



College of Law and Management Studies

School of Management, Information Technology and Governance

**THE IMPACT OF A PERFORMANCE MANAGEMENT SYSTEM ON SERVICE
DELIVERY: A CASE STUDY OF MTUBATUBA LOCAL MUNICIPALITY**

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DECLARATION

I, Ningi Hlalahle Mable Dladla, affirm that:

- the study conducted is my own effort;
- the dissertation submitted had never been submitted before for graduation purposes to any campus;
- the dissertation submitted does not encompass any person's pictures, statistics, diagrams or any additional material, except precisely recognized by referencing it.



Ms N.H.M. Dladla

ABSTRACT

This research investigated the impact of performance management on service delivery at Mtubatuba Local Municipality. Mtubatuba Local Municipality (MLM) is one of the local municipalities classified as a Category B Municipality and falls under uMkhanyakude District in the far-north of KwaZulu-Natal province. This municipality has experienced a series of instances of public discontent due to sub-standard provision of services; hence the study aims to establish if the proper implementation and cascading of a performance management system (PMS) to all personnel will in any way help in improving municipal service delivery and thus assist the institution to regain the public's trust.

Employee performance management is defined as the process of evaluating employees' performance to reward their performance based on the required standards and the identification of gaps where sub-standard performance is identified. Performance management can be used to measure employee performance as well as to train employees who have failed to achieve the expected results. The success of an organisation centres on the effective advancement as well as proper execution of performance management system (PMS) (Lawler, 2003:9). The emphasis of this research is to review the effect that the performance management system has on service delivery (SD) to ensure officials' accountability in the case of the Mtubatuba Local Municipality. It also critically reviews the correlation between performance management and provision of services. So as to accomplish this, several research questions and objectives are outlined in Chapter 1.

For Mtubatuba Municipality to be able to regain the public trust on service delivery and at the same time have disciplined and accountable personnel, it needs to hold both its administrative and political wings accountable. This can be realized by the effective execution and cascading of the performance management system to all its employees ensuring that they are held accountable for the time they spend at work and for political leadership to play an oversight role over the Administration.

The success of performance management system lies in understanding the relationship that exists between employer and the employee. Both these parties entered into an employment contract mainly because the employer needed the services of the employee and the employee is expecting reward for availing his/her services to the employer.

COMMONLY USED ACRONYMS OR ABBREVIATIONS

AC	-	Audit Committee
AR	-	Annual Report
APR	-	Annual Performance Report
COGTA	-	Department of Co-operative and Governance and Traditional Affairs
DPLG	-	Department of Provincial and Local Government
EXCO	-	Executive Committee
FY	-	Financial Year
IDP	-	Integrated Development Plan
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
MFMA	-	Municipal Finance Management Act
MLM	-	Mtubatuba Local Municipality
MPAC	-	Municipal Public Accounts Committee
MSA	-	Municipal Systems Act
PMS	-	Performance Management System
SD	-	Service Delivery
SDBIP	-	Service Delivery and Budget Implementation Plan
SMART	-	Simple, Measurable, Achievable, Realistic and Time-bound

Chapter 1: Background to the Study

Introduction

The South African government has three types that were created as per Chapter 7 of the RSA in full supreme law. Section 152 of the same supreme legislation outlines the objects of local government amongst which is the provision of services to local communities in a sustainable manner. Societies convey their requirements to their particular boroughs through Integrated Development Planning (IDP) consultative procedures. Local government institutions have an obligation to prioritize community requirements, interpret them as objectives consequently assigning funds for the accomplishment of the IDP goals.

Performance Management is a process used by boroughs to accomplish objects mirrored in the IDP in that financial year. The then, Department of Provincial and Local Government presented the Performance Management Framework for boroughs in 2001 with an intention to capacitate societies to claim improved amenities as well as to make boroughs answerable. The main concentration undertaken in this research is on PMS, an instrument for improving the distribution of amenities by local government. This concentration is to check if the implementation of PMS in Mtubatuba Local Municipality has impacted on provision of core amenities like basic infrastructure. For the purpose of providing the foundation of the problem statement as well as the objectives of the research, a context to the research is discussed. The comprehensive scrutiny of PMS as an instrument to improve amenities provision is carried out and significant notions, information gathering methods as well as information clarification are simplified.

Foundation to Research

Mtubatuba Local Municipality is located in the northern stretches coastline of KZN. It is the one of five boroughs under uMkhanyakude District. The total estimated population of Mtubatuba is 143 908 people, with a total of 24 440 households. The municipality comprises two towns, namely Mtubatuba and St Lucia.

Mtubatuba Local Municipality employs 172 personnel, of which nine are line managers in their respective departments and units. There are five senior managers (Municipal Manager, General Manager: Community Services, General Manager: Technical & Planning, Chief Financial Officer, General Manager: Planning and Sustainable Development and General Manager:

Corporate Services) and 20 ward councillors as well as 20 councillors elected on the basis of Proportional Representation.

Municipalities are held answerable for the utilization of their financial resources for service delivery (Hegewisch and Holt Larsen, 1996; Boland and Fowler, 2000; Radnor and McGuire, 2004), making accountability a priority. Schneier, Beatty and Baird (1987), argue that a PMS framework involves three stages: Phase 1 involves the development and planning of the PMS, i.e. laying out the development plans, setting clear objectives while receiving commitments from the parties involved, and lastly managing the performance with the idea of reviewing the poorest performed objectives. Phase 2 includes evaluating against objectives and providing feedback. Phase 3 involves improving performance.

According to Singh and Gupta (2013), a PMS is a system that involves the management of employees to ensure that employees focus on their work with the goal of contributing to the achievement of a government's assignments. It comprises of: (a) setting out the anticipated worker performance; (b) keeping a discussion amongst the overseer as well as the employee to maintain performance on track; as well as (c) gauging concrete performance in relation to performance potentials.

The planning process in performance management involves developing a mission statement and aims as well as determining key performance areas that are formulated as indicators to quantify performance.

An organization has to use a Balanced Scorecard (BSC) to implement a PMS. The scorecard is an assessment system utilized to measure execution and an evaluation process (Sureshchandar and Leisten, 2005). The BSC procedure was created to assess how the whole organization performed in respect of key performance measures. It shouldn't overemphasize one performance measure (Halachmi et al., 2005).

A Balanced scorecard covers customer, financial, innovation and learning, and internal perspectives (Radebe, 2013). The area that focuses on customer satisfaction is regarded as customer perspective. The part of the scorecard that focuses on profitability, solvency and liquidity is referred to as the financial perspective. The scorecard that measures the internal

matters within an organization, such as conflict management, communication and decision making, is referred to as an internal perspective (Radebe, 2013).

The South African government in 2000 promulgated the Local Government: Municipal Systems Act, No. 32 of 2000. That Act gave effect to PMSs throughout all municipalities (Van der Waldt, 2006). According to this legislation, the importance of each borough to institute a PMS relevant to that municipality and to be line with its resources is emphasized. Mtubatuba Local Municipality adopted its own PMS, which was implemented in 2001 as per PMS regulations, but it only applies to senior managers within the municipality.

Numerous researchers have conducted studies on PMS from diverse perspectives. Williams (2006) in his dissertation titled *Implementing Performance Management at Local Government Level in South Africa* focused on the effects on institutional culture in implementing PMS in the local government sphere. Williams based his study on the effects of institutional culture in implementing PMS at Buffalo City Municipality. Maila (2006) conducted research on Performance Management and service delivery in the Department of Water Affairs and Forestry (DWAF) that concentrated on amenities provision enhancement due to implementation of a Performance Management and Development System in DWAF.

Ngcelwane (2008) in his thesis titled “Critical Assessment of the Implementation of Performance Management in the Nelson Mandela Bay Municipality” concentrated on hindrances Directors experienced whilst executing PMS in Nelson Mandela Bay Municipality. Williams concentrated on the PMS and organizational values as opposed to application of PMS to amenities provision.

The research of Ngcelwane as well as Williams (2006) concentrated on their particular boroughs, whereas, this investigator will concentrate on the impact of PMS on service delivery in Mtubatuba Local Municipality. Munzhedzi (2011) in his thesis titled “Performance Management System and Improved Productivity in the Department of Local Government and Housing (DLGH)” concentrated on PMS implementation at DLGH if it has played part for enhanced production. The research of Munzhedzi (2011) is on PMS and enhanced production, this student’s dissertation focuses on the impact of PMS in improving service delivery such as basic infrastructure.

Problem Statement

A PMS is an important tool in most organizations as it helps to ensure that employees are working towards achieving the organizational mission and objectives. It is also used to set expectations for employee execution and also helps in giving signs for substandard performance where intervention is needed. Over and above this, the PMS provides a complete and professional process for assessing the performance results of the organization and its employees. At the local government level, it can be utilised to enhance the provision of amenities within municipalities. However, due to a poor understanding and lack of policies regarding PMS and accountability, contestations were experienced in the provision of amenities at Mtubatuba Local Municipality, which has consequently led to community protests. In spite of the vibrant statutory provisions for the configuration of the Integrated Development Plan with PMS, municipalities appear to be experiencing difficulties with this alignment as an instrument to plan, screen as well as assess the level of service delivery (Perret, 2004).

The South African public service developed a PMS with the intention of replacing the system of personnel evaluation. This PMS has been beneficial where? to both the employees and employers (Moore, 1985). Despite the PMS policy being applied in South Africa, this research is still necessary, especially in Mtubatuba, as it aims to answer the key question of whether the PMS does have an effect on improving productivity and service delivery within the municipality. This research highlights important factors that lead to underperformance. In an effort to successfully address these matters, the research problem investigated is: “**The impact of a Performance Management System on service delivery: A Case study of Mtubatuba Local Municipality.**”

Research Purpose

This research intends to analyse the impact of the official performance management system for Mtubatuba Local Municipality on service delivery.

Research Objectives

Terre Blanche, et al. (2006:40) describe the objective of research as when the researcher is specifying who or what they want to draw conclusions about; as a result, the objectives of this study are:

- To determine the need for Mtubatuba Local Municipality to implement a performance management system.
- To determine the importance of cascading the performance management system in Mtubatuba Local Municipality.
- To determine the type of performance management system that will work better for Mtubatuba Local Municipality.
- To understand the benefits of implementing a performance management system.
- To establish the impact of the performance management system in regaining stakeholders trust.

Study Questions

Research aims to respond to numerous questions. Below are the important questions to the study:

- In the South African context, what is a PMS?
- Can PMS help to improve service delivery in a municipality?
- What challenges are involved in implementing a PMS in the Mtubatuba Local Municipality and how can these challenges be addressed?
- What are the key performance areas and how were they interpreted in the Mtubatuba Local Municipality?
- What steps can be taken to implement or improve the understanding of PMS at Mtubatuba Local municipality?

Research Methodology for this study

The study reports on a well-structured questionnaire focusing on the Performance Management System at Mtubatuba Municipality. The necessary departmental documents are perused and analysed, and observations made. The respondents include operational/junior workers, Line Managers and Senior Managers (General Manager: Community Services; General Manager: Technical Services; the Chief Financial Officer and the Municipal Manager) in the Mtubatuba Municipality. The researcher is a staff member of the Municipality and the questionnaires was therefore administered to relevant staff members through email.

The primary data is questionnaires. The questionnaire survey was utilized to acquire applicable quantifiable information that could support the descriptive statistic to generalize the research findings in Mtubatuba Municipality. An email survey was utilized as part of this research because some empirical studies have proposed that it is the most productive and practical way of performing work-related attitude measurement. Email survey is also viewed as cost-effective and efficient method which targets specific respondents in an organization. Convenience sampling was adopted in this research study because of time constraints and the unknown probability of selecting elements of the population.

The hypothesis testing in this study is to investigate the relationship between the organizational culture and the Performance Management System and their effects on the state of mind of the workers in an organization. The statistical techniques adopted in the study will be a quantitative method and a survey method. Statistical techniques require accuracy and the control of extraneous variables. Research on employees' attitude will be used to evaluate and compare the situation similar to other behavioural studies. The researcher used the exploratory research method in trying to explore the research problem.

The data is analysed using a quantitative data analysis process which involve the stages of checking, editing, handling blank questionnaires, coding, categorizing, transcribing and data cleaning. The questionnaires will be analysed using the SPSS version 17 for Windows.

Conceptualisation

The term conceptualisation is described by Terre Blanche et al., (2006:51) as “a process whereby a researcher develops a clear and explicit theoretical image or idea of the construct that matches the attribute that is to be measured or understood”.

Definition of Key Concepts

- **“Annual Report”** – Is the statement prepared by an organization after the end of a financial year to indicate to the stakeholders how the allocated assets were utilized as the execution of agreed targets. For boroughs, this is done in compliance with requirements of Section 121(1) of MFMA which stipulate as follows: - “Every municipality and municipal entity must for each financial year prepare an annual report in accordance with its guidelines”.

- **“Basic Municipal Services”** – Local Government: Municipal Systems Act explains that, “a municipal service is a service that is necessary to ensure an acceptable and reasonable quality of life and, if not provided, would endanger public health or safety or the environment”.
- **“Effectiveness”** - the “Department of Provincial and Local Government: Municipal Planning and Performance Management Regulations (2011)” in describing the term effectiveness “as how well the actual products or outputs lead to desired social impact, which ultimately is a measure of the overall effectiveness of the strategy or policy for development”.
- **“Output Indicators”** – are defined by the Local Government: Municipal Planning and Performance Management Regulations, 2001:4 as “indicators that measures the costs resources and time used to produce an output”.
- **“Integrated Development Plan (IDP)”** – is described in the “Local Government: Municipal Systems Act, 2000” as a , “a clearly-defined 5-year strategic plan for the municipality that guides its budget, development and programmes. It should be reviewed annually”.
- **“Policy”** - Anderson (2006:6) describes it as “a relatively stable, purposive course of action followed by an actor dealing with a problem or matter of concern”.
- **“Performance Management”** – as described by Van der Waldt (2004: 39) are “all those processes and systems designed to manage and develop performance at the level of the public service, specific organisations, components, teams and individuals”.
- **“Performance Management”** - as described by “Local Government: Municipal Planning and Performance Regulations (2001: 9)” is “a strategic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the institution in terms of indicators and targets for efficiency, effectiveness and impact”.
- **Performance Management System** - Armstrong (2009:9) described it as “a set of interrelated activities and processes that are treated holistically as an integrated and key component of an institution’s approach to managing performance through people and developing the skills and capabilities of its human capital, thus enhancing institutional capability and the achievement of sustained competitive advantage”.

- **Performance Measurement** – the Local Government: Municipal Planning and Performance Management Regulations (2001:13) described it as “a process of continually analysing assessment and measurement results in terms of indicators and targets to determine success and failure”.
- **Performance Monitoring** – in the “Local Government: Municipal Planning and Performance Management Regulation (2001)” explained as “an on-going tracking process to assess whether targets are being met”.
- **“Key Performance Area”** – is defined in the as “an area in which the municipality plays a role with a purpose of delivering services. These are Basic services and infrastructure, Good governance and public participation, Institutional Development and Transformation, as well as Financial Viability”.
- **“Key Performance Indicator”** – are “determined in respect of each development priority and objective. These indicators are subject to public participation and will be used by each Department as well as each municipal entity where applicable. These are quantifiable measures which show where performance currently is in relation to the baseline and the target. This describes the measure in a clear, simple and precise manner”.
- **“Service Delivery and Budget Implementation Plan (SDBIP)”** – as according to Local Government: Municipal Finance Management Act, 2003, “a detailed plan approved by the Mayor of a Municipality in terms of section 53(1)(c) (ii) of the Municipal Finance Management Act for implementing the Municipality’s delivery of municipal services and its annual budget, and which must indicate: - Projections for each month of –
 - Revenue to be collected, by source; and
 - Operational and capital expenditure, by vote;
 - Service delivery targets and performance indicators for each quarter;
 - Any other matters that may be prescribed and includes any revisions of such plan by the Mayor in terms of section 54(1)(c) of the Municipal Finance Management Act”.
- **“A service”** as defined by the DPSA (2003) “is provided every time a customer deals with a public service department or component, be it receiving a social grant, issuing a birth, marriage or death certificate, providing identity documents and passports, granting a housing subsidy, being attended to at a hospital or clinic and attending school

or simply responding to a customer's queries in face-to-face situations or telephonically or in writing. The customer always has the right to service and to obtain a certain quality standard".

- **“Targets”** - Armstrong (2009:102) described as “objectives that define the quantifiable results to be attained as measured in such terms as output, throughput, and income, sales levels of service delivery, cost reduction and reduction of reject rates”.

