

**UNIVERSITY OF KWAZULU-NATAL**

**Employee Wellness: A strategy for enhancing performance in the KwaZulu-Natal  
Administration**

By

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## DECLARATION

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## **DEDICATION**

I dedicate this work to my family and my late Father, Mr LN Pillay. This work would not have been possible without the positive encouragement and support from all, especially my two daughters, Nikita and Tarai Badul. You two have taught me never to give up, and I hope that you will always follow your dreams.

Always believe!

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## ABSTRACT

Employee Health and Wellness Programmes were introduced in the workplace as employer-initiated programmes to assist employees whose performance has been impaired. The aim of this was to identify and provide recommendations on problems that impact on the employees' ability to perform their duties. In relation to employee wellness and employee productivity, the concept of performance management has been in the forefront of transformation in the Public Service post-1994. The need to review practices to ensure optimum performance and service delivery was identified in this study. Employees experience a multitude of factors that impact on the quality of performance, thus resulting in the workplace exploring programmes such as Employee Health and Wellness.

The study was conducted within the scope of Provincial Administration and from the perspective of a Developmental State. The study aimed to provide a greater understanding of the linkage between Performance Management and Employee Health and Wellness, as a means for supervisors to contribute to the agenda of service delivery. One of the key questions in the study was to ascertain the perceptions of supervisors of Employee Health and Wellness programmes as a performance management tool to attain the desired work outcomes.

Mixed methods was adopted and undertaken through a research paradigm of Pragmatism with closed-ended questionnaires and in-depth interviews. The study was theorised within the paradigm of Public Management, highlighting the synergy between healthy and productive employees and good service delivery relationship and the need for optimising worker productivity and enhanced service delivery. Views from Supervisors, Employee Health and Wellness Practitioners and Managers and Provincial Forum Members informed the findings of the research study. The theories underpinning the study were Goal-Setting, Attribution Theory and the Results-Based Model. The research focused on the importance of accountability of public service supervisors to ensure that employee performance is aligned with the developmental agenda of the Public Service. The research proposed an integrated approach to addressing problems in managing particularly poor or impaired performance. A key finding was that supervisors need to be capacitated to manage the impact of Employee Health and Wellness, on the employees' ability relative to performance.

The research provided recommendations in terms of policy and workplace interventions to address the impact of poor or impaired performance, and its consequential effects on service delivery.

The study concluded with the need for a nuanced approach for supervisors to manage performance in the public service. This is whilst embracing the health and well-being of employees, and in so doing, mitigate the risks impacting on good governance.

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## LIST OF ACRONYMS

AO	Accounting Officer
DPSA	Department of Public Service and Administration
EAP	Employee Assistance Programme
EAPA	Employee Assistance Professional Association
EAPA-SA	Employee Assistance Professional Association of South Africa
EH&W	Employee Health and Wellness
EH&WP	Employee Health and Wellness Programme
GWMES	Government-Wide Monitoring and Evaluation System
HRM	Human Resource Management
KMO	Kaiser-Meyer-Olkin
KZN	KwaZulu-Natal
MTSF	Medium-Term Strategic Framework
NPG	New Public Governance
NPM	New Public Management
NDP	National Development Plan
ODIR	Observe, Document, Inform and Refer
PFMA	Public Finance Management Act
PSC	Public Service Commission
PSR	Public Service Regulation
RB-M	Results-Based Model
RSA	Republic of South Africa

SHERQ	Safety, Health, Environment, Risk and Quality
SPSS	Statistical Package for Social Sciences

## CHAPTER ONE

### INTRODUCTION AND OVERVIEW OF THE RESEARCH STUDY

#### 1.1 INTRODUCTION

The concept of performance management has been emphasised in light of the transformation agenda in the Public Service post-1994 with a change from the traditional bureaucratic style of management to one that is more participative and outcomes-driven. The Public Service is key in the delivery of services to citizens, and therefore ongoing assessment and review of the performance of departments is of paramount importance to review its service delivery modalities. In keeping with this notion, Van der Waldt (2004: 9) states that the Republic of South Africa (RSA) Department of Public Service and Administration (DPSA) is responsible for developing human resource policies for the entire Public Service. Policies pertaining to performance management and employee health and wellness (EH&W) are examples that the RSA DPSA have implemented to enhance effectiveness and efficiency of the public service by ensuring that employees perform at their optimum capacity.

The RSA Public Service Commission (PSC) defines performance management as “a process that facilitates the management of performance of employees through planning, regular reviews and feedback as a way of motivating employees to attain their full potential in line with a department’s objectives” (RSA PSC, 2007a: v). The performance management system enables public sector supervisors to identify employees’ performance against goals, targets and objectives, as set out in their performance agreement as a platform for addressing poor performance and acknowledging good performance.

Workplace programmes were traditionally known as Employee Assistance Programmes (EAPs) which focused primarily on substance abuse. Through evolution and development of the programme over time, EAPs currently provide a holistic approach focusing on a wide range of workplace-based behavioural health programmes with comprehensive services (Attridge, 2015: 7). Contemporary terms used are Employee Wellness Programme, Wellness Programme and



Workplace programmes (Consad, 1999: 5). Within the context of this study, the terms Employee Assistance Programme (EAP) and Employee Health and Wellness Programmes (EH&WP) were used.

Human resources is one of the most critical assets available to ensure that public services are rendered in a professional, effective, and efficient manner. Employees experience various circumstances that impacts on their performance, such as health and wellness aspects that affect their work. Poor or lack of management of employee well-being erodes the quality of work performed by employees. Penceliah (2014: 243) states that research advocates employee wellness as a vital aspect in the workplace, which contributes towards employee engagement, performance, retention, organisational productivity and success. Penceliah (2014: 243) maintains that employee wellness is about creating a *milieu* that supports employee health and well-being in the workplace.

In light of the foregoing introduction, the research focused on Public Service mandates that govern the management of Performance Management and EH&WP (health and productivity). Furthermore, knowledge, skills and perceptions of supervisors to utilise the EH&WP as a performance management tool was explored in this study, as this is currently seen as a major gap and challenge in the Province of KwaZulu-Natal. The *fit* between EH&WP in the context of performance management is a significant aspect for enhanced service delivery.

Findings from this study would serve as recommendations to be considered in strengthening the utilisation of the EH&WP as a performance management tool, particularly in the Province, and to ensure that the performance of employees is maintained at optimum levels.

## **1.2 BACKGROUND AND OUTLINE OF THE RESEARCH PROBLEM**

The section provides an overview of the background to the study, and presents the key issues to be investigated:

### **1.2.1 Background**

This section presents the background to the study and identifies the gap in the body of knowledge based on the preliminary literature review. The Public Service of recent has been experiencing several service delivery protests. The citizens expect departments to account for the non-delivery of services. Transformation of the public service from a rule-bound sector to one that promotes accountability, effectiveness and efficiency, places additional responsibility of supervisors to ensure that the performance of the department is maintained. Els and De la Rey (2006: 47) support the view that holistic health and wellness warrants an integrated and multi-disciplinary approach, focusing on the mandate of the government towards enhancing service delivery.

The RSA PSC recommends that managers must be capacitated with the essential tools and training to aid in the identification and management of poor performance (RSA PSC; 2007a: 40). A recent RSA PSC study revealed that there is an increase in the incidence of grievances lodged pertaining to performance management in the public service. The following discussion has been cited in this study as the reasons for the high incidents of grievances, namely, ineffective performance management, policy-related weaknesses, and lastly training and interpretation (RSA PSC, 2014: 9), which necessitates the context of this study.

Jacobson and Attridge (2010: 2-5) clearly articulate the view that EAPs benefit both the employees and the organisation. This benefit can only be attained through strong partnerships between strategic workplace partners such as, but not limited to senior management, human resource management and occupational health. The partnership is further strengthened as all strategic partners work towards attaining the common goal of the organisational outcomes for increased and sustainable levels of workplace productivity. Attridge (2012: 442) further emphasises that these programmes should positively result in restoring the health and well-being of the employee which, in turn, has the positive outcome of a return on higher productivity and the enhancement of the overall performance in the workplace.

A holistic analysis of the impact of health and wellness risk assessment data was not undertaken strategically in KwaZulu-Natal (KZN) in light of provincial mandates, giving impetus to this

timely study. The Public Service policy prescripts and procedures are expansive, however, it has not been ascertained whether the policies or the implementation thereof, contribute to the culture of good management of performance within the Province. Therefore, the Province is supportive of this investigative study in addressing some of the conditions underlying poor performance, and the development of policies and programmes for the training of supervisors and managers.

Traditionally, EH&WPs have been implemented as a ‘management tool’ to address employees’ performance, which has been impaired due to personal circumstances. However, the extent to which the programme has been currently utilised as such is unclear. This could result in poor linkages and synergy between the programmes of government to manage risks on performance relative to service delivery, and impeding development of a more effective and efficient developmental Public Service. In addition, the supervisor is required to expand their supervisory skills to deal with the various aspects that impact on the employee’s ability to perform.

### **1.2.2 Research Problem**

The management of performance is a universal problem in all sectors and it can be said, that no single solution can be adopted to mitigate the impact in the workplace. Moving towards addressing this problem, the RSA DPSA has approved a number of policy frameworks that promote an environment that is conducive to the well-being of the employees. The findings from the RSA PSC (2007a: ix) revealed a consistent lack of accountability amongst managers with regard to the management of poor performance, and that Human Resource Management were unable to provide the relevant guidance and support which was required. It had been further stated in the RSA PSC report (2007a: 38) that role players of performance management are struggling with the challenges of managing performance, and therefore the study recommends that there is a need for managers to be trained and empowered to fulfil these important roles in this regard.

In addition, a significant point to note is that these current management domains, Governance (service delivery), EH&W and Performance Management at present are operating in silos, and the integration of the services is proposed towards producing better results and enhancing performance management. Furthermore, productivity in the public service can contribute to overall quality service delivery (RSA PSC, 2010: vii). The key health trends report, statistics and wellness testing

data indicates that many employees are experiencing impacts of lifestyle diseases, and the burden on the management of non-communicable diseases in the workplace that places an additional responsibility for supervisors to manage and to mitigate the impact on performance (RSA DPSA, 2012: 9-12).

This study aims to assess the impact of EH&WP on performance management, and its impact on service delivery through the Office of the Premier in KZN. It is envisaged that the study could provide recommendations to strengthen the quality and performance of services employees provide within the Province of KZN.

### **1.3 OBJECTIVES OF THE RESEARCH STUDY**

The primary aim of this research was to explore whether the current EH&WP can be utilised by supervisors as a performance tool in the KZN Administration, highlighting the main objectives as:

- 1.3.1 Analyse the current Public Service policy context and procedures to ascertain whether current measures enhance performance management in the Province;
- 1.3.2 Determine the reasons for performance decline in the Province;
- 1.3.3 Establish the risks of performance decline towards attaining the key mandates of the Province;
- 1.3.4 Examine the supervisors' role, knowledge and skills to manage the decline in poor performance of employees through EH&WP in contributing to service delivery in the Province; and
- 1.3.5 Determine supervisors' perception of EH&WP as a performance management tool to attain desired work outcomes.

## **1.4 KEY RESEARCH QUESTIONS FOR THE STUDY**

The study focused on the following key questions:

- 1.4.1 To what extent do the current Performance Management and EH&WP policies and procedures provide a conducive environment to address performance-related problems?
- 1.4.2 What are the attributory reasons for performance decline?
- 1.4.3 What are the risks for performance decline on service delivery in the KZN Provincial Administration?
- 1.4.4 How do supervisors manage employees' performance decline or performance-related problems to ensure service delivery is maintained?
- 1.4.5 What the perceptions of supervisors are of EH&WP as a performance management tool to attain desired work outcomes?

## **1.5 PRELIMINARY LITERATURE REVIEW**

The review of literature pertaining to the field of study has been beneficial in presenting an overview of the current body of knowledge. Hofstee (2006: 91) states that the reviewing of the literature is advantageous in that it guides the researcher with regards to the significance of the study, and the possible contribution that the study could add to the existing body of knowledge, in the area of public human resource management and development. The next section presents some of the fundamental concepts that informed the literature analysis, and literature for this study focused on the following context:

### **1.5.1 Public Service Policy, Employee Wellness and Governance**

The Constitution of the Republic of South Africa, 1996, requires all spheres of government to ensure achievement of efficient, effective, responsive and transparent services. Major changes took place in the conditions of service within the Public Service with the new democratic administration since 1994. This necessitated the RSA DPSA to review its legislative prescripts and policies

accordingly. Furthermore, there is a renewed focus on Public Service human resource management and development with emphasis on performance improvement at strategic and operational levels. The supervisors' role in managing employee wellness is integral to the management of human resources as a sub-field of the broader study of Public Administration and Management.

The Public Service's mandate in terms of the Constitution of the Republic of South Africa, 1996, Public Service Act, 1994 and the New Public Service Regulations (PSR), 2016, is to render a proficient, effective and efficient public service. The EH&WP have been implemented in the Public Service as a result of the legislative mandate of the PSR. Other legislative mandates place the *onus* on the employer to create a working environment which is conducive to the well-being of its employees, but is not limited to the Occupational Health and Safety Act, 1993, Employment Equity Act, 1998, Basic Conditions of Employment Act, 1997 and the Labour Relations Act, 1995 (RSA DPSA, 2008: 13-15). These prescripts collectively set the platform for the management of performance and EH&WP in the workplace. Sieberhagen, Rothmann and Pienaar, (2009: 5-6) emphasise that through the proper implementation of these prescripts and policies, skilled employees could be retained in the administration for as long as possible in order to be economically active, and in return, contribute to a productive workforce for the public service.

### **1.5.2 Performance Management in the Public Service**

The then amended Public Service Regulations, 1999 enables departments to implement measures to ensure effective and efficient means of attaining policy goals (Van der Waldt, 2004: 92). Efficiency and effectiveness are integral aspects in the South African Public Service that was emphasised in the Public Service Regulations, 1999. With the advent of the new Public Service Regulations, 2016 the notion of efficiency and effectiveness has been reiterated to enhance performance and contribute to good governance. The objectives of the public service, according to the Van der Waldt, (2004: 93), are therefore:

- Alignment of organisational and individual goals;
- Instilling an organisational commitment that is performance-oriented;
- Development and management of the human resources required to attain organisational outcomes;
- Identification and addressing performance inefficiencies;

- Creation of an ethos of accountability with emphasis on customer service; and
- Linkage of incentives with performance rewards.

It follows then, that the management of performance of employees in the Public Service is the ‘benchmark’ to ensuring the effective and efficient delivery of services to the citizens of the Province. Performance management should be in line with the developmental agenda of the Public Service. The intention is to strive towards attaining an effective, efficient and accountable public service. Effectiveness and efficiency are attained through the optimal performance and attainment of the goals of the workplace. The accountability invariably rests on the supervisor to ensure employees perform. In this process of the management of performance, supervisors also have to explore avenues to address issues of poor performance and the impact thereto on employee productivity. Focusing on EH&WP in public sector human resource management and development is one of the contemporary focus areas in the South African public service.

### **1.5.3 Employee Health and Wellness Programmes**

EAPs had traditionally been introduced in the workplace as a management tool to assist employees whose performance was being impaired due to personal problems. The evolution of programmes and the nature of workplace challenges have resulted in organisations employing various models of EAPs to ensure sustaining a healthy and productive workplace (Bhoodram, 2010: 95-96). The EH&WPs can therefore, be strategically positioned to enhance service delivery in the Province by mitigating the impact or risk of high incidence of performance-related problems. The RSA PSC report (2010: 41) concluded that it is imperative to manage the Public Service employees to ensure ongoing delivery of services to the citizens and to avoid poor service delivery.

The overall benefit of EAP can be classified into ‘hard and soft costs’. According to the RSA PSC (2006: 8), these ‘hard costs’ can be classified in terms of health claims, absence from work and injury at work, whilst on the other hand, the ‘soft costs’ include training, employee satisfaction and employee retention. It has been observed by the research undertaken by the PSC that these factors have a negative impact on the employees’ ability to perform.

The current *milieu* of South Africa is synonymous with, but not limited to, high levels of crime, poverty, domestic violence, stress, HIV and AIDS and lifestyle diseases (RSA PSC, 2006:12). It is recommended that the Public Service employees be provided with services to ensure the sector is productive and effective to optimally deliver its mandate. The PSC recommends that HIV and AIDS Programmes should be integrated into EAP and that the transformation of EAPs into Wellness centres would eliminate the perception that the programme is solely dealing with HIV and AIDS (RSA PSC, 2006: 44). The EH&W Strategic Framework was therefore, implemented in 2008 to address the holistic well-being of the employees. This framework demonstrated the government's mandate towards an integrated, holistic framework that took into cognisance all factors that contributes to the well-being of employees (RSA DPSA, 2008: 14).

#### **1.5.4 Addressing Public Service Performance and Productivity**

Research has shown that an unhealthy workplace is unproductive, thereby hindering the quality of services rendered. Problems such as the rate of absenteeism in any organisation is a major concern as service delivery is reliant on the availability of effective human resources. The fact that the Public Service is labour intensive implies that the employer is dependent on the quality, skills and performance of its employees. (RSA PSC, 2010: vii) “It is therefore of paramount importance, that the leave of absence of all Public Service employees be managed properly to avoid the lack of capacity which has a negative impact on service delivery”. It should be noted that absenteeism poses several risks to the institution, and is an important aspect to be considered in the context of the performance management of employees. This is corroborated in Johnson (2004: 9) who states that an assessment of human risks to the workplace can result in the identification of needs, design of interventions and evaluation of outcomes that demonstrates a positive impact on employers’ productivity.

#### **1.5.5 Impact of non-occupational illnesses on performance and productivity**

The EH&WP framework qualifies the fact that non-occupational illnesses contribute to 60% of deaths globally. The aim of the framework is to provide a comprehensive health and productivity management programme. The Health and Productivity Management and the Management of Disease as contained in the framework served as the context of this research study. The framework



defines Health and Productivity Management as “the integrated management of health risks for chronic illness, occupational injuries and diseases, mental diseases and disability to reduce employees’ total health-related costs, including direct medical expenditures, unnecessary absence from work, and lost performance at work also known as ‘presenteeism’ in the Public Service world of work.”(RSA DPSA, 2008: 26).

It can be said, that the lack of management of non-occupational illness is eroding the quality of service delivery and productivity in the public service which needs immediate attention. Based on research in this regard, non-occupational illness can be managed, and therefore early identification and proactive management of the condition is recommended to minimise the impact. In order to determine the impact, one needs to have an in-depth understanding of the risks and explore possible strategies in the workplace to circumvent the negative impact, is the view held by authors Attridge, Herlihy and Maiden (2005: 12-28).

The EH&WP in the workplace should serve as an instrument to implement these programmes. Integrated health risk assessments if conducted timeously, can serve to minimise the impact of illness in the workplace. In addition, supervisors can proactively address the impact of these conditions by monitoring employee’s performance, injury on duty, leave utilisation and presenteeism. Nossel, (as cited in Patel, 2012: 29) further highlights that poor health of employees is damaging to the economic growth of the public service. Employees are required to be present at work to ensure that they deliver, therefore there cannot be an over emphasis of the need for health promotion in the workplace. The role of the supervisor is integral to ensure that performance is managed in a coherent manner, whilst addressing issues of EH&W.

### **1.5.6 Supervisor’s role in performance management and employee health and wellness**

In order for the Public Service to deliver on the mandate of government, employees are required to be productive, and meet the standards or targets as per their performance agreement and work plans. In this context, the RSA PSC report (2006: 41) states that management support is critical to the success of the workplace programmes. The following roles of the supervisor in the public service context has significant relevance for this study:

- Oversee the performance of employees (*healthy workforce for increased productivity and excellent service delivery*);
- Providing constructive feedback to employees on their performance (*The Observe, Document, Inform and Refer (ODIR) Principles under the EH&WP can serve to equip supervisors with the skill to provide the necessary feedback.*); and
- Counsel employees on their performance. (RSA PSC, 2007b: 16).

Research undertaken by Saxena and Sharma (2013: 2) purports that some supervisors do not want to get involved in employees' reasons for absence from work, however this practice does not create a supporting environment. This view is reaffirmed by the research undertaken by the RSA PSC (2007a: 38) that management does not want to deal with poor performance. Kinder, Huges and Cooper (2008: 28) state that the supervisors are instrumental in building and sustaining an engaged and committed workforce, and that the employees' behaviour should be aligned to the goals of the institution. It is of paramount importance that supervisors contribute towards the integral role in the management of performance-related problems to mitigate the impact on service delivery.

Cagney (1999: 62) argues that effective management always involves the understanding and response to individual employees as individuals. To some extent, these individual behaviours become a management issue. It is noted that these problems present themselves in decreased productivity, ambition, quality or interpersonal relationships. It is the supervisor who ideally should be able to detect changes in performance of employees. Nyathi and Jooste, (2008: 29) state that it is relevant for managers to have knowledge of various managerial strategies to deal effectively with absenteeism, and the EH&WP can be used as one such strategy.

According to Cagney (2012: 20), supervisors are expected to follow the principles of "ODIR", which entails observe, document, discuss with employees, set clear expectations and consequences, and follow up on employees and their performance-related problem. These principles are explained in greater detail in Chapter Three. Despite these core components of supervisor referral and constructive confrontation being in place, the actual implementation is poor. The author asserts that supervisors are reluctant to use the formal referral process and this invariably leads to under-utilisation and employee wellness programmes being ineffective.

## 1.6 DELINEATION OF THE CHAPTERS

The research comprises six chapters which give effect to the respective research objectives, as explained below:

### ***Chapter One: Introduction and overview of the study***

This chapter provides a general overview of the research study and presents the reader with insights into the key focal areas of the study. The chapter includes a preliminary discussion on contemporary perspectives to managing employee performance through the EH&WP, and introduces the study within the Public Service dimension and context.

### ***Chapter Two: Theoretical framework underpinning Performance Management and Employee Health and Wellness vis-à-vis Public Management***

The chapter entails the discussion pertaining to the theoretical and conceptual framework in institutionalising the implementation of EH&W and performance management within the paradigm of Public Administration. It further demonstrates the applicability of the various pertinent legislative prescripts, and locates the research within the relevant theories in relation to service delivery.

### ***Chapter Three: Nuanced Approach of Employee Health and Wellness and Performance Management***

The role of the supervisor in the management of Performance Management and EH&W, the importance of enhancing productivity in the Public Service and benefits of EH&W are the focus areas of the chapter. As part of the developmental agenda of the public service, the chapter provides a detailed discussion of the importance of the state of well-being of employees in relation to service delivery in the workplace as part of the literature review of the study.

#### ***Chapter Four: Research Methodology***

The chapter contextualises the research design and methodology that was adopted in conducting the study. The relevance of the mixed methods mode of research was presented in the chapter, and also detailed a discussion on the relevance of the qualitative and quantitative approaches that was followed to elicit the data. Data was collected through questionnaires as the primary research instrument and the information obtained through the interviews was used to corroborate the evidence obtained from the questionnaires. The quantitative data was analysed using Cronbach's Alpha and Factor Analysis to examine the correlations for reliability of the scores, and Kruskal-Wallis non-parametric test was used to analyse the differences obtained from the group means. Qualitative data was analysed using thematic and content analysis.

#### ***Chapter Five: Statement of Findings, Interpretation and Discussion of the Primary Data***

The presentation of the data gathered in the form of graphical illustrations through the use of graphs and tables is contained in this chapter. The data was collected through a mixed methods approach, whereby data was collected using the qualitative and quantitative methods. Relevant literature through bibliometrics and other supporting documents was referred to, thereby creating the linkage of the findings and relevance of the contribution of the study to the existing body of knowledge in public administration and human resource management and development in the Public Service.

#### ***Chapter Six: Conclusion and Recommendations***

The final chapter provides the discussion of the conclusions made and recommendations based on the empirical evidence of the study. This chapter provides the contribution of new knowledge by addressing the gaps identified earlier in the study. A proposed model demonstrates the relevance of the integration of EH&W and Performance management towards the attainment of optimum service delivery. The proposed model advocates for the capacity building of supervisors on the key focal areas, as it is envisaged that this would lead to increased referral to the EH&WP. This chapter therefore, highlights the proposed contribution towards enhancing workplace performance through EH&W referrals. It is further suggested that the optimum management of employees could

lead to increased performance and enhanced service delivery. This also emphasises the employer's commitment to one of the most valued resources, namely that of the employee.

## **1.7 SIGNIFICANCE AND UNIQUE CONTRIBUTION**

The study would contribute new knowledge by providing supervisors with avenues to deal with performance management by adding value to the quality of services being rendered, and be beneficial to upholding the mandates of government with regards to performance management, EH&W and productivity management in the Province of KZN as a focal point. The proposed research findings on the management of performance in the workplace, could add value to the well-being of employees in the KZN Public Service. This knowledge would be able to determine whether the current policies are adequately addressing the management of performance-related problems. The findings would serve to strengthen policies and improve on the process for more effective implementation and control.

Supervisory level of skills or knowledge to manage performance-related problems can contribute to recommendations in terms of training and capacity development, and the implementation of reviewed policies and procedures. The findings of the research would demonstrate whether EH&WP can be utilised in the Province as a performance management tool to address performance-related problems, and also provide direction in terms of the inter-relationship between performance management, EH&W, productivity management and the role of the supervisor.

## **1.8 JUSTIFICATION AND RATIONALE OF THE STUDY**

In adding value to the body of knowledge, the emphasis herein gives this study an interesting new dimension to consider in assessing the efficacy of service delivery and performance management through the EH&WP in the KZN Provincial Administration in particular. The RSA PSC has conducted individual studies on Performance Management and EAP. However, a study within the KZN Province has not been undertaken to demonstrate the linkage between Performance

Management and EH&W as a tool for supervisors to enhance performance, and contribute to the agenda for service delivery within the paradigm of Public Administration.

The focus of the research is thus, based on the recommendation from the RSA PSC that highlights a need for holistic perspectives to addressing problems in the management of performance, especially in the area of poor performance. The PSC suggested that there should be training and development provided on the relevant processes and tools pertaining to performance management. However, in order to ensure successful implementation in this regard, this training should be coupled with initiatives to monitor the application thereof, thus resulting in building a sense of accountability amongst all in the management of poor performance, in particular (RSA PSC, 2007a: X). The findings of this research could contribute to addressing the challenges identified by the RSA PSC in the context of the Province, and lays the foundation for further research into other provinces in the country to deliver on their performance mandates. The research would aid in providing recommendations on policy and workplace interventions to address the impact of poor or declining performance, and its effects on service delivery.

In order to conduct an exploratory study of performance management, selected legislative frameworks are discussed in the following section.

## **1.9 LEGISLATIVE CONTEXT GOVERNING PERFORMANCE MANAGEMENT AND EMPLOYEE HEALTH AND WELLNESS**

The most pertinent legislation relating to performance management and EH&W in the public service is highlighted, contextualised and discussed briefly to locate the study.

### **1.9.1 Constitution of the Republic of South Africa, 1996**

The Constitution of the Republic of South Africa, 1996 clearly outlines in Chapter 10 Section 195(1) the basic values and principles that underpin how Public Administration should be governed, confirms Van der Waldt (2004: 85). The fundamental Constitutional principles linked to the integrative aspects of the research study are emphasised in italics as follows:

- Efficient, economic and effective use of resources must be promoted (*EH&W is a tool for addressing problems affecting employees performance and productivity in the workplace*);

- Public administration must be development–orientated (*the programme of EH&W is in keeping with the global agenda of a healthy and productive workplace*); and
- Public administration must be accountable (*supervisors and employees are responsible to ensure that state funds are used effectively and efficiently enhancing performance and optimising service delivery*).

The above Constitutional principles has relevance and synergy with key aspects of performance management and EH&W, and serves as a guiding framework that significantly links it with the focus of the study.

### **1.9.2 White Paper on Transforming the Public Service, 1995 and White Paper on Transforming Public Service Delivery, 1997**

These two legislative documents set the context against which the efficiency and effectiveness of service delivery was assessed to ensure that the needs of the citizens of the country are met (Van der Waldt, 2004: 86-92). The Batho Pele Principles focuses on KZN transformational priorities, and serves as a platform and conscience for performance management and EH&W for the public service. In addition, the documents serve as a guideline for facilitation of the relevant HR Practices that could be applied in support of establishing an effective and efficient public service. It is envisaged that this would generate both economic and social transformation. Munzhedzi (2011:29) advances that the management of human resource performance is paramount in order for the public service to accomplish effective transformation. It is through the optimal utilisation and development of the human resources, that service delivery can be sustained. In light of the above, the efficacy of EH&W programmes could aid in addressing problems affecting the management of employees' performance.

