we have two main competitors down here.
- The first one is achieving volume target weekly without fail, and the second one would be retention, at the moment retention is a big deal, with my understanding it's very important that customers order every week direct from us, that's what I am looking at on weekly bases, and availability brands.

Q2 It is measured by score cards, one on one's where you sit with your manager and discuss what have you done and where are you going with it. It is also measured by KPI, the targets that you have been given, and your overall performance. You get reports every week.

- It is the availability report, retention reports, volume reports, tracker reports and mainly the scorecard. The scorecard is national, but it is broken down to regions.
- It is what's given to me by the management, the reports from the district analyst. That is what I use to measure my own performance and to see if I am on the right way.

Q3 They take what you have done and then they look at what they want you to do, and thenthey compile everything and then they feedback to you.
- At some point I feel it's accurate, on the other side no. Let's take availability for example, you have got 20 gaps that you need to close, and you close almost 20..
- They need to have somebody in the district to make sure that the performance is being measured accurately instead of centralizing everything, and the feedback can be done more regularly. For example if they could have somebody that will just focus on the performance. I would not remove anything. I would not remove anything.

Q4 We have partnership systems that the business has implemented, we have awards, we have incentives, we have volume target incentives, we have each brand incentive, so if you reach those targets that have been given to you then you get your reward. For example, last quarter we battled with volume here in Portshepstone, we wanted to exceed the target but did not, but we exceeded the target for castle light. There are also rewards for customers.
- Castle light, volume.
- To make sure that we close every gap possible, we manage the KPI's accordingly and with the understanding of the rewards. We come up with a structure of how we are going to achieve and how we are going to win and how we are going to get that reward, for example what we did for castle light, we came up with the plan on how we were going to sell it out.
-
Q5 It's been good and it's been bad. Bad because we have had a few, where they did restructuring, where I had 80 customers, at the moment I have 120, but in a good way it brings good out of me because now I am working smart and I am gaining experience because I'm looking at all sides of trade which is giving me experience within the SAB.
- I have 20 customers that I need to bring on board, that is my gaol business wise, I also aim to achieve what the business wants me to achieve just before the end of the end. Personal wise

I have a business that I just started, I want to see that business going forward by the end of the year.
- Looking at the opportunities that are out there and looking at the way South Africa is at the moment, there is a lot that one can do to earn a living in South Africa. Business wise what influences me is to see other teams doing very well and to see other people that I started with in this company getting higher positions, it gives me positive influences.

Respondent number6 (employee)

Q1 It is our volume targets, availability targets, merchandising expectations, promotions, and space. Those are the performance management goals that are set by my manager and I try and follow on the day to day bases, on each and every call.
- Our manager always tries to make sure that we are number one; he puts that winning mentality into us, to not be mediocre, to achieve and beyond. He looks at the goals that are given by SAB and most of the time he will stretch them or make sure that we hit over and above.
- To ensure that I achieve my goals on a consistent bases, to achieve SAB goals on consisted bases so that I can put myself in line for promotions and incentives that can possible come to enrich myself.

Q2 They measure performance through many reports that they do, we have a district analyst who provides us with feedback on a weekly bases and sometimes on day-to-day bases, for instance something like our availability report they track daily.

- He will also feedback to us based on the reports that he gets. He will pull out the delivery report for the day, he will say versus what you were supposed to deliver you are a bit down, is there no late delivery that you can do just to make sure that your number is where it should be for the day. He will keep tracking you, just to see if you are not falling off.
- I use the scorecard to measure myself.

Q3 Firstly it is a rating system, you are given a number from 1-6 based on your performance, 1 being the poorest, 6 being outstanding. The way they go about rating you is fair, but at the same time your particular market whether you think it is fair or not. For example if your numbers are poor, your KPI's, yet you have done certain things to change your market. For example, when forestry or sugarcane is down, there will not be many people getting jobs in that sector. What will happen is, in your area if you people live with sugarcane they will not have enough money, there will not be any new consumers but the company expects growth, regardless of whether the people are getting jobs or losing jobs, so it is not always fair in terms of that. That is why I said it is always market related, it has to be market related for it to be 100% fair.