Chapter layout

This dissertation is outlined as indicated beneath:

Chapter 1: Introduction

The Chapter offers a context on the topic, it also presents the study questions, problem statement, aim and objectives of the study. Subsequently, there is discussion of the methodology.

Chapter 2: Performance Management: Theoretical and Conceptual Issues

Chapter offers serious literature review in existing fiction on this topic. The review focuses on establishing a definition for PMS in the South African context and looks at the background of PMS in the public sector. The chapter also addresses the different concepts that could offer a better understanding of PMS in relation to SD. In the last instance, the chapter deliberates on the purpose, necessities of PMS as well as blockages in applying an operative PMS administration.

Chapter 3: Performance Management in South Africa: Legislative and Policy Considerations

Chapter 3 addresses the South African legislation and policies that underpin PMS within the government institutions, which relates to local government. It also addresses important stipulations in the legislation to establish a proper understanding of PMS. These concepts include processes and measurement tools for successful PMS.

Chapter 4: Research Design and Methodology

The chapter discusses the research methodology utilised when collating information in this research and analyse data to reach a specific conclusion. As such, the Chapter explains the method of sampling the compilation of the feedback form.

Chapter 5: Analysis and Outcomes Interpretation

The Chapter introduces the results of the questionnaire analysis also continues with data explanation.

Chapter 6: General Conclusions and Recommendations

The Chapter introduce a synopsis of the analysis discoveries as well as the conclusions reached founded on the scrutiny of the questionnaires. The research concludes by making commendations for effective application of PMS.

Conclusion

The Chapter provided context to the study and also highlighted the problem statement as the inspiration in conducting the research. The research question as well as objectives of the study was outlined. The researcher also gave a brief background of the study with an intention to highlight the importance of PMS implementation at Mtubatuba Local Municipality.

The next Chapter introduces the literature review discussing available knowledge on the subject matter.

Chapter 2: Performance Management –Theoretical and Conceptual Issues

Introduction

Performance management is a continuous process that aims to improve employee performance within an organization to help realize its objectives. PMS entails the systematic implementation of certain processes to improve productivity and efficiency. Such a system is linked to the objectives of the organization and involves ways to measure the execution of tasks within the administrative framework.

Supervision or administration is crucial for the operation of any institution regardless of its size, either public or private. Mancini et al., (2012:245) and Dello et al., (2013:75) in their research point out the importance of performance of management in service delivery as well as its effect realized in diverse conclusions such as cost restraints, operations capacity requirements, product variation, organisation's advantage as well as the delivery of goods and services of high class, to mention a few. The management practices are crucial in this research since they ascertain the level as well as nature of anticipated results in terms of local community service delivery. This study was conducted so as to determine the effect of performance management practices on local municipalities particularly in Mtubatuba Local Municipality in the delivery of services.

The Chapter discusses the theoretical and empirical literature in performance management practices and also suggestions made. This Chapter outlines numerous explanations related to the notion of performance management and in addition extended by assessment of numerous performance management practices in the organisation. This Chapter formally presents notion of service delivery as well as how performance management as effects on this matter. Moreover, the Chapter discusses the supporting philosophy of performance management and then the conceptualisation of performance management practices in local government.

Descriptions of Performance Management

To Armstrong (1999:429), performance management is a means of getting better results from the organisation teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. It can be described as a method for establishing common ground of what is to be accomplished, as well

as a tactic of handling and empowering individuals in a technique that increases the likelihood that it will be accomplished over certain periods. It is maintained and championed by supervisors (Armstrong, 1999:429-430).

PMS is an administrative method for safeguarding that personnel hard work are directed towards promoting the establishment's undertaking accomplishment. Armstrong (1999), argues that PMS comprises stages, namely: - (a) fixing anticipated worker performance, (b) continuing an exchange of ideas amongst overseer and subordinate monitor, assess and review performance, and (c) gauging the exact performance comparative to set targets. Effective PMSs are important in assisting institutions realize agreed goals as well as aims. Clearly defined ideas of what the institution hopes to accomplish as well as setting achievable targets that support the accomplishment of the institution's goals and aims are important for PMS to be effective (Armstrong, 1999).

Simeka Management Consulting (2004:16-62) states that performance management system is a process of harnessing all available resources within an organisation and ensuring that employees perform to the maximum, in order to achieve the desired goals. It involves the building process system and culture that will facilitate the achievement of an organisation. Concurring to Armstrong (1999) as well as Simeka, Spangenberg (1994) further argues that performance management is an organized method utilised by government organisation which includes civic personnel when advancing the efficiency of the provision of amenities.

Municipalities are held answerable for the utilization of their financial resources for service delivery, Hegewisch and Holt Larsen (1996); Boland and Fowler (2000); Radnor and McGuire (2004), making accountability a priority. Schneier, Beatty and Baird (1987), supports that PMS framework involves three stages: Phase 1 involves the development and planning of the PMS, i.e. laying out the development plans, setting clear objectives while receiving commitments from the parties involved, and lastly managing their performance with the idea of reviewing the poorest performed objectives. Phase 2 includes evaluating against objectives and looking for feedback. Phase 3 involves improving performance.

According to Singh and Gupta (2013), a PMS is a system that involves the management of employees to ensure that employees focus on their work with the goal of contributing to the achievement of an organization's mission. It comprises of the following: (a) setting out clearly

the expected performance from the personnel; (b) upholding a discussion amongst the overseer and the subordinate with an intention to monitor, assess and review performance; and (c) gauging the exact performance against the set targets.

Kanyane and Mabelane (2009:60) argue that PMS is a combined framework to gauge performance of the institution and that of its personnel. Haycock and Labuschagne (2006:262) state that numerous South African municipalities strive to certify the continuing planned strategies are in fact executed and based on these, municipalities are thoroughly analysed for their performance deficiency. Butler (2009) identified the lack of alignment between IDPs, budgets and performance methods as the core problems in PMS implementation in municipalities.

The planning process in performance management involves developing a mission statement and aims as well as determining key performance areas that are formulated as indicators to gauge performance.

The core of performance management is that it is a shared method amongst supervisors, each employee as well as the staff that they supervise. The principle of management by contract rather than command is the foundation, on since performance targets has to be agreed upon by all parties, this doesn't prohibit the requirement to include high-performance expectations in the contracts (Wayne and Cascio, 2003).

Boninelli and Meyer (2004:222) argue that there should be continuing engagement so that the supervisor and an employee work closely to share information regarding work progress, likely barriers and challenges, possible answers and the support the supervisor can provide to the subordinates. These authors maintain that the continuous engagement allows the supervisor to get insight into subordinate's challenges. In handling performance, directors and supervisors at Mtubatuba Local Municipality are obliged to instil the principles of "contracting rather than command". This might further be seen as utilising "the participative management style" to ensure ownership of agreed goals. Performance management encompasses having processes and approaches in place that interpret the strategic management goals into each employee performance targets through human resources management. According to Armstrong (1999: 429-430) a basic but comprehensive definition of performance management is that it is a

systematic process by which a public institution involves its public employees in improving effectiveness in the service delivery”.

Performance Management Systems must form the basis of warranting that each role player in the organisation fully understands what is anticipated from them as well as how it should be performed. The numerous fundamentals are autonomous. Alteration to targets ought to be informed by consistent response and assessment, because a purpose of any PMS should be continuous performance enhancement and give early warnings. Although variations are expected to be cumulative and evolving instead of radical, performance management is expected to develop progressively in supporting civic organizations to realize their planned objectives.

An approved framework of strategic objectives, values and quality requirements on the foundation of performance management is an arrangement amongst the supervisor and the subordinate on prospects. According to Spangenberg (1994:248), Performance management is mostly concerned with the management of such prospects. Spangenberg (1994:248) outlines the PMS intentions as follows:

- “The work performed by employees accomplishes the work of the agency;
- Employees have an understanding of the quality and quantity of work expected from them;
- Employees receive on-going information about how effectively they are performing relative to expectations;
- Awards and salary increase based on employee performance are distributed accordingly;
- Opportunities for employee development are identified; and
- For sub-standard performance, interventions are devised”.

The approval of these performance purposes at Mtubatuba Local Municipality may well improve the PMS to a large degree. Though there are several reflections founded on the public service necessities, they are amongst the objectives that Mtubatuba Local Municipality could approve in refining its PMS.

Service Delivery

This notion in institutions is defined in diverse platforms and is applied in not quite comparable processes. This notion regulates the degree on which an institution realizes its aims compared to the fore-regulated short as well as long-term strategies (Haynes et al., 2009:495). For the purpose of comprehending the topic, it is therefore, important to scrutinize the degree at which an institution organizes all its segments or sections so that they toil jointly for the purpose of providing appropriate goods and services in response to an institution's necessities (Haynes et al., 2009:495).

The notion of service delivery is quite comprehensive since it comprises dual concepts, viz; service and delivery. Goriji and Sardzaee (2011) describe a service, as an activity that meets the needs of a user or can be applied by a user. As such services have diverse characteristics that consist of accessibility, timeframes, trustworthy, consistent, practical, as well as beneficial and integrity. Bearing in mind all these aspects, service delivery is according to Goriji and Sardzaee (2011:45), a continuous cyclical process for developing and delivering user-focused services and can be defined in the following stages: user engagement, service design and development, delivery, evaluation and improvement.

Consequently, the connection between a performance management system and service delivery can be understood in actual provision of services or on the class of service provided. Primarily, service quality can be understood in concentrating approximation that mirrors the customer's insights in precise amenities measurement, viz: dependability, reaction, pledge, understanding and real that are correspondingly termed service quality (SERVQUAL) (Goriji and Sardzaee, 2011:46). Furthermore, if superior service is distributed efficiently, the patrons or recipients of the specific service will be fulfilled such that the status of the organisation is guaranteed to rise and thus regain public trust.

Academics like Grimaldi et al., (2013) hold the opinion that service delivery refers to the way in which an organisation designs its operations, implements them, takes corrective measures and provide measures and provide channels for feedback in order to ensure that it continuously meets the requirements of the customers. It suggests that the notion of service delivery includes public institution's capabilities in developing programmes for action in addition unceasingly monitor and assess them so as to guarantee alignment to the necessities and requirements of the patrons in the aim of satisfying the institution's assignment, mirage and objective. In view

of clarification, notion of service delivery must be gauged in distinction of sizes within institution also they must be assessed from diverse activities in the institution, for example: finance department, human resources, supply chain management (Grimaldi et al., 2013:310).

The topic has acquired considerable consideration in current corporate processes this research also tried to establish how the performance management system impacts on service delivery in MLM.

Performance Management and Service Delivery in the Public Sector

Ferlie et al., (2007) mention that the deliberations on performance of public institutions have been in existence for as long as government institutions itself. Democratic elections are contested looking at both the upcoming possibilities as well as historical performance. Political Representatives vouch to bring a series of needed welfare measures, such as fighting crime, radical economic transformation, economic growth, etc and even label themselves as servants, a challenge to be arbitrated on the delivery of commitments. Unfortunately, a recurring delinquency is the non-existence of the extent of distribution versus the made commitment.

Cloete (2005:2) states that the government organizations in all three spheres of government have an obligation of evolving organised pointers to be used to gauge the improvement of the delivery of services. He further states that answerability for the results of strategy programmes can be determined utilizing an inclusive agenda for performance management. Cloete also argues that the minute the officials take responsibility for outcomes it normally advances the usefulness as well as proficiency of policy programmes, increases community consciousness and enables improved collaboration amongst public agencies with an intention to meet government's priorities.

Fourie et al., (2007) hold the view that performance management is about attempts by an organization for achieving an all-inclusive summary on the whole execution of strategies, classifications, structures and people. They further argue that PM allows keeping track, assessing as well as remedial activities practical. Van der Waldt (2007:111) shares the same sentiment and further argues that PMS should be viewed as an umbrella implementation of over-all administration of civic execution.

The Local Government: Municipal Planning and Performance Management Regulations (2001) describes performance management as a strategic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of institution in terms of indicators and targets for efficiency, effectiveness and impact. Performance Management is an instrument available to both political and administrative leaders to plan, monitor, review the performance of departments, and individuals in the institution. Van der Waldt (2004:39) argues that there should be processes and systems designed to manage and develop performance at the level of the public service, specific institutions, components, teams and individuals. Armstrong (2009:9) interprets performance management to be an orderly procedure utilised in enhancing organizational execution through evolving persons as well as staff execution.

Govender and Reddy (2014:59) affirm that in 2007, the Government of South Africa approved the “Public Service Wide Monitoring and Evaluation Strategy”, subsequent to that in 2009, the “National Department of Performance Monitoring and Evaluation within the Presidency” was established with an intention of supervising public-sector outcomes. These scholars also argued that the statutory source for Performance Monitoring and Evaluation are found in Section 152 of the Constitution of the Republic of South Africa, 1996.

Armstrong (2009:59) explains that PMS assimilates interconnected actions as well as procedures in an organization so as to administer performance through people by cultivating their capabilities as well as abilities to enhance organizational competence and the accomplishment of continued viable benefits. Lee as quoted by Armstrong (2009) upholds the actual objective of PMS as divided into three: redress sub-standard execution, maintain reputable execution as well as enhancing execution. The adopted Mtubatuba Local Municipality (MLM), PMS Policy, specifies that an institution must on annual basis assess the PMS, the Performance Audit Committee, annually develop the assessment statement, taking into consideration the effort made by branches and that statement should be presented to the EXCO.

The adopted PMS Policy for Mtubatuba Local Municipality further states that the EXCO and the Audit Committee (AC) have the authority to command in-depth performance inquiries where sub-standard performance is identified or where unfounded achievements are claimed.

Minnaar (2010:page) describes performance planning as a process that concentrates on formulating indicators and targets that can be used to activate measure and evaluate performance. Initial stages for a performance planning process include classifying fundamental roles to find Key Performance Areas (KPA's). The KPA's characterize a wide-ranging extent in which the organization should function in order to guarantee achievement according to the policy directive is extremely imperative in drawing a well-adjusted performance assessment scorecard. Boroughts through the IDP processes, consult societies and develop 5-year, annual as well as quarterly objectives.

Minnaar (2010:67) describes KPA's as specific areas in respect of which the institution will manage and monitor institutional performance, identified by carefully analysing the institutional mandate. KPA's serve as a foundation from which an organization chooses in addition develop plans for implementation over a specified period. A precise KPA could consist of numerous results recognized as fundamental organizational objects through the definition of the organizational directive. As soon as the KPA's have been acknowledged, they must then be interpreted to quantifiable terms in the form of projects and programmes. In developing organizational performance plans, objectives must be individually aligned performance indicator as well as an approved performance framework of the organization. The organizational strategic plan (IDP) is interpreted into departments in the organization and cascaded to each and every employee.

Armstrong (2009:211) maintains that performance management is expected to improve institutional performance generally by creating a performance culture in which the achievement of high performance is a way of life. Brown and Harvey (2006:11) describe an institutional culture as a system of shared meaning, including the language, dress, patterns or behaviour, value system, feelings, attitudes, interactions and group norms of the members. Employees' conduct, attitude, as well as the processes all contribute to the performance culture in an organization. The outcomes of the impact made by PMS must be evident in the enhanced employee and crew presentation. Armstrong (2009:228) believes that performance cultures are ones in which the achievement of high levels of performance is a way of life. The easily identified features of best-performing organizational values comprise robust management, processes and is people centred.

Maila (2006) researched “Performance Management and Service Delivery in the Department of Water Affairs and Forestry (DWAF)”. Her research concentrated on amenities provision, enhancement of service provision, emanating from execution of the Performance Management and Development System in DWAF. Maila (2006) stressed that effective performance management and efficient service delivery can be achieved through monitoring and evaluation of performance. Execution targets must set following the “SMART Principles”, briefly they should be simple, measurable, achievable, realistic and time-bound. They must also be linked to organizational objectives as outlined in the IDP as well as governmental compliance. Execution development must basically be on-going and supervised as well as assessed frequently in order to identify limitations.

The investigator further specified that the coherence amongst goals, outcomes and key performance indicators (KPIs), these are crucial for gauging the pace in which processes of delivering services in the government organizations occur. In closing, Maila (2006) suggested that government organizations should maintain transparent performance indicators, devise planned leadership routes in addition organize tools for continuously supervising also managing execution in assured amenities. Maila (2006) has added information concerning the enhancement of service delivery subsequent to the execution of performance management. Though DWAF is a government department, the amenities provided remain the opposite of those rendered in local government. This research focus on the impact of PMS on service delivery in Mtubatuba Local Municipality (MLM) through precise reference in basic services such as water, roads and infrastructure.