### **1.9.3 Public Service Regulations, 2016**

The executing authority of each department is mandated to ensure that services rendered are of high quality, that the financial and human resources are used for best value and optimal services respectively. It is through the service delivery improvement programmes and Batho Pele Principles that departments can introduce measures for non-performance. The implementation of

programmes such as the Performance Management and EH&W can be incorporated as measures to improve service delivery. The performance management system must ensure that individual performance is linked to the institutional goals, and that supervisors are able to monitor and assess performance of employees on a regular basis.

The rationale of the PSR is to foster and create a working environment that is supportive, effective and efficient in promoting the agenda of government through service delivery (PSR, 2016). The PSR mandates all departments to implement policies that facilitate the advancement of the health and well-being of employees and to further ensure that comprehensive programmes are implemented towards empowering employees. In addition, the regulations states that adequate financial and human resources must be made available to implement these provisions, whilst relevant committees must be established and internal communication strategy pertaining to health promotion must be in place (PSR, 2016: 58-60). The PSR clearly outlines the commitment towards creating a workplace that is conducive to the well-being of the employees despite the prevalence of ill-health in the workplace.

#### **1.9.4 Labour Relations Act, 1995**

The Labour Relations Act makes provision to address the needs of employees who have become too ill to continue working. This Act requires the employer to ascertain the extent of the incapacity and reasonable accommodation such as light duties, whilst adaptive duties or alternate placement must be explored. In addition, the employer must demonstrate the extent to which the employee was assisted to address the areas identified to ensure that the performance of employees is upheld in an objective manner.

#### **1.9.5 Public Finance Management Act, 1999**

Van der Waldt (2004: 101) states that the Public Finance Management Act, 1999 (Act 1 of 1999 as amended), (PFMA) mandates the Accounting Officer (AO) in each department to set measurable objectives and allocate financial resources for each of the programmes. This moots for the development of departmental strategic plans to be aligned with departmental service delivery improvement plans. To give effect to the programmes of Performance Management and EH&W, the AO should therefore ensure that funds are made available for the relevant programmes. In



addition, the AO is accountable for the utilisation of public funds and to ensure that these funds are used effectively, efficiently and economically (Van der Waldt, 2004: 368). Therefore, one can deduce that the AO is accountable to report on loss of state funds due to the incidence of declining performance and productivity, which impacts negatively on the delivery of services in the Province.

Following on from the preceding discussion, Thornhill (2018: 15), states that the transformation of the South African state required new and innovative policies and demanded the restructuring of the executive machinery of the state in the national, provincial and local spheres of government. A new personnel corps had to be established to develop new policy initiatives for a developmental South Africa. The next part resonates from a theoretical framework that informs the discussion.

## **1.10 THEORETICAL FRAMEWORK UPON WHICH THE RESEARCH STUDY WAS CONSTRUCTED**

The aim of a theoretical framework according to Van der Waldt and Van Rensburg (2008: 19), is to summarise and organise current understanding of a particular phenomenon, and may be systematically tested in the ‘real world’ by research. Thornhill and Van Dijk (2010:96) expands this, by stating that the theoretical framework serves to predict what would occur under specific circumstances to the phenomenon being investigated. The discussions that follow serves to locate the research within a theoretical framework.

### **1.10.1 Theories underpinning the study and paradigm of Public Administration**

Thornhill, (2014: 9) submits that there was a noted paradigmatic transition in Public Administration. It has been further stated that the theory is the area wherein discussions pertaining to the meaning and purpose of government, public institutions, policies, organisational structures, financial matters, human resource issues, public accountability, and governance takes place.

Fox, Schwella and Wissink (cited in Louw, 2012: 90) define public administration as “that system(s) of structures and processes, operating within a particular society as an environment with

the objective of facilitating the formulation of appropriate governmental policy and efficient execution of the formulated policy”. The above definition contextualises the relationship between government and society through relevant policies that meet the needs of society.

#### **1.10.1.1 New Public Management *vis-à-vis* Employee Wellness and Performance Management**

Cloete (as cited in Louw, 2012: 92) focused on a shift in the study focusing on the concept of management and governance in Public Administration. This expanded view re-emphasised the success of provisions of goods and services to the citizens. In the context of this research study, managing employee wellness as a performance management tool is used to determine the outputs of the workplace measured against the inputs to improve its efficiency. Public management saw the introduction of measures such as the introduction of managerial activities. To this end, management was required to provide direction and supervise employees, as well as monitor progress. Thornhill (2014: 16) advocates that, it is during this period that the introduction of performance management became critical. Management (senior officials and supervisors) need to provide counselling to employees who may be experiencing personal challenges resulting in the work being affected.

The New Public Management (NPM) emerged in the late 1980s as a result of numerous service delivery protests after the newly elected democratic government (Uwizeyimana and Maphunye, 2014: 94). As South Africa’s introduction into the NPM was viewed as an administrative agenda which included the following “privatization, deregulation and the re-conceptualisation of the appropriate role of a government in the economy and society” (Uwizeyimana and Maphunye, 2014: 94). It was at this stage in South Africa, that there was alignment with global trends. The Principles of *Batho Pele* were then adopted through this new paradigm. The philosophy underpinning NPM is to instill a ‘market-type’ discipline and to entrench a culture of minimising the cost of service delivery, while sustaining levels of optimal performance within the Public Service. It is further proposed that the degree of accountability could be augmented through various motivational interventions and strategies (Fatile, 2014: 86). It was during this period that greater importance was placed on the improvement of the public service performance, management flexibility, management accountability and the attainment of outcomes.

### **1.10.1.2 *From New Public Management to New Public Governance***

There is currently a paradigm change in the public service with emphasis on good governance, public value and recognition for quality service delivery. This can be attained through vigorous and concerted efforts to address EH&W for enhanced employee productivity, cites Nel (2015: 86).

### **1.10.1.3 *Good Governance Perspectives and Employee Health and Wellness***

Perry (2014: 27) states that the concept of good governance has been popularly used by developmental and developing countries. The Public Service is key in the delivery of services to the citizens, therefore the level of performance and efficiency is crucial in determining its success. The term governance, according to the United Nations Development Programme as stated in Thornhill and Van Dijk (2010: 105) is:

“The exercise of political, economic and administrative authority in the management of a country’s affairs at all levels. Governance therefore, comprises the complex mechanisms, processes and institutions, through which citizens and groups articulate their interests, mediate their differences and exercise their legal rights and obligations”.

According to Van der Waldt (2004: 3), governance is defined as “the acquisition *of* and accountability *for* the application of political authority to the direction of public affairs and the management of public resources”. As part of the developmental agenda, the National Development Plan (NDP) outlines the health vision for 2030, highlighting the need for health promotion and wellness as essential aspects in the prevention and management of these lifestyle diseases and illnesses. The need is further stressed through South Africa’s demographic and health trends, as it has been stated by a number of academics that the country is facing a “quadruple burden of disease” (RSA NDP, 2011: 299). The National Planning Commission, chaired by Trevor Manuel advocates that leaders can serve as ambassadors of change in lifestyle and behaviour. It is projected that non-communicable diseases for example, high blood pressure, cholesterol, diabetes will have a major impact over the next 20 to 30 years (RSA NDP, 2011: 296), and this would invariably influence the level of performance and service delivery if systems are not in place to adequately manage the impact thereof.

The NDP proposes building a capable and developmental state as contained in the Constitution. A capable state is one that has the ability to formulate and implement policies effectively. There is therefore, a need to ascertain whether the EH&WP can be utilised to strengthen the application of the performance management system in the Public Service. One of the priorities towards achieving the goal is by creating a culture of wellness, and this must not only be implemented at the community level, but also in the workplace. To deliver on this important aspect, the plan advocates that employers must provide information on healthy eating, as well as having access to exercise (RSA NDP, 2011: 335). It is therefore, pertinent to explore the extent to which supervisors are able to manage employee performance within the context of EH&W issues in the workplace, and to implement programmes in the workplace to mitigate the effects as predicted in the NDP.

The link between the principles of Governance and EH&W can be illustrated through four operational or process pillars contained in the RSA DPSA EH&W Framework. The four operational pillars in this regard are categorised in context to the study as follows:

- Capacity development initiatives (*training and skilling of the relevant stakeholders*);
- Organisational support system initiatives (*supervisor and management support*);
- Governance and institutional development initiatives (*relevant policies and procedures*);  
and
- Economic growth and development initiatives (*improved performance and productivity*)  
(RSA DPSA: 2008: 12-14).

Leedy and Ormrod (2010: 6) state that “A theory is an organised body of concepts and principles intended to explain a particular phenomenon. They serve as tentative explanations that new data either supports or does not support what it is intended to do.” The theories listed in the sections form the basis of conceptual frameworks such as performance, performance management, training and productivity and the impact of these concepts in reality.

### **1.10.2 Goal-setting Theory**

According to Fatile (2014: 82), the Goal-setting Theory emphasises the important relationship between goals and performance. Goals are set at both an organisational level and individual level to achieve the mandate of government. It is further stated that individual performance goals motivate employees to attain these goals towards optimal performance. Goal-setting, according to Fatile (2014: 83), is essential in contributing to the reform of practices and procedures of Public Service management and administration, as it serves to motivate employees towards attaining goals.

The literature also cautions that goals set in the workplace must be realistic and attainable. Setting goals that are easily attainable may not serve to motivate employees to attain the performance targets that were set. It must be noted that performance management includes financial incentives of rewarding employees for good performance.

Fatile (2014: 83) highlights two traits of the Goal-setting Theory that makes it more effective than any other theory of motivation, as it has empirical basis and its continuous process of development. These two traits therefore, promote the theory as a suitable tool for performance management and productivity analysis in the public service, and assisted in examining the study.

The Medium-Term Strategic Framework (MTSF) outlines Government's strategic plan for the electoral term, 2014 -2019 (RSA MTSF, 2014: 1-36). This plan has specific targets that needs to be attained in order to deliver on the mandate of the ruling party. Each unit within the public service needs to contribute towards meeting these targets by setting goals that are realistic, attainable and measurable. The setting of these goals has a direct link to the management of performance which occurs at an organisational and an individual employee level. Failure on the part of the employee and the organisation to perform will invariably impact on the quality of service being rendered. It is therefore, pertinent for supervisors to conduct regular performance appraisals and reviewing of goals in ensuring optimal service delivery.

### **1.10.3 Attribution Theory**

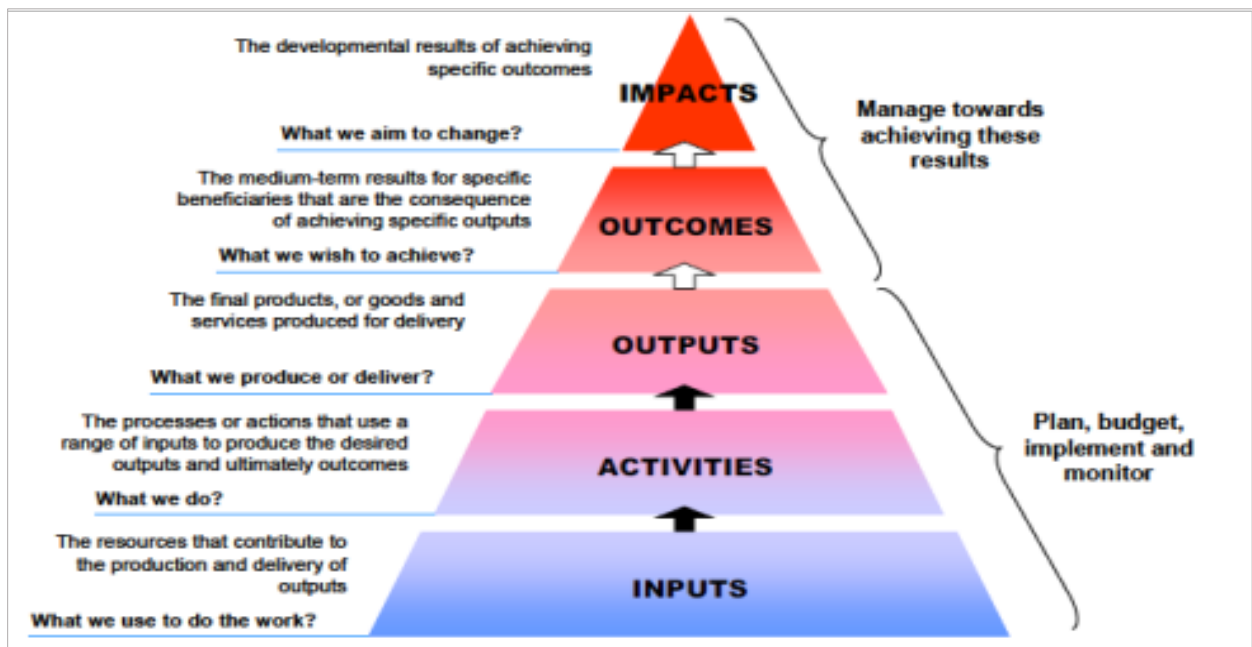
Cagney (2012: 22) argues that in the field of EH&W Programme, new innovative ways of managing performance needs to be explored. Attribution theory, according to Cunningham (2011, 65), is about trying to find reasons for others behaviour and to provide explanation for one's success or failure. The following three characteristics may be considered: internal and external attributions, stable and unstable causes, and lastly controllable and uncontrollable causes. Cunningham (2011: 67), argues that the theory of attribution can be beneficial to managers, however managers must use attribution with caution as the wrong incongruence could affect behavioural outcomes and create workplace conflict. Cagney (2012: 22) asserts that supervisors have been historically trained to focus on documented evidence of declining job performance instead of focusing on the possible causes of the problems, or motivations of the employee's behaviour. In adopting this approach, it is important for supervisors to understand that they are automatically engaging in attribution processing. Cagney (2012: 22) guides that supervisors must be able to accurately assess why the employee's performance is sub-standard, in order to effectively evaluate, discipline and provide feedback to the poor performing employee. It has been accordingly suggested that that "attribution theory suggests that supervisors try to determine whether poor performance has been caused by factors such as the specific job task, context, or something 'in' the individual employee" (Cagney, 2012: 22).

### **1.10.4 Logic Model and Results-Based Model**

The Cabinet of the South African Government approved the Policy Framework for the Government-Wide Monitoring and Evaluation System (GWMES) in 2005. This framework places emphasis on the improvement of performance, evaluating accountability, generating knowledge and decision-making. Through the implementation of the GWMES, managers can identify areas in policy and programme implementation that worked and did not work. As stated previously, successful performance is determined by the extent to which the input (human resources) delivers the agreed upon objectives to attain the desired outputs. The evaluation determines the impact this performance would have on service delivery. The models advocate that there should be a causal link between the activities, outputs, outcomes and impact, as illustrated in Figure 1.1. These models would be beneficial in assisting supervisors evaluate whether the desired work outcomes

were attained and to determine the reasons for attainment or failure to attain the desired outcomes. (RSA Department of Performance Monitoring and Evaluation, 2011: 3-5) These models are relevant as there is focus on the long-term goals which will determine the impact on performance and service delivery, and serves to evaluate the effectiveness and efficiency of a programme, as is depicted in Figure 1.1.

**Figure 1.1: Logic Model**

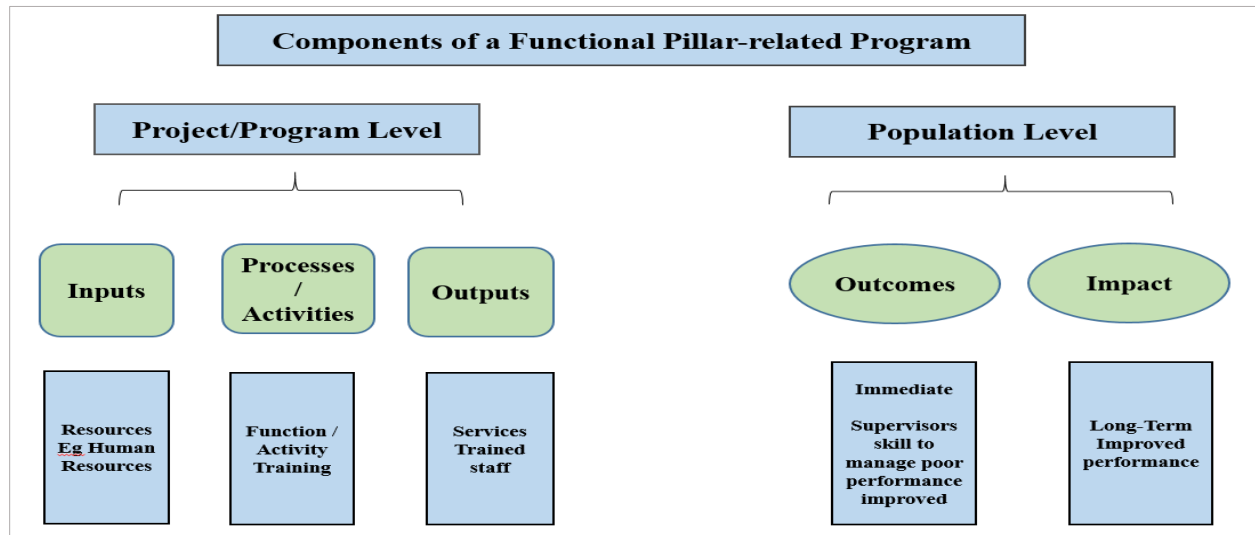


Source: Republic of South Africa Department of Performance Monitoring and Evaluation, (2011: 5)

In order for the public service to deliver optimally, the ‘inputs’, (human resources) must have an understanding of the impact of their performance in relation to the attainment of the provincial goals. In following the sequence of the ‘Logic Model’, employees who are not performing would then negatively impact on delivering on the goals of government. The intention in this study is to demonstrate the impact of EH&W as a performance management tool for enhancing service delivery. Productivity is improved when employees make a valued contribution, as illustrated through the Logic Model.

The Results-Based Model (RB-M) is a strategy that focuses on performance and achievement of outputs, outcomes and impact, in light of the organisational goals. The RB-M in Figure 1.2 highlights the impact of capacity building of supervisors to manage employees.

**Figure 1.2: Results-Based Model**



Source: RSA DPSA, (2008: 41)

Performance management is a core component to ensuring the goals of the organisation are attained. The RB-M is used to measure the progress towards achieving the organisational objectives, and to be accountable for the utilisation of state finances in meeting those objectives. The RB-M and the Logic Model both explore the cause and effect of relationships between an action and the achieved results. This research aimed to explore the causal relationship between performance and EH&W, and the impact thereof on service delivery.

The Goal-setting Theory, Attribution Theory, Logic Model and RB-M are aptly suited to demarcate the study on Employee wellness as a performance management tool for enhancing service delivery in the KwaZulu-Natal Provincial Administration. Human resources is the key element in each of the models and theories, and was used to understand their significant impact on performance management in the public service, with particular reference to KwaZulu-Natal.



## 1.11 RESEARCH DESIGN AND METHODOLOGY

“Case studies are studies that examine in some depth persons, decisions, programs or other entities that have a unique characteristic of interest.” (O’Sullivan, Rassel and Berner (2010: 40). The case study approach has been adopted as the predominant research approach that was applied for this study. O’Sullivan, Rassel and Berner (2010: 40) advocate that the case study approach is a preferred research strategy if one wants to learn the details about how something happened, and why it may have happened. “Case studies are a design of inquiry found in many fields, especially evaluation, in which the researcher develops an in-depth analysis of a case, often a program, event, activity, process, or one or more individuals.” Creswell (2014: 14). Cases are time and activity bound, and researchers use a various data collection procedures over a period of time to collect detailed information. In this study, the researcher explored the impact of EH&WP on performance management, and the impact thereof on service delivery through a case study.

The research followed a mixed methods approach, whereby the researcher used both qualitative and quantitative methods in the study to collect the data. Mixed method is used for triangulation purposes. The concept of triangulation is a technique that is generally used to enhance the quality of the data analysis. Sekaran and Bougie (2009; 385), explain that triangulation increases the confidence and reliability of the research, and would also serve to present an in-depth analysis of the research. The triangulation method, which involves the use of quantitative (questionnaires) and qualitative (interviews) was done at the data analysis and interpretation stage. The data from the interviews were used to support the information obtained from the questionnaires. The systematic process of parallel concurrent mixed method approach followed was expanded in Chapter Four.

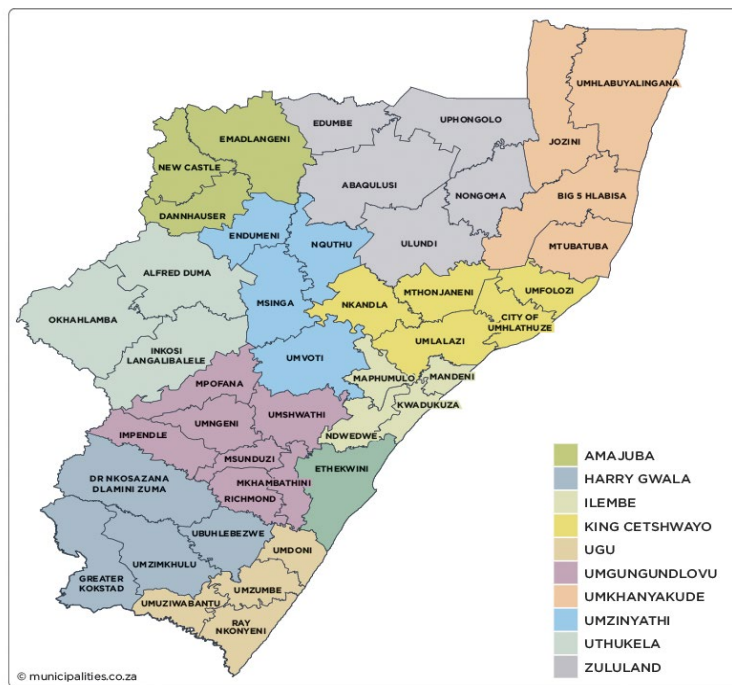
The researcher used a structured questionnaire to collect responses from the targeted respondents. A total of 219 completed questionnaires were received. The qualitative phase involved interviewing six (6) senior managers (salary level 14 and above). A Pragmatic Worldview was adopted for the study because this allows the researcher to apply many approaches for collecting and analysing data, instead of adhering to one way only (Creswell, 2014: 11). The flexibility of this philosophical approach allowed for the researcher to adopt a variety of data collection and

analysis approaches in order to ensure a greater understanding of the phenomena being investigated. In Chapter Four of this study, the discussion of the research paradigms is put forward.

### 1.11.1 Study Site and Target Population

The research was conducted within the 14 KZN provincial departments that has approximately 200 000 employees. A geographical map illustrating the study area of KZN follows in Figure 1.3.

**Figure 1.3: Map of the Province of KwaZulu-Natal**



Source: <https://municipalities.co.za/provinces/view/4/kwazulu-natal>

Chapter Four provides the details of the target population for the study who were approached using the principles of convenience sampling. Convenience sampling is a process, which enables the researcher to obtain the participation of the identified population who are conveniently available (Sekaran and Bougie, 2009: 276). The use of convenience sampling in the study was suitable, as it served to obtain the response from the participants as efficiently as possible.

### **1.11.2 Data collection methods**

O’Sullivan, Rassel and Berner (2010: 203), explain that the strategy followed for data collection is integral to the implementation of the research plan. Therefore, in order to obtain the views of the targeted participants, the researcher used the face-to-face interviews and questionnaires as the data collection methods. The literature review contributing to the secondary data consisted of information from published books, articles, journals, as well as other research undertaken in this field.

#### **1.11.2.1 Questionnaires**

The questionnaire is a popular data collection instrument that is frequently utilised in research when the researcher is required to acquire information from the target population, (Babbie, 2014: 263). The questionnaires were formulated with closed-ended questions. Closed-ended questions provides a higher degree of uniformity of responses, and thus strengthens the quality of consistency. The respondents were invited to participate in the research, and those who volunteered were given access to the questionnaire *via* email or a hard copy.

#### **1.11.2.2 Interviews**

Face-to-face interviews is a technique whereby the researcher is able to obtain in-depth information and is able to conduct in-depth probing. The same list of questions was asked to all participants who were being interviewed, thus subscribing to the principles of conducting a structured interview Leedy and Ormrod (2010: 188). Interviews were conducted with six (6) members of the Senior Management Services who were on salary level 14 or above. This approach allowed for consistency in the questions being asked, but also allowed for a degree of flexibility to probe in some instances, in order to obtain clarity with regards to the information provided. The qualitative data was obtained from the interviews conducted and analysed using thematic and content analysis.

There was thus, a degree of consistency in the manner in which the purpose of the research was explained, questions asked and data recorded. All participants received a covering letter, which explained the purpose of the research and their voluntary participation in the research. In order to

accurately capture all the information obtained from the interview, the interviews were recorded and then transcribed to extract themes. The information obtained from the interviews was used to triangulate the findings obtained from the quantitative data and the literature review.

### **1.11.3 Data Quality Control**

Delport and Roestenburg (2011: 173-177) highlighted the importance of validity and emphasised that the instrument used must serve to measure the concepts being investigated, and that there must be accuracy with regard to the results. In this research, validity can be acquired through face, content, criterion and construct validity. Furthermore, Cronbach's Alpha coefficient is a popular procedure to ascertain the reliability of the research instrument. The researcher used Cronbach's Alpha to establish reliability of the instrument being used and also ensured that the instrument had uniform instructions and standardised scoring procedures. The reliability co-efficient of 0.600 and above was found to be acceptable for the newly developed instrument. Factor analysis was considered to establish statistical significance and trends amongst key variables. All participants who were part of the qualitative complement were interviewed with a schedule of similar questions to ensure consistency of the tool.

### **1.11.4 Data Analysis**

The use of mixed methods added value to the study as each of the individual processes complemented each other. Quantitative data analysis was undertaken in the form of statistical methods, which identified trends in the data. The Chi-Square test was used to determine the statistical significance of the statements and the p-value was generated. The data analysis focused on the significant results that presented values of " $p < 0.05$ ". The approach for the qualitative data analysis required the researcher to recognise trends, synergy and identify themes that emerged from the questions that were administered through the interview. The researcher employed data reduction through thematic analysis of the qualitative data and descriptive statistics for the quantitative data. The Statistical Package for Social Science (SPSS) was used to generate frequency distributions, such as bar graphs and tables. The services of a trained statistician was co-opted to capture the raw data. The professional assistance of the statistician and guidance of the academic supervisor helped analyse the statistical significance of the data. Relationship amongst

variables was established and the analysis was contextualised with relevancy to the findings. The Likert Scales in the questionnaire is commonly used in research wherein participants express attitudes. The researcher utilised scales and indices to present the analysis, and the Likert Scale was used in the questionnaire to elicit feedback from participants. Chapter Five provides a comprehensive discussion of the data analysis process utilised for this research through the methodology highlighted in Chapter Four.

### **1.12 ETHICAL CONSIDERATION**

This study was conducted in accordance with the ethics policy guidelines of the University of KwaZulu-Natal for post graduate studies to ensure that confidentiality was maintained, anonymity respected and that participation was voluntary.

### **1.13 LIMITATIONS OF THE STUDY**

The research aimed to explore the ability of supervisors to manage employee performance in the workplace through the EH&WP. However, supervisors may not want to demonstrate their level of knowledge or their level of ability to manage employees' performance.

### **1.14 CONCLUSION**

Chapter One delineated the boundaries of the study, presented a detailed background and the relevance of this study in the Public Service with reference to KwaZulu-Natal. An overview of Performance Management and the relevance of EH&W as a mechanism to enhancing performance and productivity was provided. Preliminary literature study, reason for choosing this study and theories underpinning the research study were also included in the chapter. The chapter located the relevance of Performance Management and EH&W within the Public Administration paradigm. A discussion of the applicable legislative frameworks governing the field of Performance Management and EH&W in the Public Service was also provided. This introductory chapter also presented a synopsis of the research methodology that was undertaken. The delineation of the various chapters provided a process flow to the research that was undertaken.

## CHAPTER TWO

### THEORETICAL FRAMEWORK UNDERPINNING PERFORMANCE MANAGEMENT AND EMPLOYEE HEALTH AND WELLNESS *VIS-À-VIS* PUBLIC MANAGEMENT

#### 2.1 INTRODUCTION

Performance initiatives in the public service to date focus on efficiency, effectiveness and accountability in order to provide optimum service delivery. This chapter focused on the broad theoretical framework for EH&W and performance management within the Public Service Administration (couched within the nuance of *New Public Management and Governance*) in South Africa. The pertinent legislation applicable to the study is discussed hereto, in contextualising the relevance of EH&W and performance management in the public service domain. In addition to the legislative prescripts that demonstrate the *locus* of this study, it was imperative to locate the study contextualising public administration and attaining a developmental state. This chapter examines employee wellness in terms of three relevant theoretical constructs to the research, *namely*, the Goal-setting Theory, Attribution Theory and the Results-Based Model. The research conceptualises the importance of the value of employee performance and EH&W, and captures the impact of employee wellness and its effect on the performance of employees within the contemporary field of public administration.