- It is not always fair because it is a one-size fits all approach to measuring, it does not look at individual markets, it does not look at individual factors.
- I would not like to add or omit any elements, but just for the performance rating system to be fairer.

Q4 The outcomes that the rewards system is based on is our key performance indicators which I mentioned earlier, the weekly scorecard. For example, volume is our biggest contributor to any rewards scheme that we have in SAB. I f you do not hit your volume you do not get paid your quarterly incentive, volume is the biggest indicator.

- You can achieve quarterly incentives if you meet your volume, they also look at all your other indicators, which are your availability, your merchandising pricing, and space. We also have incentives that come from head office or regional office, which would be a particular brand team that wants to push their product; they would put something on the table for the sales teams or an individual who can achieve a certain goal or a certain target set by them, regionally or from central office. For example, the Flying Fish incentive was a Targo watch.
- My manager always tries to make sure that team spirits are high because a happy team can push each other. My role in the team is to make sure that I play my part, so that the person next to can be also be pushed to reach the heights so that we can get paid.

Q5 I would say you have to accept it, the amendments come someone has decided, the executives or whoever. Being a rep you cannot really judge on what amendments have been made you just have to carry them out. The amendments that we have had for instance is the scorecard, it changed from what it was, possibly for the better because as a team we are doing much better but also at the same time we could be chasing it much better. Before the major focus area was 4/40 availability, volume, and the other things as they fall and then it changed to NPD availability and volume. It is those changes that are decided higher up.

- My current gaol post is to be in a better role by the end of this year, I will achieve that by reaching by current targets and goals and going the extra mile for the company.
- The way they influence is that right now you are driving with a certain structure, with a certain plan that you have, you have taught your customers to do this and that because your goals are this, this and that because you have to let your customers know this is what I want to do, and then all of the sudden there are changes.

Respondent number7 (employee)

Q1 They give us scorecards in terms of volume, availability, calls that are made to clients. At the end of the week they say what we have done, compared to what we said at the beginning of the week, like my volume target, maybe they are going to give 2000 and then at the end of the week they are going to see if I have achieved that or not. They are going to see how many callsdid I make, did I miss any calls. On the availability, they are going to check if I have closed all my gaps for the week.
- They are the same as the ones from SAB. I have targets as well, and every Tuesday we have meetings, then he is going to take us through as a team to see what we have done and what we have not done, and to see what we can do to close deficities if we have them.
- Close my availability gaps, try and not miss any calls, and push volume.

Q2 It is measured between 1 to 6, depending on how they have scored you, below 3 it means that you haven't worked and above 3 means that you are working. It is called performance rating.

- They have volume tracking, which they get daily, and they have availability tracking, which they get daily and I have handheld which they check after a week.
- I have a notebook that I write on, and the emails that I get from Charlene. I compare what I have on the notebook and what she sent me, and the handheld also helps me to see if I finished calls or not.

Q3 Via emails and also on meetings on Tuesday.

- It does have accurate results because when I compare what I have written down, like sending in my volumes and comparing with what they have done on their system they always correspond.
- Accept that sometimes you do not get emails because of the network, other than that there is nothing.

Q4 They are based on the individual's performance, competitions that they are running, your monthly targets, If you reach your targets.

- There was one that they were running for draft, the person that reached the target that they set and above, the best performer won a trip; and another one that they ran was in boxer stores were they were going to pick one name and were going to give those sunglasses and a cap.
- By making sure that I understand what is needed to be done for that incentive thing and also making sure that I do it properly, like I reach whatever it is that is set. By getting feedback every day, there is a tracking system as well, so he can go there and check where I am.