Ngcelwane (2008) in his thesis “A Critical Assessment of the Implementation of Performance Management in the Nelson Mandela Bay Municipality” that concentrates on encounters Managers experienced whilst applying of Performance Management System at Nelson Mandela Bay Municipality. Ngcelwane (2008) stressed the importance of leadership direction (both political and administrative) in the application or introduction of any programme, plans, procedures as well as new strategies together with execution management. Ngcelwane (2008), in his study cited Mlaba (2005a) affirming that leadership (both political and administrative) should lead from the front on all performance management related issues where unity of purpose exists between political and administrative leadership (no us and them situation, but united voices).

The disagreement of the writer is in the management of the borough that has a responsibility to champion execution in the borough so as to accomplish the vision of the organization. The writer then resolved that all civic personnel, in addition to Section 54 and 56 managers must be exposed to performance management so as to instil the culture of accountability at all levels.

Ngcelwane (2008) in contributing to the existing body of knowledge contended for extra knowledge of the implementation of PMS in boroughs by stressing the importance of setting the tone from the top thus giving direction and that all workers performance must also be exposed to PMS assessments. His research, nevertheless, did not adequately cover the “effects of PMS in service delivery” since he concentrated on key stakeholders in PMS as well as the need of applying it in lower levels of personnel within an institution.

Munzhedzi (2011) in his thesis titled “Performance Management System and Improved Productivity in the Department of Local Government and Housing” paid attention to implementation, to assess whether the PMS helps in enhancing production. Munzhedzi’s (2011) research resolved as follows: -

- “Consistent as well as in-depth training of departmental officials about PMS in the public services and how it impacts on productivity be done.
- Officials should understand that low individual performance may lead to a low departmental performance and productivity.
- Good communication and relations between subordinates, supervisors and management should be facilitated.
- Performance targets of both the individual employees and the department should be clearly defined.
- A favourable working environment for employees should be created by ensuring that the necessary resources such as computers and stationery are available.
- A performance culture should be internalised by employees through instilling the spirit of wanting to achieve all the time.
- Punitive/disciplinary measures should be meted out to those officials who do not comply with the provisions of the PMS policy”.

PMS in the South African context

PMSs at the local government level has become part of an important and critical system that the government of South Africa introduced to ensure that it occurs and offers an instrument to gauge if the goals with respect to planned goals of the institution as well as its personnel, are achieved. The South African national government saw it essential to make it an institutional requirement through such efforts by enacting regulation on performance management process at local government by enacting the Local Government: Municipal Systems Act 32 of 2000 (MSA). This Act enforces the boroughs (municipalities) to establish a PMS. In addition, the Local Government: Municipal Finance Management Act 56 of 2003 (MFMA), orders that the IDP should inform the municipal budget that municipalities should develop Service Delivery and the Budget Implementation Plan (SDBIP) which are tools used to implement both the IDP and budget.

Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations (2001), states that “(a) Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.” This highlights that a PMS not only is beneficial to the institution itself but also to the individual employees in the institution and those who work as external service providers.

Schedule 2, deals with the “Code of Conduct for Municipal Officials”. Clause 3(e) of the mentioned Code states that all municipal staff members “must participate in the overall performance management system for the municipality, as well as the staff member’s individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents”. This clause cannot be fulfilled if the performance management system is not cascaded to all employees below senior managers and failure to do so will result in none compliance with legislation and a lack of accountability and free-riders as employees will not contribute towards the attainment of the organisational objectives whilst they are paid on a monthly basis and receive a 13th cheque on top.

The Impact of Performance Management System on Service Delivery

Govender and Reddy (2014), argue that a performance management system should have its main objective, in enhancing the output of staff qualitatively by developing a linkage to municipal objectives, thereby emphasizing both an individual and institutional dimension to performance. They further stipulate that “each municipality should have a comprehensive performance management system in place to ensure that all structures and systems of the municipality are working unanimously in ensuring that the goals and service delivery targets of the municipality are being achieved”.

To be responsive to the patrons’ needs concerning service delivery, organizations require elastic management processes management moreover arrangements so as to be operative also render amenities that conforms to the essential values (Grimaldi et al., 2013:310). Consequently, performance management is understood as a vital component that has effects on the provision of services.

According to Steve Rogers (1994), the South African government has sought to make local authorities more accountable to their electorates by means of a range of measures which include: -

- “The requirement for local authorities to publish Annual Reports;
- Developing an Integrated Development Plan (IDP);
- Open meetings for the public and the press;
- Producing credible Annual Financial Statements;
- Having Internal Audit Unit;
- Establishing Municipal Public Accounts Committees (MPAC);
- Appointing Audit Committees”

Performance Management and service delivery are interlinked. According to Maila (2009), effective service delivery can be attained utilizing the system of PMS through monitoring and evaluating performance. Therefore, the performance target must be measurable, achievable,

clear and aligned with the institutional objectives and legislative framework. Van der Waldt (2014: 134) argues that performance has various dimensions and applications but despite the variety of dimensions, performance generally has two focuses: firstly, on institutional/organisational excellence and secondly, on human capital.” Armstrong and Baron (1994) regarding human capital, argue that “performance is about achieving results by employing people.

Van Dijk (2015: 145 – 159) discuss the management tests in the context of performance indicators. He further mentions that municipalities in South Africa are beset by poor service delivery protests, which then place a transformed attention upon municipal management’s ability to implement proper performance management systems. Van Dijk further argues that the then South African government introduced the reorganisation of civic organisations and their administration, which then gave birth to the initiation of government sector performance measurement and its importance. Performance management: is a planned method for the administration of activities through which directors, supervisors, employees as well as shareholders are informed of the vision of the institution and also as a tool for the regular planning, monitoring and review of the performance of the institution by means of set out indicators including targets.

Govender and Reddy (2014:60) compare the differences in performance management between a municipality and the private sector by arguing that municipal performance is not straight forward, in that there are number of qualitative and quantitative factors to be considered. These scholars make reference to Boyle (2006:112) who has recognized five issues in regards to this issue:

- “Outputs – quality and quantity of service (e.g. housing; water and sanitation) in relation to municipal policy;
- Efficiency – cost per unit of output;
- Effectiveness – achievement of objectives specified per service delivery output i.e. the relationship between outputs and outcomes; Responsiveness – involves perceptions of receivers of service. The higher the level of satisfaction with services rendered, the more responsive municipalities are seen to be; and
- Democratic outcomes – accountability, probability and participation”.

According to Kirkpatrick (2006:166), performance reviews afford the supervisor and the subordinate the opportunity for communication. Spangenberg (1994:183) further adds that year-end performance appraisal characterizes the end of the annual performance cycle. Schneier *et al.* (1987) contends that performance assessments should be conducted regularly. Spangenberg (1994:195) recommends that performance reviews should be conducted on a quarterly basis to allow a managers to make instant changes where necessary.

According to Bacal (1999:36-37), there are numerous reasons for substandard performance by employees. He identifies the first one as the employee lacking the needed skills; the second one is the lack of commitment or hard work; third one is poor organizing skills on the side of employee and the supervisor; the fourth one is insufficient resources within the institution; as well as supervisor's lack of knowledge of what needs to be done. Bacal (1999:37) further claim that problem identification and intervention should occur all year long, not as a once-off.

Erasmus *et al* (2005:290); argues that there are three means of recognizing good performance that an institution can explore, namely, pay progression, performance bonuses and non-financial rewards. According to Wright (2006:126), pay progression has recently been linked to performance assessment as opposed to being automatic on an employee's anniversary in the organization so as to instil a culture of commitment and accountability in employees. Leonard and Hilgert (2007:401) encourages institutions to explore non-financial rewards such as vacations, health programmes to encourage performance culture in an organization.

Erasmus *et al.* (2005:290); insist that in situations of substandard performance by an employee, the supervisor should take corrective measures promptly. There are numerous corrective measures that the supervisor can explore to assist an employee to improve performance such as training, coaching or counselling. According to Sheridan (2007:110), substandard performance is expensive and has undesirable bearing on the organization.

Link Between PMS and Services Delivery

Armstrong (2009:211); holds the opinion that organizations that have implemented PMS attain enhanced performance in the delivery of services. Since Mtubatuba Local Municipality had adopted PMS, it is anticipated that service delivery will be enhanced. However, the contrary occurred:- local communities are frustrated because of poor service delivery by the municipality. The personnel that are key to PMS, particularly the Municipal Manager, have a

responsibility to ensure that fundamentals of PMS are in place because their absence hampers the attainment of improved performance in the delivery of services. The PMS fundamentals are, among others training on setting performance targets in the SDBIP; and aligning PMS targets with the IDP objectives. According to Amos *et al.* (2008:286), the rationale behind the introduction of PMS in the public sector is to monitor, revise and evaluate performance, to develop underperformers, to encourage a sense of accountability among staff, and also to identify and manage underperformance.

Rogers (1984:18) made reference to the Audit Commission (1986), who argued that “performance review” may improve answerability through: -

- “Demonstrating success in achieving policy aims efficiently, economically and efficiently;
- Highlighting aspects of services where further enquiry and explanation is needed; and
- Making responsibilities and achievements of staff explicit”.

One of the objectives of local government stipulated in Section 152 of the Constitution is to ensure the provision of services to communities in a sustainable manner. Section 26 of the Municipal Systems Act clearly stipulate the core components of an IDP, Section 26(b) talks of “an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services”. Section 29 (b)(i) places a responsibility on municipalities to consult local communities on its their development needs (services) and priorities. “Section 46 (2) states clearly that an annual performance report must form part of the municipality’s annual report. In local government, performance is measured by the level of service delivery rendered to the local community”. For a municipality to measure its performance, it has to develop a Service Delivery and Budget Implementation Plan (SDBIP) which breaks down projects from the IDP; and attach budget as well as timeframes for implementation is each financial year. The municipality then on monthly, quarterly and annually basis has to report on the progress made in implementing those IDP projects. The objectives of performance management system in a municipal environment are therefore: -

- to serve as an early warning for substandard performance;
- to create a culture of best practice and encourage shared learning among all employees / officials of municipalities;

- to ensure integration and alignment of programmes across municipalities, departments and other spheres of government;
- to help in clarifying the roles and responsibilities of Council, the Executive Committees, other committees, officials and other stakeholders;
- to contribute to the overall improvement of the council's governing systems;
- to deepen democracy and good governance within municipalities' organizational sphere of influence by involving communities;
- to guide decision-making, the allocation and utilization of municipal resources;
- to promote accountability and help develop meaningful intervention mechanisms;
- to guide change within the municipality;
- to enable the municipality to plan, monitor, report, review and improve departmental, organizational, and individual performance;
- to identify gaps needing intervention; and
- facilitate a performance culture and improve service delivery.

Management Support

Managerial support is constantly stressed in the deliberations as well as in research as a feature regulating the mode in which services are rendered in the establishment. Directors play a vital role in the achievements of an establishment since they hold positions that allow them to inspire or daunt workers' attempts in the course of realizing the establishment's objects. In the case of this research, management cooperation is anticipated to be valuable for the whole of local government and in the delivery of valuable services in MLM.

Total Quality Management (TQM)

According to Thompson et al., (2012:414), TQM is a philosophy of managing a set of business practices that emphasises continuous improvement in all phases of management, 100% accuracy in performing tasks, involvement and empowering of employees at all levels on team-based work design, benchmarking and total customer satisfaction. In other words, total quality management also refers to a variety of ways or meaning for quest for excellence, creating the attitudes and controls to make prevention of defects possible and optimise customer satisfaction by increased efficiency and effectiveness.

Thompson et al., (2012:414) holds that while total quality management concentrates on producing quality goods and fully satisfying expectations, it achieves its biggest successes when it is extended to employee efforts in all departments that may lack pressing customer driven incentives to improve. In addition, they argue that TQM involves reforming the corporate culture and shifting to a total quality or continuous improvement business philosophy that involves the organisation as a whole, implying that everyone has a responsibility to participate in continuous improvement. In evaluating total quality management, numerous issues are to be considered (Mohanty and Lake, 2011:25).

Underpinning Theory of Performance Management Systems

The Resource-Based View Theory was supported as the underpinning theory for purposes of explanation to this study as well as scrutinizing outcomes. The Resource-Based View Theory is discussed in detail below.

Barney's Resource-Based View of the Firm Theory

The Resource-Based Theory is a theoretical framework which is advocated by Barney (1991) to explain the administrative performance practices for all institutions. In this theory, Barney (1991:102) upholds that organisations are seen as institutions where several resources, infrastructure as well as other capabilities that enable them carry out any tasks at hand. The Resource-based View of the firm Theory describes the connection between possessions, capabilities as well as services since each organisation implements an explicit manner of exploiting its resources to achieve maintainable and favourable advantage. In the case of this research, the manner in which management processes are applied in the MLM regulates the final outcome produced.

This philosophy holds that institutions have access to various assets in unique forms and they have equivalent admittance to this substructure. Nevertheless, the manner in which administrative processes or strategies are employed varies and so do the outcomes (Greco et al., 2013:55). Hence, for the purpose of this research, it is assumed that the local municipalities have assets which are in the form of the personnel who are experts and additional support rendered by other public institutions as well as other organizational participants in the advantage of the residents or societies. Nevertheless, the manner in which the administrative processes are employed regulate the value of the delivered services at the final stage. Hence, the municipality is proficient enough to reach the wanted execution owing to the efficacy levels

in price decrease as well as the price of assets capitalised which defines the administration processes employed throughout.

This philosophy is utilised in this research so as to scrutinise the outcomes found from information collation. The philosophy allows the investigator to identify the performance management systems employed by local municipalities as well as how they empower the institution to distribute superior amenities. As discussed previously, PMS is implemented with an intention to guarantee that an institution yields the unsurpassed goods and services at a reasonable price. Thus, this philosophy constantly still upholds the belief that the assets obtainable in an institution has the capacity to empower them to accomplish superior amenity with regard to public prospects as well as addressing the necessities of the institution.

Conclusion

In the context of this Chapter, it was reported that the government's initiative to introduce performance management system has yielded vital as well as optimistic changes over a period of time. The PMS instrument will redress the inequities as well as disparity in service delivery for the previously underprivileged government organizations such as Mtubatuba Local Municipality. Originating from what has been discussed in this Chapter PM is an instrument to supervise, gauge, evaluate, which offers a connection amongst the employee performance, tactical strategy and the idea and assignment for organizations. Experiences in PMS as well as its changing aspects were mentioned with regard to Mtubatuba Local Municipality.

Chapter 3: Performance Management in South Africa: Legislative and Policy Considerations

Introduction

In the public services domain, PMSs are supported by numerous statutory and monitoring agendas. Different Acts also legislative rules direct the advancement as well as the execution of performance management in the government sector. It is of great importance to note the diverse stakeholders participating in PMS as well as the steps undertaken in the advancement of an effective PMS in the government sector. These steps comprise developing the strategic agendas, adoption of the performance agreements, gauging the enactment as per signed agreement, and monitoring and the managing of the outcome of the PM. In an effort to offer a full insight into PMS, the policies and legislation that govern the performance monitoring and evaluation system in South Africa's public service are deliberated below.

Statutory and Regulatory Framework

The rearrangement of South African government from 1994-2006 following the first democratic elections presented several decrees as well as strategy deliberations with an effort to speed up service delivery in the boroughs. Several pieces of legislation have been put in place to support PMS within the public service in South Africa. This includes among others the "Constitution of the Republic of South Africa, No. 108 of 1996 (from here onwards "the Constitution"); the Public Service Act, No.103 of 1994; the Skills Development Act, NO. 97 of 1998; the Labour Relations Act, No. 66 of 1995; the Public Finance Management Act, No.1 of 1999 (PFMA); the Public Service Regulations of 2001; the White Paper on Human Resource Management in the Public Service of 1997; the White Paper on Public Service Education and Training of 1998; the White Paper on Transforming Public Service Delivery of 1997; and the Public Service Coordinating Bargaining Council Resolution (13 of 1998), the Local Government: Municipal Finance Management Act, No. 56 of 2003 (MFMA) and the Local Government: Municipal Systems Act, No. 32 of 2000 (MSA)".

Chapter 6 of the MSA, reads that "municipalities should develop their own PMS that is commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives, indicators and targets contained in its integrated development plan". The MSA moreover emphasize the significance of community involvement in the advancement of PMS, in determining indicators, setting targets following the "SMART Principle" as well as revising

municipal performance as mandated. The development and publication as well as auditing of Annual Report (AR) is the most crucial instrument of performance management. The Annual Report (AR) has the following goals:

- “To provide a record of the activities of the municipality or municipal entity during the financial year to which the reports relate;
- To provide a report on performance against the budget of the municipality or municipal entity for that financial year; and
- To promote accountability to the local community for the decisions made throughout the year by the municipality (Municipal Finance Management Act, 2003:94)”.