#### 2.2 ROLE OF THE THEORETICAL PERSPECTIVE

Thornhill, (2017: 13) asserts that, in the domain of Public Management, it is important to have a broad understanding of the various theories pertaining to management and administration, as these serve as the platform against which basic truths about a particular phenomenon or occurrence can be explained. Thornhill and Dijk (2010: 94), reiterate the view of the role of theory as one that, “represents a mental view of a phenomenon or a system and will form the basis for a chain of reasoning.” These authors expanded on the definition by stating that the use of the theory is beneficial in understanding a phenomenon, through the explanation of characteristics for predicting the possible outcomes. Thornhill, (2017:15) maintains, “theories are founded on the

assumption that general characteristics can be identified in any given situation or condition, and that general conclusions can be drawn from these observations or results.” Thornhill (2017: 2) states that the theories applicable to Public Management have been largely premised upon theories for management. However, the distinction is that Public Administration operates within a dominant political dimension amongst others, while taking cognisance of the human element. The South African Public Service administration is tasked to give effect to the mandate of the ruling party in terms of the government priority policies and programmes in order to service the needs of the citizens at large.

Theories provide the foundation against which certain concepts and programmes, such as performance management and EH&W are premised, as is the context of the study that was undertaken. In addition, theories are used to measure how these function in reality, and in relation to what they ought to deliver. Through the development of Public Administration, a number of theories have evolved. The discussion relates to the previous paradigms and concerns or weakness of the previous approaches, with the view to yielding greater efficiency and returns on service delivery. Another focus within the paradigm of Public Administration, is for government to do more with less amidst increasing demands and a growing population, hitherto, given the recent economic challenges facing the developmental state of South Africa. The study therefore, is located within focus of a developmentally-orientated public service which is aimed at ensuring good governance. The discussion below serves to contextualise further this significant linkage.

## **2.3 CONTEMPORARY PERSPECTIVES IN PUBLIC ADMINISTRATION AND EMPLOYEE HEALTH AND WELLNESS**

The section that follows presents contemporary perspectives of the significant inter-relationship of public administration and employee health and wellness.

### **2.3.1 New Public Management**

The South African Public Service, since the new democratic dispensation, had experienced constant pressures to ensure that transformation had taken place. It was during the 1970s to 1980s,

that the concept of managerialism was acknowledged within the discipline of Public Administration. Kalimullah, Aashraf Alam and Ashaduzzaman Noor, (2012: 20) submits that managerialism refers to a set of activities (including planning and decision-making organising, leading and controlling) focused on the organisation's resources (human, financial, physical, and informational) focused on achievement of organisational goals. Mongkol (cited in Uwizyimana and Maphunye, 2014: 95) assert, that managerialism is the use of standardised management practices and procedures that have been generally applied in the private sector. According to Thornhill (cited in Nel, 2015: 75), the paradigm shift extended "beyond an administrative focus of processes and procedures in the study of government, to the more meaningful and comprehensive approach of Public Management".

"The modernist approach to public administration is oriented to results, focusing on clients, outputs and outcomes. The adoption of new forms of public management means the emergence of a new paradigm in the public sector (Tshiyoyo, 2018: 82)." It has been further highlighted that modern management theory has changed the way in which public administrators look at their jobs. Advancements and refinements in management theory and practice have enabled managers and managerial systems to evolve (Tshiyoyo, 2018: 82).

"Public management can be described as an approach which uses managerial techniques (often originating in the private sector) to increase the value of money achieved by public services. It therefore covers the set of activities undertaken by manager in two very different contexts: in public sector organisations and public service organisations, whether in public, voluntary or the private sector." (Tshiyoyo, 2018: 85).

Public service reform pertaining to performance management had commenced in the period 1980 to 1990. Manyaka and Sebola, (2012: 301), state that the paradigm of New Public Management comes to the fore through a renewed focus towards efficiency through economic, social, political and technological factors. With the changes in the South African Public Service post-1994, managers and supervisors explore new innovative and creative measures towards filling the mandate of the Public Service. "In order to remain relevant, public administration is compelled to reform and adapt on a regular basis, in order to keep up with the requirements of modern societies which are mainly affected by a globalized world." (Tshiyoyo, 2018: 91). In the context of



administrative efficiencies, Thornhill (2017:7) outlines some of the pertinent functions performed within public administration, which are listed below in context of the research as follows:

- “Policy-making (setting of goals); - for example: workplace policies need to be developmental and demonstrate the integration of accommodating the impact of employees’ well-being in goal attainment as set in the performance standards;
- Organising (division of work into duties performed by departments, sections and ultimately by individuals) – for example: employees who are ill may require adaptive duties with reasonable accommodation warranting reallocation of the division of work;
- Staffing (determining of posts, recruitment, selection and appointment of employees);
- Financing (determining of the expenditure and revenue required to give effect to policies); - for example: an assessment of the financial impact of the rate of absenteeism and presenteeism in the workplace would be required as this cost would have a direct effect on the efficacy of services delivered; determining work methods and procedures; for example: the prevalence of employees experiencing problems that impact on performance requires work methods and procedures to be reviewed; and
- Controlling (of executive actions and which ultimately demands accountability).”

The above-mentioned functions serve to enable managers to give effect to their Constitutional mandate, and in so doing, contribute towards the promotion of effectiveness and efficiency in service delivery. Importantly, Basheka (2012: 42) reaffirms that these principles have a profound impact on the discourse management and administrative, and serves to improve public service performance and enhance service delivery. It was noted by Vyas-Doorgapersad (2011: 237) that the above-mentioned processes and functions have become part of the core of Public Administration, and development.

During the early 1990s, there was a dramatic paradigm shift whereby there was a renewed focus on cost containment strategies, which required the public service to reduce the costs of service delivery. Cloete (as cited in Nel, 2015: 75), highlights that the field of public administration experienced further paradigmatic shifts and the focus was on “efficiency” of government which began to explore new approaches beyond the functions listed in the preceding paragraph including

network governance, and alternative service delivery options for holistic research. There were however, criticisms with regard to the introduction of private sector concepts into the Public Service, primarily due to the fact that the two sectors are inherently different. It has therefore, been suggested that the Public Service should consider adopting only the principles that are relevant to create the degree of efficiency and effectiveness required. Van der Waldt (2016: 284), asserts that these challenges place a degree of accountability upon supervisors and management to effectively and promptly explore innovative and appropriate measures to respond in addressing these challenges.

Naidoo (2015: 26) furthermore, concurs that the dominant feature under the paradigm of NPM was coined the “efficiency drive”. Other essential features identified was “downsizing and decentralization” and the “search of excellence”. It was purported that these measures and changes in organisational restructuring and market-based competition practices would contribute towards the overall efficiency of the public service. These reforms according to Manyaka and Sebola (2009: 301) provided impetus for the emergence of performance management, which is also an important component of the global Public Service reforms. Thus, similarly during this period, and in keeping with the drive to enhance a performance culture in the public service, a number of sectors introduced the EH&WP in the workplace as a medium to support performance and productivity of employees.

The efficiency in the operations of government was of pre-eminent value, whereby the citizens are primarily seen as voters, clients or constituents. Bryson, Crosby and Bloomberg (2014:447) concur that the traditional public administration practice was entrenched in politics. It was through this view, that the elected officials determined the goals that were then reviewed by technical experts to give political direction. Robinson (2015:4) clearly articulated the need for developing countries to selectively embrace the change and choose what was relevant and appropriate from the range of public management models. During this phase, there was limited focus on the well-being of the employee and incentives to motivate employees to perform optimally. In contrast, the New Public Management approach in the study, is based on two relevant theories namely: the Public Choice Theory and the Principle-Agent-Approach. These approaches require oversight and supervision by public officials, to restrain any form of behaviour that presents inefficiency and corruption.

In developed and developing countries, it is arguable, that the Public Service has become bloated and inefficient, which impairs optimum service delivery. The changes from the traditional model were aimed at a renewed Public Service directing government towards achieving sustainable socio-economic developments which would contribute towards a leaner and more efficient, 'customer' friendly public service. Therefore, attempts were made to contain costs and improve efficiency. There have been a number of public service reforms in South Africa which yielded some results, however, there were limitations noted in adapting to the economic markets, (Vyas-Doorgapersad, 2011: 238-9). According to Omoyefa (cited in Vyas-Doorgapersad, 2011: 239), transformation has been from the traditional public administration methods to one that focused on the re-orientation of the Public Service. This transformation entailed the inclusion of renewed values to a professional ethos. NPM can be viewed according to the author, as a paradigm that can benefit developing countries in addressing transformational issues that would be essential in attaining good governance and sustainable development.

## **2.4 INTER-RELATIONSHIP OF PERFORMANCE MANAGEMENT AND PUBLIC MANAGEMENT**

In this section, emphasis is placed on the NPM concept as the dominant approach between 1980-1990, during which recipients of state and government services are seen as 'customers' and not citizens, (Bryson, Crosby and Bloomberg, 2014: 447).

According to Basheka (2012: 55-56), the transition from traditional Public Administration to NPM highlights the breakdown of bureaucracies into smaller units with the aim of encouraging economic incentives, such as performance pay. There were a number of debates amongst some authors regarding the role of citizens, who are the primary recipients of public service. Advocates for NPM assert that citizens ought to be viewed as "customers" or "clients" as alluded to earlier, which is a concept in keeping with the private sector model, and which dominated the NPM paradigm. However, other advocates infer that this is not in accordance with the democratic point of view, which sees citizens as the 'owners' of government. Maserumule (cited in Basheka, 2012:

56) explains, that citizens “are regarded as owners of government and civil servants and politicians are simply agents and should be subordinate to civilian authorities”.

Vyas-Doorgapersad (2011: 238) states that the new paradigmatic view of NPM resulted in managerial thought processes being introduced into the Public Service. Osborne (cited in Robinson, 2015: 7-8), outlined the key elements of the NPM, which are aimed at introducing concepts of cost-containment and the introduction of principles of these private sector managerial processes. These key elements are *namely*:

- Exploring and understanding the ‘best’ practices from the from private sector management;
- Inclusive policy development and implementation;
- Entrepreneurial leadership focused upon within the Public Service;
- Emphasis on a synergy between the input-output-outcomes-impact and on performance management and audits;
- Disaggregation of public services to the level of the citizen;
- Focus on financial implications and cost containment; and
- Increased utilisation of markets, competition and contracts for public service resource allocation to improved service delivery.

It was further envisaged that the private sector concepts illustrated in the above points, would present the Public Service with effective and efficient methods in relation to the concept of management of performance. The view has also been expressed by Denhardt and Denhardt (2015: 664) that the proponents for the NPM paradigm asserted that the application of market models and values would be the most suitable means of understanding the role and processes of government towards ensuring efficiency. Luthuli (2009: 465) states that in rendering public service delivery, there is differentiation from the private and public service. The public service deals with public goods and efficiency levels are determined by the level of delivery of services to the citizens with the aim of their general welfare. This links to the key focal area of the research whereby managers need to engage in participatory approaches in the management of employee performance towards yielding such performance outcomes, and addressing areas pertaining to the well-being of employees.

In an attempt to control or manage the bureaucratic behaviour and generate outcomes that are improved, the public administration discussion noted the introduction of concepts pertaining to competition, delegation, performance and responsiveness. These changes contributed to a considerable shift in the public service ethos and approach. It was during this paradigm shift that there was a heightened focus and emphasis on the management-by-results approach. It can be said, that the renewed emphasis currently on performance management has permeated the public service. This managerial philosophy expanded beyond the concept of inputs and outputs that governed the public service, to focus on the achievement of results and outcomes, (Fatile, 2014:86). The introduction of performance management under the NPM paradigm as a result of the private sector “practices” being introduced into the public service was an effort to seek improved efficiencies and effectiveness. It is in keeping with the principles of ‘good governance’. It has also been purported by the author that performance measurement is often taken to be instrumental in promoting service delivery as part of the rationale of NPM. This also reiterates the renewed focus of government on the importance of outcomes-based management to ensure that the results are attained. It was inferred by the principles of NPM that the use of ‘results-oriented’ market-type managerial approach would serve to address the inadequate performance of the Public Service, (Fatile, 2014: 86). It was projected that performance-based management would hold managers to account for their performance, and able to demonstrate openly the success made in achieving the performance targets.

There were however, criticisms with the introduction of private sector concepts into the Public Service, primarily due to the fact that the two sectors are different. It was therefore, suggested by the author that the Public Service should consider adopting the principles that are relevant to the public service that would result in a degree of efficiency and effectiveness (Van der Waldt, 2016: 284). The Public Service has been criticised as not being able to deliver on the needs of the citizens. The injustices in the past systems placed a greater sense of accountability for a renewed approach to ensuring effective service delivery. Some of the identified key components for attaining successful NPM reforms included consistent political leadership on issues pertaining to policy direction and, the implementation and commitment from senior officials. According to Robinson (2015: 9), the NPM reforms was criticised for placing emphasis on the accomplishments achieved through the private sector management principles, the weakening of democratic accountability

with the establishment of executive agencies, and their failure to give attention to the needs of citizens who should be viewed as the primary focus of Public Service reform efforts and initiatives.

## **2.5 TOWARDS NEW PUBLIC GOVERNANCE**

The New Public Governance (NPG) paradigm has been as a consequence of the conceptual and practical problems of the old administration and NPM approaches. Robinson (2015:9) states that, the efficacy of the NPM reforms were questioned. The “whole-of-government” approaches were introduced with the view of addressing problems of coherence and collaboration. This approach refocused the energy on the role of the citizens as the centre of the reform agenda. This concept is based on the agenda and Principles of Batho Pele (People First). The author further highlights that the NPG approach emphasises inter-organisational relationships and the governance of processes in which trust, relational capital and relational contracts serve as the fundamental mechanisms of governance, and which resonates with the context of the study that was undertaken.

Tshiyoyo (2018: 92), also expressed the view that it is imperative that public administration moves toward public sector governance, in order to address the crises and challenges faces. In this era of governance, it is essential for government to adopt the benefits of what governance can offer as an approach in governing public affairs.

## **2.6 ‘New’ PUBLIC SERVICE**

The ‘New’ Public Service was considered as an alternative to New Public Management. According to Denhardt and Denhardt (2015: 664), the ‘New’ Public Service aimed at addressing core questions pertaining to the nature of the public service, the role of administration in governance, and the value tensions around issues of bureaucracy, efficiency, equity, responsiveness, and accountability. In keeping with the reform efforts of the paradigm shift towards the ‘New’ Public Service, the needs and interests of the citizens must be taken into consideration in these developmental processes. The values of hierarchy dominated the traditional approach to public administration. However, the focus in this approach was on structure and organisational efficiency,

characterised by command and control and reinforced by well-defined public service beliefs. The focus under the 'New' Public Service has been that of citizens, community and civil society to ensure that their needs and expectations are realised. This approach has a distinct contrast from that of NPM, which emphasised the relationship between public managers and customers, and one that demonstrated an approach of self-interest.

Denhardt and Denhardt (2015: 666) stated that the 'New' Public Service focus is on the engagement of citizens who have been identified as beneficiaries, and therefore government had sought creative measures to enhance this engagement. However, an area of concern which has been raised in this research study is the risk that poor performance can present to service delivery, as citizen engagement is essential in measuring the effectiveness of government. The 'New' Public Service model was based on the democratic theory and premised on the view of an active and participatory citizenship. Authors Bryson, Crosby and Bloomberg (2014, 447) affirm that the role of the citizens expands to be problem-solvers, co-creators and governors actively engaged in producing what is in the best interest for the citizens. The authors assert that the role of the public servants has been to facilitate opportunities to strengthen engagements with citizens with the perspective of finding solutions to societal problems. It has been recommended, that public managers need to obtain skills to deal with finding policy solutions to attend to the diverse needs of society. This is further emphasised by the fact that government needs to be open and accessible, accountable and responsive, as well as, operate to serve the citizens.

'New' Public Service perspective is entrenched in Democratic Theory. The principles of the 'New' Public Service focused on the role of accountability by officials to citizens, in the manner in which they conducted their duties. Accountability as stated by Sidone and Uys (2014: 393), "denotes an obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results *vis-à-vis* mandated roles and plans". The view of this paradigm is based on the assumption that public officials would be motivated to perform their duties due to personal commitment and dedication towards the public interest, and to fulfil the expectations of the citizens. Denhardt and Denhardt (2015: 669) asserts that the public service officials have an increasingly important role to serve the citizens and communities by assisting the citizens to give effect to the common goals. It has also been inferred

that the public service officials must have a sense of commitment and dedication to ensure that the needs of the citizens are addressed.

Lues (2016: 311-313) states that South Africa is also impacted by the global economic crises, and therefore needed to explore measures to do “more with less”. In light of this situation, the Public Service had to review strategies in order to maintain service delivery. It has been highlighted that human resources are essential for government to deliver on its mandate and give effect to the various policies and legislation. It is further stated that the human resources are central for the execution of governments’ effort to render services. It can therefore, be deduced that Human Resources are indispensable to government in executing its functions and rendering services. The global challenges and the multitude of unique situations that face South Africa, implies that the workplace must ensure that plans are in place to mitigate the impact of these on service delivery. One can therefore, surmise that employees who are frequently absent from work or levels of performance are poor, results in the lack of services being rendered. Following, on with the global and local trends on ill-health and the impact thereof on the workplace, it would be inferred that planning to mitigate the potential risks must be explored. The author indicates that there are other challenges that would be encountered by the South African Public Service, namely high rates of absenteeism amongst public servants and the impact of HIV and AIDs to name a few in South Africa.

## **2.7 WHOLE-OF-GOVERNMENT APPROACH (POST-NEW PUBLIC MANAGEMENT)**

Robinson, (2015:11) concedes that, “The whole-of-government approach arose in response to the lack of coherence and the co-ordination problems associated with NPM”. Countries experienced challenges with the concepts of NPM reforms on the issues pertaining to co-ordination. The whole-of-government concept was intended to complement the founding principles that underpin the NPM reforms. One of the principles within the concept of the whole-of government approach currently is the focus on the motivation of public officials. According to Wright, (2015: 795-800), it was proposed that increased emphasis ought to be focused on the values and incentives that govern behaviour and performance. Wright (2015: 799) asserts that the understanding of such



behaviour and the influence thereof could be beneficial in aspects in the workplace such as recruitment, retaining and motivating public human behaviour. Motivation of public officials is extremely important, as employee behaviour has an impact on organisational behaviour, purports the author. Communities must be the priority of the agenda of the public service, and it is that which required a mind-set change amongst public service employees. These reforms can be attained by directing change of values and behaviours of employees, as well as enhancing administrative capacity. In addition, there should be efforts concentrated to strengthen motivation and instil a sense of public service philosophy. It would therefore, be imperative for public service employees to review the values and behaviours towards instilling motivation in delivering effective and efficient services.

A hybrid approach to the public service reform is proposed. It is suggested that there should be a heightened focus on motivation and incentives whereby the needs of the citizens are the principal focal area of reform in the public service, while maintaining an efficient and capable public service (Robinson, 2015: 16). It is further proposed, that the renewed emphasis on service delivery places the increased level of accountability on both the supervisor and the employee to deliver outputs. Naidoo (2015: 29), further emphasised this view, as public managers are required to be responsible for multiple goals and to ensure the achievement of performance targets. In addition, there has also been an acknowledgement for managers to devote attention towards establishing networks of providers in the quest for public value creation, including the creation and maintenance of relationships of trust. Therefore, in light of the discussion herein, it is an important focal point of this research to examine employee wellness as one of the contemporary approaches to managing employee performance.

Bryson *et al.*, (2014: 448) reflect on the traditional approach to public administration, whereby political leadership determines the goals to enhance service delivery and the public servants are responsible to ensure effective implementation of policies. The contrast in the 'new' public administration era is that goals are still set by the elected officials, but that managers are accountable for the management of the inputs and outputs to ensure significant measurable economic growth and responsiveness to customers. Within the new approach, both elected officials and public managers are responsible for generating public value in order for public needs to be

addressed effectively and public goods to be pursued with immediacy. There is thus, a heightened emphasis on the role of the public managers in goal-setting in the public service.

It follows then, within the new emerging paradigm, that all the democratic and Constitutional values are pertinent and in this context, Bryson *et al.*, (2014; 448) re-emphasises that managers must be encouraged to use diverse alternative delivery options which is based on the pragmatic criteria. It is further advocated, that the role of the public managers transcend that of both the traditional public administration and New Public Management approach. It is therefore, expected of them to “help create and guide networks of delivery and enhance the overall effectiveness, capacity and accountability within the public service. Managers within this paradigm are afforded greater discretion in attaining targets, however the discretion is limited to the confines as prescribed by the law, democratic and Constitutional values and a broad approach to accountability.” In conducting the functions of the state, managers are tasked to ensure that there is constant engagement with the stakeholders and the response of government service is in accordance with the needs of the citizens, and is in pursuit of public values. From the discussions on the contemporary focus of public administration, it can be highlighted that there is a need for management to be accountable for its performance in order to positively contribute toward the development state. In so doing, management would contribute towards realizing and fulfilling the mandates of the ruling party and fulfil its democratic and Constitutional mandate.

## **2.8 GOOD GOVERNANCE AND THE DEVELOPMENTAL STATE**

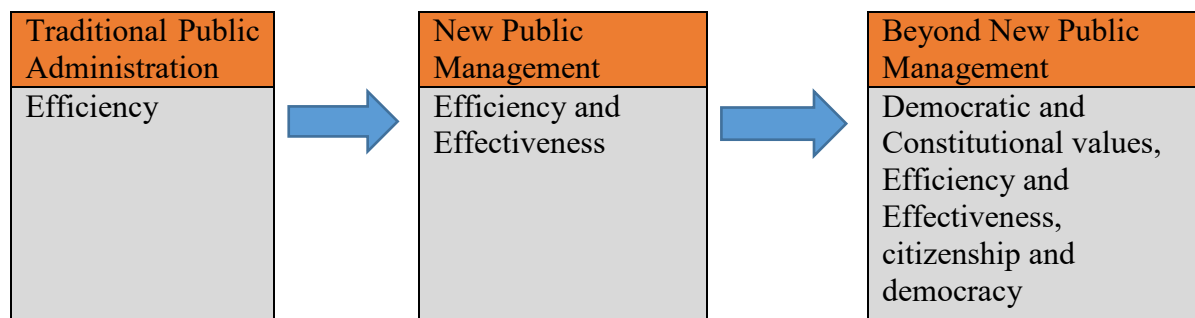
The discussions that follow contextualises the fundamental principles that are relevant within the study within a developmental state and uphold the principles towards promoting the principles of good governance.

### **2.8.1 The notion of good governance**

The field of public administration can be described as non-static, as it had to respond to the new challenges and shortcomings that have been experienced in the field. The renewed focus stresses on the significance of democratic values in the public service as it is purported that the government is instrumental in ensuring that the public values are upheld. The renewed approach to public

administration focuses on looking beyond the principles of efficiency and effectiveness. The Public Service has the Constitutional mandate to ensure that the needs of the citizens are attended to, and is also accountable to the citizens on how state funds are expended through improved governance and compliance measures. The concepts of accountability and transparency are fundamental in ensuring the notion of good governance. Illustrated below in Figure 2.1, is a graphical representation of the renewed focus, which illustrates the shift in emphasis within each paradigm from efficiency under the Traditional Public Administration paradigm to effectiveness and efficiency under the New Public Management, and the current focus being emphasised is one that encapsulates democratic and Constitutional values, efficiency and effectiveness, citizens, citizenship and democracy.

**Figure 2.1: Focus areas and transformation in the Public Administration Paradigm**



Source: Adapted from Bryson, Crosby and Bloomberg, (2014: 446)

Graham, Amos and Plumtree (cited in Mello, 2014: 4) state that good governance is premised on how government functions. The authors state that governance is a “process whereby societies and institutions make important decisions, determine how one gets involved in the process, and how one renders an account. Since a process is difficult to observe, some scholars in governance tend to focus attention on the governance system *namely*, agreements, procedures, conventions or policies that define who gets power, how decisions are taken and how accountability is rendered”. Maserumule (cited in Mello, 2014: 4), defines governance as a “process of decision-making at both political and administrative spheres of government to formulate and implement policies aimed at enhancing the quality of lives of members of the society.”

Graham *et al.* (cited in Mello, 2014: 4-5) lists five principles of good governance and these can be viewed as key determinants towards achieving efficiency and effectiveness:

- “Legitimacy and voice participation: freedom of speech and association is fundamental, and decisions should be based on consensus;
- Direction: a long-term view on human capital management should be established;
- Performance: effective and efficient use of resources;
- Accountability: decision-makers should be able to account for their decisions. This implies that such decisions regarding appointment of employees at all levels should be transparent and information regarding such decisions should be available for monitoring purposes; and
- Fairness as this relates to equity and the Rule of Law”.

Further to the above observation, the author states that, “The above determinants relate to the rights of those who are affected by decisions to remove or promote employees. Human capital management and employment practices in particular are, as indicated in the chapter, intrinsically linked to the socio-political environment. Across Africa, a number of countries have gone through phases of political developments which have influenced employment practices from the period of the colonial era to the achievement of democracy.” Previously, there was limited attention paid towards employees and their careers or towards the motivation of employees (Lues, 2017: 239). The trend in the contemporary view of Human Resource Management is for all employees to ensure that they contribute in the workplace through the realisation of the goals and objectives of government. In the process of performing their duties, employees are also accountable to ensure that they render services that they are employed for in an efficient and effective manner. It would also be expected of the employees to uphold the principle of “People First” in conducting their duties. It can therefore, be deduced that, it is imperative for employees to have a sound state of well-being in order to perform their duties. On the other hand, the supervisor has the role to ensure that the performance of these employees ought to be managed, as failure to do so could be tantamount to poor management of resources, thus leading to poor service delivery.

Grobler (2016: 370-1) argues that the lack of proper Human Resource Governance systems contributes significantly to poor institutional governance, and it is therefore imperative that Human

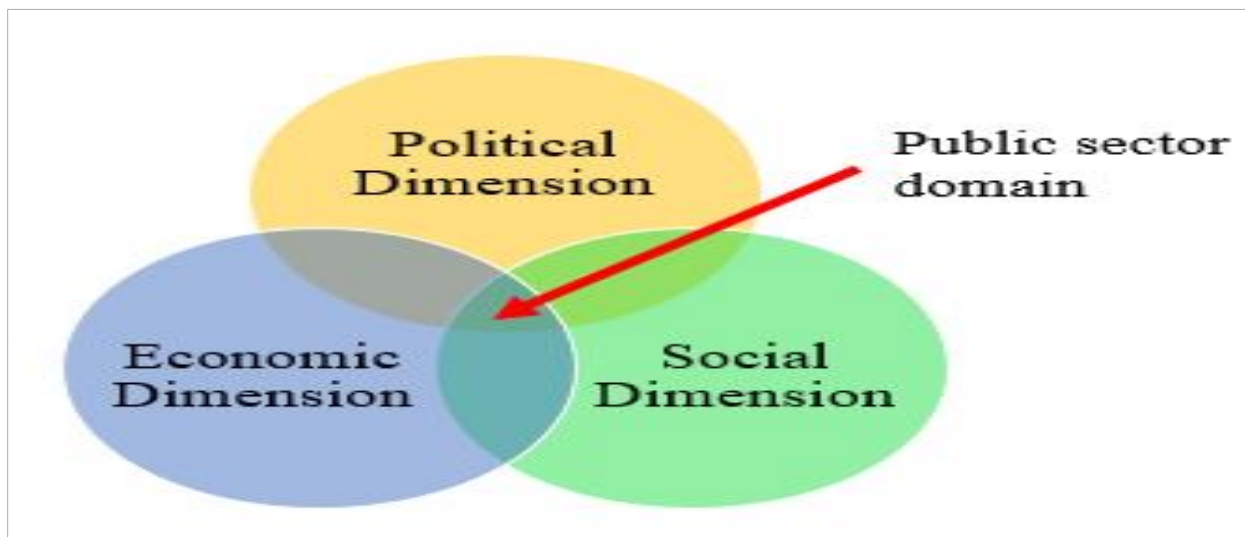
Resource Managers should focus on Human Resource Governance issues in order to avoid some of the problems. The Human Resource managers are experts in their field, and as such, should therefore be in a position to identify risk and compliance issues with the view of ensuring effective functioning of public service. Human Resource managers need to manage risks, which is a key element to good governance. The effects that risks have on poor performance and ill-health, and ultimately on service delivery overall, must therefore be understood.