Q5 There is this thing of UPR'S whereby clients have expired stock in their outlets and when we are trying to bring it back we have some hiccups, they don't really want to take it back; or maybe there is a stock that was taken to an outlet, for example there was Redd's that was taken to Lusikisiki and they have a problem that the stock is not selling and trying to bring it back they sat they can't accept it. So I think if there can be a change around that or if you know that a client gets low sales on that product we cannot give him many pallets.
- My current goal post is to achieve my volume targets, and to close all my availability gaps and not to have any missed calls.
- Having to travel to here and having missed calls in a day. We are based in Lusikisiki, so on Tuesday I usually miss calls, and another thing is the handheld, sometimes it does not work, that results in me having missed calls sometimes.

Respondent number8 (Employee)
Q1 We have targets that are set out for us. We have targets that are set out daily, weekly, and monthly, and then we use that to get to our yearly targets which are set at the beginning of the year during goal settings, that's how we reach our goals. Then we go towards volume, availability and we even got retention numbers like the frequency of people ordering from SAB weekly, monthly and so on.
- We talk about where we want to be weekly, monthly, yearly, and even quarterly. So every 3 months we set goals that these are the volumes that we want to hit, these are the availability

numbers that we want to hit and this is our retention numbers that we want to hit, so our manager gives us those goals and we work towards them.

- End of March I want to do better than the FSR who was there, so my volume numbers should be better, my availability numbers should be better and even my scores should look good on our score charts. I want my new numbers to be better than last year and having spent less money so return on the investment made by the company should be even greater.

Q2 We have a scorecard that's out weekly, then we have reports on that. We have availability reports that are given to us, we've got one on ones which we with our managers, we've got performance reviews which are made.

- He uses our availability reports, which shows us how well we are doing, he uses the scorecard that comes from head office, and we even have a district scorecard to show where we are as Reps, individual in the East Coast Region.
- I use the same instruments, also I check against my own goals that I have set out for myself, so I see how far I am or what do I need to get to the final push point, so I also have my own instruments that I use on myself to set out for my own goals.

Q3 The system of results works well because we get daily feedback. Every Monday morning we get weekly, we get monthly so those are good; also every 6 months we get the PR's where you can see how far you are within a year or what do you need to do to cover up your deficit if you have not reached your goals yet. If you have reached your goals what is the extra thing that you can do to keep improving on what your performance was.

- At the moment I haven't had a problem with the feedback system. I feel that it is accurate because if a customer has not received a case of availability that we have sent to them, then on the system it shows that the customer is still on zero, that they are still on the four-week circle they have not gone back to number one. .
- I felt it was, because when I did my PR in September it was according to my numbers and it was showing me that I was doing better than last year.I wouldn't like to omit anything at the moment but also I would like for people to better understand what it's like, because sometimes you get a scorecard and it tells you that you need this and that and sometimes you don't understand what it is talking about. But so far leave everything as it is, no need to change anything if it has not been broken.

Q4 The major one is volume, then you get availability, then retention, so if you hit your volume numbers that's where majority of your incentive comes from and that happens every 3 months you get paid on the 5th month, so those are what it's based on, your volume, availability, retention.

- That incentive that you get every quarter that is based on your volume and availability. If you do not hit your volume number you will not get the volume incentive, if you hit your availability number then you get paid out on availability.
- Before I was directly involved in maximising the positive outcome with my manager because we use to talk together and say where we wanted to be. He was behind me, pushing me; and if I needed finances to throw into a project that I wanted to do he gave me money. Also based on return in investment; for instance if you had a promotion that you wanted to run on 5 stores and you had money put into it, I

Q5 The new stuff that has come in with NPDs like the Castle Light Lime, the 440s, the 1895 and stuff like that, it's been gradually improving. When it first came up you did not have a choice, they did not say do you want them on your availability list, but they are here you have to sell it, so you do not have a clear say in what they put in the availability but you have to sell it. The aim now is to find out how to work it and how to sell that product to a customer, even of the customer says they don't need it, you still have to find a way to get it to them.