MFMA, necessitates the significance for local government institutions to prepare Annual Reports as well as to make it known to the community, municipal councillors as well as municipal employees and other spheres of government. The Annual Report must be accompanied by the Municipal Public Accounts Committee’s (MPAC) Oversight Report. The Annual Report provides a track history on performance of the borough over the past financial year as it is associated to IDP and the Budget (Vatala, 2005:225). The Annual Report can be classified as a tool to ensure transparency. The Municipal Council is required to review and also approve the IDP yearly, MLM also conforms with that. In 2006, MLM developed and adopted the PMS Framework in line with particular circumstances of MLM. As required by legislation, the PMS must also be aligned with IDP, budget and the Service Delivery and Budget Implementation Plan (SDBIP) in order to attain the objectives of MLM that are set in the IDP.

Service delivery level and service standards serve as crucial machineries for an operative PMS. Signed performance agreements for the Municipal Manager as well as section 56 managers, performance scorecard, trimestral reports, mid-year information are informed by the SDBIP). Core purpose of the PMS is to distribute projects that are high class as well as cost-effective.

Almost all laws involving performance management have an impact on municipalities, directly or indirectly. A brief scrutiny of the Constitution (1996), White Paper on the Transformation of the Public Service (1995); The White Paper on Transforming Public Service Delivery (Batho

Pele of 1997), the Local Government: Municipal Structures Act, No. 117 of 1998, the Local Government: Municipal System Act, No. 32 of 2000 (MSA), the Local Government: Municipal Finance Management Act, No. 56 of 2003, the Public Service Regulations (1999), Public Service Act 103 of 1994, Skills Development Act of 1995 and the Relations Act of (1994) all give effect to PMS over a period of time.

Regulatory Frameworks for South African Municipalities

Most municipalities lack efficient PMSs. Success of any municipality is based mainly on its successful execution of its plans. Noticeably, there is a general non-existence of suitable abilities within the municipalities in South Africa. The most required services as well as capitals essential involve scientific, fiscal knowledge as well as personnel devotion and skills. Most municipalities are limited by their lack of conversant knowledge of a PMS as stopping at performance appraisals that the focus on performance rewards instead of paying attention to the proficiency as well as the usefulness of the worker's performance.

In order to overcome the problems of performance, the erstwhile DPLG in 2001 released a guideline article for municipalities called the "Performance Management Guide for Municipalities" (Van der Waldt, 2004:318). This document was aimed at putting guidelines in place to improve productivity within South African municipalities.

The Public Service Act, No. 103 of 1994

In terms of Section 3 (5) (c) of this Act, the public service should accommodate performance appraisal. The Act also stipulates that heads of departments within the relevant government organizations are accountable for the appropriate running as well as the sector or section administration, which also comprises management of employee execution as well as accountability within that department. PM should be portrayed as being progressive and compensation should be followed by training with an intention to advance the performance of each employee. This piece of legislation imposes working relations amongst Directors and politicians in boroughs.

Locket (1992:37-39), clarifies that there are benefits and shortcomings of remuneration-driven performance management systems" in addition they are outlined below.

The **Benefits of remuneration-driven performance management system** are that:

- "It includes a dimension which is likely to be less uncertain compared to other methods;

- Provides clear incentives to employees to achieve results and thus enhances motivation levels;
- The potential for directing individuals towards business objectives is high; and
- Is effective in ensuring that appraisals are carried out promptly”.

The **Weaknesses of remuneration-driven performance management** are that:

- “It focuses on short term-term business issues as the expense of long term capability issues;
- Individuals often focus attention on their own set of accountabilities to the exclusion of the work of others, thus working against effective team building; as such if the systems are not well designed, it could bring about unforeseen consequences as people work hard to maximise their income; and
- It can be expensive if is not designed correctly; organisations need to ensure that they are not just not equal the costs of implementing the programme”.

This Act emphasizes the importance of motivating outstanding performance as well as enhancement and inventions (Van der Waldt, 2004:94).

The Constitution of the RSA, No. 108 of 1996

Section 152 in the supreme law of the country, outlines purposes for establishing local government, which in turn make PM to be the core to an accountable government. Section 195 (1) of the supreme law of the country deals with the democratic values and principles that are be aligned with the notion of performance management, the Batho Pele principles, with special emphasis on the advancement of a well-organized, financial as well as efficient utilization of resources, responsible government institutions, promoting openness by keeping communities informed, approachable to community needs, also by inculcating a values in civil servants as well as responsibility among municipal officials.

Labour Relations Act, No. 66 of 1995 (LRA)

Schedule 8 of this Act, provides guidelines for tackling incapability as well as sub-standard performance by personnel. It is worth mentioning that it isn’t probable to be able to just terminate

worker as a result of sub-standard performance. Procedurally, the administration of sub-standard performance shall be dealt with in line with the LRA as well as applicable Collective Agreements.

If despite being sent for training or counselling but still an employee's performance does not improve, it is then reasonable for the employer to initiate a dismissal process as expected in the LRA. Mkhumbeni (2008:24) emphasize the importance of conducting competency assessment for purposes of improving performance.

The Local Government: Municipal Structures Act, No. 117 of 1998

Preface of this piece of legislation summarized a directive to local government as a vision of democratic and developmental local government in which municipalities fulfil their constitutional obligations to ensure sustainable effective and efficient municipal services, promote social and economic development, encourage a safe and healthy environment by working with communities in creating environments and human settlements in which all our people can lead uplifted and dignified lives (Asmah-Andoh, 2009:104). For local government to accomplish these legislative requirements, involves the proper implementation of PMS.

The Skills Development Act, No. 97 of 1998

Puts an obligation on the employers to certify that personnel are capacitated to perform at their utmost best and this is attained through the skills development programmes which must be informed by the employee Personal Development Plan (PDP). It is vital that each employee in the organisation develop this plan to assist them progress their existing skills or obtain new one so that they are competitively relevant. The development plans feed into the compilation of the Workplace Skills Plan (WSP). To properly manage this, employer must on an annual basis, conduct skills audit to all employees to establish the current existing skills, identify gaps and devise training interventions needed, that information is then used to feed into the compilation of Workplace Skills Plan (WSP).

The Public Service Regulations (1999)

Van der Waldt (2004:92), is of the view that these Regulations allow departments to find creative, more efficient and effective ways of achieving policy goals. In realizing the policy goals, various branches of government have to develop and implement programmes on service delivery, this will lead to the government institutions being the improving organisation. PMS is consequently,

one of the crucial instruments utilised to accomplish the objectives and also to assess whether the organisation is progressing or regressing. The Public Service Regulations involve a cohesive agenda intended to improve actual execution. It further requires that the Executive Authority must in discussion with its sections or branches decide on a management system that connects each individual employee presentation to organisational goals (Mkhumbeni, 2008:23). All government departments are encouraged to be outcome-driven and ensure transparency as well as good governance.

The Local Government: Municipal Systems Act, No. 32 of 2000 (MSA)

Chapter 6 of the MSA, is devoted precisely to performance management. Section 38 of this piece of legislation states that, all municipalities in South Africa are required to create their own PMS based on the guidelines provided by the Department of Cooperative Governance and Traditional Affairs. This PMS should guide actions like setting performance targets and monitoring and reviewing performance-based indicators linked to the IDP.

Through the PMS, the municipality is then able to publish its annual performance report to all relevant stakeholders, which includes councillors, the public, and other spheres of government. It is imperative for the municipality to conduct a performance audit to identify their strengths and weaknesses as provided for by Section 45 of the Local Government Municipal Systems Act (32 of 2000). All published performance reports are subjected to auditing by the Auditor General. The act further states that there is a need for community involvement in setting performance targets and reviewing municipal performance, which should be cascaded down to individual employees.

Every municipality in South Africa is expected to develop and adopt an IDP and to develop a PMS that conforms to SMART principles (Specific, Measurable, Achievable, Realistic and Timebound). For this reason, the importance of PMS cannot be over-emphasized. PMS should not only be an institutional tool, but also a tool used for individual employees within the municipalities to enter into performance agreements with their particular overseers to agree on targets. MSA introduced a nationwide PMS to be used to evaluate the complete position of municipalities, observe the efficiency of progress as well as distribution approaches approved by diverse boroughs in ensuring that resources are utilized efficiently and accounted for.

Section 39 of the same legislation requires the “Municipal Executive Committee (EXCO) should be accountable for invention of PMS, it may delegate this function to the municipal Accounting Officer (MM). EXCO is as well accountable for tabling PMS at the Municipal Council for endorsement. Section 40 of the Act requires that a Municipality must establish mechanisms with which to monitor and review the PMS.

Section 41 of the MSA requires that the borough should, in executing “PMS: -

- set key performance indicators (KPIs),
- set measurable performance targets (PTs),
- monitor performance and measure and review annually,
- take steps to improve performance, and
- establish a process of regular reporting”.

Section 42 of MSA emphasizes the importance of public participation in the invention, application, fixing of performance indicators (KPIs) as well as performance targets of PMS in a municipality. Section 43 of the MSA requires that universal key performance indicators applicable in all municipalities be set in their regulations.

Section 44 requires that the municipality’s PMS “KPIs” together with “performance targets” should be published both within (to staff) as well as outside (to the public) the municipality approved channels.

According to Section 45 of the MSA, “the results of the performance measurement in terms of Section 41 (1) (c) must be audited as part of the internal auditing processes and annually by the Auditor General”.

Section 46 of the MSA, orders the borough to compile the Annual Report comprising of: -

- “a performance report,
- financial statements;
- audit report on financial statements; and any other reports in terms of legislative requirements”.

According to Section 46(3) the Accounting Officer has a duty issue a public announcement of schedule of consultations where the “Annual Report” will be considered then defer the evidence to the Auditor General as well as the to COGTA.

The Local Government: Municipal Financial Management Act, No. 56 of 2003 (MFMA)

MFMA was enacted with the aim of ensuring that municipal financial affairs are conducted and managed in a prudent way. Van der Waldt (2004), the officials assigned to administer municipal financial asset should do it in a responsible, clear, professional as well as ethical style. Section 62(1) of the MFMA designates the Municipal Manager as Accounting Officer and assign a task to him/her to make it a point that the capital assets, including the finances, are administered economically, excellently, and competently.

Chapter 12 (Section 127) of the MFMA requires that a municipal council as well as its entity must prepare and approve an Annual Report. According to the Act, the purpose of the Annual Report is: -

- “To provide a record of the activities of the municipality or municipal entity during the financial year to which the report relates;
- To provide a report on performance against the budget of the municipality or municipal entity for that financial year; and
- To promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity”.

White Paper on Transforming Public Service Delivery (Batho Pele White Paper) 1997

According to Van der Waldt (2004), the issues of South African governance have become identical to the barriers, incompetence, scarcity and a deteriorating attitude. In an effort to address this common situation in South Africa, the policy called *Batho Pele*, which means “people first,” was introduced. The strategy outlines eight principles that should guide public servants and politicians and that should hold them accountable. The “Batho Pele principles” hold that organizations must always prioritize persons by rendering needs. In “the White Paper”, “the *Batho Pele* principles” are: “Consulting users of services, Setting Service Standards, Increasing Access to services, Ensuring Courtesy, providing more and better Information, Increasing Openness and Transparency, Remediating mistakes and failures

(Redress), as well as Getting the best possible Value for money”. Van der Waldt highlights some important steps involved in implementing this:

- Identify the customer by establishing their needs
- Prioritize the customers’ needs compared to their wants
- Create a bench mark of services currently delivered and improve on it
- Services must be monitored and results published, both good and bad.

The above steps can help the public service to render better services if room for improvement is noted and addressed. Service delivery should be improved daily, and to do this, it must be monitored constantly, as emphasised in the White Paper document. Improving public service provision means equalising the disparities caused by apartheid including those that were excluded, for example, women, Black Africans, as well as people with disability. Before the introduction of this White Paper, a necessity for transformation of how community services are provided existed.

The White Paper in addition commends the subsequent guiding principles:

- “Service orientation and delivery of high quality services;
- Responsiveness to the needs of the public;
- Objectives orientation and productivity;
- Holistic, integrated and well-coordinated service delivery; and
- Honesty and transparency”;

This policy sets out eight principles that regulate the behaviour of the public servants and the politicians (Russell, 2001:245). According to Du Toit et al., (2001:9) public servants should be service oriented, strive for service excellence and commit to continuous service delivery improvement. The above-mentioned are without exception appropriate to MLM as a public institution, the focus of this research.

According to Mkumbeni (2008:27), a brief summary of the new Batho Pele principle includes:

- **“We belong** - Focus on people who deliver services to clients. The departmental strategy must articulate, for example, how it is going to improve the skills of its employee, how excellent performance will be rewarded, and how poor performance will be dealt with. In this case, employees like to feel that they are valued”.
- **“We care** - This government institution attention is on interior and exterior patrons. It is mainly concerned with being considerate for people that the public servant renders services to and giving them with courtesy that they rightfully deserve”.
- **“We serve** - The focus is on anticipating customer needs, offering integrated service delivery, and going beyond the call of putting people first. The expectations are that service levels have to be improved. It is also important to harness the benefits that come with a sound PMS in the organisation”.

The organization’s existence is reliant on its production that achieves the requirements of its patrons. Due to the fact that the municipality contests with the privately-owned organizations in certain services that offers the consumers varied options, it is critical for the government institution to encourage a well-organized and committed workforce grounded on value for money principle which is one of Batho Pele principles (Mpehle and Qwabe, 2008:259). In maximizing the intention of Batho Pele principles, systems and processes have to be in place, such as PMS.

White Paper on Local Government of 1998

This piece of legislation suggests an implementation of PMS in boroughs as an attempt to guarantee that municipalities are developmental focused. The White Paper on LG also affords the participation of residents in the advancement of KPIs with an intention to improve answerability and to increase public trust in the borough. According to the White Paper on Local Government (1998:32), “municipalities are obliged to set key performance indicators (KPI) that provides for both productivity measurement as well as human development indices”.

White Paper on Transformation of the Public Services (WPTPS)

The main purpose of the White Paper on Transformation of the public Services (WPTPS), 1995 is to convert the mentioned amenities into a lucid, typical, competent and democratic

instrument for executing government policies and meeting the needs of people (Van der Waldt, 2004:86).

Van der Waldt (2004:86) argue that from the “WPTPS”, the ensuing ideas, establishing a shared idea for change, are crucial:

- “Committed to the provision of high quality services to all South Africans in an unbiased and impartial manner;
- Responsive to the needs of the public;
- Representative of all sections and levels of South African Society;
- Democratic in its internal procedures and its relations with the public;
- Accessible, informative, accountable and open to public scrutiny; and
- Efficient, effective and productive”.

Service delivery is the priority for all government spheres, be it national, provincial or local. Van der Waldt (2004) argue that numerous government departments have begun to classify, amongst other things: -

- “A mission statement for service delivery, together with service guarantees;
- The services to be provided, to which groups and at which service charges;
- In tune with Rural Development Programme (RDP) priorities, the principles of affordability and the principle of redirecting resources to areas and groups previously under-resourced;
- Service standards, defined outputs and targets, performance indicators, benchmarked against comparable international standards;
- Monitoring and evaluation mechanisms and structures, designed to measure progress and introduce corrective action, where appropriate;
- Plans for staffing, human resources development and organisational capacity building, tailored to service delivery needs; and
- The development, particularly through training, of a culture of customer care and approaches to service delivery that are sensitive to issues of race, gender and disability”.

Utilizing WPTPS, boroughs have been capacitated in implementing performance management as tactical method to advance growth whilst also making an atmosphere that is favourable for the public to engage with institution (Tshishonga and Mafene, 2008:363).

The Local Government: Municipal Planning and Performance Management Regulations (No 796, 24 August 2001)

These Regulations deal with the following aspects of the PMS: -

- The framework that describes and represents the municipality's cycle and processes for the PMS and other criteria and stipulations (S7), and the adoption of the PMS (S8);
- The setting and review of Key Performance Indicators (KPIs) (S9 & 11);
- The General KPIs which municipalities have to report on (S10), and which include:
 - Households with access to basic services
 - Low income households with access to free basic services
 - Capital budget spent in terms of the IDP
 - Job creation in terms of the LED programme
 - Employment equity with target groups in the three highest levels of management
 - The implementation of work skills plans
 - The financial viability of the municipality.
- The setting of performance targets, and the monitoring, measurement and review of performance (S12, 13);
- Internal Auditing of performance measurements (S14);
- Community participation in respect of performance management (S15)".

Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 (No R. 805, 1 August 2006)

These Regulations serve a guide as to how the performance of municipal senior officials is be consistently managed, supervised, evaluated also enhanced. Included are: -

- "Chapter 2 deals with the requirements and provisions of the employment contracts;
- Chapter 3 deals with the performance agreements, which must include prescribed Key Performance Areas and Core Competency Requirements.
- Chapter 4 deals with the content of a Job Description for Municipal Managers".