### **2.8.2 Contextualising the Developmental State**

The developmental state is defined by its objectives and commitments. Its success can be measured by the extent to which objectives towards the National Developmental Goals have been achieved. The normative ideals and end result towards which all developmental states aspires, is the generation of economic growth and promotion of social development, (Levin, 2009: 945-946). Levin outlines four attributes of the SA developmental state and these are highlighted as, *firstly*, the attribute of a developmental state in our conditions should be its strategic orientation. This implies that the approach should be based on a people-centred and people-driven change, and sustained development, which is based on increased growth rates, restructuring of the economy and socio-economic inclusion. *Secondly*, there should be leadership capacity to give effect to the national mandates and in mobilizing society to take part in its implementation. This implies that the state should have systems in place to promote effective interaction with partners and stakeholders, and leaders must be able to exercise strategic direction, which would be cognisant of the mandate of government. The *third* attribute advocated for would be the department's organisational structure to ensure that its structures and systems give effect to the set agenda, inclusive of policy and implementation. *Lastly*, the fourth attribute would be that of technical capacity. The author states that it is the ability of the employees to translate broad objectives into programmes and projects and to ensure implementation thereof. In order for this to be realised effectively, it would require ongoing development, induction and dedicated management of the public service. The retention and recruitment of human capacity would invariably be an essential criteria towards achieving effective service delivery, which therefore reinforces the importance and interplay of performance management and EH&W of all employees.

The PSC advocates that a developmental state require leaders who are able to facilitate engagements with staff and provide constructive criticism without personalizing issues. It is critical for all public servants at the various levels to understand the importance of their influence towards the achievement of government strategic goals (RSA PSC, 2016: 54). Levin (2009: 943) explains a developmental state, by emphasizing that a developmental state is characterised by economic growth and the movement of resources to attain the developmental goals. A developmental state also places importance on the capacity of the state and visionary leadership. Levin, (2009: 945) also expands that “the developmental state is distinguished by its social objectives, as well as the institutional arrangements that facilitate state intervention in the market (to deal with market generated inequalities) and to utilise the country’s resources for social and infrastructural growth and development”. Figure 2.2 illustrates the linkage between the political, economic and social dimensions, which are pertinent in contributing towards the developmental state, as emphasised in this discussion.

**Figure 2.2: Public Service in the developmental state**



Source: De Wet, (2014: 32)

In order to give effect to planning, it is advocated that managers take into consideration the above-mentioned dimensions. Van der Waldt (2016, 93) states that “good management and effective linkage with the public have become vitally important as a result of the changing micro- (internal)

and macro-(external) environments, as well as increasing pressure on managers to use scarce resources more effectively”.

According to Levin (2009: 943), the focus during the post-democracy era, is on service delivery and a public service that is people-centred. It was therefore purported, that the public service is the best platform to drive the agenda for a developmental state. The RSA PSC (2016: 53) re-affirms the competencies that are required of the public service leadership namely: managers and supervisors. The competencies specific to senior managers are outlined in the competency framework directed by the DPSA, which details critical generic competencies that these senior managers ought to acquire. The NDP, 2030 also alludes to the importance of these competencies toward a developmental state. De Wet (cited in RSA PSC, 2016: 53) highlights that the competencies for the public service leadership is classified into five competency dimensions as follows: political, economic, social, professional and public business. Each of the competencies have specific indicators against which the members of senior management services are assessed.

Thornhill (2017: 8) argues that in the process of managing public-sector activities that it is incumbent of managers to consider the following as some of the managerial functions that should be performed, *namely*:

- “Leading: meaning that the manager has to provide clarity on what is required of the workers operating under his discretion;
- Counselling of workers: this is a significant duty of the manager, as it demands empathy with the circumstances of each employee and efforts to resolve challenges in such a way that productivity will not be compromised;
- Planning: as a managerial function, planning cannot take place in isolation. The broad policy framework of government must serve as the boundaries for all planning;
- Budgeting: similarly, this is not merely an arithmetical exercise to assign monetary values to intended services – it must be linked to the financial, fiscal and economic policies set by government;
- Monitoring and evaluation: these functions not only entail measuring the progress of an action, but should also be undertaken with the framework of government’s

responsibility to render account to society for actions, as well as for the behaviour of public servants and politicians; and

- Performance assessment: this cannot be considered only as a mechanism to determine efficiency, in the sense of productivity by human resource institution, but must be carried out within the staffing policy of government, honouring employment equity, employment guidelines and the social goals underlying public employment.”

Managers should adopt the above-mentioned managerial functions, as it would lead to an efficient, effective and responsive approach in effecting public policy. Supervisors have the responsibility to ensure that the human resources (employees) and financial resources (budget) are being utilised optimally.

### **2.8.3 Performance management as an element of good governance**

The field of Public Administration is constantly exploring ‘new’ avenues to strengthen the services that are rendered to the citizens. Public service employees have a unique role and responsibility to address the requirements of the citizens. In order to improve the services rendered, innovative and creative ways are constantly sought after through service delivery innovation. According to Van der Waldt (2014: 245), good governance entails a multi-dimensional relationship with various role players, structures, systems and processes. Mello (2014a: 1) advocates that the adherence to good governance principles in the management of employees would serve as a strong foundation towards attaining an effective public service. The paradigm of New Public Management (NPM) was introduced with the view of modernizing the public service, and also brought with it a mind shift from the management of capital administration to human resource management and development. The author contends that this change required a renewed focus on the value and emphasis of the importance of the individual employee. It is further emphasised by Mello (2014a: 2), that, “Public institutions have a social and moral responsibility towards employees. Employees should not be seen and perceived only as factors of production”.

The performance management systems in the Public Service within the paradigm of the New Public Management embraced the introduction on new approaches to measure performance through such tools as the Balanced Score Card, amongst others. Policy-makers were required to



adhere to policies pertaining to implementing performance management that could be uniformly applied across the relevant departments. A performance management system is essential to gauge the level and standard of employee productivity in the overall governance of human resources. Therefore, performance management is a fundamental instrument to enhance good performance (Van der Waldt, 2014: 245). The author contends that performance management is necessary to improve organisational effectiveness and to increase value by enhancing existing capabilities and building new ones. Van der Waldt, (2014: 245) maintains that “performance is largely concerned with the continuous development of broad strategic capabilities and the competencies of public managers on all government spheres and managerial levels”. It stands to reason, that the concept of performance management focuses on the organisation, systems, processes, programmes and human resource dimensions. Therefore, the following systems must be taken into consideration to ensure optimum organisational performance. There has been an established need to take cognisance of the input (resources- employees, financial), processing (system, procedures, methods, policies, administration), output (services and products), outcomes (results of output over a period of time) and impact (significance of outcomes on targeted recipients) of public institutions. It thus, refers to any integrated and systematic approach to improve organisational performance, and can assist the organisation in achieving its mission and strategies.

Denhardt and Denhardt, and Osborne and Gaebler (cited in Mello, 2014a: 2-3) advance the concept of employees being valued in the workplace and that they should not merely be valued for their ability to be productive. It can be said that these authors advocate that the employer must invest in the needs of the employees, taking into consideration the limited resources available, as a caring employer would yield better outcomes from its employees. This is in keeping with the introduction of New Public Management, as the new paradigm approach and focus is on the concept of ‘managerialism’. The Public Service in its process of transformation, thus resulting in Performance Management as a priority, advances (Dixon as cited in Van der Waldt, 2014: 246).

#### **2.8.4 Inter-relationship of the National Development Plan, 2030 and contemporary Public Administration**

The NDP, 2030 stipulates that the Constitutional imperatives are prioritised towards building the capacity and developmental commitment of the state. The Medium-Term Strategic Framework

(MTSF) for the period 2014-2019, based on the NDP, emphasises the need for transformation to be strengthened, accelerate growth, create decent work, promote investment in a competitive economy, and ultimately implement the plan. The MTSF therefore, articulates the ruling parties' commitment towards implementing the NDP, and giving effect to the Constitutional and statutory obligations. During the term of office of the ruling party, there is a drive to enhance the quality of service delivery that is inclusive of long-term planning, building a disciplined, people-centred and professional public service, empowerment of citizens to increase interaction and participative government; and building an ethical public service (RSA NDP, 2012: 11-12). The priorities that are outlined in the MTSF must be incorporated into the departmental strategic plans and programmes, who are then accountable to report on performance thereof.

A number of the priorities contained in the NDP focus on giving effect to the current laws and policies, as well as ensuring improvements in the implementation thereof. This may not necessarily require the development of new policies and procedures. It has been accordingly identified, that in order for these priorities to be met, key stakeholders are expected to work in an integrated approach to identify and overcome the impediments of performance improvement. Similarly, uncertainty on policy and instability of organisations have at instances hampered the implementation progress. The NDP provides for policy consistency, which also entails the correct implementation of the electoral manifesto for the ruling party and the MTSF. This therefore, results in heightened emphasis on implementation of policies and programmes, which would then lead towards enhanced performance management. It is also through this process that the long-term goals and priorities allows for the identification in the need for new programmes, legislations and regulations. (RSA, 2012: 14). The long-term strategic plan makes recommendations that suitably qualified employees should be recruited and that employees be capacitated with the relevant skills with the expressed view of addressing the uneven and poor performance of the public service. It is therefore, accordingly recommended that training programmes targeting management and frontline services should be provided to ensure that the service delivered to the citizens is efficient and of a good quality (RSA PSC, 2016: 71).

The NDP serves to establish a relationship between good governance, productivity and service delivery. It has been advocated that good governance is essential in a developmental and transformational society and economy. The need for a capable, developmental, professional and

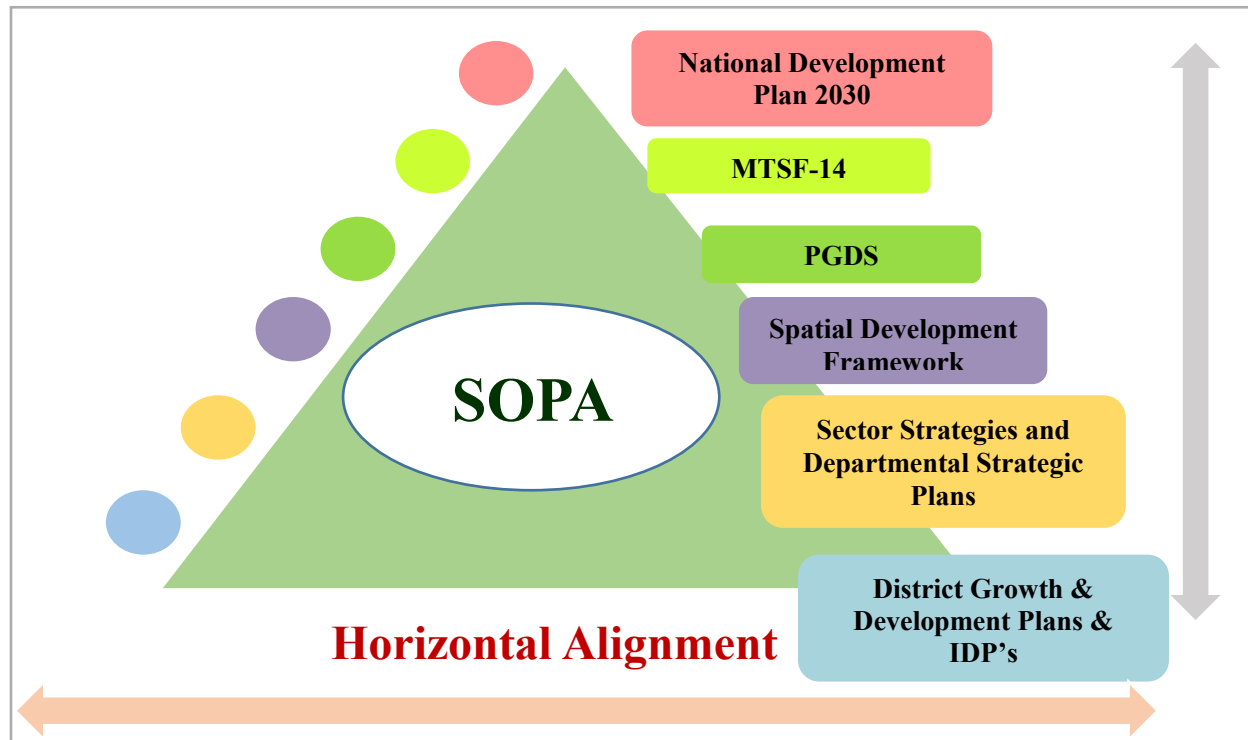
responsive public service has been emphasised in the NDP, 2030 (RSA PSC, 2016: 71). Building the capacity of the state is one of the prerequisites for the successful implementation of governmental policies. The MTSF therefore, provides mechanisms that could serve to facilitate the strengthening of coordination, accountability and performance management. It also includes measures to improve employee recruitment and skills development, strengthen processes in supply chain management and controls for reducing the risk of corruption (RSA MTSF, 2009: 14). In effect, planning would be institutionalised in government, and it therefore envisages that there would be an enhanced focus on programme implementation, problem-solving, and continuous improvement thereof. This also warrants the need for approaches to be innovative, thus contributing to overcoming obstacles and achieving better results. One such innovative initiative that one could propose is the programme of EH&W, which can serve as a mechanism in the workplace to redress problems being encountered by employees, thus impacting on their performance and on the quality of service delivery.

Furthermore, one of the characteristics of a capable and developmental state is to ensure that there is a degree of stability in the manner in which departments are managed. The MTSF indicates that there would be greater attention paid to the management of service delivery, human resource management and financial management at a provincial level. The NDP, 2030 outlines that the creation of a developmental and capable state is a prerequisite for addressing South Africa's developmental challenges. 'A capable state' is one that has the capacity to formulate and implement policies that serve the national interest. 'Developmental' implies that those policies focus on overcoming the root causes of poverty and inequality, and building the state's capacity to fulfil this fundamental role (NDP, 2012: 409), as illustrated in the strategic roadmap, as illustrated in Figure 2.3 that follows.

From the below illustration, the MTSF for 2014-2019 has outlined fourteen strategic outcomes that cut across the various chapters of the NDP. In particular, the role of "an efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship" is dealt with in Outcome 12 of the MTSF. Some of the key outputs for this outcome places emphasis on the achievement of "sufficient technical and specialist professional skills" and the increased responsiveness of public servants and accountability to citizens. The strategic plans of all public

service departments ought to be aligned to the MTSF. This discussion resonates with the study that was undertaken.

**Figure 2.3: Alignment, Integration and Co-ordination of National Development Plan, 2030**



Source: adapted from the KZN Planning Commission, (2013: 3)

The NDP seeks to address some of the challenges identified through the paradigm shift from traditional public administration to the now contemporary focus of a developmental state. The NDP therefore, advocates that there is a need for critical interventions to build a capable state to realise the vision for 2030. The NDP outlines the challenges experienced within the public service since its transformation to a democratic state, one such concern is the unevenness in capacity that has resulted in uneven levels of performance. This unevenness could be attributed according to the NDP, to a multitude of complex factors, such as:

“Instability in the political-administration leadership, skills deficits, the erosion of accountability and authority, poor organisational design and low staff morale. The weaknesses in capacity and performance are most serious in historically disadvantaged areas, where state intervention is most needed to improve people’s quality of life”.

It has been reported that frequent changes have resulted in instability in organisational structures and policy approaches that further strain limited capacity (NDP, 2012: 408). The NDP, advocates that there is a need for reform that would enable employees to be able to perform, strengthen their skills, enhance moral and uphold accountability, placing relevance to the research study. Constant efforts to improve what is being done within the state and attempts to build the capacity of individuals is crucial, towards a well-run and effectively co-ordinated state institution. The employees need to be dedicated to the public good and capable of delivering reliably high-quality services, while focusing on the attainment of the nation's developmental objectives. In order to have employees performing at their optimum, it is clearly evident that the employer needs to explore avenues to ensure that the reforms are attained, such as the state of well-being of employees and enabling employees to develop their capabilities. The NPD, (2012: 330) supports the promotion of health and wellness which is critical to preventing and managing lifestyle diseases, especially the major non-communicable diseases, for example heart-disease, high blood cholesterol and diabetes. These diseases would probably have a huge impact over the next 20 to 30 years, especially amongst the less fortunate. It is further noted that there are other non-behavioural factors that affect the well-being of employees. The environment in which people grow up, live and work can impact their health negatively. It is therefore, contained in the 2030 vision and goal of the NDP to increase the life expectancy of South Africans to at least 70 years, and to explore avenues that significantly reduce the burden of diseases.

There are vast amounts of documented evidence on the impact of the burden of disease in the workplace globally, and the intensity thereof in South Africa is further strained as it experiences the quadruple burden of many diseases. The impact of many diseases is cited in the NDP (2012: 331, where it is noted that the increased mortality of young females (aged between 30-34 years) and young males (35-39 years). The age band is generally when people are at their prime of their life being economically active. The plans also cite that there is noted increase in both communicable (e.g. tuberculosis) and non-communicable diseases (cardiovascular diseases, and predisposing factors such as obesity, hypercholesterolemia and diabetes mellitus). The concern of this impact as highlighted in the NDP, warrants that innovative means to be introduced in the workplace to mitigate the risks and ensure a higher degree of efficiency amongst employees at risk and that they are retained economically active for much longer. One can also deduce that the high

mortality rates in the workplace has the following resultant impacts, *namely*: recruitment costs, vacancy rate, loss of trained experienced employees, premature exiting employees. The NDP (2012: 333) refers to the report by the World Health Organisation Commission on the Social Determinants of Health, which presented three significant and key recommendations that is specifically appropriate to the South African context as:

- Improvement of the daily living conditions;
- Address the inequitable distribution of power, finances, and resources; and
- Assess the problem, monitor and evaluate actions, increase the knowledge base, ensure the development of trained employees on issues pertaining to the social determinants of health, and increase public awareness.

The plan articulates that the management of health is the responsibility of everyone. To give effect to the plan, dedication and commitment is required to result in changes in behaviour, and an example of such behaviour change can be the promotion of physical activities through the workplace EH&WP and the involvement of supervisors in the management of employee well-being.

## **2.9 LEGISLATIVE FRAMEWORK OF PERFORMANCE MANAGEMENT AND EMPLOYEE HEALTH AND WELLNESS**

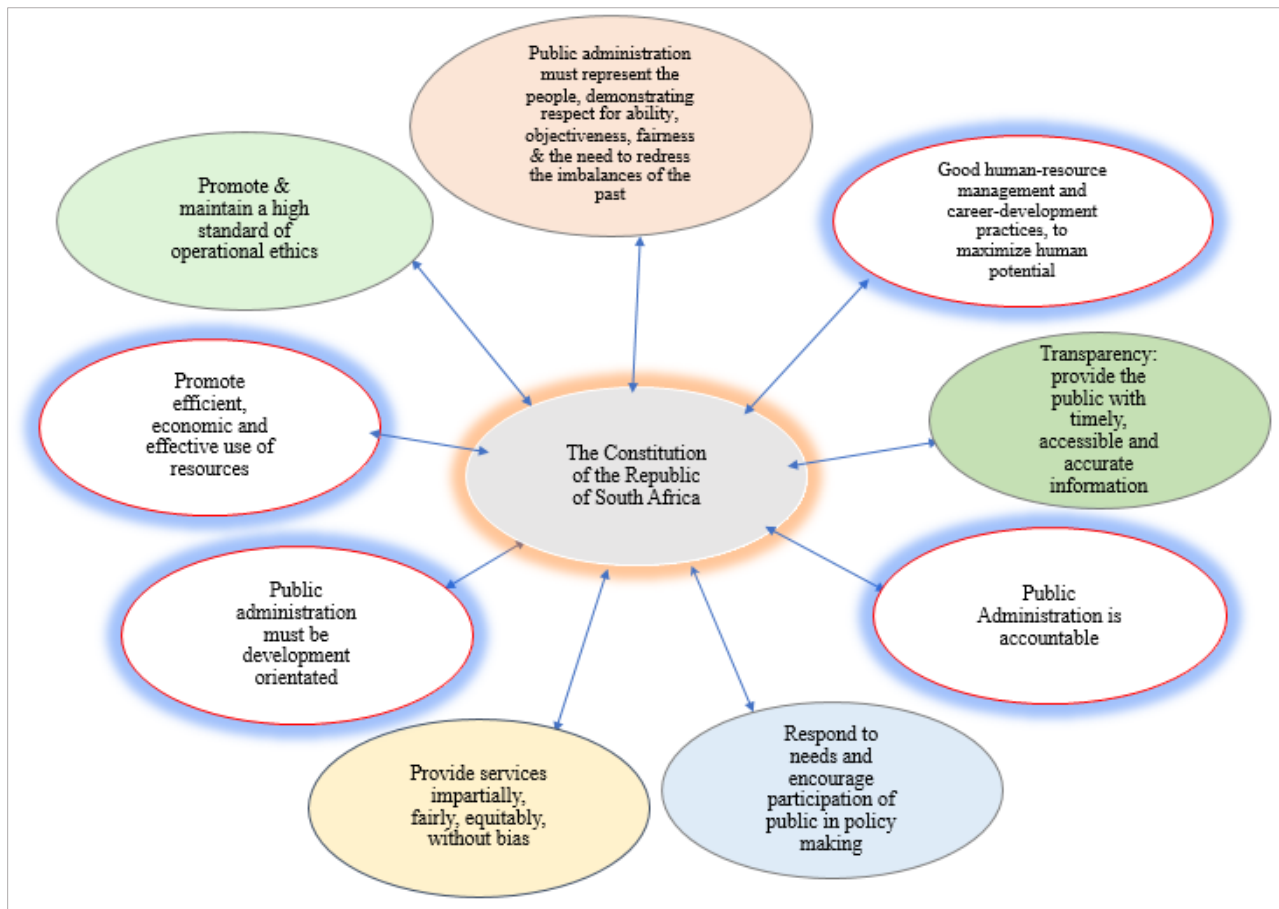
The Public Service operates within a framework that is governed by legislation, regulations and approved policies. These documents are pertinent as it provides the structures through which supervisors and employees must operate, in order to service the interest of the citizens. The legislation and frameworks that are relevant for the implementation of employee performance and the management of EH&W are discussed further in the paragraphs below. The transformation of the public service emanated from the changes to the legislative framework of the country that were applicable to the public service. The Public Service Act, 1994 and the new PSR, 2016 set the tone for how the Public Service functions in the newly formed democratic society and prescribed changes in the conditions of employments applicable to employees. This resulted in a change in the management style and workplace provisions in terms of reasonable accommodation for the

needs of employees. Of significance, is that prior to the new legislation, there was minimal support provided to employees who experienced personal and or health-related problems.

### 2.9.1 Constitutional imperatives for governing employee health and wellness

The South African public service has to function within the complexities of the society in which it is located. The following be taken into consideration within the context of service delivery *namely*: the economic, social and political context. Schwella (2001: 373) asserts that the Constitution, which provided the basic values and principles governing the public administration, aptly outlines the functions of the public service, which is illustrated in Figure 2.4.

**Figure 2.4: Basic values and principles governing public administration**



Source: adapted from De Wet, (2014: 37)

The Constitution, which is the supreme Act of South Africa provides the basic principles for adherence by both private and public service. Nel *et al.*, (2011: 39), asserts that Constitution provides guidelines for the workplace employment relations. In addition, these guidelines in the illustration are aimed at reducing adversarialism and extended tripartism and cooperation. It also encapsulated the new government's labour relations and labour market policies, secure centralised bargaining; introduce employee participation as a means to address adversarialism and low trust relationship between parties, including streamlining dispute settlement. The Constitution outlines that the public service must be the centre of governance and strive towards high levels of excellence. It therefore, implies that "government activities should be transparent, responsible and accountable, and performance by honest officials" (Van Heerden; 2009: 47-58). The author further emphasises the importance of employees to be compliant with the constitutional rule, as conduct that is not in keeping thereof, would be considered as unconstitutional. It has accordingly been suggested that employees in the public service should be clearly and adequately informed to conduct their functions in accordance with the constitutional directives and obligations. The Constitution advocates that in order for the public administration to be efficient, it must be directed by the values and principles that are entrenched in the Constitution. Levin (2009: 947) expresses the views enshrined in the Constitution that the public administration ought to be developmental and participatory. It is further advanced that state should take reasonable legislative and other means within its available resources, to achieve the progressive realisation of these rights. According to Van der Waldt, (2016: 385), the provisions contained in the Constitution advocates that public managers are obligated to be non-partisan and career-orientated, serve all members of the public in an unbiased and impartial manner and loyally execute the policies of the government of the day. This view is also supported by Ramphele and Van Rooyen (cited in Van Heerden; 2009: 46) that the services of government have a direct effect on the lives of citizens. It was therefore, advocated that the employees' conduct should promote the concept of 'service-oriented administration' services to the citizens in reason, that all public service employees ought to be knowledgeable of the code of conduct as it is one of the founding documents that instils the core values essential for the promotion of quality of service delivery, and links up with the fundamental principles accordance with the Constitutional mandate.



Accountability manifests in the role that supervisors exercise in ensuring employee performance. Public service officials need to appreciate and understand the concept of accountability, and the impact of their behaviour on service delivery. It is therefore imperative, that employees conduct themselves ethically and in an accountable manner. The code of conduct as contained in the PSR, 2016 stipulates how public service officials should conduct themselves and perform their duties. It stands to of the Constitution.

Classification of accountability within the public service, according to Thornhill, (2015: 79), is namely:

- “Legal accountability (responsibility for obeying the laws);
- Fiscal accountability (responsibility for public funds);
- Procedural accountability (responsibility for implementing procedures);
- Programme accountability(responsibility for carrying out all programmes); and
- Outcome accountability (responsibility to ensure effective results)”.

Based on the above aspects, public service employees are primarily responsible to account for the concerns of the citizens whom they serve. Public service employees also have managerial, administrative and legal accountability in carrying out their duties. The Department of Monitoring and Evaluation developed the National Evaluation Policy Framework, which emanates from the fundamental principles from the Constitution. The underlying ethos of the framework is to “improve policy or programme performance; evaluate to facilitate accountability, improve decision-making should intervention be required and ensure that knowledge could be increased to determine what works”, (Thornhill, 2015: 94). The system of monitoring and evaluation holds public servants accountable if goals were not attained efficiently and effectively. It has been reported by the author that one of the factors inhibiting accountability is unproductiveness. Public service employees are expected to conduct themselves with positive work ethics and should be considered to be gainfully employed. The extent to which an employee is gainfully employed can be questioned if the employee is frequently off sick and not performing work duties allocated. The scholarly writing of author Thornhill therefore, unpacks the concepts of accountability in the public service, and highlights the Constitutional imperative thereof as a relevant point in this research study. One of the key factors stressed upon in the article was the important role

performance monitoring and evaluation plays in ensuring accountability and, it would therefore be imperative for the factors impeding accountability to be addressed.

The commitment to EH&W in the Public Service is enshrined in the South African Constitution and in the Bill of Rights. The following extracts illustrate this “Everyone has the right to an environment that is not harmful to their health or well-being” and “everyone has the right to have access to health care services, including reproductive health care”. In terms of the developments in South Africa, a number of international instruments that formed part of international law were relevant in the emergence of EH&W for employees. As part of the Developmental agenda, the EH&W Framework which serves as a uniformed guide for public service, has been aligned to the Government’s priority areas and the national plan of action which outlines the mandates for government.

### **2.9.2 Transformation of the public service legislation**

Maluka, Diale and Moeti (2014; 1020) articulate that the DPSA’s role is to provide leadership on the transformational agenda of the public service, and also provide strategic leadership to government departments. It has been accordingly noted that the DPSA facilitates and assists government departments to implement their management policies, systems and structural solutions within the uniform framework of norms and standards that are applicable to improve service delivery. The pivotal legislation in this regard are the White Paper on Transforming the Public Service, 1995 and White Paper on Transforming Public Service Delivery, 1997. These legislation and policies provide a solid foundation for the introduction of performance management and EH&W in the public service.

According to Lues (2016: 322-324), the main aim of this White Paper was to develop policy framework to support the introduction and implementation of new policies and legislation aimed at the transformation of the South African public service. It was further stated. that this White Paper was intended at enhancing the quality of life of all workers, as well as enhancing productivity in the workplace.

The White Paper on Transforming the Public Service, 1995 according to Schwella (2001: 374) gives effect to the provisions contained in the Constitution. In keeping with the rationale of these

documents, the author advocates that strategies need to be developed, which clearly outline the promotion of ongoing improvement in the quality, quantity and equality of service delivery. It is also proposed that service delivery must be managed by ensuring optimal utilization of both human and financial resources. The fundamentals of the White Papers are to strive towards attaining a public service that is effective and efficient. The White Paper on the Transformation of the Public Service, 1995 was drafted in particular to give effect to the Constitutional imperative of a 'developmental-orientated, transparent, responsive and broadly representative' public service. This document encapsulates the importance and the need for all levels of public service officials to receive on-going training which would be an integral part of their professional development. In order for the training of senior management to be relevant, there must be linkages to the processes and policy-making challenges defined by the RDP and White Paper. The White Paper proceeds to state that the training programmes should be flexible to maximise the access for employees to attend in-service training (RSA PSC, 2016: 70). Based on the above-mentioned reference which re-enforces the importance of training, one can therefore, conclude that supervisors need to also receive training on performance management and supervisor referrals through the EH&W Programme.