- I don't have customers that I am doing at the moment, only when someone is on leave, I have got no availability targets, I have got no volume targets , at the moment I just help the team. If the team needs to do FPIs, they need to do pickups from here to get to customers then I help them out. The achievement that I am looking for now is to get to regional events or to get the account managers position here.
- This was a major one because they took out our field sales rep, so it affected our team. My 113 customers had to be splint out to team members and some guys didn't do bars they packed.... and now they have to do bars because they are the only person who is doing that area. It has been a tough change for the team and it is taking a while for them to get used to it because now we have more responsibility with less people.

Respondent number09 (Manager)

Q1 Profit, followed by how you are going to get these, like your volume,.........all of those things.

- Not to cause discord and everyone going in different tangents. Goals are set at exec level, cascaded down to ELT, then cascaded down to DLT and as a district we set our goals.......down to our team , everyone is aligned. Both my teams were in decline, the first thing was to reverse the decline and get into positive growth which we have done, then we've got to focus on other goals, focus on brands.
- One of the first things when I come in was to create a fictitious PO for tuxedo. To tell them we are going to conference, that is the first thing. One of our goals was silver.

Q2 SAB has a scorecard for everything. If it cannot be measured, it cannot be in a goal, it's got to be measurable and attainable. Each web has got retention number, volume number, availability number. For volume for example, we know what volume we want to do for the month and then we phase it by a week. So on a Friday or Saturday the rep will know what he needs to do for the next week, how much......and.... he has got to do, so the same for retention.

- Internal systems we've got pope, which tracks GA, it tracks rep, it checks district sales teams and it tells you how you are performing by brand, by GA, volume, customers and it shows you simultaneously whether you are growing or declining.   --
- Scorecard is one measure, couching is the other part of it. When you go out to trade and see whether the guys are implementing, for example you could be flying on the scorecard you availability is flying above 90, your volumes are all fine but if I come to you with trade, you've showed in all the NPT's but none are displayed...

Q3 I'll have a performance route with my guy, we will prepare all the documents, we will discuss it, if we do not agree on the score we then go back to the management meeting the DLT and we discuss all the individuals and we rate them. Feedback collected from there is then provided back to the individual, and it's not saying that as per calibration session, its good honest feedback to the guys on

how we can actually improve, so it shouldn't be ok you rate yourself at 3 now you are at 2 because we thought you didn't do this it's also proper feedback on how you can actually perform and better yourself.

- It does, I'm just looking at my team where they thought they were, and we come back after calibration and give them feedback and see the performance on how they have done since then.
- I think the time frame probably from actual calibration to feedback there must be a certain deadline, so if you are saying you are doing calibration for example, you have the PR today, calibration tomorrow, by Tuesday it should be a deadline set for everyone because there is a limbo period, even as an employee you also want to know how you have scored yourself as well. The change would be set deadlines for everything.

Q4 The performance scorecard that'll will be a first measure. It's the and how, the would be how you have actually physically gone about getting your hard numbers, how is how you done it. So you could have a rep that got 90% on all his measures but how he has gone about it was by being rude to customers. He might score a 4 on what and a 2 on the how, so bringing in equalisers to a three. So it's also my trade visits and how they have actually performed, and if they have taken the couching that I have given them and used it wisely.

- We have the NRN system, the regional events; we have our internal district ones as well. We reward and recognise the high flyers, and of course your performance reviews is a classic one, the guys aim for a higher PR score, by performing well you get rewarded and that goes back to your remuneration which is your salary and bonus.
- We try at least once a month to have a team gathering, whether it's in trade or someone's trade we go down to Senzi's fora little shisanyama and a beer or something we try to get the team together.