Processes and Measurement Tools for a Successful PMS

Govender and Reddy (2014), make a suggestion that municipalities should implement a Municipal-Wide Monitoring and Evaluation Systems (MWMES). They argue that this system may well advantage the municipalities by creating precise performance baseline information,

normally improving service delivery, improving answerability as well as efficiency. Govender and Reddy (2014) further argue that “Performance Monitoring and Evaluation” is an administrative instrument to continuously monitor, assess, analyse and account for the municipality’s application of its IDP objectives. There are two key elements of performance management, viz

Identifying areas for improvement

Part of the IDP process is identifying and prioritizing areas where performance improvement is mostly needed. Internally, inside the municipality this starts with transformation and capacity building.

Assessing Performance

According to the DPLG document (1999:10), performance evaluation and taking verdicts on how it can be enhanced can be a very personal matter. The performance indicators have to cover all the 3 E’s of performance, which are: - economy, efficiency, and effectiveness. According to the Audit Commission (1986), economy refers to a reduction in the price of capital, for example; personnel and equipment. The Audit Commission further defines “efficiency” to be the connection between “input” (that is capital utilized) and the “output” (which is the service rendered). “Effectiveness” is defined by the Audit Commission as the connection between “outputs and outcomes”.

Challenges in Performance Management and Service Delivery

The boroughs, experienced several trials in trying to fulfil the legislative mandate of delivering providing effective services. Van der Waldt (2004:124) identified challenges confronting boroughs in implementing Performance Management as follows:

- “The detrimental legacy of apartheid;
- The general lack of sufficient resources (knowledge, experience, commitment, funds, technology, equipment, etc to effectively address the many development needs of communities;
- Organisational cultures, structures and practices which are not conducive to effective, efficient and productive service delivery outputs;
- Socio-economic malpractices, such as nepotism, corruption and crime;

- Too short a time period since 1994 to effectively implement the new policies of the government;
- Public service instability and protests;
- Provision of basic services; and
- Development of effective local municipalities”

The service delivery challenges identified in Mtubatuba Local Municipality include the following: -

- There is a lack of alignment between the IDP, budget and PMS –there is a limited or no link between these three documents.
- A limited budget and/or unrealistic budget leads to no implementation or completion of projects and results in adjustments and virements.
- There is no compliance with Section 40 of the Municipal Systems Act because there is poor monitoring and evaluation of performance.
- Councillors are not trained to understand their role as far as performance management and oversight is concerned.
- Poor public participation or a lack of community involvement in project identification and prioritization result in “white elephant” projects (projects that neglected).
- The IDP consultative process is still taken as a compliance issue, Justice is not being done in providing update/ feedback to communities on what exactly the municipality would be able to deliver for that particular financial year so the community ends up protesting due to frustration and a lack of information.
- There is a lack of timeous and regular feedback on PMS leading to repetition of mistakes in service delivery.
- A poor or lack of integration of government institutions leads to wastage of scarce resources.
- PMS at times is seen as subjective rather than objective; Officials feel that it is used as a punitive tool for officials and as a result they end up developing a negative attitude towards PMS.

- History has shown that there is no PMS expert in local government. They are still on trial and error basis, so no municipal employee has been dismissed on the basis of poor performance.
- The training provided does not fully equip employees to work efficiently with the Balanced Scorecard.
- The Key Performance Indicators (KPIs) are developed by officials without the involvement of local community as required by legislation (Section 42 of the Municipal Systems Act).
- The staff below senior managers are not interested or not involved in the development and alignment of Key Performance Areas (KPAs) and KPIs. This hinders effective implementation as they are the implementing agents for the municipality and if there is no buy-in from them, implementation is impossible.

Rogers (1994:19 - 20), identifies local government performance limitations as follows: -

- “Lack of direction and sense of purpose;
- Lack of accountability both internal and external;
- Lack of willingness to accept responsibility;
- Lack of action – too much deliberations, no implementation;
- Confusion on the roles and responsibilities;
- Failure to respond to customers and citizens;
- Lack of market mechanism to allocate resources;
- Lack of motivation to achieve;
- Excessively detailed controls and rules;
- Lack of appropriate incentives;
- Lack of information on which to base judgements and make decisions based on; and
- Failure to quantify results explicitly”.

The organisational culture and performance information are considered to be the most serious and also regularly encountered trials in the advancement, execution as well as the preservation of PMS in the borough. It has been reported over the years that there are boroughs that are paying performance bonuses to Directors without undergoing performance evaluation. It is

therefore very crucial for councillors to fully understand PMS in order to exercise effective oversight on its application.

In most municipalities, there is often also non-existence of valuable administrative data due to poor record keeping. Maybe some of these difficulties are as a result of the policy of the ANC-led government, political deployment of unqualified cadres to the municipalities. Some employees cannot stand the pressure as well as the assignment delivering actual services.

Conclusion

Deriving from prior discussion, theoretical links between basic service delivery as well as PMS are obvious. The legislative and regulatory framework is crucial for encouraging the application of PM in the borough. It is therefore crystal clear that PM, when properly implemented in the Borough, will result in improved delivery of services.

The ensuing Chapter 4 pays attention to the empirical findings on efficiency of PMS in enhancing service delivery within MLM. The Chapter will also discuss trials/encounters in this respect.

Chapter 4: Research Design and Methodology

Introduction

The Chapter considers research design and methodology used in this research. It offers a comprehensive explanation of how the investigation for this research was performed, including the researcher's application to relevant authorities (Municipal Manager) to conduct the study within the MLM. The discussion details the questionnaire used in this study and shows how it fits in with the outlined objectives in Chapter 1. The chapter also discusses the selection of a sample. In the last instance, the discussion highlights the importance of ethics in research.

Research Design

Du Plooy (1996:67) describes "research design as a plan for data collection and analysis carried out to evaluate a particular theoretical perspective". (Cooper and Schindler 2013:14) upholds "that research design refers to the plan of a study that provides guidelines in collecting and analysing data". Malhotra and Birks (2000:21) are advocating that "research design is a framework for conducting the research project which specifies the details of the procedures necessary for obtaining information needed to structure and solve problems".

In an outer layer, research design could be viewed as the strategy that utilized as a systematic guiding document for executing investigation with an intention of achieving research objectives. Cant et al., (2011:44) are of a view that choosing the research design be a complex procedure due to numerous approaches, events as well as strategies. The forms of research design can be a complex procedure because of the various methods, procedures and plans. The commonly used forms of research designs utilised in an investigation are probing, connecting as well as expressive research designs (Saunders et al., 2009:44).

The intended goal in this research is to study the impact of PMS on SD, taking the Mtubatuba Local Municipality as a case study. The structure ensured by the strategy upsurges the probability that the research outcomes would be an accurate reflection of reality (Calmeyer et al., 2011). The study made use of triangulation to ensure the validity of the research. Du Plooy (1995) explains that triangulation means that the research design includes both qualitative and quantitative components. Du Plooy (1996:67) points out that "the use of both quantitative and qualitative methods can facilitate a more holistic and integrated understanding of the context".

Research Philosophy

Ponterotto (2005:127) argue the “Philosophy refers to the conceptual backgrounds underpinning the search for knowledge”. The politics and conclusions are glued inside this study society’s world-view concerning the nature of certainty, the research of acquaintance and how best it can be attained, and the part played by morals in the investigation method as highlighted by the connection amongst the investigation partakers and the investigator and procedure for research (Ponterotto, 2005:127; Creswell, 2009:108).

The positivism philosophy upholds that the natural scientist attitude whereby noticeable societal certainty is more desirable to the investigator. To this end, the assumptions are that certainty is peripheral, optimistic, simple and yields assessable assets that are autonomous from the bystander. Positivists commonly examine philosophies on the actualities of their research in an effort to comprehend the phenomenon for contributing clarification as well as important rules then decrease the entire to its simplified probable fundamentals to allow scrutiny.

Qualitative Research

Bradley (2010) argues that “Qualitative research involves breaking down the data and relating particular items of data to one or other categories”. The investigator develops a description of actions so that philosophies as well as the simplification about the cause and developments of community conduct can be progressed (Berndt and Petzer, 2011:122). In applying this technique, focussed services are emphasized when reviewing situations as well as to utilise arithmetical information. Struwig (2013), recognized the succeeding features of qualitative research methods.

Basically, qualitative research method utilizes words as well as connotations in a slighter sample for the purpose of creating philosophies. As such, the investigators regularly implement a “post-positivist (interpretive) design”.

Quantitative Research

Iacobucci and Churchill (2010:100) argue that “the Quantitative research is the collection of data and its analysis in a numerical manner”. Basically, it includes the utilization of numerical and quantifying information for arithmetical operation in elucidating, telling as well as forecasting the phenomenon.

The quantitative method mostly utilise the studies such as organised feedback form as well as discussions for the purposes of collating information in order to respond to queries in the hypothesised variables. Struwig and Stead (2013) maintain that “the quantitative research method includes the utilisation of structural queries from which the reply choices have been determined, and where a number of participants are included in the research”.

Both qualitative and quantitative research methods were employed in this research, in an intention of measure the impact of performance management system on service delivery. These methods were selected due to the fact that the utilization of measurements is dependable and lawful.

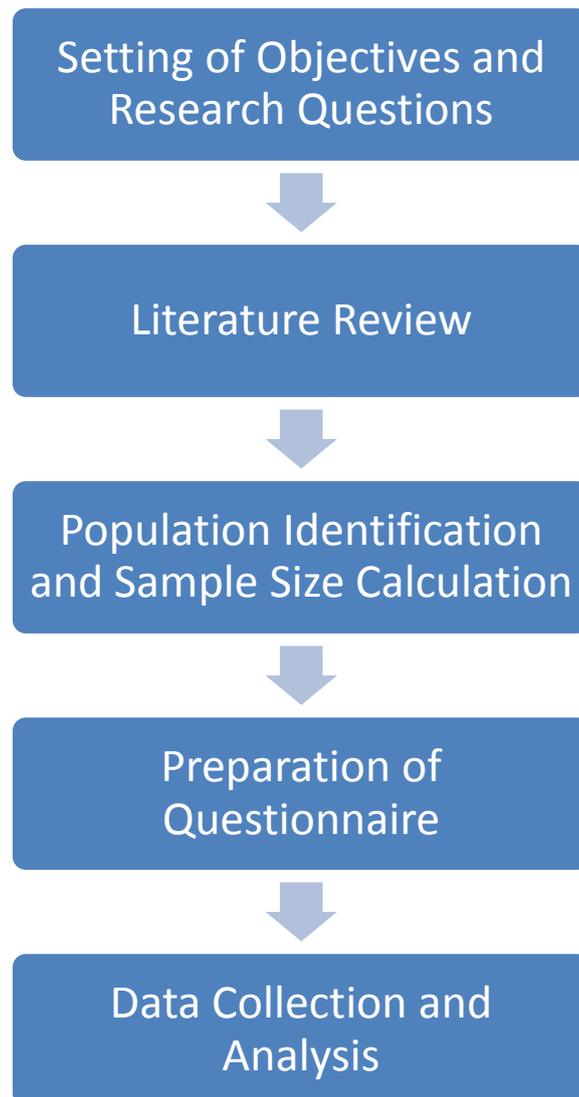
Research Strategy

The research strategy utilized in this research is the survey strategy, which is generally associated with the abstract method and commonly utilised to respond to queries like “who, what, where, how many and how much” (Saunders et al., 2007). Mouton (2001:152) described “Survey strategy as a quantitative study that aims to provide a broad overview of the representative sample of a large population”. More precisely, surveys are mostly executed in PMS.

Research Methodology

The figure below outlines the methods used to conduct this research. Research methodology is deals with the stages, events, methods as well as precise duties to be trailed by the investigator to execute the research design. The validity as well as the reliability will measure the excellence of the study.

Figure 1: Methods of Conducting Research



Study Area

The Mtubatuba local municipality falls in the district of uMkhanyakude. The underneath map illustrates the study area as located in the jurisdiction of uMkhanyakude.

Figure 2: Mtubatuba Located within uMkhanyakude District



Source: Mtubatuba Local Municipality IDP Document

Population and Identifying the Population

According to McBride (2012), the term population, refers to the total number of individuals that belong to the group that the researcher would like to investigate. Welman, Kruger and Mitchell (2011, describe “population as the study object that consists of individuals, groups, organisation, human products and events or the conditions to which they are exposed”. In simple terms, population is clarified as individuals or clusters from which a model is sourced.

For the purposes of this research population sourced within MLM. The research comprises of politicians (councillors) that have a crucial part in the adopted PMS Policy of MLM that involves receiving and engaging on the APR from the Executive Committee. This population consisted of all permanent employees and all senior managers, whether permanent or not. The

reason for including all senior managers is that a PMS plays a central role in the daily activities or duties of the senior managers. The sample therefore included the following people:

- General Managers (GM) or Senior Managers (SM)
- Deputy Senior Managers and Line Managers
- Officers
- General staff

Determination of Sample Size and Sample Selection Method

The sample size was determined using the statistical method outlined by Gomme (2008). The sample size was set at 172.

This Section highlights the method used to identify the population and to select the sampling. It also documents the determination of the sample size, the data collection methods and the statistical analysis.

The sample should be representative of the population. All directors as well as supervisors were included to the sample, but the general staff were selected based on simple random sampling. The names of participants were selected randomly from the municipal human resource database.

Sample Size and Sample Selection Method

Creswell (2009:95-108) describes sampling strategy as “the framework that is implemented in research to guide in the selection of participants to participate in the study from a given population”. Probability and Non-probability Sampling are the more common approaches of specimen (Kumar, 2011:27). Pruzan (2016:39) stresses that “with probability sampling, every participant in the target population has an equal chance of being selected”. Kumar (2011:27) explains that in “non-probability sampling” participants don’t have comparable possibilities of being chosen. This is usually owed to the fact that the investigator feels comfortable to work with the participants who are handily accessible (Kumar, 2011:27).

Probability Sampling

According to Creswell (2013:57), “probability sampling is when every member of the total population has an equal chance of being selected to participate in a study. It is when respondents are randomly selected from the population as representatives for the study. There

are four types of methods under probability sampling and these are systematic sampling, simple random sampling, stratified sampling and cluster sampling”.

Domegan and Fleming (2011:18) hold the view that “the simple random sampling is when all members of the sampling frame have an equal chance of being selected”. For simple random sampling to be effectual, the investigators should precisely describe the sampling frame, if that is not done this method turns out to be unsuccessful. Bryman and Bell (2011:30) state that “the systematic sampling is a technique where n^{th} number of the population is selected”. For example, if an investigator has a “total population” of 400 participants whilst the investigator only wants a sample of 40, the investigator will then split 400 by 40 which come out to 10, the n^{th} number becomes 10. Domegan and Fleming (2011:18) are of the opinion that “stratified sampling is utilised when certain characteristics are available in all respondents in the total population”. Creswell (2013) argues that cluster sampling involves the partition of the study population into clusters then simple random sampling is utilised to choose a suitable model for research. In commonly utilised method which is simple random sampling method, partakers are randomly nominated. This technique is the most preferred based on the fact that it eradicates unfairness since all participants have an equivalent probability of being chosen.

Non-probability Sampling

Non-probability sampling does not involve the random selection of respondents of the study but instead is based on human judgement. There are four techniques under non-probability sampling and quota sampling. Domegan and Fleming (2011:20) hold the opinion that Convenience sampling is when the researcher easily accesses the sampling units. Owing to accessibility of participants, convenience sampling is considered as quick, relaxed as well as inexpensive sampling technique. Nevertheless, Creswell (2013) maintains that Convenience sampling may result in prejudice as the investigator may only chose participants that he/she is used to.

One non-probability sampling technique is purposive sampling that includes picking participants for a precise intention to a specific research purpose (Burns and Bush 2014:80). These participants might not be representing the research population. Clark and Creswell (2010:21) are of the view the Judgmental sampling is based upon the researcher’s experience to select the sample from the sampling frame. Morse (2010:343) argues that “there may be distortion of information with this technique for the researchers would think the sample is

representative of the total population whilst it is not”. Quota sampling utilizes demographics such as gender, age, language as well as income to choose participants (Burns and Bush, 2014:80). By means of this method numerous standards are utilized to derive a sample from the population - for example level of education and income simultaneously. This method is categorized as being unfair because not every person has an equivalent probability of being chosen. (Creswell, 2011:96).