The Principles of Batho Pele is a demonstration of the public service determination to improve on service delivery by entrenching the fundamental principles in the way that work is conducted. The pertinent Principles of Batho Pele are: consultation of service users, setting service standards, increasing access, ensuring courtesy, providing information, openness and transparency, providing redress and ensuring value-for-money. In terms of these principles, Schwella (2001: 376) asserts that "the specific management strategies to improve the quality of service delivery require more flexible regulatory frameworks, the improvement of human resource management systems, the development of more results-orientated management systems, the decentralization and devolution of managerial responsibilities and the ensuring of the systematic sharing of good practice."

"The White Paper on the Transforming of the Public Service (WTPS) was published in 1995. The White Paper identified eight pillars of public service transformation: restructuring and rationalising the public service, institution building and management, representativeness and affirmative action, transforming service delivery, enhancing accountability, human resource development and training, employment conditions and labour relations and promotion of a professional service ethos. The White Paper was underpinned by various strategies, including devolution

and decentralization of management responsibility and accountability, requiring a review of public service legislation and regulations (Levin 2009: 949)”.

The concepts entrenched in these documents outline the future goals in the management of human resources in the public service (Lues, 2017: 249).

Maluka, Diale and Moeti (2014; 1020) surmise that these documents were drafted with the aim of providing the basis to promote the public service transformation and transforming the overall public institution and service delivery. This was achieved as the documents providing guiding principles and policy frameworks which also served as the platform for the development of implementation strategy, which would lead to the transformation of public service delivery.

### **2.9.3 Entrenching employee wellness through the Public Service Regulations, 2016**

The emphasis on the management of EH&W was introduced in the then ‘new’ Public Service dispensation in 1999. The renewed focus on the well-being of employees was in keeping with the concept of a number of developed and developing countries who invested in the value of the human resources. Of necessity, is the need to explore the need to manage EH&W in the workplace as this directly impacts and influences the quality of service being rendered. The amendments to the PSR in 2016, elevated the importance of EH&W by prescribing that every department shall have a policy that promotes the health and well-being of employees. The management of performance is also contained in the Regulations. The accountability of ensuring poor performance rests on the executive authority. The Regulations stipulate that supervisors need to ensure that performance agreements specify the main objectives of the employee’s job, relevant outputs, key responsibility areas and competency requirements. In addition, all employees’ work plans should contain the outputs, activities and resources required. These work plans are essential as it would serve as the benchmark against which performance is assessed during the performance appraisal. In the advent of an employee not performing the work in a satisfactory manner, the supervisor would need to ensure that measures as contained in the prescripts are explored in the management of performance. It could be suggested that EH&WPs could be considered as a mechanism to address performance-related problems. The code of conduct contained in the recent Regulations states the following: public service employees should conduct duties in a professional manner, be committed to the optimal development, motivate employees, utilise resources efficiently, promote sound

labour and interpersonal relations and participate in training and development. It is viewed that if employees adhere to these values, it could lead to the promotion of a sound, efficient, effective and transparent administration.

The Public Service provides clear directions to employees that delivery of services ought to be done in accordance with the legislation in order to promote service delivery. This contemporary piece of legislation moots for the effective utilization of the human resources towards attaining the objectives of the department, concedes Lues, (2017: 249). In addition, the legislation advocates for definite outcomes strategies. Emanating from the legislative prescripts in the Public Service Handbook for Senior Management Services places greater accountability on senior managers to ensure that all state resources (*human and material*) are effectively used and accounted for in the pursuit of performance delivery (Lues, 2017:250).

The PSR called for outcomes-based strategies as part of the management plan of departments. This was inclusive of strategic management plans that are in accordance with the medium-term expenditure framework, organisational structures that adhere to the strategic management plans, strategies to improve service delivery and human resource development strategies. Luthuli (2009: 466) states that both the PSR and the DPSA performance management and development framework requires the establishment of linkages between individual and organisational performance outputs. The Public Finance Management Act, is another relevant and significant legislation, as it deals with the organisational part of performance from a finance perspective.

#### **2.9.4 Labour Relations Act, 1995**

The Act aims to encourage the process of collective bargaining and strives towards settlement of disputes within the specific rules and rights. The Act also emphasises that rights of employee need to be protected. In this regard, the employer would need to ensure that all measures are explored in assisting employees to address performance-related matters short of dismissal. It is therefore, incumbent on the supervisor to maintain a detailed inventory of all measures invoked to assist employees. The Act promotes for the establishment of workplace forums, which serves as an ideal structured platform for engagement between employees and employers. Sieberhagen, Rothmann and Pienaar (2009: 5) present that EH&W issues could significantly be addressed through these

established workplace forums. These mechanisms provide for constructive measures to address workplace issues.

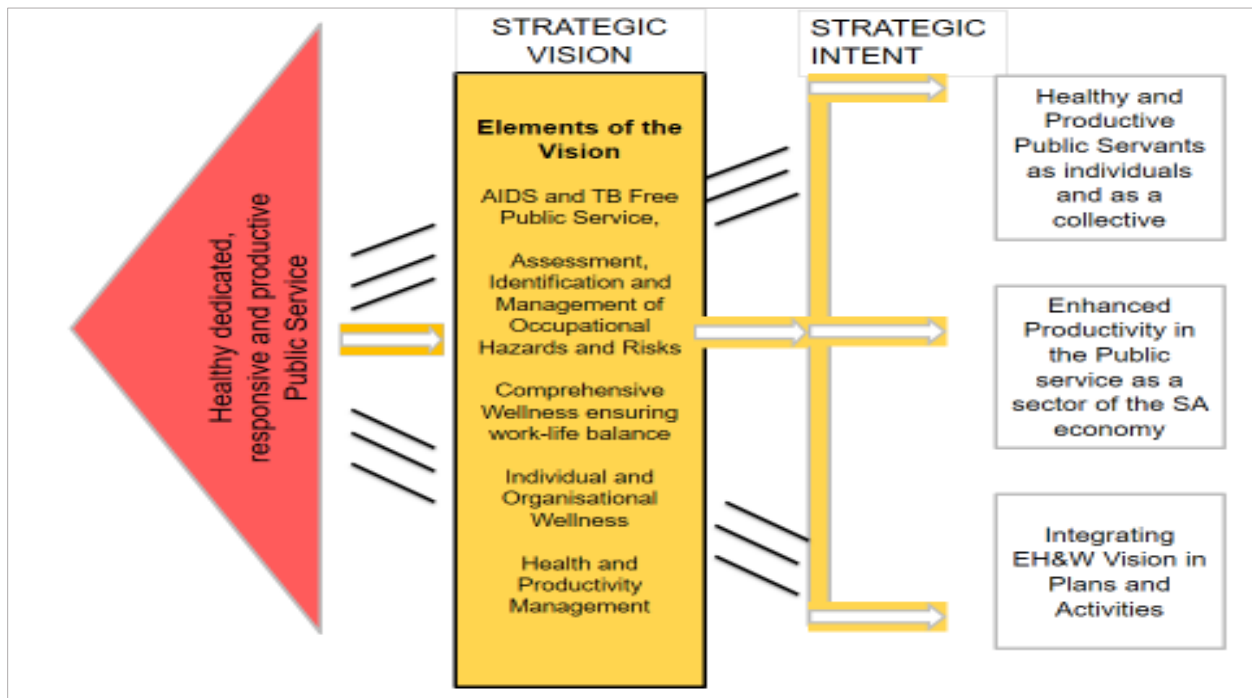
### **2.9.5 Basic Conditions of Employment Act No 75 of 1997**

Nel *et al.*, (2011: 47) states that “the primary objective of the Act is to give effect to and regulate the right to fair labour practices as contained in section 23(1) of the Constitution by establishing and enforcing the basic conditions of employment”. The various codes contained in the Constitution serve to provide one with the minimum standards or practices that are expected. For example, the Code of Good Practice pertaining to working hour details the rights of employees. This code is also binding on the public service and ensures that minimum rights of employees are offered. This Act ensures that the issues pertaining to the employees’ conditions of service are enforced and protects the rights of employees with specific reference to working hours and periods of rest. Public service collective agreements are based on this Act and cannot offer lesser conditions of service than what is contained in this legislation.

### **2.9.6 Department of Public Service and Administration Employee Health and Wellness Framework**

Figures 2.5, 2.6 and 2.7 are representative of the EH&W Framework that governs the programme within the public service. It comprises three essential elements, *firstly*, the strategy vision and mission, *secondly*, the four pillars that are essential in delivering the vision and *lastly*, the ten core principles for implanting this strategy (RSA DPSA, 2008: 11). It can be said that this vision and mission of the framework is in line with the theory of Public Governance. “A healthy, dedicated, responsive and productive public service” is the vision and the mission is “to build and maintain a healthy workforce for increased productivity and excellent service delivery for the benefit of employees and their families” (RSA DPSA, 2008: 12-13). The legislative framework that underpins this framework is based on the international instruments, thus confirming the countries’ commitment towards global trends. Of significance, is that this EH&W Framework for the Public Service is aligned to the Government’s key priority areas.

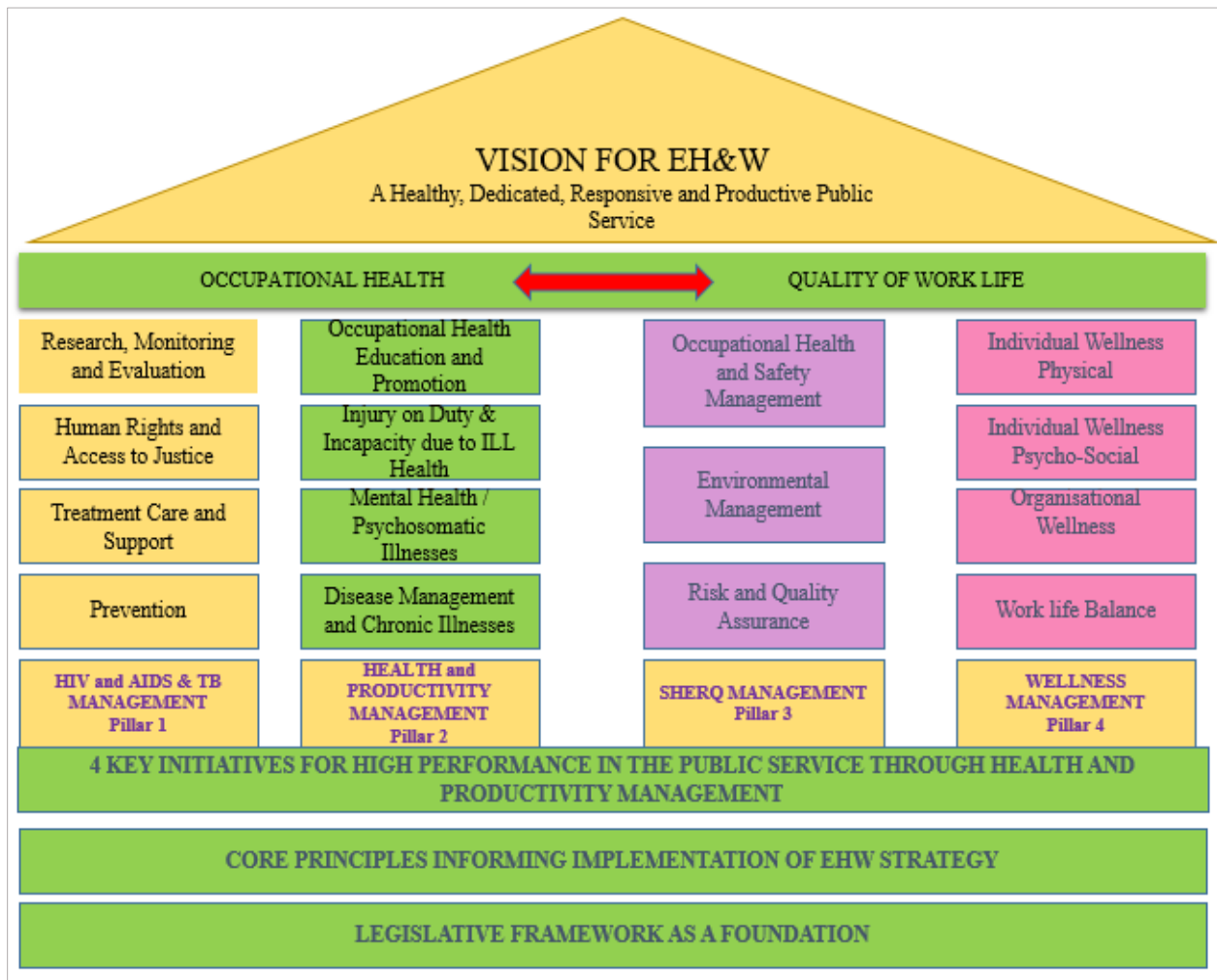
**Figure 2.5: Department of Public Service and Administration Strategic Vision for Employee Health and Wellness**



Source: RSA DPSA, (2008: 13)

In order for the programme to deliver on the mandate of providing a “healthy dedicated, responsive and productive public service”, it is considered vital that the individual employee and employees as a collective are healthy and productive, as depicted in Figure 2.5. Healthy and productive employees would contribute towards enhancing productivity of the South African economy, as envisaged in the next Figure 2.6 that follows.

**Figure 2.6: The Parthenon house (Conceptual Framework) for Employee Health and Wellness**



Source: DPSA, (2008: 12)

The above Figure 2.6 illustrates the four functional pillars that EH&W practitioners need to deliver on, in order to deliver on their appointed roles and responsibilities. The four functional pillars are, *firstly*, HIV and AIDS and TB Management, *secondly*, Health and Productivity Management, *thirdly*, Safety, Health Environment, Risk and Quality (SHERQ) Management and, *lastly* Wellness Management (RSA DPSA, 2008: 11). The accounting officer will have to ensure that departments deliver on the minimum standards contained in the four functional pillars. The DPSA has further



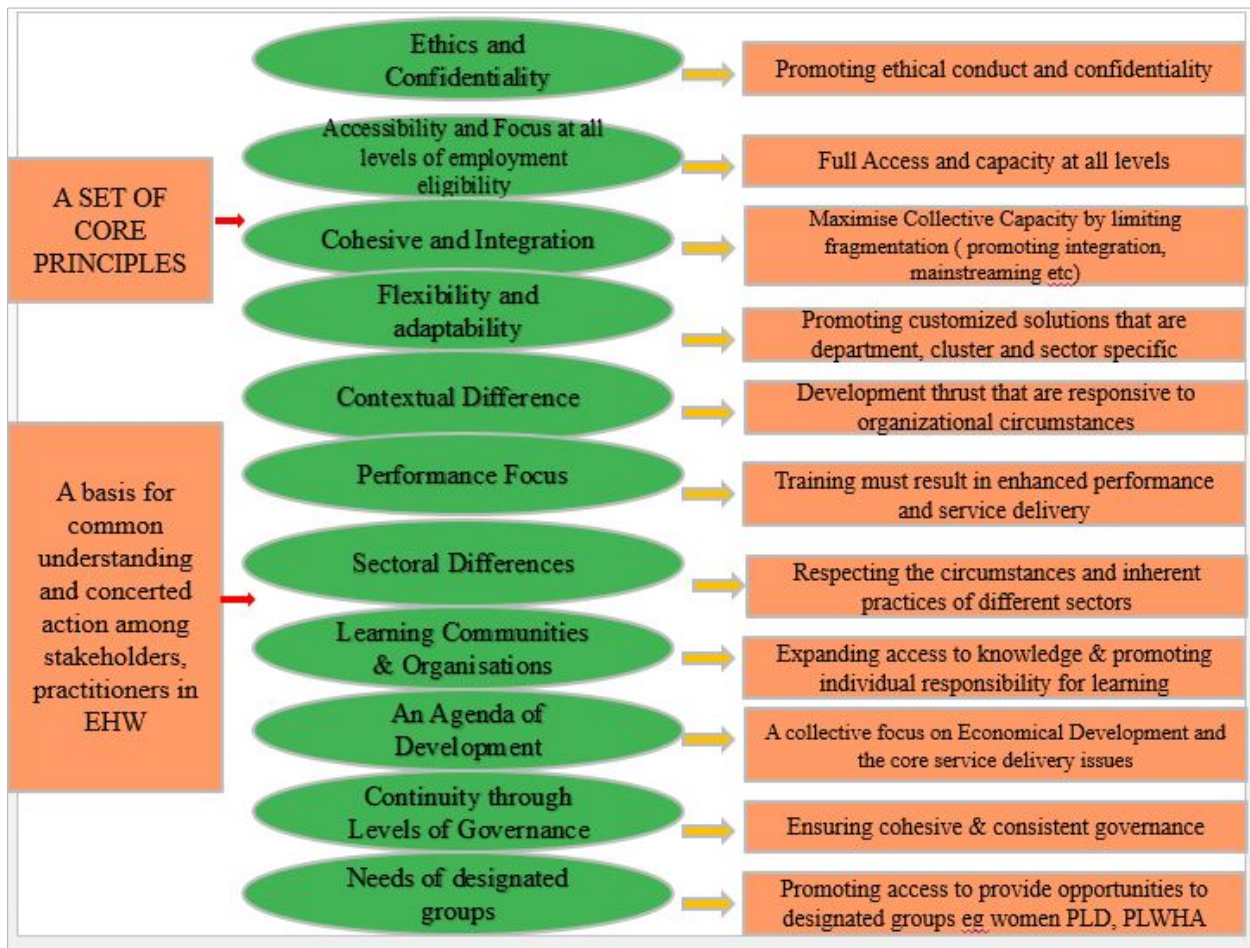
identified four operational or process pillars that cut across the four functional pillars. The four operational pillars are contextualised to the study as follows:

- Capacity development initiatives (The capacity development initiatives that need to be focused on is the development of the EH&W Practitioners, establishment of information systems and the development of key stakeholders who will ensure the promotion of EH&W at an organisational level. Amongst the relevant stakeholders, are members of the relevant committees, supervisors and management).
- Organisational support system initiatives (The EH&W Framework advocates that organisational support initiatives are essential in promoting the effectiveness and efficiency of the programme. One such support initiative is management support).
- Governance and institutional development initiatives (Governance in context of EH&W refers to the way in which strategic leadership, monitors and evaluates the policies and programmes. EH&W is a governance issue as it incorporates aspects pertaining to health).
- Economic growth and development initiatives (Governments agenda is to build an economically vibrant public service. “These economic growth and development measures and strategic activities are implementable in order to promote EH&W. It is in line with the following programmes or agenda of government, *namely*, to mitigate the impact of HIV and AIDS and other diseases on the economy, ensure responsiveness to the Government’s Programme of Action, to ensure responsiveness to Millennium Development Goals and integration of SADC, NEPAD, AU and Global programmes for the sector”) (RSA DPSA: 2008: 12-14).

From the preceding discussion, it is clearly evident that the Public Service is committed towards promoting a holistic, integrated proactive and preventative programme and this view is also supported by Vermeulen (2016: 237). Workplace programmes in emphasis, must be aligned towards ensuring that it gives effect to the objectives of the workplace.

In order for the EH&W framework to be uniformly adopted from a value-base, the DPSA established a set of core principles. The set of core principles which is illustrated below represent a uniform understanding and demonstrates a multi-sectorial response to the workplace programmes.

**Figure 2.7: Core Principles for Implementation of the Employee Health and Wellness Strategic Framework**



Source: RSA DPSA, (2008: 16)

The core principle on “performance focus” intimates that training would result in enhanced service delivery and performance which serves to address the research objective of examining the supervisors’ role and the knowledge and skills to manage the well-being of employees through the EH&WP. The public service has aligned itself with the global developmental agenda. In order to ensure economic development of the KwaZulu-Natal Province, the challenges of the workplace (poor performance) must be assessed and interventions implemented to mitigate the risk (RSA DPSA, 2008: 19).

The following selected theories underpinning the research have been explored in the study primarily due to their relevance to the paradigm and inter-relationship of performance management and EH&W, namely:

- Attribution Theory;
- Goal-setting Theory; and
- Results-Based / Logic Model.

The next section provides an outline of these theories in relation to the study.

## **2.10 ATTRIBUTION THEORY**

Harvey and Dosborough, (2006: 146) state that “Attribution theory is the study of the process by which individuals make assessments of causality in response to the outcomes they observe”. An attribution as explained by, Harvey and Martinko (undated: 147), refers to a causal explanation for an event or behaviour. It is further asserted by the authors that people also form attributions for their own behaviours and outcomes. McGinnis (undated: 45), asserts that in terms of the attribution theory one generally endeavors to explain the probable cause of one’s behaviour. These processes often result in one making an inference or an attempt to explain the cause of something.

As human beings, one generally allows one’s perceptions to influence the deduction of the cause of one’s behaviour. The author advocates that generally, the presumed cause of observed behaviour could be attributed to either one’s disposition or personality or based on the situation in which the behaviour takes place. Although the theory is beneficial in understanding behaviour, the one major limitation is the element of cognitive bias, which impacts on the causal attribution. McGinnis (undated: 45), state that “Managers are susceptible to fundamental attribution error when judging employee performance that may actually be caused by circumstances beyond the employees’ control”. An example cited by the author is that attribution error can occur when a manager decides an employee who performs a task poorly is lazy or incompetent, rather than recognizing the employee may need training, clear incentives or improved work equipment. The non-performance could also be attributed to other factors such of ill-health. It is further recommended that in order to circumvent making an erroneous performance attribution, supervisors are required to completely understand the following, how the work context affects employee performance, how

the employee perceives the work context, and how it is affecting performance. It is therefore, critical for supervisors to have an objective approach in dealing with employee performance and the possible factors contributing to the non-performance, such as ill-health, high absenteeism or personal problems.

Harvey and Martinko (undated: 147) conclude that people are likely to engage in the process of attribution multiple times in a day, as it is almost embedded and often goes unnoticed. Researchers in the field, infer that the formation of causal attributions is vital for adapting to changing environments and overcoming the challenges one confronts in one's daily life. When one experiences desirable outcomes attribution helps one understand what caused those events in order for that outcome to be experienced again. Conversely, when one experiences unpleasant outcomes, attributions help one identify and avoid the behaviours and other factors that resulted in such outcomes. This concept is relevant in dealing with performance management. Attributions are, accordingly classified along dimension of locus of causality and stability. "The locus of causality dimension is particularly relevant to emotional reactions. Internal attributions for undesirable events or behaviours are frequently associated with self-focused negative emotions, such as anger and resentment. (Harvey and Martinko, undated: 148)."

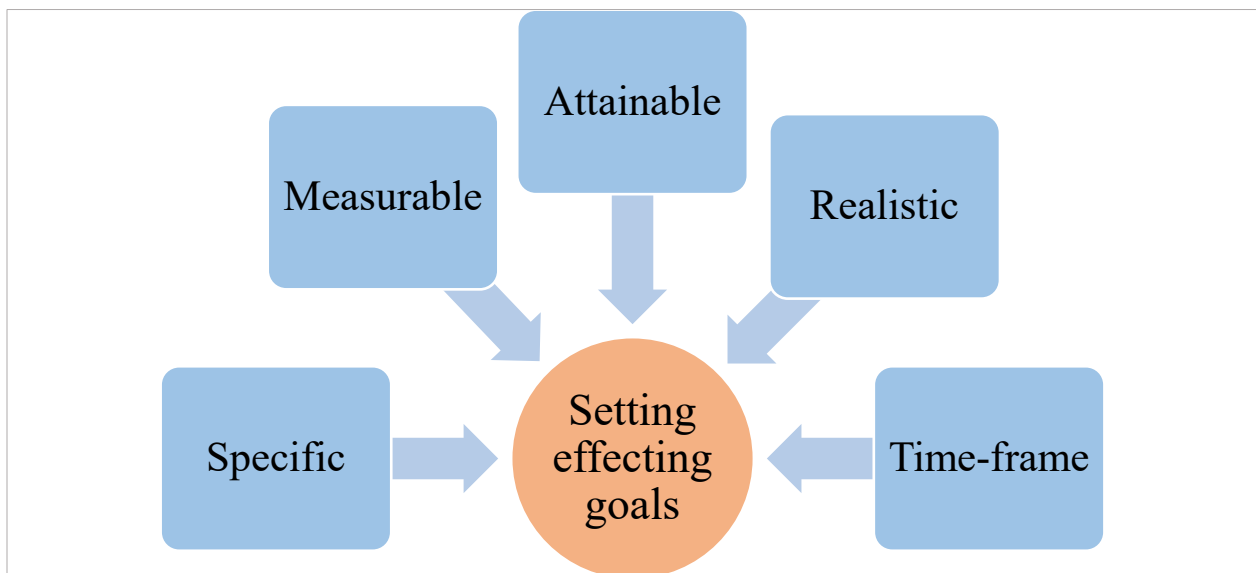
Harvey and Martinko (undated, 150), assert that a "manager's goal, therefore, should be to make (as well as to encourage) accurate and unbiased attributions so that employees' successes can be repeated and the causes of problems can be rectified". It is advocated that employees who are motivated would exert more effort to ensure that they deliver on their goals. It is innate in human beings to determine the causes of circumstances and events that of direct importance to them as well as the outcome. It is therefore, normal for the attributions to be made; similarly supervisors in the workplace would want to ascertain the attributory reasons for employees' level performance (positive or negative). The application of the Attribution Theory must be used cautiously as supervisors may not be fully objective and the element of personal views may hamper the outcome.

## **2.11 GOAL-SETTING THEORY**

Mello (2014b: 129), states that the ruling parties translate their manifestos into policies which are then implemented within departments. The departmental vision and mission statements are

intended to achieve the outcomes set by the ruling party. The departmental strategic plans set the goals and targets that ought to be attained. The strategic goals are unpacked into specific objects that departments have to implement. The author advocates that in order for government to be effective in terms of service delivery there ought to be alignment of the goals, responsibilities, processes and structures. Ndevu (2014:114) asserts that the Goal-setting Theory is an appropriate motivation approach relevant to the public service. This approach assists employees in deciding on the process of attaining the goals, and is related to appropriate remuneration such as salary and bonuses within the public service. Performance standards are an integral part of the goal-setting process and employees generally work towards specific outcomes. Ndevu (2014:114-5) advocates that in the process of setting performance standards, these must subscribe to the fundamental principles of goal-setting, *namely*; specific measurable, attainable, realistic and time-bound, as illustrated.

**Figure 2.8: Setting Effective Goals**



Source: Ndevu, (2014: 115)

It follows then, that setting goals that are high and attainable has the consequence of individuals having the self-drive to attain these. However, this is highly dependent on the extent to which the individual is motivated to attain the higher level goals, and whether the individual possesses the skills, aptitude to deliver. According to Nel *et al.*, (2011: 299) “Motivation is described as a driving

force aimed at attaining a specific goal. The importance of goal-setting and goal attainment in performance management illustrates the role of goals in shaping and reinforcing the behaviour of employees". One such management technique is the management by objectives (MBO) as it encourages employees to participate in goal-setting, decision-making and feedback.

Nel *et al.*, (2011; 299), advocates that motivated persons are generally aware that they are working toward a specific goal, and continuously work towards the attainment of that despite the adversities that they may encounter. EH&WP interventions ought to be a measure to extend to management can calculate the nature of the outcome of the workplace intervention. It must be noted that these workplace programmes have generally been introduced to redress employees' performance and productivity which has been impaired; however the extent of the success in the levels of increased productivity needs to be measured.

Fatile (2014: 82-83), states that employees are generally motivated to attain the goals set in consultation with the supervisor. The management of performance in the public service is one whereby standards are set in consultation with the employee. This then, infers that there would be consensus on the goals set. The employees generally explore measures to improve the performance, and this has a direct positive impact on the services rendered. It can therefore, be motivated that goal-setting is imperative for the management of performance within the public service, and in line with the transformational reform agenda.

It is further stressed that the employees must have a sense of being able to accomplish these tasks. In addition, employees need to be conscious of the impact and inter-relationship of the attainment of their goals in relation to that of the department. Ndevu, (2014:114) argues that employees in the public service set their own sector-specific goals that they aspire towards attaining within the financial year, in consultation with their immediate supervisor. The author advocates that employees would be motivated if goals set are attained and would experience a sense of personal fulfilment. It is proposed that setting challenging and difficult-to-achieve goals in the public service would be more effective in motivating employees to be strongly productive than unchallenging basic goals. It is envisaged that if supervisors in the public service were to frequently provide employees with constructive feedback (positive or negative) status of their performance, the employees would be motivated to enhance their performance. It is suggested, that this could

be achieved through empowering employees to improve their skills, knowledge and abilities to achieve their objectives.