Q5 For example, when we had a change in the structure recently and most of my guys got bombed with a whole more quarts we sat down as a team, we discussed it, as soon as we were broke the DM came through and explained it and then we had another session as a team to go through it and the solutions came from the team, I knew where I wanted to and wherever they went course I stirred them back where I ideally would like to see the end status.
- Top 6, regionally, get my team to silver and both my teams have positive growth there is no way we are going back, that's impossible. We are sitting at a 4% growth rate close to.........
- We've got a plan and we are sticking to it. We've got a 3 month plan, we have broken down what we need by day for Jan, Feb, and what we need in March. It's only lack of not actually performing by the volume point of view that takes the box, so only non-implementation of availability and other measures by our internal guys that has actually been affected, so we are gonna be our own worst enemy if we don't pull this off, everything is set out for us to achieve it, we've got the plan.

Respondent no 10 (Manager)

Q1 For us as a district and for me and my team we have goals that cascade down. They start at the beginning of the year, which started in March 2014, so they cascaded down from the directors, the

GM, the DM and eventually to my level, which is my team. So those goals are quite long I won't go into detail into them, but there are those goals and then there are KPI's whichare Key Performance Indicators. KPI's are what indicate the short-termprogress of how we are tracking in terms of achieving those big goals of the business. So, for me personally I use those KPI's to check whether I'm on track and also the goal that I have set for my team I wanna end this year, which ends in March I wanna end in the top 15. Top 15 will mean that I win silver and I get recognised as the most improved sales team for F15.. The reward system of the company as well is that, at the end of the financial year there are awards, where the people who have done well in the previous year get recognised in a beer division conferences, so that is why I want to be in the top 15 of the teams and get recognised.

- Every month, every week we look at those scores that I have mentioned, for me personally I would like my team to be the most improved. My team was not well performing in the previous year, so this year I have set a goal for them that if we are in the top 15 we will be recognised and we will be a solid team, from there the sky will be the limit.
- If you say you want to be in the top 15 you need to sort of give a map, if I may call it like that, so the key map that I use is like those KPI's, for example we have to make sure that we get our volume so I think we have change the mind-set of achieving volume, so every quarter we now chase volume every month so that is the first goal that I have set for my team. The third thing that you will use is pricing, as you know majority of our business is beer so we have to make sure that beer is cheap out there in the markets.

Q2 There is a system called IMP, IMP says that in a year which is 12 months, an employee needs to go to a performance review which is twice a year. It happens in October, December and it happens again at the end of the financial year which is end of March, early April. So there you look at the individual and see whether things have been going well or not, but before you get there, because six months can be a long time, you have one on one's which need to happen every month, that is where a line manager like me would sit with subordinates, we look at performance, we look at how a person is tracking.

Q3 Every month there is a one on one, an employee there gets feedback. In my opinion if you are a good manager that's where you need to start, start giving feedback on one on one, and then from there every six months its performance review, there you get scored as an employee, basically you can a 6 which means you are really performing well, can be a 5 you are also performing well, a 4 you are also performing well, a 3, an average performer but you are still doing a good job., a 2, things are not looking good, which means you are not meeting are battling as an employee, and then 1 which means you are really battling, its either you need help or you are not willing to give in your effort.

- Yes I would like to add, so after the calibration the line manager need to package the feedback and take the feedback back to the subordinates. At times I feel like someone, maybe an HR person or a district manager needs to make sure that the feedback is packaged well, because it might happen that my employee gets feedback but I fail to package it in a constructive way and the employee ends up not understanding the whole intention of the feedback.

Q4 It's based on your performance, which is, like I said your KPI's will tell you. Your reward system is based on that, if you do well on your KPI's obviously you are going to score well on your performance review and you are going to be rewarded, it's as simple as that.