Sample Size

The sample frame for the research is built on simple random sampling. Research includes three Office-bearers, four Executive Committee (EXCO) councillors, four General Managers, six Line Managers three officers and two representatives from the Organized Labour represented in Local Labour Forum (LLF). The picking of councillors as well as the Organized Labour (Union Reps) is constructed on accidental sampling where the participants are accidentally engaged when the researcher comes across them. Leedy and Ormrod (2005:206) described Accidental sampling (convenience) as any case which happens to cross the researcher’s path and has anything to do with the phenomenon is included in the sample until the desired number is obtained.

Method of Data Collection

According to Creswell (2013:89), “data collection instrument refers to methods implemented to gather data by probing from people who are anticipated to have substantial need”. Creswell (2013) moreover indicates that investigation tools comprise of skills as well as attitudes tests, scientific simulations or survey questionnaires. This research utilised a survey method for collating information and the tool utilised was a self-administered questionnaire. According to Martins et al., (2013:51), a feedback form is comprised of “research questions and pre-determined responses” designed to respond to research questions. The feedback form was approved for the research because it is an informal, simple and quick method of gathering information in a little space of time. Clark and Creswell (2010:20) maintain that feedback forms prove productive if entirely filled-in by participants. For the purpose of this research, participants were General Managers, line managers, councillors and union representatives in the MLM.

Brink (1996:148) stresses that the investigator should cautiously decide precisely what sort of data is required to respond to the research questions that are is specified in the first Chapter of

this research. Welman (2005:149) categorized information as secondary and primary data sources.

Secondary data classified as the data collated by people or organizations other than the researcher herself that is readily available. Primary data in this research comprises of information collated from the feedback form and the yearly presentation target that agreed upon in the SDBIP which are also mirrored in the APR for 2011/2012 also 2012/2013 concentrating on the delivery of basic services such as water, housing, electricity, sanitation and roads. The SDBIPs are prepared in compliance with the MFMA. The SDBIP prerequisite is that every goal in the IDP is interpreted into quarterly performance targets and indicators employing the PMS also assigning funds to performance target.

De Vos et al., (2005:166), argue that “data collection methods in a quantitative approach can be categorised into questionnaires, checklists, indexes and scales”. De Vos et al., (2005:287) additionally believe that questionnaires are a commonly utilised tool of collating information. On the other hand, Brink (1996:153) points out the benefits of questionnaires as being cost effective in terms of time and money and the fact that the participants feel secure of their secrecy in that way they are more willing to make available truthful responses.

The method of data collection for this research was a structured questionnaire as attached in Annexure C. The questionnaire contained questions that had to be answered using a Likert scale. This is considered the most commonly used questionnaire. The units of analysis ranged from strongly disagree to strongly agree.

Feedback form Formulation

Domegan and Fleming (2011:25) say that “there are three types of question designs that can be utilized by researchers, they are: - open-ended questions, dichotomous questions as well as multiple-choice questions”. Zikmund and Babin (2010:50) argue that open-ended questions could be appropriate for descriptive research for the participants to air their personal thoughts to issue apart from being directed by investigator’s choices. Cooper and Schindler (2010:87) are of the idea that with multiple choice questions, participants are furnished with an inventory of probable responses to a query. It basically suggests that the participants are furnished with an inventory of probable responses, theirs is to choose the most likely. This leads to participants

only answering what is presented to them rather their views. These kinds of queries may lead to prejudice.

For the purpose of this research, a concise preamble of what the research is about was specified in the beginning of the feedback form was, it also makes mention of the research subject. The preamble was accurately prepared so that the participants fully mastered what they are expected to do. The privacy of participants was also guaranteed in this section. The contact details for the researcher were shared with the participants for clarity in case there is misinterpretations. After the preamble, in the feedback form, the four sections were outlined, viz: - Section A: comprises of participants' demographic data as well as the PM procedure. Section B: comprised of data in the implementation of PMS in Mtubatuba Local Municipality. Section C: consisted of the questions on "the efficiency of PMS in enhancing service delivery in the Mtubatuba Local Municipality". Section D: consisted of the recommendations available to improve the performance management system in Mtubatuba Local Municipality.

Written Basis for Information

Terre Blance et al., (2009:316) holds the opinion that Written Basis like minutes, agendas books, Annual Reports, etc are very beneficial in collating information in study. In this research, the Annual Performance Report (APR), IDP as well as the SDBIP for Mtubatuba Local Municipality were utilized as the source documents. The APR encompasses prime information essential to make a determination on the effect of organizational presentation as well as the effect of PMS on service delivery in Mtubatuba Local Municipality.

Preliminary Research

Pilot testing is according to Creswell (2013), "a process whereby a questionnaire is tested so as to make corrective actions. In so doing it paves the way to test for validity and reliability a pilot study that was conducted". The preliminary test will as well guarantee that the feedback form has no errors and it is easily understood by the research participants. It also assisted the investigator to establish the amount of time required to fill in the feedback form since a short period would yield low feedback frequency.

In this research, a preliminary test was conducted with five participants from Mtubatuba Local Municipality. The participants were accommodated in effecting amendment of contradictions

or linguistic mistakes as well as to crisscross if it will be straightforwardly mastered. This procedure in this research also permitted to crisscross if the feedback forms yield the valid and reliable outcomes. Prior to preliminary test, the feedback form comprised of fifteen queries in total some of which were not responding to the study queries. Subsequently, the preliminary test, five queries were eliminated and the outstanding ten queries were then revised to ensure they are simplified and understood easily and also aligned with the research objectives. From the preliminary test conducted, it then transpired that the feedback form normally takes only ten minutes to fill in.

Feedback Form Administration

When alterations to the feedback forms were finalized, the investigator requested authorisation from the people in charge in the borough to be given consent to administer the feedback forms. The researcher's contact details were shared on both the "gatekeeper's letter" and on the feedback forms to allow the participants to interact with her should there be any queries or for clarity.

Feedback forms were circulated electronically through emails. Wilson (2016), supported by Powell and Conaway (2004), "is very clear about the need to include a self-addressed stamped return envelope when distributing a questionnaire by conventional postal methods. This is done to increase the response rate. The response rate is very important for the success of any survey and a questionnaire that people will not answer can produce a worthless survey result".

Gathering of Feedback forms

The participants were allowed a limited number of ten days to fill in the feedback form and then the initial bunch was collated. Extension in completion of feedback forms was crucial as it resulted in a 100% reply rate. The fully filled feedback forms were collated secretly into a wrapped drop box that was made accessible by the investigator in an office to ensure that the participants drop their feedback form once they are finalized. The feedback forms were thereafter kept securely and the researcher is the only that have access to them. For the purpose maintaining electronic safekeeping, the feedback forms were scanned into PDF format.

Data Analysis

Cant *et al.*, (2011:58), argue that "data analysis refers to the practice in which raw data is regimented and organised so that useful information can be extracted from it". The feedback

forms were initially arranged by considering the numerous stages of headcounts in MLM following the collation, pure information was taken also programmed utilizing the Microsoft Excel spread sheet and also transferred to Statistical Package for the Social Science (SPSS) software.

Information was processed on SPSS and offered utilizing charts, tables and graphs. Regular disseminations as well as expressed information were utilized to analyse the outcomes. Regular circulation is a simplified scrutiny method that permits the investigator to obtain a large image of the information (Gerhardt, 2004:5). According to Eysenck (2004p), “descriptive statistics include measures of central tendency and measures of dispersion”.

Validity and Reliability

Trying for reliability and validity of the gauging tool is imperative as the investigator has to certify that the signal as well as the study assumptions survive the analysis. According to Cooper and Schindler (2006:66), “the Validity of a measurement refers to the extent to which the constructs succeed in measuring the intended values”. According to Pallant (2010:53), “validity of a measurement instrument implies that the instrument truly measures what it is supposed to measure”.

Burns and Bush (2014:80) mention that “there are three types of validity scales, namely face validity, criterion validity and construct validity”. In this research, both face-validity and construct validity are utilised in controlling the rationality of the study tool the utilise of construct validity certified that the tool gauged which it was meant to gauge. Since the research included queries relating to the performance management system of Mtubatuba Local Municipality, construct validity was the quantitative model in this research (Saunders et al., 2013:20).

However, reliability as described by Delport (2013:70) is “the extent to which the measurement instrument has to produce similar results if used in different population settings”. The reliability of a measurement can be utilised in three methods to test. There is internal consistency reliability whereby a comparison of various sample elements measures a problem at the same time. The other one is test- re-test reliability which uses the same measurement tool in different settings and environmental but still obtain the same results as well as the equivalent reliability whereby two similar measurement tools are used to measure the same object and yield the same

results (Zikmund and Babin, 2010:48). This research utilized a test-retest reliability whereby the researcher collected the prime information two times from the participants.

Limitations of Research

It's critical to constantly acknowledge restrictions relating to the study in order to be mindful of aspects that might have effects on the outcomes of the research. In this study, one of the restrictions was the limited model's scope and that can put at risk the overview of the findings. For forthcoming studies, a larger model scope comprising of different boroughs may well be utilised. This research correspondingly utilises the quantifiable procedure which, in actual logic, does not explore deeply the motives for the responses submitted.

Eradications of Prejudice

So as to eradicate prejudice, the research utilized English as the common language throughout. The research likewise utilised a positivism paradigm that divorces the study personal information from the impartial certainty in the research. Probability sampling method utilising the simplified haphazard selection method was utilised in order to avoid prejudice in the selection method. Additionally, preliminary testing of the feedback form was also conducted in order to certify that the tool was not prejudiced to the investigator's declarations but instead adequately impartial to respond the study queries. The study as well certified that discernment based on nationality, sexual category, vernacular as well as belief were circumvented. The methods executed to circumvent this was the utilisation of English for communication, that is according to Creswell's (2009:95-108) opinion. The research utilized non-discriminatory words and the participants were not asked to indicate their creed, ethnic group or belief.

Moral Reflection

Moral reflections are described as moral standards that are widely and generally accepted to avoid any suspicions (Creswell, 2009:108). The research safeguarded the participants so as to obtain collaboration as well as confidence thus adhering to quite a few moral reflections.

Guaranteeing Participants' have granted well informed Permission

Participants in this research were judged on their intellectual competence to take part in the research, they were also advised that they will participate on their own. Babbie (2007:88) is of the view that participants in research must be mentally stable and emotionally proficient to

participate in the research. Involvement was entirely voluntary and the participants were given leeway to pull out of the research anytime.

Safeguarding Privacy as well as Secrecy

On top of permission, professors such as Cant et al. (2011:58), uphold that secrecy as well as privacy have to be maintained at all times when executing a study. In this research, for the purpose of upholding rigorous levels of secrecy as well as privacy, the participants were not requested nor required to share their identity during the study. To tighten security, the collated information was only accessed by the study team. Participants were assured that their information was utilized exclusively for purpose of this study, not for other purpose of any kind.

Consent to conduct research

It as a requirement that a consent letter to conduct research must be obtained prior to embarking on research. For the purpose of this research, the consent to undertake a study was requested from the Municipal Manager of Mtubatuba Local Municipality (see Appendix A). Consent letters to conduct the research were made available to the respondents to confirm the research endorsement. The consent letters were made attachment to the feedback form.

Ensuring no Maltreatment to Participants

Participants were assured their safety against maltreatment. Appropriate processes as well as outline of queries in the feedback form are part of assurance. The queries were organized in a manner that they are not seen as discerning in terms of nationality, sexual category or linguistic. Queries were kept neutral.

Conclusion

The aim of the research is to explore the bearing of performance management system on service delivery at Mtubatuba Local Municipality. Numerous research questions were developed and an applicable methodology was followed. This Chapter outlined several methodologies that were utilised in the study to collate and scrutinize information. It also afforded a deliberation of the study theory implemented, the research strategy utilised, population and sampling and matters involving the choosing of specific study tools. The Chapter also shared material on

pilot testing, data collection as well as administration of feedback forms. Moreover, the Chapter also conferred just how the Information was scrutinized and conveyed, reliability and validity, limitations to the research and methods of eradicating prejudice during the research. The Chapter also discussed moral reflections. The next Chapter introduces research results, their discussion and interpretation of findings/discoveries.

Chapter 5: Analysis and Outcomes Interpretation

Introduction

Chapter 4 discussed the research design and methodology that involved the information gathering approaches utilised. Information is collated using feedback form as well as the APR, SBIP, IDP as the source documents. The current Chapter hopes to tackle the purpose of the research as specified in the first Chapter, is to study the impact of the Performance Management System on service delivery in Mtubatuba Local Municipality. The concentration is on the study findings, clarification, probable resolutions as well as the commendations for the research on the impact of the performance management system on service delivery in the MLM. Furthermore, the chapter presents data and also shows the subsequent correlation analysis to determine the relationship between the PMS and SD.

Description of Sample and Response Rate

The sample of this research consists of permanent employees from Mtubatuba Local Municipality from general staff to Senior Manager. Qualifications were not considered during the selection of the sample, which was across, gender, race, age and position.

The questionnaires with 31 questions were issued to 172 employees with only 132 respondents returning the questionnaire, this translate to 75% response rate. The response rate was considered enough to continue with the study and to derive conclusive findings.

The Outline for the Exhibition as well as the Clarification of Outcomes

The framework for presenting and interpreting the results was by means of grouping the questions into several groups as outlined in Chapter 4. The grouping of the questionnaires must relate to “research objectives” in addition respond to the research questions as defined in Chapter 1.

Grouping of Questionnaire Statements

In order to understand and meet the outlined objectives (Chapter 1), the information collated utilizing the feedback forms was grouped based on the position of the respondent. This was done to determine if position plays an important role in an understanding of PMS.

Table 1: Presents the grouping of questionnaire and their respective research objectives.

Research Objectives	Question Number	Research Question	Critical Phases of PMS
a, d,		a, b, c,	Understanding of PMS and how it is linked to effective SD. The goal of PMS in relation to SD Policies that assist in PMS
b, c, e	1, 2,	d, e, f	

- **Explanatory Data Analysis**

Key Performance Indicators (KPIs)

When asked about the key performance indicators (KPIs), about 81.1% of the respondents said that the KPIs at the municipality are not clearly defined and understood by everyone in the municipality. Most of the respondents felt that KPIs include finances. Some respondents were of the opinion that there are so many KPIs that it causes confusion amongst the employees at the municipality.

Respondents also suggested that managers and the subordinates often do not usually agree on the KPIs. What is more, 53.8% of the respondents thought that the KPIs at the municipality are linked to teams or departmental responsibilities, and not to individuals.

When it comes to satisfaction of customers' needs, almost half of the respondents agreed that the KPIs do involve their needs. The table underneath offers a concise account of the respondents' replies to some of the questions on the KPIs.

Table 2: Frequencies on KPIs in percentages

Responses	Are they well defined?	Do they involve financials?	Do they involve customers' needs?	Are they linked to teams?
Agreement	25 (18.9%)	34 (25.8%)	67 (50.8%)	71 (53.8%)
Disagreement	107 (81.1%)	98 (74.2%)	65 (49.2%)	61 (46.2%)
Total	132 (100%)	132 (100%)	132 (100%)	132 (100%)

Involvement of the PMS Division

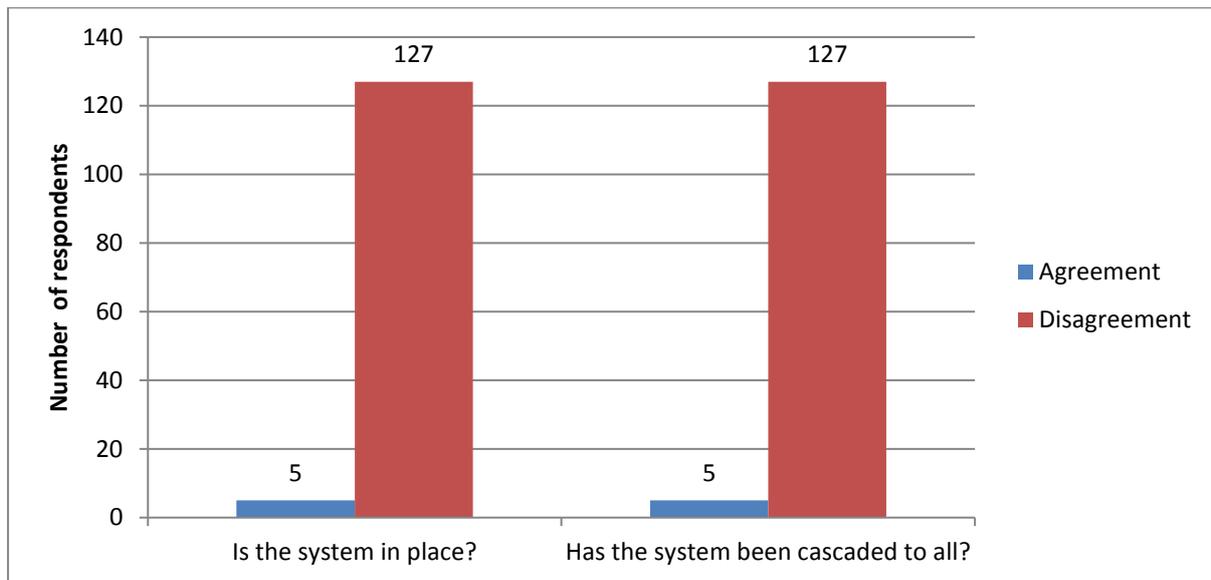
The greatest majority (98.5%) of the respondents felt that the PMS Division has not done enough to ensure that the municipality has proper support services, especially when it comes to improving the system that they work with. It was evident that during the research, it was noticed that the only had one official in the PMS Unit who is at an Officer level, the PMS Manager was only appointed towards the end of 2017.