Ndevu, (2014: 115) states, “the Goal-setting Theory indicates that specific, realistic and measurable goals have a positive impact on the motivation of employees.” However, this approach is more pertinent to work environments that have specific or tangible deliverables. Supervisors in terms of their accountability in the public service, have to ensure that measures such as performance review are in fact implemented to assess whether the employee is attaining the performance standard set. Supervisors need to motivate employees to deliver at the optimum. Singh (2010: 90) states that, “goal-setting is about translating organisational goals into attainable objectives and targets and getting employees to work earnestly towards the achievement of the specific objectives, targets and outcomes, which collectively result in the achievement of the organisational goals. Setting targets, measuring targets and monitoring performance are important, if the organisation intends to achieve its overall mission.”

Nel *et al.*, (2011: 289) advocate that there is a strong association between leadership and motivation. Leadership is the ability of managers to inspire people to voluntarily and enthusiastically work towards achieving the goals set for the workplace. Motivation therefore, requires managers or supervisors to embrace the uniqueness of each employee taking into consideration the impact of internal and external factors, such as personal problems, health and well-being. The authors describe motivation as ‘intentional’ (personal choice, persistence of action) and ‘directional’ (indicates the presence of a driving force aimed at attaining a specific goal). It is purported that motivated employees are constantly aware of the goals that must be achieved and work toward achieving those goals Nel *et al.*, (2011: 299). The author stresses that goal-setting influences the behaviour in four different ways, *firstly*, focus attention to what is significant; *secondly* prompts one into action; *thirdly* increases one’s persistence; and *lastly*, direct strategies and action plans.

Nel *et al.*, (2011: 300) state that strategic goal-setting in organisation are managed by goals in line with the vision and mission of the organisation. It starts with defining the mission and vision of the organisation. The mission clarifies the reason for an organisation’s existence, while the vision captures the description of the anticipated future state or overarching goal of the organisation. The

goals of the organisation are cascaded throughout the departments and units, and eventually it is transposed into the individual goals set out in employees' performance agreements. In order to successfully apply goal-setting, the key performance areas of the jobs must be identified. The key performance areas of a job refers to those areas in a job in which an employee must perform well in order to be successful.

There should be alignment of key performance areas with the overall goals and strategies of the workplace. Nel *et al.*, (2011: 301) re-iterate that managers must provide adequate support and feedback for employees to be successful. This includes ensuring that employees have the necessary skills and information to achieve their goals. Nel *et al.*, (2011: 301) suggest also that "feedback on performance should be timely, accurate, and objective and aimed at identifying performance areas that need further development". These authors emphasise that feedback is an interactive process between an employee and the manager. Absence of effective feedback on performance areas, could result in impaired levels of service delivery, in terms of poor performance and decreased productivity, as alluded to in the study.

## **2.12 RESULTS-BASED MODEL AND LOGIC MODEL**

The Office of the South African Presidency have acknowledged the achievements that have been made since 1994, however, the change has not been as rapid as expected. There was an identified need to do things differently to yield greater results. Csiernik, Chaulk, Mcquaid and McKeon, (2015: 306) state that the Logic Model provides in-depth, multi-layered analysis of the current programme and it is claimed that the Logic Model is a programme development and evaluation process. The introduction of the Results-Based Model (outcomes approach) was to ensure that the government was determined to achieve the improvements that are expected of government by the citizens. The outcomes approach clarifies what one is expected to achieve, how one expects to achieve it, and how one would know whether it has been achieved (RAS, 2010: 09-10).

The outcomes approach would provide tangible evidence to track progress in achieving results, provide data/evidence on what worked and what did not work, and ultimately strengthened annual planning and implementation. In order to effectively implement the outcomes approach, it is critical to know what outcome must be achieved and then work out what outputs would ensure that



the outcomes are achieved, thereafter the activities to achieve the outputs and resources required to achieve the activities, could also be identified.

Monitoring and evaluation of outcomes creates the basis for accountability and learning. Systematic assessment of the achieved impacts and outcomes, will facilitate the identification of what can successfully be achieved and the areas for further improvement. This process would serve to enable one to learn and continually develop capacity to utilise scarce resources more efficiently and effectively in achieving citizens and communities satisfaction. Correct implementation of the model requires clear outcomes statements, clear indicators, baselines and targets to measure change as these would ensure that reliable information would be applied to monitor progress, evaluate success and effect plans for improvements (RAS, 2010: 10).

The R-BM aims to unfold in detail how it is foreseen that a programme or intervention could deliver on the expected higher-level outcomes. It must be noted that the illustrations used to explain the flow varies from databases, to tables to visualised models. These illustrations clearly set out the chain of causality that leads from lower-level steps to higher-level outcomes within an outcomes system. The author states that an outcomes system is any system that endeavours to deal with specifying, measuring, attributing and ensuring that people are accountable for any fluctuations in the expected outcomes. The Logic Model is a tool that can be used to develop and evaluate programmes in a systematic manner. The illustration of the model generally depicts the following in the form of visual representations: resources required to support the programme activities, delivery of services, the target population such as the citizens, that may be surveyed or interviewed, and the projected outcomes and outputs a programme proposes to achieve in the period of assessment (Csiernik *et al.*, 2015: 307).

McLaughlin and Jordan (1999:1), state that the Logic-Model describes logical sequence of linkage between programme resources, activities, outputs, customers reached, and short, intermediate and longer term outcomes . The Logic-Model is commonly known to aid managers to present a logical case study. It focuses on how and why a programme is paying attention to stakeholders' needs and how measurement and evaluation would consider and enhance programme effectiveness. The public service is accountable to prove answers to the people they serve, it is therefore envisaged that the Logic Model would serve the role of assisting managers to present the effectiveness of the

programmes being implemented, and also propose solutions or recommendations to address the shortfalls. There has also been a renewed focus on accountability of the utilization of government resources given the financial constraints currently experienced. McLaughlin and Jordan (1999:2), highlight that managers are expected to represent or illustrate the outcomes achieved; however a number are challenged in understanding this new approach and need support in the development of the logic framework (“choosing what to measure and collecting and analysing the data necessary for improvement is new to many managers”). Correct application of the Logic Model would be beneficial to managers with the outcomes measurement and improvement measurement. It is also important through the application of the Logic Model that the managers are able to identify non-deliverables and remedies such as poor performance, high rates of absenteeism.

Csiernik *et al.* (2015: 308), infers that the intention of the Logic Model “is to identify and present a proposed programme or service to address that issue while supporting the development of an evaluation framework through which to measure the programme outcome.” According to Savaya and Waysman (cited in Csiernik *et al.*, 2015: 308), the Logic Model facilitates for a greater understanding for all relevant stakeholders regarding how a service should be delivered and what it envisages to achieve, inclusive of what is required to offer the service. The Logic Model provides an effective means of examining the applicability and generalisation of programmes to settings and populations. Due to the popularity of the model, it has been employed in a number of different sectors, such as education to the marketing sector.

Duignan (2009:2) lists the purpose of the outcomes model in relation to what it aims to achieve as follows:

- It serves to illustrate the holistic perspective of a scenario from inception to completion and outlines the various levels of action, steps or interventions taken;
- Provides evaluation of the linkages between the various steps in the intervention;
- Provides insight on elements that could impact on the achievement of the intervention;
- Provides evidence as a form of verification of the progress towards achieving the outcome;
- Provides information to demonstrate the attribution and relationship of the various indicators on the outcome; and

- Lays out a framework that structures thought processes relating to important aspects of a project.

The model can therefore, contribute to assessing the extent to which employees are meeting their desired outcomes, and also to clarify whether the EH&WP yields positive results through the various interventions. The R-BM was relevant in this study as the performance management system employed in the public service is also linked to such outcomes. The lower order (employees) work toward achieving the higher order/level goals of the organisation and in keeping with the mandate of government. All Departments within the public service need to ensure that strategic planning takes into consideration the department's long-term goals and objectives. Lues (2017: 257) advocates that the process of strategic Public Service HRM is a general approach to aligning the strategic management of human resources with the priorities, goals and objectives of the department to improve service delivery. It is further emphasised by the author that this is applicable to long-term people issues and macro-concerns about structure, quality, culture, values and commitment, and the allocation of resources to the future aspirations of the community. In this regard, succession planning can be referred to as the process of identifying long-term needs and developing employee's capacity to meet the envisaged future demands of the workplace. This process is critical in that it lays the path for all relevant sections to plan, and to ensure the delivery of services. Failure on the part of employees to deliver on the goals set, would impact on the attainment of these long-term goals. It would therefore, be incumbent on the supervisor to ensure that employee performance is adequately managed.

The outcomes approach illustrates the way things work and should take into consideration the various different stakeholders involved. Through this approach the greater engagement of stakeholders would yield a greater consensus on what is succeeding or failing in a programme or project, and this could lead to greater effectiveness and efficiency (Csiernik *et al.*, 2015: 307). The author further asserts that due to graphical representation of the model, it is easy for one to ascertain a concrete undertraining of the manner in which a programme is being provided and the programme's expected outcomes. The Logic Model is also beneficial in assisting one in identifying the effectiveness or limitations through the process of evaluation. This evaluation can take place

at any stage of the programme, as the Logic Model provides a clear path on how to evaluate the programme outcomes and what a programme was intended to address.

In the development of the Logic Model at a macro-level, it can illustrate what the entire organisation needs to achieve. The Logic Model can be further broken down into a number of smaller logic models, which interrelate to ensure that there is effectiveness and efficiency in the organisation delivering on its mandate. Knowlton and Phillips (cited in Csiernek *et al.*, 2015: 309) indicate that,

“The process of generating a Logic Model forces organisations and programme creators to be very purposeful in deciding how a programme will function and what they hope to achieve through implementing it. Ideally, it allows all levels of an organisation to be involved so that expertise from a variety of different areas can be accessed”.

Figures 1.1 and 1.2 highlights the essential elements which are the resources, activities, outputs, and ultimately the important outcomes.

According to McLaughlin and Jordan (1999: 3-4), the resources needed are inclusive of both human and financial resources that are sometimes referred to as the inputs. There are also other inputs that may be required such as partnerships, information on stakeholder and customer needs. Activities, refers to all the various steps that are required to yield the programme outputs. Outputs, refers to products, goods and services that have been generated as a result of the activities to the programmes direct customers. Outcomes can be described as changes or benefits produced from activities and outputs. In a programme or project, outcomes can occur at multiple levels. The short-term outcomes are those changes or benefits that are most closely associated with or “caused” by the programme’s outputs. The intermediate outcomes are those changes that have resulted from an application of the short-term outcomes. The long-term outcomes or programme impacts would therefore, follow from the benefits accrued through the intermediate outcomes. It is imperative for managers to be knowledgeable of short-, intermediate and long-term outcomes of their programmes, as they are accountable to perform and deliver on their objectives.

McLaughlin and Jordan (1999: 3) emphasise the important role the people (*i.e. customers and human resources*) play in the Logic Model. There needs to be strong relationship between the resources and results, as they are the ones responsible to ensure that the work is undertaken for

generate results. The Logic Model proposes that customers and the users of public goods be placed at the centre of the chain of logic as this ensures that the key stakeholders are able to use the resources to deliver the outcomes to service the needs of the citizens. Like any other model, the Logic Model has its advantages and limitations. “The Logic Model can open the lines of communication between all stakeholders involved in the programme creation, implementation and evaluation. They can also contribute to creating a common language for a diverse group of stakeholders to effectively discuss a target issue and possible routes to its solution and knowing that the solution has successfully been achieved” (Csiernik *et al.*, 2015: 309).

Some of the benefits of the utilization of the Logic Model can be summarised as follows:

- Establishes consensus of the programme and identification of resources required and impact of stakeholders;
- Beneficial for the improvement in programmes, the identification of projects that are relevant for the attainment of the goals. It also serves to identify areas of inconsistency;
- Provides timeous updates in the programme to all relevant stakeholders and the different stages of implementation; and
- Presents regular performance monitoring and evaluation updates which serves to enhance data collection (McLaughlin and Jordan, 1999: 2-3).

Leading from the above-mentioned points, the Logic Model is beneficial in that it promotes strong stakeholder engagement, and involvement that ensures that all parties have a common undertaking and work towards a common goal. This is in accordance with the principles as entrenched in the NPM paradigm. However, one of the drawbacks of the Logic Model is that it is a very lengthy process and this could also lead to possible expenses. Conversely, Csiernek *et al.*, (2015: 309) states that the programme can be amended or terminated at any stage of the implementation, if it is found to be too costly. The inclusion of evaluation structures at various steps in a programme will aid in constantly reviewing the development of the programme instead of only at the end. The Logic Model, as depicted in this chapter, is relevant in the assessing of performance management on a regular basis, as it is purported that regular feedback to employees would enable the supervisor to acknowledge performance and also ensure corrective measures are explored in circumstances

of poor performance. The regular evaluation allows “for effective changes to be made to programmes for continuous improvement” (Csiernek *et al.*, 2015: 309).

## **2.13 CONCLUSION**

This chapter theorised the discourse relevant to the focus of the thesis. The chapter explained the development of EH&W within the realm of performance management. It further contextualised EH&W and performance management within the public administration paradigm in South Africa. The relevant legislative mandates in South Africa that are relevant to this research was discussed. The various appropriate models relevant to the context of the study was also explored. The inter-relationship of these constructs formed an appropriate basis for viewing and examining how employee wellness can significantly impact on the performance of employees, which in turn, results in the quality of outputs and outcomes that are deemed an imperative in the service delivery agenda of the Public Service.

Chapter Three will focus on the importance of EH&W as a performance management tool for supervisors in the public service within the context of a developmental state. Chapter Three outlines the concepts of performance management and in relation to EH&W. The role of the supervisor in the management of employee performance was discussed as an essential function towards attaining the desired outcomes and contribution to upholding accountability.

## **CHAPTER THREE**

### **NUANCED APPROACH OF EMPLOYEE HEALTH AND WELLNESS AND PERFORMANCE MANAGEMENT**

#### **3.1 INTRODUCTION**

Supervisors in the public service must be able to execute their duties within a diverse workplace and explore innovative measures to embrace policy requirements. This requires a contemporary approach of public management, namely, to be more effective, efficient, accountable and responsive to the requirements and prioritised needs of the citizens. There should also be a renewed focus to ensure that service delivery standards are upheld within compliance measures.

Management of employee performance is one of the primary functions of a supervisor in the public service. The level of performance also serves as a determinant as to whether individual employees are meeting their performance standards and targets. It is therefore, imperative for a supervisor to be able to identify performance-related problems in the workplace, and implement measures to address them. The EH&WP was introduced into the workplace as a measure to assist in addressing employee problems that impact on the performance of employees. South Africa as a developmental state and developing country needs public service employees who are committed to serving the citizens, and for supervisors to be accountable in ensuring employees deliver on the predetermined performance outcomes. Their commitment could be demonstrated through levels of performance, rate of productivity, state of well-being of the employees and the rate of absenteeism prevalent in the workplace. The focus of this chapter, is to provide an overview of employee health and wellness.

#### **3.2 EMPLOYEE PERFORMANCE: A CONSTITUTIONAL IMPERATIVE**

The South African Public Service is facing similar global challenges as other public services worldwide to ensure that services are delivered, and that the quality thereof is improved within the limited available resources. Mello (2014b: 127) maintains that as citizens become more aware of their democratic Constitutional rights, they engage in activities in the form of protests to demand

better services. The South Africa Public Service is under constant pressure to ensure that the performance of employees renders effective and efficient delivery of services. It is therefore, of paramount importance, that there is constant monitoring and review of the performance deliverables. This can be achieved if the development and implementation of the performance management system is in fact effective. Mello (2014b: 127) further states that institutional performance is the sum total of the performance of each individual, and thus making performance a key determinant of the success of the public service. It is suggested that employees who are motivated and understand the workplace goals would perform at their optimum, provided that they have the necessary tools and support. In this regard, the DPSA contends that performance management is intended to be a system to aid departments in creating a conducive environment to monitoring employees in advancing and attaining optimum performance standards (RSA DPSA, 2007: 5). Although the South African Public Service has also acknowledged the importance of investing in employees, there is limited documented evidence of the success of these programmes since its implementation, as mandated by the public service (Vermeulen, 2016: 237). EH&WP can also be viewed as one such initiative to provide the support needed by both employees and supervisors, and ultimately the entire workplace.

### **3.2.1 Conceptualising Performance Management**

The DPSA defined Performance Management in the Performance Management and Development System as: “a purposeful, continuous process aimed at managing and developing employee behaviour for the achievement of the organisation’s strategic goal” (RSA DPSA, 2007: 6). It also includes the determination for remedial activities, programme evaluation and recognition of the execution of work with the aim of enhancing their efficiency and effectiveness. This system also serves as a means of improving results at the level of the Department, teams and individuals by managing performance through the pre-determined framework of planned goals, objectives, standards and incentives (RSA DPSA, 2007: 6). It can therefore, be said that the utilisation of the programmes or services offered through the EH&WP can be explored as a measure to address the corrective activities. These services are not punitive measures, but should be viewed as a developmental activity to address employees whose work performance is impaired. The services of the programmes are of a voluntary nature, and employees cannot be forced to consent to utilise



the service, nor be formally referred. Hence, the options to decline assistance is particularly prevalent in the workplace.

In terms of the PSC report on the Management of Poor Performance in the Public Service (2007: v), performance management is defined as:

“A process that facilitates the management of the performance of employees through planning, regular reviews and feedback as a way of motivating employees to attain their full potential in accordance with a department’s objectives. This process enables the employer to deal effectively with inadequate performance and equally permits recognition of outstanding performance”.

The above definition has significance for the context of the research study because it focuses on measuring employee deliverables towards the goals and initiatives to optimise employee potential. In addition, it highlights the importance of regular performance reviews within the context of what is expected of employees to deliver on their mandate, and for supervisors to explore measures to motivate employees.

According to Van der Waldt (2014: 246), performance management can be described as a mechanism that is utilised to ensure that public institutions are performing their duties and delivering on their mandates. Furthermore, Armstrong (cited in Viedge 2011: 117) states that performance management is a system that comprises of interconnecting components designed to accomplish optimum performance. The author concurred that the performance management system entails the “process of planning, goal-setting, monitoring, providing feedback, analysing and assessing performance, reviewing, dealing with under-performance and coaching”.

According to Minnaar (2010: 1), performance management provides the practices required to guide the organisation towards the service delivery priorities, which are generally determined during the strategic planning phase of the process. The performance management instruments enable an organisation to attach organisational performance and review systems and methods towards strategic performance indicators. This then, results in the whole organisation becoming focused on the strategic priorities that were identified at the beginning of the process (Minnar, 2010: 1). McDonnell and Gunnigle (cited in Mello, 2014b: 128) define performance management as “a process that enables employees to perform their roles and responsibilities to the best of their abilities with the aim of achieving or exceeding established targets and standards directly linked

with the organisation's objectives". The definition in context highlights the impact of individual performance and the importance of the inter-relationship with the performance of the department. In order to attain a strategic focus in the workplace, there should be integration and mainstreaming of all programmes of government. This would therefore, demonstrate that each individual is working towards the common deliverables and strategic priorities. Working in silos or in opposing directions would not necessarily yield results towards attaining the goals of the organisation.

In order to facilitate the delivery of the goals of the department within the public service domain, there needs to be ongoing interaction between the supervisor and employees. The definition that follows provides a detailed criteria of performance management, and serves to contextualise this relationship. Performance management is a continuous communications process, undertaken in corroboration with the employee and the immediate supervisor that entails establishing well-defined outcomes and consensus regarding the following:

- Job requirements attached to the post in which the employee is held against;
- Contribution that the employee makes towards the organisational goals;
- Implications of the impact of the duties attached to the position;
- Measurement for job performance;
- Barriers to performance and measures to overcome or minimise the impact; and
- Measures to improve employee's performance, submits Bacal (cited in Viedge, 2011: 117).

Therefore, it is essential for employees and supervisors to have common understanding of that which is expected of them in terms of outcomes. These measures, if applied consistently, would contribute to enhancing service delivery.

Noe, Hollenbeck, Gerhart and Wright (2008: 343), define performance management as the process whereby supervisors have to ensure that employees' tasks and outputs are aligned with the organisations' goals. Performance management is fundamental in attaining a competitive advantage. The performance appraisal system is a method used to assess the level of the employee's performance and performance feedback, affords supervisors with the opportunity to provide feedback to employees and if warranted, adjust performance targets to ensure organisational goals can be attained. According to Viedge (2011: 115), supervisors frequently

confuse the process of performance appraisal and that of performance management. The former is a process whereby a supervisor evaluates an employee's performance, and the latter is a process that directs the employee's energy towards attaining the organisation's strategic goal. Malefane (2016: 142) states that through the performance appraisal activities, the strengths and weaknesses that are associated with employee performance in the workplace are identified, observed, appraised, recorded and developed. Generally, during the performance appraisal process whereby supervisors obtain information on the performance of employees in aspects pertaining to career management, financial rewards, management of discipline, employee placement decisions and workplace research. During this process, the supervisor in consultation with the employee, engages on corrective measures to address areas of poor performance.

In summary, the employee (as an individual or working in a team) plays a crucial role to ensure that the strategic goals of the workplace are attained. It demands that regular reviews as well as the monitoring and motivation of employees' objectives towards goal attainment is critical. This information, according to Malefane (2016: 142), could be used to assess individual, sectional and organisational performance. Therefore, it is beneficial in measuring the extent to which employees contribute towards the achievement of the organisational goals or the extent to which employees have affected the non-attainment of the goals. In addition, prompt interventions to mitigate factors impacting on the failure to attain goals must be addressed. Noe *et al.*, (2008: 345) state that attributes such as skills and abilities of individual employees are the raw materials of performance. Hence, employees can exhibit certain behaviours if they have the relevant skills, knowledge and abilities and other characteristics. Therefore, supervisors need to explore avenues to ensure that employees conduct and behaviour points towards positive performance outcomes.

In effect, the DPSA designed a Guide on Performance Management and Development, with the view of facilitating uniform application of performance management. This guide was also to aid in the development of an effective departmental policy on performance management and development. It is recommended by the DPSA, that the policy demonstrates the linkage between individual performance and the goals of the department. Furthermore, according to Van der Walddt, (2014: 248), the performance management system must be able to link individual employee performance to the mandates and strategic objectives of the department. In order to establish optimum effectiveness, the system must be able to be linked to the government-wide Monitoring

and Evaluation system that was developed to create a performance culture within the public service. It has been stated by the author, that the primary aim of the system is to enhance the public service management with the introduction of the monitoring and evaluation of policy and programmes in a systematic and coordinated manner.

The linkage between performance management and organisational goals are often overlooked, in the view of Noe *et al.*, (2008: 346). Therefore, there is a need for the strong linkage which is essential for optimum service delivery. During the performance evaluation and appraisal phase, the supervisors assess the extent to which employees attained their set goals against that of the performance plan. Noe *et al.*, (2008: 346) states that under perfect circumstances, it would be envisaged that all workplace activities give credence to the overall organisational strategic goals. The RSA PSC (2007: 5) advocates that the performance of each individual employee has a direct effect on the performance of the section where the employee is engaged. The performance of that section would invariably impact on the performance of the department. Therefore, that employees understand the Departmental Strategy, which would serve as the platform to base their key performance areas, performance standards and targets. Thus, individual employees play an integral role in the performance of teams or work groups towards the achievement of goals and outcomes of the workplace.

Hence, the success of the delivery of the department is highly dependent on an integrated approach amongst all the role players. Malefane (2016: 143) refers to the performance management in the public service as a variety of services or activities that are carried out to strengthen the performance of employees with the view to improving the success of the public service in an effective and efficient manner. Supervisors in the public service perform both management and administrative functions. According to Van der Waldt (2016: 164-5), the managerial functions are those that a supervisor performs in conjunction with the others in the workplace to reach certain objectives jointly. The Public Service has a 'traditional' hierarchical structure that distinguishes the levels of management and the accountability chain. The Figure 3.1 is an illustration of management levels within the Public Service:

**Figure 3.1: Management levels in the Public Service**



Source: Adapted from Van der Waldt, (2016: 164)

Top management has to ensure the functionality of the department, and are therefore held accountable for service delivery of the department. Amongst the list of duties of this level of management to give effect to the political leadership mandates, is organisational policies that are developed to effect to the monitoring of performance and service delivery. Middle management (supervisors) are responsible for tactical management and the implementation of policy to ensure that the organisational aims are achieved, ensure operational management, and effect implementation of objectives set by management. Van der Waldt (2016: 165) states that supervisors draw up operational plans and programmes to be executed by employees of the institution. It must be noted, that lower level management has a fundamental role in the productivity and functional activities in the workplace, as it serves as a significant link between the employees and higher level management. Hence, in context of this research, the level of employee performance is critical in ensuring that the Constitutional mandate is upheld. Minnaar and Bekker (cited in Van Heerden; 2009: 50) articulate the important role of public service employees, and affirms that they are instrumental in exercising executive functions in the form of

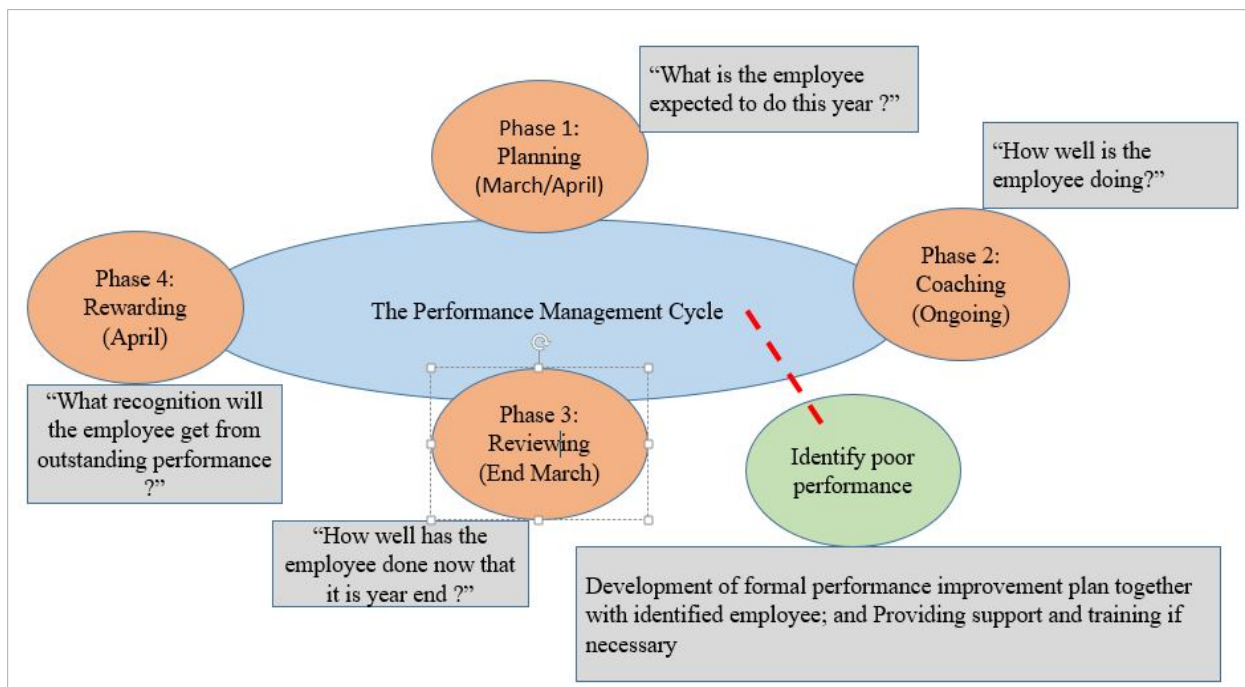
public administration. The importance of this role is further re-iterated, as failure to execute duties has direct consequences on the level of service delivery, and compromises the credibility of government’s promise to the citizens.

Thus, supervisors are required to ensure that employee performance is managed in order to deliver on organisational strategic goals. The performance management cycle (c.f. section 3.2.2) illustrates what is required during the phases.

### 3.2.2 Performance Management Cycle

Figure 3.2 illustrates the Performance Management Cycle, representing the four main phases involved in the performance cycle in the public service.