- The first one which is a big one is the quarterly incentives, so you perform 3 months and you get money for it and the money is good hey, I really believe that we are one of the best companies that pay incentives. I had an opportunity to work in our position company and from that experience I can tell you we are not bad at paying incentives, so that is apart from your salary.
- The biggest role for me at the moment, 1 I need to coach. I have got half experience, half sort of almost getting there, so I need to coach the guys. It's well and good if you are a manager to say guys why is this not being done, but if your coaching has not been sufficient maybe that is why the results are not coming. So the first thing for is, I need to coach. The second thing is that, sometimes times are tough its not like working at SAB is rosy every day, but as a manager you need to display a positive outlook in the working environment. So things might be tough in the top, like your director,

Q5 I've been with the business for ten years, what I have observed every time there is a big change, the first big change that I observed was 2007 where we went through restructuring people lost their jobs, but it happened again recently what I have noticed in all those instances about SAB is that at least although the board of directors decide before we know at our level, but when it comes to our level there is some consultation. So I am happy about the fact that SAB still manages to consult people that are affected when there are big changes. Sometimes changes are not nice because people lose their jobs, there are some changes for example recently we just had people being moved around although they didn't lose their jobs but they were moved around and people who were left behind had to pick up more work load.

-My current goal post is top 15, I know I should be saying top 3, top 5, but we need to be realistic.

- In September when that change happened I lost an account manager, the team was shaken, that account manager was never replaced so that has taken steam a little bit away from the team.

Respondent no11 (Manager)

Q1 The goals can be classified into a number of different brackets, primarily is obviously cascades down from the total business nationally, down to the 5 different regions and then from the 5 regions to the district and then to the sales team. Obviously being a FMCG company the biggest measure for us is volume, volume growth that is critical followed by our DSD strategy and penetration. So from volume we also have DSD targets, within that obviously our strategy around calls assortment and availability of products its critical, and that also links to our NPD's, so when you don't .... a particular brand or a new brand obviously in order to make it available for consumers to try it's critical that we make sure that it's in the market.

-That also cascades down from my manager to my team and then that is split into individual rep targets, so from volume, volume growth targets, into availability measures, into space measures, into pricing measures. It's pretty standard in terms of the what goals within the company, pretty much dictated by a national number. And then from our availability point of view we target a specific reach on MPD's for 80/95 Castle Light Lime and Flying Fish to make sure that we have 90% available and we targeted out the base across my ......

- A lot of those what goals generally tie into what I set for myself related to a scorecard ranking. So, generally my goal is to be at the top of the scorecard and the region and within the top five in the country, from the off premise point of view to 3.

Q2 It's data driven, it's driven 99% by numbers on a weekly scorecard and a weekly report. So whatever the goals are set beginning of the year you can track them at any point in time within a week of that calendar year by pulling any specific reports, so whether it's a volume report, space report, availability report, you can have the hard numbers it's quite objective around that. And then obviously there are always .... factors within the markets, so whether the economy is growing in a specific GI, whether there is more disposable income, whether there's a lot of activity around construction and you have an increase and order influx and footfall in that area there might be more money, so there will be movement and those sort of things you can actually see within our market place because we work on quite a fluent system so a lot of that volume is a good indication of what's happening with consumers and buying demand. So those sort of changes in increases and decreases you can measure quite accurately.

- Obviously the scorecard rating which is the brackets are derived down into rep level, those are the instruments we use to do that. The biggest one is obviously our KPI sheets on a week to week basis, whether you are hitting your volume numbers, whether you are hitting your space numbers, pricing numbers, availability numbers, its very transparent because it gives you an accurate number on a week to week basis so you can track progress or whether you are going backwards every single week.
- There is not much difference, it's pretty much the same standard of measurement that we use from the individual point of view. From a personal point of view what I .... is personal progress, sales team progress, from month to quarter to half year, to see how we have moved in terms of our total KPI and measurement set by the business.

Q3 The feedback is pretty much weekly, so we will set ourselves annual break it down into half year, break it down into quarter, break it down into monthly. But generally if I look at the time period we generally chase quarterly number, quarterly performance because it's kind of a smoother number to chase. And feedback is weekly, so what I do is, I set my goals for my guys on a week to week basis, so if they are sitting at a 60% availability measure on a specific brand and it should be at 70%, I'll set them a 5% stretch for that week, the following week following week once I achieve that it goes to 70%, the following week up 75%.