Most respondents also felt that the performance management culture has not yet been instilled in all the employees at the municipality and there is no adequate capital to make the enactment of the system a success. It is perceived by many as a senior managers responsibility. It has also been noticed from the study that employees view performance management in a monetary perspective instead of it being a tool to improve service delivery and also encourage accountability.

Management Understanding of PMS

Most respondents thought that the directors, supervisors as well as juniors do not possess enough technical know-how for implementing the system at the municipality. Some respondents felt that the managers and subordinates are not really involved, whereas some suggested that management is finding it hard to comply with the changes the system has brought to the municipality. The diagram below shows some of the responses of the respondents. It is clear that only a few of the respondents have knowledge about the PMS in the municipality and they agree that it has not been cascaded down to all the employees.

Diagram 1: Indicating level of PMS understanding and confirming if PMS has been cascaded

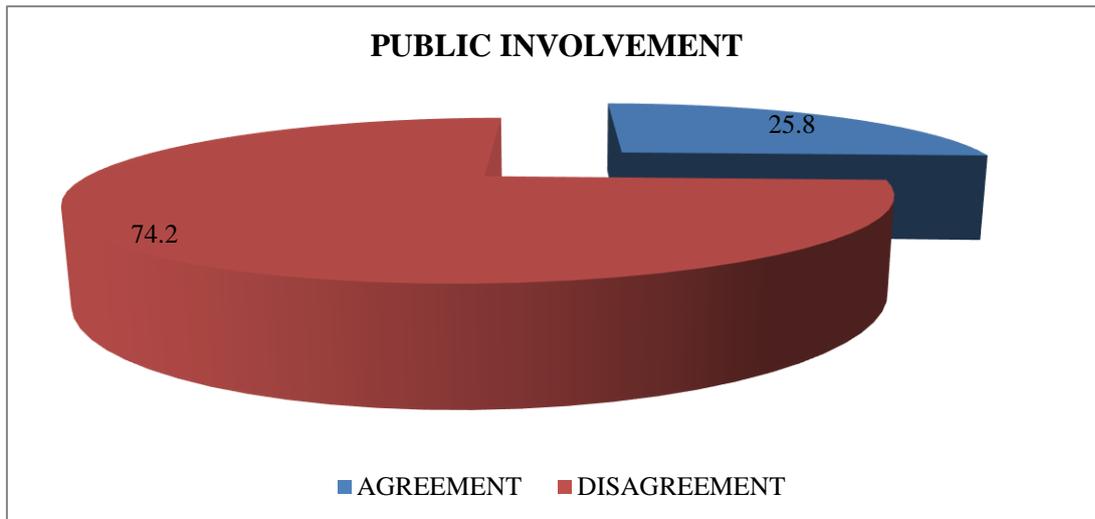


Most responses also imply that managers should receive proper training to capacitate them in working with the system efficiently. Some respondents indicated that managers are trying their best to implement training programmes and have been very supportive in making sure that all the employees have a positive attitude towards the system. The interviews with the senior managers, revealed that they have developed a negative attitude towards PMS mainly because the politicians are subjective when assessing senior managers performance.

Public involvement

Almost all the respondents are in agreement that the execution of the PMS in the borough can yield favourable effect service distribution to the public and can assist in regaining public trust. However, as illustrated by the figure below, 74.2% of the respondents felt that the municipality does not involve the community in developing the KPIs as required by legislation.

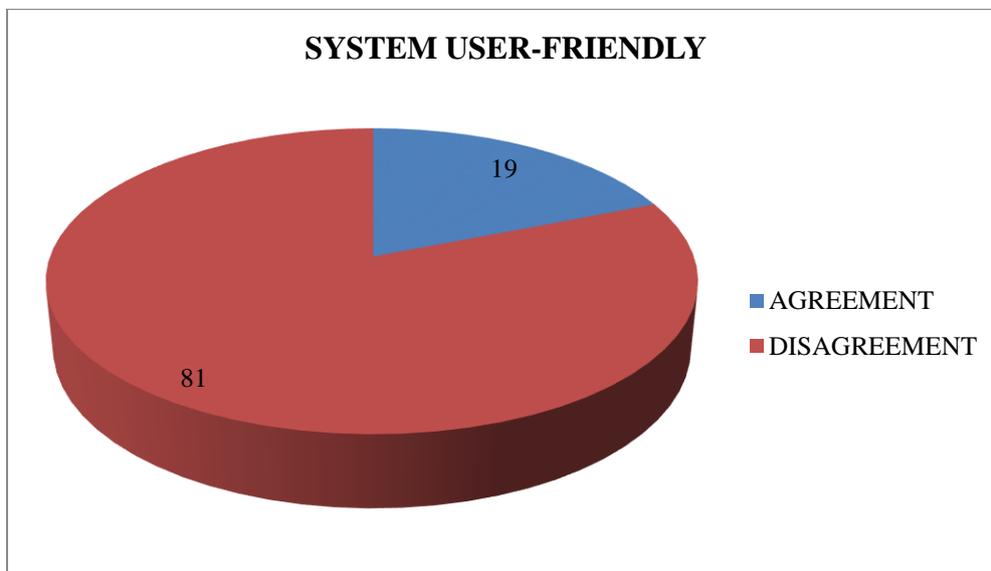
Diagram 2: Showing Public Involvement in PMS as required by legislation



User-friendliness of the system

As illustrated in the figure below, most respondents felt that the PMS is not easy to work with. Almost all the respondents said the information technology at the municipality does not support the use of the system.

Diagram 3: Showing User-friendliness of the system



Most respondents indicated that the PMS used in the municipality is complicated, not easily understood by everyone in the organisation, only the system specialists.

Relationship Between Position of Employees and their Responses to Certain Questions

The key intention for this section is to analyse the connection amongst two factors (position as well as response to a question). The section examines whether the position of an employee affected the person’s knowledge of PMS. The information provided in the tables below is helpful to analyse that relationship. The questionnaire tested the following statements; a) the position of an employee did not affect the person’s knowledge against b) the position of an employee did affect the person’s knowledge. The level of significance was set at 5%, meaning that the first statement is accepted only if the p-value calculated is greater than 5%, otherwise we reject and accepted the second statement.

Table 3: Showing Knowledge of Performance Management System based on Position

Question No		1		Total
Question		Does the Mtubatuba Local Municipality have a PMS in place?		
Response		Agree	Disagree	
Position	Senior manager	5	0	5
	Manager and supervisors	0	18	18
	Officers	0	35	35
	General staff	0	74	74
Total		5	127	132

The information above resulted in a chi-square of 132 with a p-value $< 2.2e^{-16}$. Employing a 5% level of significance, the first statement is rejected and the conclusion is that there is evidence of a relationship between the position of an employee and their knowledge about PMS at the municipality. For example, if an employee is in a management position, it is more likely that they know about the PMS.

Table 4: Level on which Performance Management System has been cascaded to other levels

Question No		2		Total
Question		Has the PMS been cascaded to all employees in the municipality?		
Response		Agree	Disagree	
Position	Senior manager	5	0	5
	Manager and supervisors	0	18	18
	Officers	0	35	35
	General staff	0	74	74
Total		5	127	132

The information above resulted in a chi-square of 132 with a p-value $< 2.2e^{-16}$. Employing a 5% level of significance, the first statement is rejected and the conclusion is that PMS is not cascaded nor understood by employees below senior managers.

Table 5: Response on whether the PMS Section has enough capacity

Question No		3		Total
Question		“Does PMS Section have enough capacity to render effective support services to the entire organization to ensure the effective implementation of the PMS and the improvement of performance?”		
Response		Agree	Disagree	
Position	Senior manager	2	3	
	Manager and supervisors	0	18	18
	Officers	0	35	35
	General staff	0	74	74
Total		2	130	132

The information in the table above resulted in a chi-square of 51.582 with a p-value of $3.678e^{-11}$. Employing a 5% level of significance, the first statement is rejected and the conclusion is that the position depends on the knowledge about support services.

Table 6: Staff response on whether resources are available for Performance Management System Implementation

Question No		4		Total
Question		“Are there are sufficient resources available for the implementation of the PMS?”		
Response		Agree	Disagree	
Position	Senior manager	2	3	5
	Manager and supervisors	5	13	18
	Officers	3	32	35
	General staff	0	74	74
Total		10	122	132

The information in the table above resulted in a chi-square of 24.114 with a p-value of $2.364e^{-05}$. In this the first statement is also rejected since the p-value is less than 5%. The conclusion is that the position of an employee depends on their knowledge about the availability of resources on execution of “PMS”. Senior managers and line managers together with supervisors have better knowledge on whether resources are available to implement PMS compared to officers and general staff which could be as a result of the ranks and levels of responsibility. The employees at lower levels seem not to bother themselves with understanding a performance management system as they consider it to be applicable only to senior managers.

Table 7: Staff response on whether Management and subordinates are involved in a Performance Management System development

Question No		6		Total
Question		Administrators together with juniors are take part in the advancement and application of the PMS.		
Response		Agree	Disagree	
Position	Senior manager	2	3	5
	Manager and supervisors	2	16	18
	Officers	0	35	35
	General staff	0	74	74
Total		4	128	132

The information above resulted in a chi-square of 30.662 with a p-value of $1.001e^{-06}$. Since p-value is smaller than 5%, the first statement is rejected and the conclusion is that there is no relationship between the position of an employee and their involvement in the advancement also the application of the PMS. The table above shows that officers and general staff are not involved in the development of PMS while some more senior agree that they are involved. This shows that no proper understanding is available with what is included in the PMS which makes it difficult to implement it successfully.

Table 8: Staff response on need for proper training for managers and subordinates on PMS

Question No		11		Total
Question		Appropriate training is needed so that supervisors and their subordinates are empowered to execute their duties through PMS.		
Response		Agree	Disagree	
Position	Senior manager	5	0	5
	Manager and supervisors	18	0	18
	Officers	35	0	35
	General staff	74	0	74
Total		132	0	132

The information in the table above has a chi-square of 81.636 with a p-value $< 2.2e^{-16}$. Since the p-value is smaller than 5%, the first statement is rejected, leading to the conclusion that the position of an employee does rely on training to ensure that they are skilled to work efficiently with the system.

- **Definitions**

- “Level of significance – probability that the test statistics will fall within the rejection region.
- Chi-square – a test statistic used to check whether two or more factors are related or associated.
- P-value – probability value”.

Conclusion

In this Chapter, information was gathered utilizing the feedback form complemented by the Annual Performance Report of MLM as the source of information. In this Chapter, information scrutiny measured information collated utilizing the feedback forms and written documents. The scrutiny of the feedback forms provided information on the complications faced by MLM in delivering services. As a documented basis of information, the municipal Annual Performance Report (APR) for 2011/12 FY was utilized. The main focus of research was on the final reports concerning the execution of municipal projects as outlined in the SDBIP and IDP. The ensuing Chapter will discuss the general conclusions/assumptions as well as recommendations to the study.

The following was established based on the interviews with certain officials: -

- Senior managers have developed a negative attitude towards PMS;
- Senior managers note a lack of integration between IDP and PMS;
- Deputy Senior Managers and Line Managers have no clear understanding of PMS as they feel it has nothing to do with them;
- The PMS Unit has since its establishment, operated with skeleton staff since it had only PMS Officer for a longer time, PMS Manager was appointed towards the end of September 2017.
- The PMS Unit has no proper resources for PMS implementation;
- The political leaders in the municipality do not understand the critical role they play in PMS implementation.

Chapter 6: General Conclusion and Recommendations

Introduction

In the preceding chapter, the findings of this research were made and construed. This Chapter seeks to make a submission on what has been resolved emanating from the Research Problem discussed in the Chapter. Commendations are made deriving from the scrutiny of feedback forms and well as the Annual Performance Report of the Mtubatuba Local Municipality for the 2011/12 financial year on how Mtubatuba Local Municipality can enhance service delivery. PMS Municipalities across the globe are faced with an ever-growing demand for services from their communities which is competing with limited financial resources allocated to provide such services. However, transparency and accountability on how these limited resources are utilized will go a long way in minimizing service delivery protests. Lack of accountability infringes the citizens' privilege to information as protected in the supreme law of the country.

Synopsis as well as Clarification of Research Findings

Chapter 1 presented the research. It also outlined the context to the research. The research problem was also specified in Chapter 1 which was undertaken to examine the impact of organizational "performance and performance management systems in Mtubatuba Local Municipality on service delivery". In trying to respond to the research problem, the research questions as well as research objectives were developed.

Chapter 2 of the research dealt with the literature review of "performance management and service delivery in public sector" from the existing body of knowledge. The Chapter provides explanation of the notion of literature review, as defined by several writers. It is worth mentioning that literature review reflects what other researchers have discovered during their examination on comparable research problems, link previous exploration and existing study hence providing insight into the origin as well as description of the problem. The investigator discovered from diverse writers that performance management is a tool to assist all employees in the institution to plan, continuously monitor, review the performance of the institution against the set targets. These goals ought to be set following the "SMART Principle". The key issues identified are that PMS in local government is still not properly understood by both councillors (for oversight purposes) and municipal officials (at the coal face of service delivery).

Chapter 3 of the research concentrated on the statutory agenda on performance management and service delivery in South Africa. The concentration on legislative agenda was mainly on the government's aim of presenting a performance management system, so as to establish the impact on the MLM. The legislative framework also assists to check the level of compliance though the consequences for management still remain questionable.

Chapter 4 of the research specified the research design and methodology in the ensuing pieces; and the population, sample size, data collection method, data analysis method and ethical considerations. It elucidated the variance between qualitative and quantitative research design whilst both types are being utilized in research, and this researcher chose quantitative methods as echoed by the information collation tool used. The population and sample size were precisely specified. Various data collection methods were deliberated on for the determination of this research. The feedback forms were employed as a method of collating information. The written documents such as the APR, IDP and SDBIP were acknowledged as primary data collection tools.

Chapter 5 of the research rendered an examination of information collated by utilizing of the feedback forms and written documents such as the IDP, SDBIP and Annual Performance Reports of MLM for specified financial years. The scrutiny of the feedback forms founded on the queries that the participants responded to. Participants were requested to respond to queries on PMS as well as service delivery. The APR of Mtubatuba Local Municipality for 2011/12 financial year was scrutinized concentration on the performance of the borough in connection to the service delivery functions, viz basic services, refuse removal and roads.

In this Chapter, the general conclusions and recommendations are provided. This Chapter also presents findings and recommendations that are presented below.

Research Findings

PMS is instituted for the measuring of institutional and individual performance of employees in the workplace. For this reason, Mtubatuba Local Municipality has a PMS that was approved as an official document in 2010. In considering the previous years and from the results presented in chapter 5, it shows lack of understanding of the Performance Management System especially at junior level within the municipality. This is because of the lack of PMS buy-in within units in each department. This reveals an undesirable impact in the distribution of

amenities to the public of Mtubatuba Local Municipality; hence the community ends up engaging in protests to voice out their anger.

In an effort to properly monitor the PMS, a Manager for PMS was appointed to control and guide every department and units under each department. Based on the scrutiny of the information collated using the feedback form it is therefore resolved: -

- The non-existence of acquaintance at all levels within the Mtubatuba Local Municipality with regard to the statutory framework regarding PMS as well as the fixing of SMART execution goals has unpleasant impact on service delivery.
- The adopted PMS was not workshopped at all levels in order for the employees to own and gain full understanding of the PMS, but it is only created and given to the senior managers as a compliance requirement without a clear understanding of what is expected of them.
- The council approved PMS has not yielded positive results in terms of improvement in service delivery. Poor application, lack of continuous monitoring and evaluation of the KPAs are the main reasons for PMS failure in MLM.
- Non-achievement of set goals that are established in the SDBIP is due to lack of capacity, poor planning where targets are not well defined and the organisational structure and budget are not aligned. In actual fact, the IDP as the strategic document of the municipality should influence the budget, the SDBIP, the organisational structure, the training programmes and well as performance targets.
- Consistent non-compliance with Local Government: Municipal Planning and Performance Management Regulations (2001) on how the performance targets are set not following the “SMART principle”. The goals set at Mtubatuba Local Municipality were found not to be clear and with no timeframes.