**Figure 3.2: Performance Management Cycle**

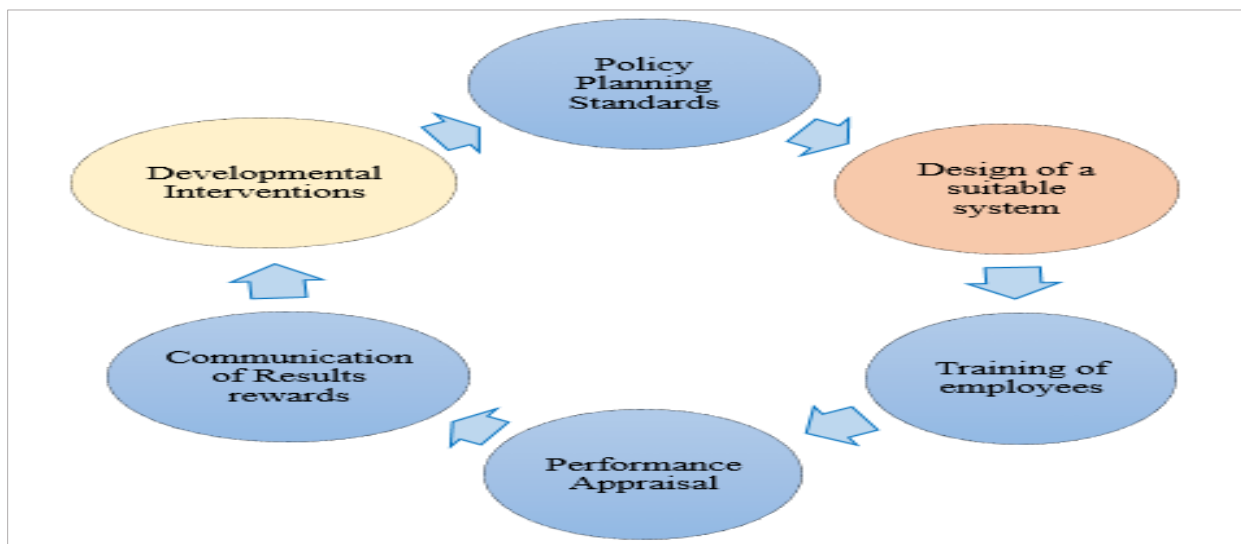


Source: adapted RSA PSC, (2007: 6)

As illustrated, in Figure 3.2, the performance management cycle involves planning, coaching, reviewing and rewarding. The planning phase entails the supervisor and employee jointly identifying the performance expectations that the employee is expected to deliver on. These are generally linked towards ensuring the employees outputs are linked to the attainment of the overall

objectives of the workplace. During the coaching phase, the supervisor is expected to provide the employee with feedback and ensure that the employee is able to attain the predetermined goals. In the event, during the coaching phase, which is ongoing, that the employee experiences challenges, the supervisor is expected to introduce corrective measures to improve the performance. The identification of the poor performance may require the development of a performance improvement plan, or training. (RSA PSC, 2007: 6). One such measure that supervisors could consider, is that of the referral to the EH&WP, as the programme was traditionally introduced as an employer-initiated programmed to address employees whose performance has been impaired. According to Mello (2014: 131), performance management, is a product of policy and planning that includes setting standards, designing a system appropriate to a public institution, training of employees, appraisal of performance, and communication of results and developmental interventions that will lead to improved performance. The author expands on the discussion that the performance process is made up of its constituent parts, and that each part has a role to play to ensure that employees are able to attain the deliverables. It is therefore, important to note that there must be synergy in the different constituent parts. Figure 3.3 illustrates the performance management process.

**Figure 3.3: Performance Management Process**



Source: Mello, (2014: 131)

The stage of performance appraisal from the foregoing illustration is extremely critical in the workplace, as it is during this stage that performance-related problems should be identified by the supervisor. However, Malefane (2016: 153-155) notes the challenges with the performance appraisal system, in that some supervisors are not objective in providing a fair assessment. Malefane (2016: 153-155) advises that supervisors must be conscious of the problems that emanate during the rating of performance in the performance assessment, and cautions against attribution error. It is accordingly, stated that in terms of the attribution error, that there is a tendency on the part of the appraiser (*the supervisor*) to assume reasons or motivations (such as attitudes, values or beliefs) as to why an employee behaves in a particular way. The PSC affirms that the Performance Management and Development System is one of the most controversial systems implemented in the South African Public Service. The system requires supervisors to assess performance of employees during and at the end of the performance assessment period (RSA PSC, 2016: 43).

### **3.3 PERFORMANCE MANAGEMENT TOWARDS ENHANCED PRODUCTIVITY**

Van Dijk (2007: 49) states that performance management is a methodology as to how work is conducted and the manner in which it is organised. It is emphasised that the process should be promoted by senior management who should strategically align in such a way as to give effect to the goals and priorities of the workplace. The aim is to focus on continuous improvement of performance. The purpose of the system is to provide consistency through policy measures and standardised guidelines for effective and efficient implementation of performance management within the workplace. It therefore, implies that the system aims to generating optimum performance output from employees towards increasing the levels of the performance of the workplace, advocates Van Dijk, (2007: 49). Ultimately, performance management serves to improve both individual and workplace productivity overall.

According to Noe *et al.* (2008: 346), the purpose of performance management is three-fold, *namely* strategic, administrative and developmental. A brief discussion of these constructs are provided below in relation to ensuring supervisors utilise performance management towards the developmental agenda of the public service.



**Strategic Purpose:** A performance management system should ideally demonstrate the connection between the individual employee key deliverables with the overall organisation's goals. This can be attained by defining results, behaviours and employee characteristics that are required to conduct the strategies. The performance management system also plays a critical role in identifying employee strengths and weaknesses, which can then be linked to training, development or incentives. Similarly, the supervisor can utilise the strategic link to enhance the important value the employee adds to the overall workplace.

**Administrative Purpose:** Noe *et al.*, (2008: 347) "Performance management is used for various administrative purposes such as promotions, retentions or terminations". Although the system for performance management presents a number of benefits the author presents a view that many supervisors are uncomfortable with the application and administration of the performance management system. It has been noted that the correct implementation often creates conflict. In light of this, supervisors generally rate all employees equally or high and avoid rating employees as non-performing.

**Developmental Purpose:** Performance management seeks to improve the performance of those employees who are not performing well. Employees are advised of their weaknesses during the performance appraisal sessions, and causes of poor performance are identified. Supervisors generally attempt to identify reasons or possible causes for under-performance and the performance-related changes and implementation of remedies to address the shortcomings should be implemented. The performance management system should ideally seek to enhance the performance of employees under circumstances where it has been identified that the employee is not performing or under-performing the duties.

Van Dijk (2007: 49) states that it is imperative for a linkage between organisational and individual performance management to be established, as this relationship is crucial for the development of employee ownership and that the deliverables are measurable. Van Dijk (2007: 50), argues that effective and efficient performance management is reliant on the workplace's ability to develop and clearly formulate the political-administrative vision and values of the organisation. This includes the achievement of the strategic performance objectives by management who are effective

and efficient. The primary thrust of performance management therefore, as advocated by the author, should be developmental in nature.

According to Noe *et al.* (2008: 375), supervisors should be in the best position to understand performance levels, as they are expected to be knowledgeable of the job requirements and responsible for the observation of employee performance. Supervisors are in a precarious position as they are highly dependent on employees to perform and achieve outcomes, and are also accountable for non-performance of the employees. Therefore, feedback provided by the supervisors should be strongly related to performance. The element of subjectivity exists as the employee would have a perception of the accuracy of the appraisal, especially in circumstances whereby supervisors attempt to observe employee behaviour or discuss issues in the feedback session, which may be contentious. Noe *et al.* (2008: 383) provide recommendations on the effectiveness of managing performance feedback; noted in Table 3.1.

**Table 3.1 Management of Performance Feedback**

Feedback should be given frequently	Encourage the employee to conduct a self-performance prior to the session
Encourage the employee to participate during the session	Compliment effective performance
Minimise criticisms	Focus on measures to solve problems
The right context must be created for the discussion	Establish agreement on specific goals and set a date to review progress

Source: adapted from (Noe *et al.*, 2008: 383)

Thus, adhering to the above-mentioned advice could serve to strengthen the performance management process. Effective goal-setting can prove to be an excellent motivator of performance, as it could result in increased satisfaction and motivation to improve work performance. Performance appraisal is one of the most critical phases of performance management, and the activities listed in Table 3.1 can be applied in the appraisal phase.

### **3.4 FACTORS IMPACTING ON PERFORMANCE**

Viedge (2011: 130-131) asserts that performance management generally fails as supervisors are not eager to follow the systems that are in place to address areas of performance. The performance

management process requires the supervisor to engage with the employee in circumstances of poor performance. Supervisors generally feel challenged, as they do not want to affect the working relationship with the employees. Supervisors often find that the performance feedback sessions are complex, and this usually provokes some degree of anxiety between both supervisor and the employee. Therefore, the failure on the part of the supervisor to address this would impact significantly on the quality of work delivered, and also compromise the effectiveness of the system.

Manyaka and Sebola (2012: 303) reiterate the above-mentioned point that supervisors generally find it challenging to assess poor or under-performance. This could be primarily attributed to the fact that standards are not clearly defined, and therefore assessment of work delivered against the standard is not realistic. Whilst on the other hand, some supervisors opt to ignore poor performance and adopt the approach of redistribution of work to other employees. This practice can lead to workplace burnout, decreased morale and conflict amongst peers. Ineffective supervision allows under performers to get away with poor performance, which invariably contributes to decreased performance in the workplace. Manyaka and Sebola (2012: 303), further contend that supervisors are hesitant to give employees unsatisfactory performance ratings out of fear of creating friction in the workplace or demotivation. The performance management processes are marred by controversies and dissatisfaction, argues Mello, (2014b: 128). Therefore, it is imperative that supervisors investigate the reasons for the poor performance, as problems left unattended would invariably affect the quality of performance rendered. Supervisors must also be cautious not to assume and infer diagnosis upon the employee, as this could be extremely misleading.

### **3.5 SUPERVISOR'S ROLE IN THE MANAGEMENT OF PERFORMANCE**

A supervisor in the public service has to conduct the duties assigned to a position in a manner that upholds the values as enshrined in the Constitution. Supervisors are therefore, expected to ensure service delivery is advanced and the lives of the citizens are improved through taking cognisance of the micro and macro-environmental factors that impact on performance improvement (Van Dijk, 2007: 50-52 and Van der Westhuizen, 2016: 5). Performance improvement requires one to assess the entire workplace wherein employees and supervisors find themselves. Denhardt and

Denhardt (in Van der Westhuizen, 2016: 5) explains that all persons employed in the public service are expected to interact continuously in order to attain the institutional goals in meeting the needs of the society. There are elements that impact on the performance, such as the level of employee motivation and their state of safety and employee well-being. These elements are amongst the micro-environmental elements that influence performance improvement towards developing affordable and accessible public services. The role of the supervisor is to ensure that performance improvement results in providing a supportive organisational culture that is based on norms and standards. To this end, employees need to also be engaged when they are in the workplace. Employee engagement is the degree to which employees are committed to what they do in the workplace, for instance are employees present at work, or are they physically at work but not productive. Lefakane (2017, 76), indicates that literature confirms that employees who feel a sense of engagement and satisfaction are more likely to remain in the workplace for longer periods. It has also been suggested by the author that the role of the management and EH&W functions in tandem towards fostering employee engagement. Recent research provides compounding evidence that a supervisor can impact on the level of employees' engagement at work. Robertson and Tinline (2008: 42), state that building a committed and engaged workforce requires the commitment and involvement of management, organisational processes and work procedures that promote and sustain the psychological well-being.

Manyaka and Sebola (2012: 300), assert that the public service requires management and supervisors to be competent with the aim of having a positive impact on service delivery. In order to achieve this objective, supervisors need management training, revival of staff morale and managerial commitment. In this context, Van der Westhuizen (2016: 15) advocates that the management of the people-related aspects is not the sole responsibility of human resources, but it is also expected of line-function supervisors to also be well versed on all aspects pertaining to the Human Resources to ensure that workplace objectives are achieved. Noe *et al.* (2008: 383), states that "if employees are not made aware of how their performance is not meeting expectations, their performance will not improve. In fact, it may get worse". An effective supervisor is one who provides constructive performance feedback to employees in a manner that produces positive behavioural reactions. Line supervisors in the public service are required to ensure that results are achieved. In the performance management process, performance feedback warrants the supervisor

to hold regular meetings with employees to provide them with feedback and to motivate and identify performance challenges before the annual assessment. During these sessions, focus is on orientating, coaching, guiding, training, developing and counselling employees (Mello, 2014: 132).

Pillay (cited in Mello, 2014, 132) outlined the following attributes of a supervisor within the domain of performance management:

- Sufficient knowledge of the work performed by an employee;
- Understanding and ability to follow procedures and complete forms in the performance management process and evaluation;
- Good communication skills;
- Ability to observe behaviour; and
- Possession of coaching and counselling skills.

The above-mentioned attributes are critical for a supervisor, especially in the current diverse workplace. Supervisors should be in a position to use these attributes in the performance process, and similarly in circumstances wherein interventions are required to assist employees whose work performance is impaired, for instance as a result of personal or health-related problems. These problems can be identified by assessing productivity levels, the attendance of employees and their rate of absenteeism. Lefakane (2017:76) suggests that supervisors need to understand the workplace factors that drive employee engagement, such as employee involvement in decision-making, acknowledgement of employee contribution, employee development and employer concerns about the employees' health and well-being. The value of the human resources component would yield beneficial outcomes for both the employee and the organisation.

### **3.6 PRODUCTIVITY MANAGEMENT IN THE PUBLIC SERVICE**

Mondy and Premeaux (cited in Van der Walddt, 2004: 72) define productivity as the measure of the relationship between inputs and outputs. Inputs are referred to as the labour, capital, natural resources and energy. The outputs are assessed in terms of both quality and quantity. Clark (2013: 38) asserts that South Africa is not exempt from the global phenomenon to achieve a high degree of productivity within the limited and constrained access to resources. Clark (2013: 38) presents a view of a heightened focus on performance, which measures the outputs achieved and asserts that minimal attention has been directed to the concept of productivity. However, it is noted that the concept of productivity expands beyond that of outputs achieved, as it explores the relationship between the available human and financial resources utilised to achieve the outputs.

Public Service Productivity is defined in the DPSA, Productivity Management Framework, according to Clark (2013: 38-39) as: “the creation of citizen satisfaction through the generation and application of knowledge, skills and other resources to produce products and make available services that are accessible and meet the quality needs and standards of the citizens. They are consistent with social, environmental and economic goals of the citizens”. Productivity within public service is thus, understood as the ratio between the quantity and quality of the outputs (goods and services) to the inputs (labour, financial resources, infrastructure), taking into account the multiplicity of factors impacting on service quality and quantity (Clark, 2013: 39). The author further purports that these multiplicity of factors can be clustered in three sub-factors, namely, Labour Performance, Operational Performance and Citizen Participation Performance. These factors can be briefly contextualised as follows, firstly, Labour Performance entails the cost of labour in relation to whether the outputs as determined in the work plans have been attained. An important example in context of such, is the impact of employee wellness, health-risk factors and the rate of sick leave including absenteeism. Secondly, Operational Performance explores the operating process and systems that impacts on service delivery and are essential to meet the demands of citizens, expectations and level of satisfaction. Lastly, a focus on citizen participation performance, which is the understanding of the citizens’ perceptions of service quality that has been received (Clark, 2013: 40).

Leading from the above-mentioned discussion, outputs cannot be achieved if employees are not at work. Waide (2015: 25), highlights the role of the supervisor in instances where there is a clear statement that the supervisors in the workplace are taking measures to manage factors contributing to absenteeism. These are done when there has been noted changes in the employees' behaviour. In addition to the supervisors' commitment, it is suggested that early identification of the problem, accurate record keeping and investigation of each individual case is essential to facilitate the proper management of absenteeism. Waide (2015: 25) advocates, that absenteeism can be accurately managed through dedicated and proactive management teams within the Public Service. The principle of leave without pay for incidence wherein employees absent themselves without the necessary authority would not necessary yield positive outcomes. It is the view of the author that poor performance impacts on productivity, including the morale of the other colleagues and the attainment of objectives of the workplace. It can be pronounced that employees are responsible for fulfilling their duties and to uphold their contractual agreement. It is advanced through this study, that there has been a number of complaints about the rate of absenteeism with the public service, however, there is limited documented research with evidence to indicate what has been undertaken to manage absenteeism and mitigate the negative impact thereof. In addition, Waide (2015: 25) states that, programme evaluation or outcome analysis of the programmes implemented to address absenteeism which has not been properly documented.

According to Van Eeden and Jordaan (2008: 10), "the abuse of sick leave in South Africa is widespread, and is estimated to be as high as 33% of the recorded sickness absence". Waide (2015: 20) states that supervisors have an arduous task of ensuring that the set objectives are met, and has to also ensure that the responsibility of managing absenteeism is addressed. According to the quarterly Labour Force Survey of December 2012, the public service employees contributed to 36% of the absent workforce. It is the view of Van Eeden (2008: 10), that there has been limited published research in South Africa on efforts to manage and control absence due to ill-health. The public service is one of the largest employers and this high rate of absenteeism implies that absent employees would not be in a position to perform their duties. The predominant causes for the absenteeism problem in the public service that has been cited were namely, "poor management and control, ineffective information systems and frail human resource functions". The findings from the studies undertaken by the PSC revealed the following aspect as cause for concern,

“excessively high levels of uncaptured leave or leave data which did not specify the nature of the illness, poor management and leave administration, leave forms incompletely filled and insufficient measures to monitor absence” (Van Eeden, 2008: 10). The data from a private EAP Service Provider, ICAS who had been appointed by some public service departments revealed that despite the existence of workplace programmes, the prevalence of absenteeism increased, thus placing an onerous task on management to manage absenteeism.

Waide (2015: 23) further stated that absenteeism always has an undesirable effect on productivity for the employees who are at work. The absenteeism results in workload increases thereby impacting on the morale of employees present at work, and placing additional pressure on employees who are at work to perform the additional work functions. Such practices could increase the probability of health problems emerging, which in turn, would result in increased absenteeism. It is recommended that the negative impacts that absenteeism has on productivity warrants attention by management to alleviate the resulting behavioural risk exposures in the workplace (Waide, 2015: 24). It was further affirmed that supervisors play a vital role in assisting to mitigate the impact of absenteeism in the workplace. One could surmise to state that the lack or poor management thereof, could lead to spiralling negative consequences in the workplace.

The challenges of occupational stress also presents a serious risk in the workplace according to research undertaken. The research indicated that the negative effect of stress can be noticed by the effects on the employee’s health and wellness, and also impacts negatively on the workplace. The author concurs with the above-mentioned points that the effects of employees’ problems can be noticed by the statistics on the rate of absenteeism statistics, high rates of staff turnover and lower levels of productivity, and these have negative ramifications on the economic growth and quality of service delivery (Sieberhagen, Rothmann and Pienaar, 2009: 3).

### **3.7 CONCEPTUAL DEFINITION OF EMPLOYEE ASSISTANCE PROGRAMME**

The Employee Assistance Professional Association of South Africa (EAPA-SA) defined Employee Assistance as “the work organisation’s resource, based on core technologies or functions to enhance employees and workplace effectiveness through prevention, identification and resolution of personal and productivity issues (EAPA-SA, 2010: 1)”. The EAPA-SA core



technology that pertains to this research study is training and development of, and assistance to workplace stakeholders. These include supervisors, and unions who are aiming to effectively manage the employee who maybe experiencing behavioural, emotional and wellness issues, enhancing the work environment; and improving employee job performance.

Similarly, the EAP as defined by Winwood and Beer (2008: 184), is “a worksite-focused management tool to assist initially in the identification of employees’ concerns, and then develop interventions to assist in the resolution of these concerns”. The concerns noted were categorised by Winwood and Beer into personal and work matters. The former refers to health, relationship, family, financial, legal, anxiety, alcohol, drugs and other related issues. The latter refers to work demands, fairness at work, work relationships, personal and interpersonal skills and other related aspects. According to the International Employee Assistance Professional Association (EAPA), EAPs are defined as “a work-site-based programmes designed to assist (a) work organisations in addressing productivity issues and (b) ‘employee clients’ in identifying and resolving personal concerns (including but not limited to health, marital, family, alcohol, drug, legal, emotional, stress, or other personal issues) that may affect performance” (Cagney, 1999: 60). From the above-mentioned definitions, it is clearly evident that the programmes are introduced in the workplace as an employer-initiated management tool to retain employees at their optimal level of performance, and that both the needs of the workplace and the employee requires attention.

Research has shown that these concerns listed above may affect the employee’s performance and well-being either directly or indirectly. The workplace programmes have become more popular, and are viewed as initiatives to keep employees productive. The workplace programmes have been designed to provide counselling, advice, information and various other forms of assistance to employees. Winwood and Beer (2008: 185) advocate for the uniqueness of the EAP, as it benefits both the individual employee and the workplace by addressing team and individual performance and well-being in the workplace. The success of an EAP should be defined by programme achievements based on outcomes instead of what the programme comprises of. It is stated that the programme is a strategic intervention and any workplace benefits should be quantifiable by outcomes derived. The workplace programmes represent a cost-effective solution to a number of ‘employee problems’ supervisors face currently. In recent times, the world of work has seen numerous changes and faces increasing pressures to demonstrate their duty to care, and it is

suggested that this could be achieved through the provision of care and support to employees who are experiencing difficulties. Grobler (cited in Bophela and Govender, 2015: 506), asserts that EAP are ideal for developmental employers in order that they identify primary reasons for decline in employee performance. Bophela and Govender, 2015: 506), further expanded that, “EAPS are the key instrument for addressing employee well-being and for accomplishing the key organisational milestones of performance, productivity and end results” as an important emphasis in this discussion and study”.

### **3.8 CONCEPT OF ‘BROAD-BRUSH’ APPROACH**

The traditional EAPs were primarily focused on alcoholism programmes (Dickman, 2009: 53) and Bophela and Govender, (2015: 506). As the workplace becomes more aware of the needs of employees, the design of the EAP developed to the extent that it met the needs of the employees in an attempt to circumvent the array of problems and challenges currently experienced in the workplace. This concept is known as the ‘broad-brush’ approach. The author states that the advantage of the ‘broad-brush’ approach is that a larger number of employees can obtain assistance for a greater variety of problems, thus resulting in a positive effect on workplace productivity and the well-being of employees. The author acknowledges that EAPs continue to provide services that they traditionally offered, in addition to the new diverse services that are required due to the array of both personal and workplace needs. It has been highlighted that the scope of the EAPs are growing, and in a process of transition. In addition, employers are recognizing the benefits of EAP interventions, as there are requests for the programme to offer more services and benefits to employees. Prevention interventions have been dominating the workplace that has resulted in the employer exploring options and incentives to encourage employees to live healthier lives, as well as address the behavioural health problems that are observed in the workplace Sandys (2015: 2) expresses that the current approach of EAP is more holistic than the previous approach, to include amongst others, emotional, physical, familial, and organisational impact on an employee’s performance. It is further submitted, that currently the EAP practitioner has become a proponent for prevention, offering a plethora of referral options and workshops targeting employees experiencing such stressors.

### 3.9 GROWTH OF EMPLOYEE HEALTH AND WELLNESS IN SOUTH AFRICA

Development of support for employees in the workplace can be traced to occupational alcoholism programmes in the United States of America and United Kingdom (Sandys, 2015: 1). Employers placed emphasis on providing treatment to troubled employees (Winwood and Beer, 2008: 184). According to De Winnaar and Taute (2008: 265), a ‘troubled employee’, is an employee who is suffering from some form of personal or work-related problem which results in the lack of optimum economic and social functioning. One can therefore, deduce that a ‘troubled employee’ is one who is experiencing a challenge in managing the personal and/or work-related problem that resultantly affects work performance. Originally, EAPs were designed to deal with alcohol and drug issues in the workplace. The programmes have expanded to take cognisance of the modern-day personal and mental health problems. The expansion extended to be inclusive of a wide range of clinical tools and organisational services which were aimed at enhancing productivity in the workplace, upholds Cagney (1999:59). Hartwell, Steele, *et al.* (cited in Hutchison and Vickerstaff, 2009: 35) stated that the focus was *firstly*, on identifying those employees whose problems whether related to alcohol or other personal issues, were causing deterioration in their work performance and productivity, and *secondly* on linking them with appropriate treatment and support services. Emener (cited in Hutchison and Vickerstaff, 2009: 35) stated that the need for preventative and treatment services for employees continues to expand beyond the 21<sup>st</sup> Century.

The foundation of identification and referral, which was set through industrial alcoholism programmes that were initially established in the 1950s, is still relevant and applicable in the workplace today. According to Trice and Schonbrunn (2009: 24-25), the origins of job-based alcoholism programmes were traced to the late 19<sup>th</sup> and early 20<sup>th</sup> Century. It was during this period, that the prevalence of workplace alcohol problems were being managed by supervisors. They also had to manage the stereotypes pertaining to alcohol abuse and the contributory stigmatization. Programmes were introduced in the workplace to treat employees with drinking problems in a constructive and rehabilitative way instead of a punitive one. Emergence of workplace programmes were as a result of employers’ concerns for employee work efficiency. Although programmes were available, the notion of “keep it quiet” existed. During this period, some supervisors became more actively involved in promoting the programme and the Yale Centre

of Alcohol Studies was being utilised more often. At this stage of the programme development, there was no mention of the concept “poor work performance”. The programmes were highly dependent on supervisors as liaisons with counsellors and referral agents (Trice and Schonbrunn, 2009: 24).

Further to the above it is necessary to note that “the need and demand for employee assistance and wellness programmes expanded so that by the 1990s, some 90 percent of fortune 500 companies had EAPs. This demand recognised the value of EAPs including recognition as to how these programmes could assist employees in coping with rapid workplace change. Some of the problems created by these changes included an increased need for day and child care, eldercare, as well as programmes to reduce other health care costs such as smoking cessation weight reduction, physical, fitness and stress management”, as suggested by Hutchison and Vickerstaff, (2009: 34 - 35). It can be noted that EAPs play an active role in developing relevant new services in response to the needs of the employees. According to the author, EAP can present an employer with solutions to health care costs by proactively providing employees with earlier interventions to prevent the onset of lifestyle diseases. It is therefore, advocated for the continued need for EAP services, which continues to evolve based on the needs of the employees, and further developed through the process of consultation.

Despite early attempts to promote workplace interventions, Trice and Schonbrunn (2009: 25) argue that there were challenges with the initial introduction of the programme. The success of the programme was dependant on the dedication and commitment of the management and the EH&W employees. It is further suggested that the programme design should include measures to ensure continued institutionalisation and formalisation in order to ensure continuity of the programme. As the prevalence of employers acknowledging the need to address factors that were impacting on the quality of work rendered by employees, this resulted in the heightened emergence for the EAPs to be established in both the private and public services. According to Winwood and Beer, (2008: 183), “an employee assistance programme (EAP) is designed to help employers manage performance issues in the workplace and employees manage the balance between work and personal pressures that have become increasingly part of daily lives. An EAP is only as good as it is flexible to the changing needs of employees, workplace and society and that which is

accessible to all of those employees and family members who may benefit from its services. It is imperative that the support offered by an EAP reflects flexibility and accessibility”.

The introduction of EAP in the South African context was acknowledged through the workplace interventions in the mining sector. The South African paradigm of care and support emerged out of the need to care for employees who initially presented with substance abuse problems in the workplace, and later it was identified that the problems experienced by the employees extended to other medical, social and psychological conditions (Maiden, 1992: 5).

The findings of the research undertaken by the PSC on the Evaluation of EAPs in the Public Service (2006: x), concedes that “Employee Assistance Programmes (EAPs) were introduced in the South African Public Service to address a variety of problems such as but not limited to, substance abuse and dependency, adaptation problems in the public service workplace, mental and personal relationship problems, dealing with disease, and providing counselling”.

Prior to the new public service dispensation, employees with substance abuse problems were faced with disciplinary action and part of the sanctions imposed on the employee was to be referred to a treatment facility for rehabilitation. Under these circumstances, employees displaying substance abuse were generally noticed by the supervisor when the problems pertaining to poor performance were identified. In most workplaces, employees with alcohol-related problems were identified by their management or supervisors through the association between alcohol abuse and absenteeism. However, the degree of management involvement was minimal (Trice and Schonbrunn, 2009: 9).

Maynard (2017: 12) acknowledges the development and progress that South Africa has made in the implementation of the EAP in the workplace. The author further notes that the South African Chapter on EAP was formulated on the interconnection between occupational alcoholism, industrial safety and human resources. The historical background of South Africa vastly contributed to the inequality of services being offered to employees in the workplace. It was also noted by the author that the majority of treatment models were primarily based on the United States and European ideals. Maynard (2017:12) asserts that these internationally based models did not cater adequately for the diversity that South Africa presents. It was recommended that the workplace programmes should serve as a platform to address the cultural sensitivity. One can therefore, deduce that in order for the workplace EAP to have a higher uptake or utilization rates,

the services offered must be accommodative to address the diverse needs of the employees in South Africa. This point can be further corroborated with Taute and Manzini (2009: 45), who state that in order for a programme to be effective and accommodate the needs of the employees, it should factor diversity with regards to race, religion and language. According to Govender, (2017: 67), it is noted that the contemporary perspective to the programme has focused on the integration of multiple disciplines such as occupational health and safety, spiritual care, fitness and sport. This is also in keeping with the framework on EH&W issued by the DPSA.