-Yes I would, I think there is a lot of noise around things that possibly don't need as much priority as certain things, so your overall goal is obviously around, you'll have revenue numbers, you'll have revenue growth, profit targets etc and some of the times you find that some of the measures that we are measured on and driven to achieve don't have time to make sense back to the overall goal. Whereas sometimes I find we can be our own worst enemies, trying to run in a certain direction at a 150 miles an hour and then running in the opposite direction at a 150 mile an hour.

Q4 Outcomes would be your volume, availability, pricing, space, it's all scorecard related which obviously ties back to the goals, like I said those are your what measures, they are very transparent, very objective, there is no sort of grey area around those kinds of numbers. That is pretty much the outcomes and then generally, obviously from a goal point of view that is important.

- and then if you go to your next point name and explain two rewards systems so that would tie back to your quarterly incentives that's probably the biggest one, and those are all again linked to the goals that we set linked to the KPI and the scorecard sheet that would be the first one and probably the biggest one.
- Obviously to inspire your troops to chase as hard as possible, and then to support them. The biggest thing is a support structure to help the guys get over the line, to ensure that they are being rewarded for good work, to ensure that they stay positive, to ensure that their energy levels are high, that for me is a biggest role as a manager and a leader you need to ensure that you create an environment that inspires people to chase as hard as the possibly can and that for me is critical to the success of the team and the district.

Q5 That's the nature of business unfortunately because we work in an environment that's quite fluid, things do change and you might have a drought or you might have excess rain, you might have a disaster or you might have a very turbulent political system or a strike season within the country which we have experienced and those sort of things impact our business quite drastically and you might see a shift in volume allocation for example coming from one region to another region and then to a district. A goal for us is to be nominated for the MD's .... another one could be for us to have exceed five quarters in a row.

- A lot of it is dictated by the business and the economic climate within the country that influences it, and then also introduction of new innovations, as a business we are innovative, we have to innovate actually we have moved away to competing in the beer industry but to competing the total liquor market. There is always going to be innovations on how you implement, execute and take those to market which influences the end results, so those are the big things.

Respondent no12 (Employee)

Q1 The way that we are measured is pretty much standardised across the entire business, we are measured on six different categories that are as important as the next, all contributing to one total product which is relativity, market share, volume and share price. The first and our biggest target is volume, and then we break it down to availability, which is the measure of the assortment available in our trade to our consumers. We are then measured on merchandising, which is the combination of implementation of promotion within trade, as well, as how effectively we set our stock up for purchase by the consumer.

We are moving on a 3 month target that we aim to hit, my goal for availability is an average of 85% availability across my three reps, and our team aims for an 80% availability across the board. Then we have merchandising, it's difficult to set a goal there basically what we ask of our reps for consistent communication between the managers and down to packing staff merchandising team, so we do measure that, it is part of the guys goals in the goal setting that we do annually. So it's just an alignment of what reality is and what we can achieve.

- A big part of that doesn't actually come down to Key Performance Indicators it actually comes down to the people, my 3 guys that I manage. Each of them for me I have got a different responsibility as their manager, so my first guy is a much older rep he's been in the business

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for 19 years, he is incredible experience he is a high performing rep still and my goal for him is to maintain motivation and keep him interested in what he is doing.

Q2 There are reporting structures that are set up for each and every different one of those vamps. Every single one has got a weekly report that comes out that we then track versus past performance, we track what we need our end goal to become and we track were we need to be performing currently to get to that end goal. So volume is daily tracked, availability is tracked by weekly so we get two reports a week. Merchandising is not necessarily a report as it is a field from trade that management will get when we go into trade with each rep. Pricing is a weekly report that comes out, promotions are also weekly reports that comes out with implementation versus not implemented.