Recommendations of the Research

The recommendations of the research are grounded on the discoveries, scrutiny of information as well as the assumption. The recommendations in what way Service Delivery can be improved through efficient implementation of PMS at Mtubatuba Local Municipality are as follows:

Cascading of PMS

PMS should be cascaded to the workforce within the borough so as to instil a “performance culture” holding employees accountable and develop relevant policies to motivate good performers and on the other hand encouraging poor performers to improved.

Involve the Organized Labour (Unions)

In any workplace, employees tend to trust their Unions’ leaders more than management. It is therefore advisable to seek Unions’ buy-in to cascade PMS, making them see the need for cascading PMS for the purpose of improving service delivery. They will then have to sell the idea to their members, making them change agents.

Change Management

Implementing institutional transformation and change management at all levels through proper communication, through working sessions and workshops for the workforce in the institution in order to improve the delivery of services. Appoint change agents in each Section and Unit.

Implementing Management by Objectives (MBO)

Management by objective is considered to be the effective instrument in monitoring and handling the amalgamation of organizational and individual goals, it provides job satisfaction since MBO is grounded in the premise that joint participation of team members and team leaders/ project managers in interpreting goals into more specific individual goals, motivate employees. MBO also helps the organization in setting accurately itemized objectives that are:

-

- Unambiguous;
- Easily measured and precise;
- Determined but attainable; and

- Attainable in specified time.

Ensuring Systems Alignment

Political heads should ensure alignment of all systems and IDP with budget allocations. This alignment will also guarantee submission to the necessities of the Local Government: MFMA (No. 56 of 2003). The political leadership should set the tone for a performance culture. The employees' scorecards should include these Back to Basic (B2B) pillars and they must be held to account on them.

Training and Capacity Building

Continuous workshop and capacity building on the PMS Statutory framework for both the personnel so as to gain full insight of what is expected from them as well as politicians to be able to play an effective oversight role on the implementation of PMS. There should be a synergy between the Human Resource Department and the PMS Unit to ensure that employees are skilled to perform their duties.

Enforce Code of Conduct

Sensitize staff of the contents the "Code of Conduct for municipal staff" as indicated in "Schedule 2 of the Local Government Municipal Systems Act", particularly clause 3(e). All employees be work shopped on the Code of Conduct and be made to sign one which will be kept in each employee's personal file so that they will be made aware that none participation to municipal performance management system is in breach of the Code of Conduct. The council approved PMS must be fully implemented and monitored through the dedicated PMS Section headed by the PMS Manager. This can be ensured through monitoring and evaluation of respective functions done by the PMS committee.

Develop PMS Incentives Policy

Develop and adopt relevant performance incentives policies so as to encourage the culture of high performers which in turn also encourage poor performers to improve. This policy will also assist in showing that the municipality is acknowledging outstanding performance.

Conduct Frequent Performance Monitoring and feedback

Performance reviews must be conducted monthly to identify areas needing interventions and adjustments. Giving feedback is crucial so that affected employees are in a position to know where they are doing well so that they can sustain that, and where they are lacking so that they can seek support.

Conclusion

It has become evident that for Mtubatuba Local Municipality to effectively implement its PMS and cascade it to levels below senior managers, a change in their way of doing things is called for, and cooperation is needed between administrative and political wings so as to set the tone from the top and clearly define the need for change. The municipality's failure to achieve its set targets is an indication that the community of Mtubatuba did not receive the services to which they are entitled. Leadership should effectively perform oversight over administration to ensure that there is continuous improvement in the municipal performance.

It requires thorough training to both municipal officials and implementing agents of the municipal IDP and for councillors so that they are able to play the oversight role effectively. Line Managers and Supervisors as change agents should be utilized to inculcate their subordinates on the importance of performance management as well as its benefit to both the employer and the employee. It also is required that PMS be introduced as the employee commences working for the municipality as part of induction programme and through competency assessments so that they are aware of it from the onset. It further needs the municipality to properly set aside funds for the implementation of employees' Personal Development Plans (PDP) because without proper implementation of PDP, it will be very difficult for the municipality to dismiss an employee on the grounds of poor performance.

It is crucial that the Human Resource Department is on board with performance management system implementation since it is the custodian of employees' skills development in the municipality. The Mtubatuba Local Municipality's Human Resource Department has to ensure that both supervisors and subordinates are supported with performance management. The Human Resource Department plays a vital role even in the appraisal, interventions, change management and the terminations. At Mtubatuba Municipality, there is no synergy between

the PMS Unit and the Human Resource Department so the PDPs are not implemented. The Accounting Officer (Municipal Manager) with the assistance of the Human Resource Department as change agent, has the responsibility to seek Organized Labour (Unions) buy-in for cascading of PMS to all employees in the municipality to avoid tension during implementation. As it is currently at Mtubatuba Local Municipality it is evident that employees' perception of PMS overpowers the purpose of PMS in the municipality.

The Mtubatuba Local Municipality has to ensure that it has systems in place for the cascading of PMS to all employees to improve on service delivery. Relevant HR and PMS policies have to be developed and workshopped to all employees to change the mindset that PMS is punitive tool used by supervisors to punish employees. Employees should be given an opportunity to evaluate themselves against the agreed targets. The municipality should set aside sufficient funds to implement the Workplace Skills Plan and the Personal Development Plans (PDPs). The municipality also has to ensure that a Performance Evaluation Committee is in place and functional. They should ensure that evaluations take place quarterly as required by the legislation.

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ANNEXURE A

(Letter for Permission to Conduct Research/ Gatekeeper's Letter)

ANNEXURE B
(Research Questionnaire)

ANNEXURE C
(Research Interview Schedule)

ANNEXURE D
(Letter from English Practitioner)

ANNEXURE E

(Acknowledgement of Breach of EC Processes)

ANNEXURE F
(Front Page of TII Report)

P.O. Box 10662
Empangeni
3880
15 January 2017

The Mayor
Cc: The Municipal Manager
Mtubatuba Local Municipality (KZ275)
P.O. Box 52
Mtubatuba
3935

Dear Sir,

**RE: APPLICATION FOR CONSENT TO CONDUCT RESEARCH ON THE IMPACT OF
A PERFORMANCE MANAGEMENT SYSTEM (PMS) ON SERVICE DELIVERY
(SD): A CASE STUDY OF MTUBATUBA LOCAL MUNICIPALITY**

I, Ningi H.M. Dladla am a registered Master's student at the University of KwaZulu-Natal (UKZN). I am currently engaged in a research project **entitled "The impact of Performance Management System (PMS) on Service Delivery (SD): A case Study of Mtubatuba Local Municipality"**, in partial fulfilment of Master's Degree in Public Administration (MPA).

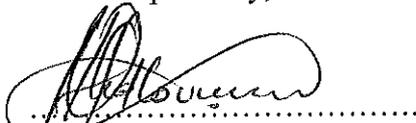
Mtubatuba Municipality is a local municipality that is comprised of 20 Wards and most of them are rural and is mostly dependent of government grants to fund its operation hence the issue of accountability is of utmost importance. This municipality has in the past years experienced a series of service delivery protests.

With the proviso stipulated above, I am therefore appealing your consent to conduct this research within Mtubatuba Municipality engaging both councillors and officials with regards to performance management. Upon completion of the study, the research document will be made available to all relevant stakeholders in the institution.

Your cooperation and prompt response will be very much valued.

Thanking you in anticipation.

Yours respectfully,



Ms Ningi H.M. Dladla
Email: ningidladl@gmail.com
Mobile No. 073 269 2056 or 079 144 3812



Mayor.
Cllr M.Q. Mkhwanazi
Approved/ ~~Not Approved~~

MTUBATUBA LOCAL MUNICIPALITY {KZ-275}



UMASIPALA . MUNICIPALITY . MUNISIPALITEIT

Physical Address: Lot 105 INkosi Mtubatuba Road, Mtubatuba, 3935



52 Mtubatuba 3935



(035) 550 0069



Fax (035) 550 0060

25 July 2017

Attention: Ms Ningi H.M. Dladla
Master's Student at UKZN
P.O. Box 10662
Empangeni
3880
Cell: 073 269 2056

Dear Madam,

**RE: APPLICATION FOR CONSENT TO CONDUCT RESEARCH ON THE IMPACT
OF A PERFORMANCE MANAGEMENT SYSTEM (PMS) ON SERVICE DELIVERY
(SD): A CASE STUDY OF MTUBATUBA LOCAL MUNICIPALITY**

We acknowledge receipt of your application for a consent to conduct a research in our organization, dated 15 January 2017. Your request is approved and supported with a hope that in return it will assist the municipality to improve in its performance. It is also noted that the Mayor, in January 2017 approved your request to conduct the research in our municipality.

You are welcome to engage our employees including management for any information you might need whilst conducting your research.

Kind regards,

.....
Mr. J.A. Mngomezulu
The Municipal Manager

Attention: Participant

Subject: Questionnaire relating to the implementation of PMS in Mtubatuba Local Municipality

Kindly respond to the questionnaire by filling in with an X in the relevant column

NO	QUESTIONNAIRES	STRONGLY AGREE	AGREE	DO NOT AGREE	STRONGLY DISAGREE
1.	Does Mtubatuba Local Municipality have a performance management system in place				
2.	The Performance Management System has been cascaded to all employees in the municipality				
3.	The PMS division capacitated enough to render effective support services to the entire organisation to ensure effective implementation of the PMS and improvement of performance?				
4.	There are sufficient resources available for the implementation of the performance management system.				
5.	Performance Management culture has been instilled to all employees within Mtubatuba Local Municipality.				
6.	Management and subordinates are involved in the development and implementation of the performance management system.				
7.	Managers and subordinates understand the mission of the municipality and they all contributing towards its attainment.				
8.	Managers and employees set performance objectives jointly.				

NO	QUESTIONNAIRES	STRONGLY AGREE	AGREE	DO NOT AGREE	STRONGLY DISAGREE
9.	Managers and subordinates have a positive attitude towards the performance management system.				
10.	Managers and subordinates have the skills and knowledge to implement the performance management system.				
11.	Proper training is needed to ensure managers and subordinates are able to work with the performance management system.				
12.	Management implements training programmes to instil a positive attitude towards the performance management system.				
13.	Managers and subordinates have a clear understanding of what the purpose of the performance management system is and they embrace it.				
14.	The management style in the municipality is appropriate for the development and implementation of the performance management system				
15.	The Municipality information technology supports the performance management system.				
16.	The information technology used to carry out the performance management system is user- friendly.				
17.	Key performance indicators are clearly defined and understood.				
18.	Key performance indicators are agreed upon by managers and subordinates.				
19.	The key performance indicators involve financials.				

NO	QUESTIONNAIRES	STRONGLY AGREE	AGREE	DO NOT AGREE	STRONGLY DISAGREE
20.	The key performance indicators involve satisfaction of customers' needs.				
21.	There are clear tasks and responsibilities for managers and subordinates.				
22.	Public is involved in the development of key performance indicators at the municipality as stipulated in the Municipal Systems Act.				
23.	The key performance indicators are linked to team or departmental responsibilities.				
24.	There are too many key performance indicators defined thus causing confusion.				
25.	The balanced scorecard is used and understood by everyone at the municipality to measure performance.				
26.	There is resistance from management and subordinates towards the performance management system.				
27.	There is a link between the performance management system and the reward system at the municipality.				
28.	The performance appraisal at the municipality is fair and transparent.				
29.	The performance management system is easy to work with.				
30.	Performance management improves service delivery to the community.				
31.	Mtubatuba Local Municipality reports regularly to the community on its performance.				

Thank you for taking your time in responding to this questionnaire.

Cell: 073 269 2056

Email: ningidladi@gmail.com

Date	Time	Position	Portfolio
01 August 2017	09H00 - 10H00	Senior Manager	Municipal Manager
02 August 2017	09H00 - 10H00	Senior Manager	Technical Services Director
03 August 2017	09H00 - 10H00	Senior Manager	Community Services Director
07 August 2017	12H00 - 13H00	Senior Manager	Chief Financial Officer
08 August 2017	09H00 - 10H00	Senior Manager	Planning and LED Director
09 August 2017	09H00 - 10H00 and 13H00 - 14H00	Manager and Deputy Senior	Operation and Maintenance Manager, Deputy Technical Services
10 August 2017	09H00 - 10H00 and 13H00 - 14H00	Manager and Deputy Senior	SCM Manager and Deputy CFO
11 August 2017	09H00 - 10H00 and 13H00 - 14H00	Manager and Deputy Senior	Finance Manager and Planning Deputy
21 August 2017	09H00 - 10H00 and 13H00 - 14H00	Manager and Deputy Senior	Programme and Deputy Community Services
22 August 2017	13H00 - 14H00	Manager	Manager Library Services
23 August 2017	09H00 - 10H00	Manager	Manager Law Enforcement
24 August 2017	09H00 - 10H00 and 13H00 - 14H00	Manager	Manager SCM
31 August 2017	09H00 - 10H00 and 13H00 - 14H00	Manager	Manager Expenditure
01 September 2017	09H00 - 10H00 and 13H00 - 14H00	Manager	Manager Human Resources
04/09/2017 - 29/09/2017	Scheduled for 1 hour at suitable time	Officer	Officers and General Staff

APPENDIX 6: CERTIFICATE OF LANGUAGE EDITING



Director: CME Terblanche - BA (Pol Sc), BA Hons (Eng), MA (Eng), TEFL

22 Strydom Street
Baillie Park, 2531

Tel 082 821 3083
cumlaudelanguage@gmail.com

DECLARATION OF LANGUAGE EDITING

I, Christina Maria Etrechia Terblanche, hereby declare that I edited the
research study titled:

**THE IMPACT OF A PERFORMANCE MANAGEMENT SYSTEM ON SERVICE
DELIVERY: A CASE STUDY OF MTUBATUBA LOCAL MUNICIPALITY**

for **Ningi Dladla** for the purpose of submission as a postgraduate study for
examination. Changes were indicated in track changes and implementation
was left to the author.

Regards,

A handwritten signature in black ink that reads 'CME Terblanche'.

CME Terblanche

Cum Laude Language Practitioners (CC)

South African Translators Institute accr nr: 1001066

Full member of the Professional Editors Guild



UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

Protocol reference number : HSS/1056/017M

Project title : The impact of a Performance Management System (PMS) on Service
Delivery (SD): A case study of Mtubatuba Local Municipality

ACKNOWLEDGEMENT: BREACH OF ETHICAL PROCESSES AT UKZN

I, the undersigned,

Student Name (Student Nr) : Mrs Ningi Hlalahle Mable Diadla (214577286)
School : Management, Information & Governance
Campus : Westville

as the Principal Investigator ("the Applicant") in the above stated project, do hereby acknowledge that:

1. The University of KwaZulu-Natal's (hereinafter "UKZN") Research Ethics Policy (V) does not make provision for Retrospective Ethics Approval;
2. All researchers (both students and staff) at UKZN are obliged to be familiar with this policy;
3. I have been informed that research cannot be done without obtaining full ethical clearance as per the policy and guidelines of the University;
4. **Research for the above project was undertaken by myself without final ethical clearance being obtained;**
5. The University reserves its right to, at any stage and time, withdraw the relevant degree obtained by myself if:
 - 5.1 It becomes known to UKZN that there was an additional ethical breach during any field work or whilst collection data for the above stated project, and / or
 - 5.2 I fail to apply for ethical clearance for any future research projects.
6. In addition to point 5 above, the appropriate disciplinary processes will follow should this occur again.

I further acknowledge that should there be any legal implications/actions emanating from the research in terms of any ethical violations, I will be personally liable and hereby indemnify UKZN against any legal action that may arise from my failure to adhere to the University Research Ethics Policy (V).

Signed at on the 19th day of December 2017

Signature of applicant:

Signed at Durban on the 18th day of JANUARY 2017 2018

Signature of Chair (HSSREC): Date: 18/01/2018

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4609 Email: hssrec@ukzn.ac.za

Website: www.ukzn.ac.za

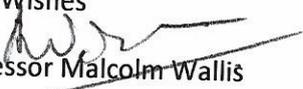
10 Franklin St
Observatory
Cape Town 7952
July 31, 2018

TO WHOM IT MAY CONCERN

I wish to confirm that I have carried out a language editing exercise for Ms Ningi Dladla, a UKZN Masters student. Her dissertation, which is for the MPA degree, will be ready for submission once she has made the changes that I indicated to be required.

Please let me know if you have any queries.

Best Wishes


Professor Malcolm Wallis