-I think it talks back to the reports that we use, it the predominant measure that we use, yes there might be a couple of other one's where there will be trade feedback reports, surveys that come out effectively measuring the integrity of our pricing and that's the kind of survey that we will use to make that there is a consistent amount measuring, whether or not there are actually capturing what they should be capturing on their devices.

-A lot of it comes down from HR, in terms of what my achievements are, what my successes are. I rely heavily on .... feedback from either my district manager, my HR manager and sales manager. I use those tools then to measure what my successes are, what my gaps are and what I need to work on. That's probably my biggest one, downward feedback because they are the ones that are overlooking as well.

Q3 IF you break it down to the most simplistic way that we look at it, it's over a 3 month period at a time. So we are working on quarters and we look at quarter to quarter and then at the end of March we look at our year. You can't chase a year to date without heading quarter by quarter. So effectively what we do is we have a number that we aim to achieve over 3 months, and then by achieving it consistently we will end up looking at a year to date average of successfully achieving overall what we aiming to.

-I don't think that any feedback system can have 100% accurate results, the reason being, for argument sake if you take my class of trade and you drill down further into one of my group accounts for argument sake tops. We are measured across all tops the same way, so each to top identically in terms of the KPI's and what we are expected to achieve in each of the tops. Now if every single one of those tops was exactly the same size, in exactly the same area, with exactly the same LSM, with exactly the same mentality from the manager, with exactly the same consumers then it would be fair to measure them all identically.

- I wouldn't add anything, I think we inn dictated with the stuff in any case I definitely wouldn't add. And to subtract, yes I would take stuff out but I can't tell you what because I can't, we use everything and we measured on it equally and I am measured on every single one of these reports equally. So I cant say to you yes we should take that while I can see the benefit of it, I do think that we are measured too closely on some measures and I think that we are not measured closely enough on other measures but I can't say that we should take any out because they all tie in with each other.

Q4 the biggest reward system that we work on is our quarterly incentive, the outcomes of that are different depending on what class of trade you work in. So effectively we can't say to one of our reps

that does a completely different trade from the other that they are going to be measured on the same KPI, that's not fair. So for my team their reward system is based on volume, making up 30 to 40% for the incentive it's based on average availability over the period making over by 10%, space that makes up 10 to 20% I can't give the exact number because they change every quarter. Pricing is another big factor to whether the guys are have the customers at the recommended selling price or not.

-The first one is the quarterly incentive structures that we work on, that's the biggest one because that can come to if the guys achieve the across the board it can come to nearly one and a half times their monthly salary so that's a big one for the guys. The second one, the biggest one would probably be regional office incentives or central office so what comes down from national, when you've got incentive programs from national that the guys want us to push and then with an outcome of either a monetary incentive or a price.

-Personally a major part of my day to day is stream lining of the guys, there is a lot of .... that comes down, there is a lot of emails that come down, there is a lot of reports that come out and for me to my guys to my guys as a manager my job is to make their lives as simple as possible, so I'll do a lot of report in depth analysing which I will then simplify and then merge into other reports so that I can give them one mail that they can work on.

Q5 The liquor industry in South Africa is a very liquid market there's constant changes that are coming in from competitors and from ourselves that we need to analyse on a daily basis and effect our own strategy to compete, this question is even more applicable considering for the last two we probable had the most active tome in terms of new product launches and developments and re-brandings and new marketing campaigns then we've had in the last 30 years, so the business has decided that it needs to keep up to date and in touch constantly and means a lot of extra work for the sales guys and a lot of in what they saw as being their job and what is now a new process that they need to implement

-It's two things, I think it comes from the top and the bottom, there's obviously a massive influence that comes down from central office on what the overall business strategy is. And what influences my goals personally is a feedback from my customers to reps, from my reps to m. So sometimes goals are unrealistic and you need to change them, so if a 90% availability for Castle Draft 1895 is not realistic in someone's trade then I need to change that, I need to make it achievable because if you have goals that are not specific, measurable, achievable then you are wasting the guys time because you are just going to have a no result rep.