### **3.10 PURPOSE OF EMPLOYEE HEALTH AND WELLNESS**

According to Vermeulen (2013: 233), a holistic approach to EH&W advocated that the workplace must invest in eliciting employee behaviour and performance that would generate the best results towards the workplace mission and objectives. The author argues that employees who are well generally perform better, and therefore suggests the need to invest in the well-being of employees. The holistic approach to EH&W embraces the ‘whole person’, and takes into consideration all aspects that have a bearing on the state of well-being and the level of performance of the employee. It is further reiterated by the author that it is imperative for the workplace to take cognisance of the inter-relationship and interdependence of employees’ emotional, social, physical and financial health.

It is advocated that EH&W must be proactive, preventative and provide compulsory training and workshops on Wellness topics that are prevalent in the workplace. It is envisaged that if employees are empowered, they would be more informed to make correct choices towards a healthier and more productive lifestyle. However, there is criticism that the EH&WPs are generally reactionary. In order for this notion to be dispelled, it could be suggested that the programme should encourage supervisors to take a proactive stance in the management of poor performance.

Gupta and Sharma (2016: 59S), state that engagement brings good health and happiness to the employee, which, in return, gives commitment and loyalty towards the job and organization. Research has indicated that engagement may result in positive health effects and positive feelings

towards work and the organisation. Wellness and healthy lifestyle have been observed in the employees who are engaged as compared to those who are non-engaged or actively disengaged.

### 3.10.1 Benefits of the Workplace Programme

Recent research on the effectiveness of EH&WP in the workplace has served to convince the employer to implement such measures as per the reasons tabulated below.

**Table 3.2: Impact of Workplace Programmes**

<b>Benefits</b>	<b>Impact</b>
Decline in health care expenses, costs related from injury on duty.	Reduced incidents
Enhance health and resilience of employees	Healthier employees, decline in absenteeism and increase in productivity.
Employees remain in the organisations for longer periods of employ	Retain institutional knowledge
Healthier employees are likely to have higher morale, reduced stress levels and enhanced liveliness and energy	More productive employees
Employee wellness programmes can assist employees in maintaining ‘desired levels of work engagement and productivity as they age’	Engaged employees
Employee Wellness Programmes may increase an institution’s ability to attract employees	Workplace becoming an employer of choice

Source: Adapted from Vermeulen, (2016: 236-237)

Vermeulen (2016: 237) recommends that in order for the programme to be successful, it must be well co-ordinated and organised to generate the results of efficiency and effectiveness in the public service. This should include, but is not limited to programmes, policies, benefits and environmental provisions aimed at addressing the well-being of employees. This comprehensive and integrated approach has proven to be more effective than programmes operating in silos. The EH&W Strategic Framework for the Public Service follows an “integrated approach to EH&W and acknowledges the importance of integrating employee wellness, safety, institutional wellness, environmental sustainability and quality management to ensure efficiency and enhance service delivery results”. EH&W Framework which graphically illustrates the integrated approach is captured as Figure 2.6 in Chapter Two. The collective response in the public service is to work

towards instilling a culture of a healthy and productive workforce. This integrated and comprehensive approach proposed by the South African government would yield results if implemented correctly. According to Vermeulen (2016: 237), one of the major criticisms of programme failure, is the inability to implement the policies and also the lack of systems for effective monitoring and evaluation.

According to Noe *et al.* (2008: 455), EAP is a referral service for supervisors or employees to obtain professional treatment for various problems. Supervisors should be trained to use the referral service for employees whom they suspect of having health-related problems, which impacts on their levels of performance or productivity. Tiner (2006: 26) advocates that the programme:

“Assists in the identification of the troubled employee, encourages the employee to seek and accept help, assesses the employee’s problem and determines a course of action, counsels the employee and/or family member(s), offers early intervention to address potential serious problems, refers the employee to proper assistance and follow-up care as appropriate, provides a second opinion regarding current assistance that employees may be receiving through another provider, and consults with managers and supervisors”.

Similarly, employees are also trained to use the system to make self-referrals when necessary. The programmes have become intertwined with wellness programmes to be proactive and pre-emptive in the workplace, with the aim of preventing health-related problems manifesting. The benefits of these programmes are generally evaluated by measuring the positive outcomes on employees such as return-to-work rates. Bophela and Govender (2015:507) state that the goal is to “achieve engaged employees, high performance, organisational productivity and job satisfaction”.

### **3.11 EMPLOYEE ASSISTANCE PROGRAMME REFERRALS**

The following section describes the employee assistance programme referrals.

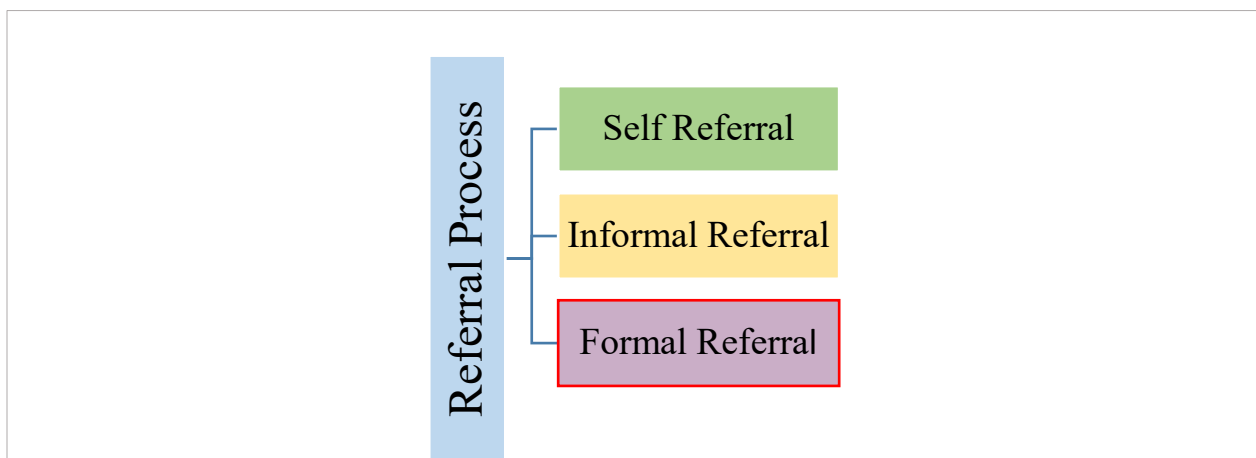
#### **3.11.1 Types of referrals**

An employee can access the services of the programme either *via* self-referral, informal referral or a formal referral. Figure 3.4 is an illustration of the 3 types of referral methods. For the purpose



of this research, the primary focus is on the formal referral as highlighted and emphasised in the diagram Figure 3.4. A formal referral is one wherein the supervisor refers an employee to the EH&WP, as a result of factors affecting the employee's rate of performance. The informal referral may be made under circumstances whereby the supervisor becomes aware of the employee experiencing some form of personal problems, which have not yet affected the employee's performance (Tiner, 2008: 26). A self-referral is generally made by the employee who has identified the need for assistance due to some form of problem being experienced.

**Figure 3.4: EAP Referral Process**



Source: Author's own construction

According to Van Wyk (2015: 30), the formal referral of an employee(s) to the EH&WP allows the supervisor to fulfil his or her responsibilities, and in addition afford the employee(s) the opportunity to get the assistance needed. It has been stated by the author that this aspect of the EH&WP is one of the most effective tools supervisors have available to assist employees who may be experiencing personal issues, performance or disciplinary issues, and other issues in the workplace. The referral may be made by the supervisor as a result of an employee presenting deterioration of work productivity over a period of time. Some of the noted characteristics an employee could present is associative stress-related symptoms, signs of depression, suspicion of having substance abuse problems and/or a decline in work behaviour amongst others.

According to Van Wyk, (2015: 30), in a study undertaken in the Consumer Goods Sector, the formal referral average was 2.4% of all cases presented (313 formal referrals). The formal referral

rate was primarily due to supervisors proactively identifying employees who were presenting a decline on work performance, and this resulted in reduced risks. This evidence illustrates that the employees obtained assistance timeously, and were therefore able to address their problems, suggests Van Wyk, (2015: 30). The author stated that the data evidenced from the highly pressurised industry revealed that the supervisor had been utilising the services of the workplace EAP, and that there was a constant uptake over the review period. Managers can receive guidance on how to assist their troubled employees and those employees who are not performing in the workplace as expected, as these are in line with the EAP's role to support the manager in their duty to care (Winwood and Beer, 2008: 190). The support rendered to managers in the workplace must also take into consideration the role of the manager in the workplace and the impact of the non-performance on service delivery. It had been further emphasised by the authors that the formal and management referrals must be well structured, detailed and articulated to all stakeholders. The reasonable expectation of the supervisor is that there would be some change in the employees' performance after an intervention by the EAP.

PSC research revealed that the level of leadership and management commitment of the EAP is one of the main reasons that impacts on the effectiveness of the EAPs. The research further revealed that the commitment and support of leadership and management varied significantly, (RSA PSC, 2006: xii). The recommendations from the PSC research listed below are aimed at strengthening the EAPs within the public service through:

- Management support and participation in the programme;
- Establishing means to strengthen management commitment;
- Provision of adequate financial and human resources;
- Strengthen communication of programme services;
- Clearly defined procedures on confidentiality;
- Strengthen EAPs through performance agreements; and
- Establish a baseline and services and provide regular communication of services offered.

It is therefore, envisaged that if the leadership and management take cognisance of the above-mentioned recommendations, the workplace programmes can be strengthened and could lead to greater efficiency, effectiveness and utilisation of the programme.

The formal referral trends constantly increased which suggested that supervisors were in a position to identify personal –and/or work-related concerns. If the supervisors strengthened the essential connection with their employees, more troubled employees would be formally referred to the programme. The increase in referrals by managers and team leaders demonstrated management commitment in identifying employee performance, and also their ability in identifying employees who may require assistance. This proactive approach aided in reducing the negative impact on work performance (Van Wyk, 2015: 30).

### **3.12 EMPLOYEE ASSISTANCE PROGRAMME CORE TECHNOLOGY**

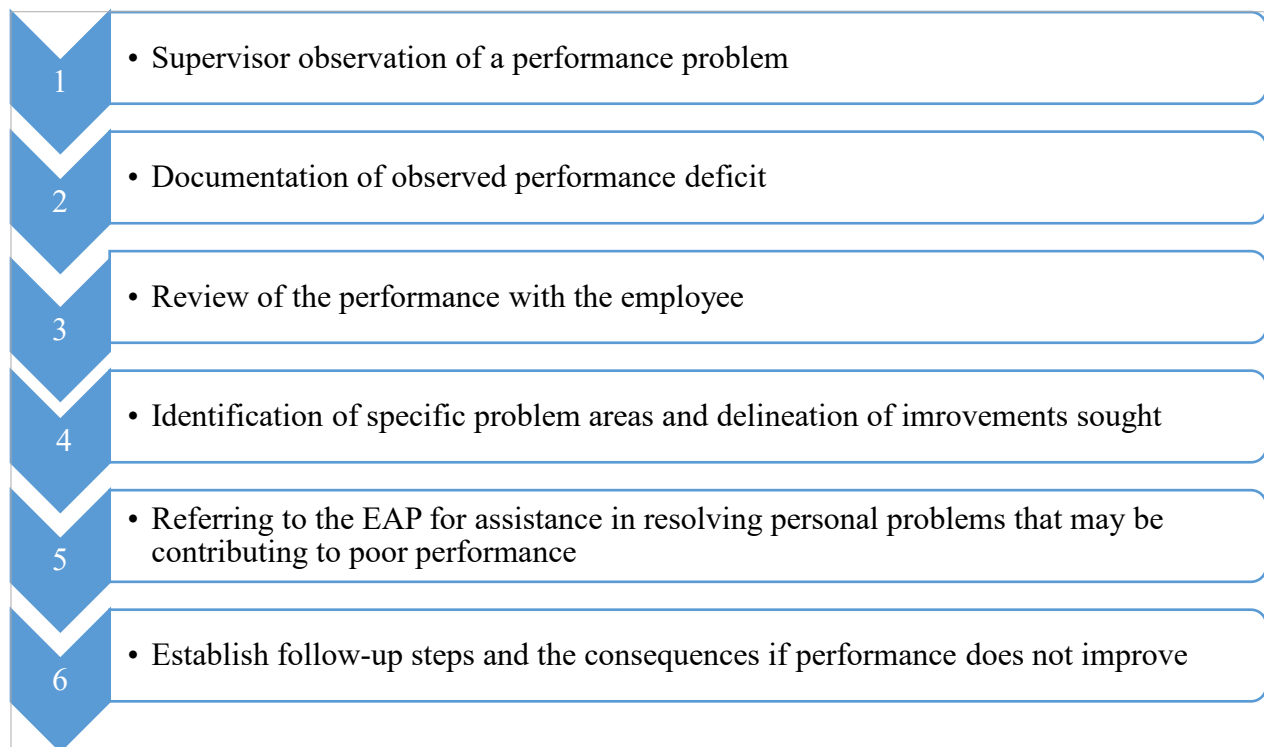
The core technology of the EAP outlines the fundamental elements that must be included in an EAP. The core technology that is pertinent for this study is as follows: the provision of consultation, training and assistance to supervisors, rendering confidential, timeous identification and assessment services to employees and family members, utilisation of the process of constructive confrontation, motivation and provision of short-term interventions, the referral of the employee for an assessment, treatment and assistance and programme monitoring and evaluation (Winwood and Beer, (2008: 185).

The above-mentioned EAP Core technology (as cited in Cagney 1999: 60) are still applicable in the modern EAP programmes. The South Africa Chapter of the Employee Assistance Professional Association re-affirms the importance of the ‘core technology’. The fundamental aspects that were expanded on in the programmes offered today are the types of services being offered to address the multitude of workplace problems being experienced. Despite the increase in workplace programmes, the author has raised the concern that the lack of supervisory training fundamentally affects the quality of the programme being rendered.

Hitherto, Bophela and Govender (2015: 513) explain that these workplace programmes improve the quality of work life, and that it serves as investment for a workplace that is committed towards service delivery and meeting the needs of employees. EAP benefits the employer, as the employer does not have to wait for the employee to acknowledge that a problem exists, and the supervisor can proactively refer the employee for assistance. Cagney (1999:62) emphasises that effective management always involves understanding and responding to employees as individuals, as some

of these behavioural problems can become a management issue. Emotional problems at work cause a dilemma for most supervisors. There is a tendency amongst supervisors to want to leave charged emotional issues alone, but while on the other hand, there is also the natural desire to offer assistance. Employee problems need to be recognised before they can be addressed, however, recognition can be difficult. It is noted that workplace colleagues and management are generally the first to notice changes in an employee on inception of problem situations as they are not involved in the personal side of the employee. These early signs often go unnoticed by family members. The author contends that problems at work appear in subtle ways such as decreased productivity, ambition, quality or interpersonal effectiveness. It is further stated, that the EAP intervention consists of documenting examples of performance problems to overcome denial, precipitate concern or a crisis, and offer assistance. The EAP intervention has evolved to encompass normal supervisory intervention and to combine it with professional assistance through the following six steps:

**Figure 3.5: Illustration of the EAP Supervisor Intervention**



Source: adapted from Cagney, (1999: 63)

In cases of referral to the EH&W Programme, it is deemed vital for a supervisor to follow the above-mentioned steps when approaching an employee who has been presenting job performance problems.

### **3.12.1 Constructive Confrontation towards Enhancing Employee Performance**

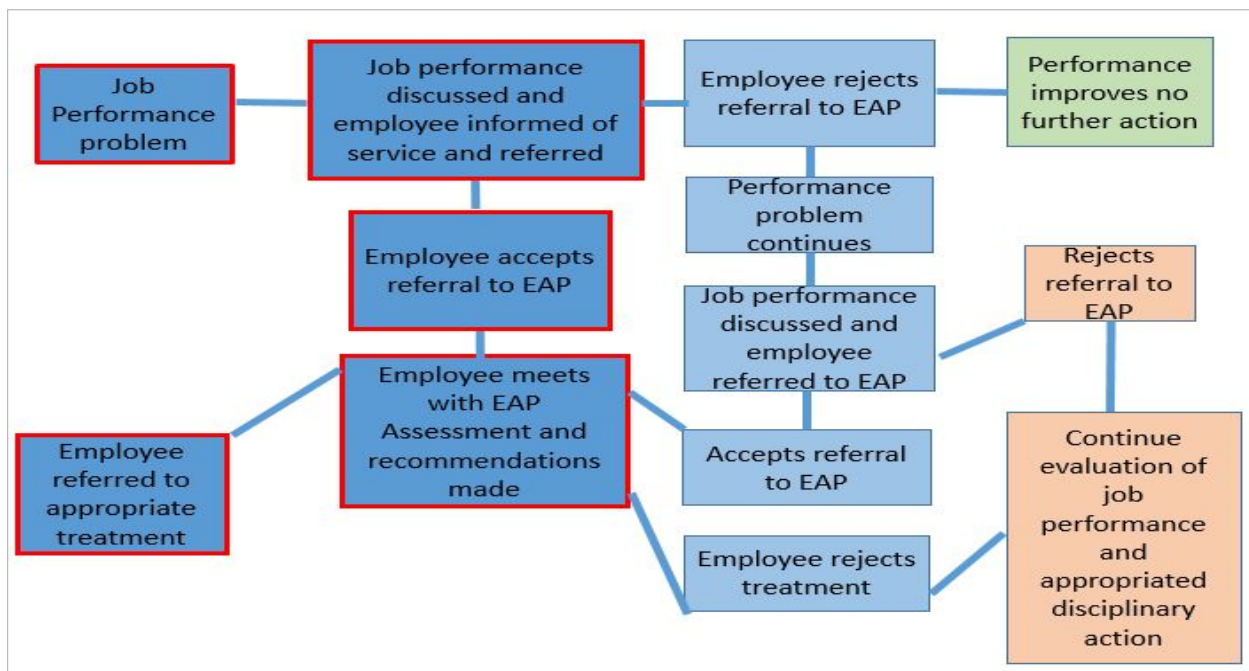
Beyer and Trice (cited in Trice and Schonbrunn, 2009: 25) stated that constructive confrontation originated in early 1950s when supervisors were encouraged to directly confront employees who presented with poor performance, as a result of drinking problems. Cagney, (1999: 62-63), states that constructive confrontation is one of the specialised services offered by EAPs to supervisors in the form of training and consultation to determine the appropriateness of an EAP referral and to guide the supervisor through the intervention and referral. It is through the supervisor that the EAP can be offered as a tool that allows supervisors to combine their concern for the employee with an offer to assistance and prior to progressive disciplinary action. It can therefore, be advocated that the provision of the EH&WP in the workplace presents a supervisor with an alternative of dealing with employees performance and productivity problems, instead of the pursuit of disciplinary action. The author states that the employee does not have to possess insights into the problem, admit to the problem, or have motivation to seek help. The supervisor, through the training programme is provided with a means to intervene with techniques at the inception of dysfunction and advice on referring the employee to a professional for assessment and assistance (Cagney, 1999:62). Notably, through the development of programmes offered under the EAP, there has been a limited focus on the development of supervisor skills to conduct constructive confrontation. As a result, a heightened focus on workplace health screening and test for lifestyle illnesses and prevention programmes prevails.

The availability of the EAP relieves supervisors and union representatives of the need to counsel employees and to provide assistance that is most often outside their scope of expertise. Supervisors are therefore encouraged to re-enforce that the referral to the EAP is beneficial in obtaining assistance in order to improve performance. Supervisors are coached to state the facts of the performance problem, and it is thereafter the role of the EAP to focus on the causes with the employee. The supervisory EAP intervention also provides the employer with a way to fulfil their social role and helps to assure due processes for the employee. The use of the EAP provided an

alternate workplace intervention to retain valuable trained employees and encourages the return to an effective performance level of employees instead of following the disciplinary procedures. (Cagney, 1999: 63) “EAPs can be designed to deliver services with an aim towards productivity restoration, as well as productivity enhancement”.

Since the inception of the workplace programmes for substance abuse to date, the supervisor is the key to ensuring the success of the programme as they play a vital role in identification, confrontation and intervention (Tiner, 2006: 26). The Figure 3.6 illustrates the sequence of steps to follow under circumstances of poor performance.

**Figure 3.6: EAP supervisory referral**



Source: Oher, (1999: 62)

Cagney (2006: 18) states that the supervisor or manager should be referring employees to the EAP, as a result of observed and document patterns of deteriorating work performance. Some of the examples cited include, evidence by attendance, relationships on the job, reliability and quality of work.

### **3.13 NEED FOR EMPLOYEE ASSISTANCE PROGRAMMES IN THE WORKPLACE**

According to Hughes (2007: 273), employers have introduced EAPs into the workplace for the following reasons: to provide additional support, duty to care, support employees through major change, help relieve stress, support for human resource, encourage retention and address sickness absence. Winwood and Beer (2008: 190) explains that the EAP presents the employer with a cost-effective solution to many of the 'people problems' being experienced in the workplace. In recent times, the world of work has seen numerous changes and faced with increasing pressures to demonstrate their duty to provide care and support for employees who are experiencing difficulties. According to Schemm (cited in Dickman, 2009: 54), the primary goal has been to assure employees to regain adequate well-being and mental health. The concerns that have been raised by the employer include employee issues such as stress, anxiety and risky alcohol use. The multi-generational workforce, with growing age differences presents a new opportunity for EAP professionals to expand the services offered to meet the diverse needs of the employees. The South Africa workforce also presents supervisors with a unique challenge, as the composition of the workforce is extremely diverse, and therefore the need arises for supervisors to accommodate the diversity in order to meet the transformational agenda. Bophela and Govender (2015: 513) advocate that supervisors need to be proactive in the management of performance and promote the services of the workplace programmes. The authors stressed the importance of retaining employees in the workplace as they ought to be viewed as valued assets, and that the supervisor should consider the EAP as a core workplace element that can serve to address the problems being experienced by employees. It is further recommended, that the level of employees' performance before and after the EAP intervention be assessed in order to ascertain the effectiveness of the intervention on the performance level of the employees.

Kelloway, Teed and Prosser, (2008:27) reiterate the important role a supervisor plays in the workplace, and also highlights the importance of supervisor training to avoid situations whereby supervisors can be construed as the contributory factor to the problem persisting or a result of poor supervisory skills. Bamberger and Nacharach (cited in Kelloway, Teed and Prosser, 2008: 27) found that under circumstances where supervisors engage in abusive style of supervision, it is highly probable that the employees are more likely to engage in substance use. Similarly, it was

also noted that supervisors who treated employees unreasonably may contribute to health-related behaviours such as the lack of sleep. Greenberg (cited in Kelloway, Teed and Prosser, 2008: 27) reported that employees treated unjustly were prone to display insomnia and recommended that providing supervisors with training on interactional justice would substantially reduce these adverse consequences. While evidence suggests that poor leadership could contribute to unhealthy behaviours in employees, it could also be argued that positive leadership behaviours could significantly serve to encourage healthy lifestyle behaviours amongst employees. An example cited by Kelloway, Teed and Prosser, (2008: 28) is that leadership has also been associated with the success of health promotion programmes. Supervisors could be responsible for contributing to job stress, however, the element of not being aware of this impacts on the well-being of the employee and could go unnoticed. Although data in this area is limited, the data available does confirm the impact of the linkage of stress inflicted upon the employee by the supervisor, and the well-being of the employee. The above-mentioned points indicate that poor supervisors can contribute towards unhealthy behaviour in employees in the workplace. Conversely, one can deduce that positive supervisory behaviour could promote healthy lifestyle behaviour.

It is submitted that supervisors could play an influential role in promoting healthy behaviours, as they can contribute towards the conditions that impede or encourage employees to engage in health behaviours or unhealthy behaviours. It has therefore, been advocated by the authors, that is important for managers to be committed to the ultimate objective of the programme, namely, to assist employees whose performance is being impaired. In addition, supervisors can also serve as role models as they connect employees and workplace. Kelloway, Teed and Prosser, (2008: 28-29) recommend that in order for the information pertaining to health-enhancing activities to be commonly accepted, this information could be mainstreamed into the normal duties of supervisors. Supervisors who personally engage in health programmes, not only improve their own well-being, but also earn the reputation of being a role model. Supervisors, in fact, serve as the expression of the workplace, and therefore their conduct can considerably and significantly influence, promote, support or detract on employee from health-seeking behaviour and positive performance outcomes, (Kelloway, Teed and Prosser, 2008: 28-29).

Based on the documented research, the effectiveness of the supervisor interventions toward enhancing organisational well-being and creating a healthy workforce has been demonstrated



(Kelloway, Teed and Prosser, 2008: 33). According to the authors, the prevalence of substance abuse in the workplace is high, and documentary evidence confirms the duty of the supervisor in the management of substance abuse. Supervisors should intervene as soon as substance-use problems have been identified and ensures that relevant policies are enforced. Similarly, one would expect supervisors to intervene in other instances, whereby it is noticed that factors inhibit employees' optimum performance.

Robertson and Tinline (2008: 39) state that the workplace strives to obtain the best results and is reliant on the employees either in their individual or group capacity to deliver. It is suggested, that the success of the workplace can be measured by the extent to which the employer can direct the resources to deliver on the outcomes required. The workplace assesses the outcomes to determine the rate of success. According to Robertson and Tinline (2008: 39-40), the following key aspects are considered when assessing success: increased levels productivity, decrease in levels sickness and absence, high numbers and quality of applicants for jobs, retention of employees, improved behaviour towards customers, strengthened organisational culture, and effective learning and problem-solving. The authors advise that the essence of these elements are a requirement for the workplace to establish a workforce that is highly engaged and working positively, as it is aligned with the workplace goals and mission. The workplace is increasingly recognising the importance of building a positive and engaged workforce. As inferred earlier, the programme offers education sessions that could contribute to minimising the effects of the burden of diseases in the workplace, given that prevention is better than cure.

It is recommended that employees need to be motivated, and also feel a sense of engagement in the workplace, as this could enhance the psychological well-being of the employees. The author further infers that employees benefit from measured degrees of challenge and from achieving goals that they think are important. The workplace is therefore, a fertile place to provide the challenging and stimulating feelings of achievement. (Robertson and Tinline, 2008: 42) state that, "the most successful psychological theory of motivation Goal-setting Theory provides a convincing support to this view". It has been suggested by the author that people have committed goals if they are set through a process of consultation such as a participative goal-setting process).

### 3.14 COUNSELLING IN THE WORKPLACE

During the early 1990s, the supervisors were introduced to training on the concept of ‘counselling skills’, which aimed at improving communication skills in the workplace and empowering supervisors to deal with the management of human resources more effectively (McMahon, 2008: 69). The term ‘counselling’ was not easily accepted due to stigmas associated with it. The concept ‘coaching’ had gained some popularity in the workplace as it does not have any negative connotations, and is viewed as a way of assisting employees to maximise their performance. The concepts, skills and principles of coaching have invariably been adopted from counselling.

The concepts of coaching and counselling can be defined as, “improving the performance of an individual or group, not by telling but by questioning to facilitate awareness and self-directed learning”. Wilson and McMahon (cited in McMahon, 2008: 75) state that the process of coaching is not solely about mending the problems but rather about assisting individuals and teams to reinforce their working relationship. The process of coaching is positive, non-judgmental, solution, focused and challenging, which aims to empower and motivate the individual. McMahon (2008: 76) states that counselling is aimed at assisting employees with emotional distress that is preventing them from being able to perform optimally. The technique of counselling is used to address problems such as bereavement, work-related problems, family challenges and general unhappiness. The broad definition of counselling is that it “explores ‘remedial’ work with employees, but also organisational and training initiatives which seek to enhance the employee’s well-being in employment, and consequently their contribution to the organisation” (Hughes, 2008: 270). According to Reddy (cited in Hughes 2008: 270), the provision of counselling has evolved to be a strategic element in influencing workplace change, development and personnel strategy. Initially, the primary focus was on addressing issues such as alcohol and drug abuse, debt, careers, personal or relationship concerns.

Stoer-Scaggs (1999: 42) reaffirms that supervisors play a strategic role in encouraging employees to pursue assistance from the employees’ assistance programme. According to Hughes (2008: 275), a supervisor is a key role player in an organisation as they are an integral component in the operations of the workplace, culture and management of employees. It is submitted that supervisors play a pivotal role with respect to counselling in the workplace. However, the author

cited that supervisors appear to be the least users of the counselling services, and supervisors have been identified as the cause of employee stress.

### **3.15 WORKPLACE POLICY**

In the public service, supervisors need to ensure that the operational policies are applied consistently and uniformly and that employees are well acquainted with the policies and procedures. Dickman (2009: 49) states that every workplace should have a policy statement that outlines the fundamental principles and intent of the programme. The author affirms that the policy statement makes it clear that the problems being experienced by employees are sometimes unavoidable, and it is also inferred that these problems often impact on work performance. It would be beneficial for the workplace to restore employees to full capacity by providing the relevant assistance in an appropriate and confidential manner instead of exploring measures to terminate impaired and troubled employees

The author advocates that in order for a policy statement to be effective, it ought to clarify or demonstrate the following:

- Communication that there are solutions to problems being experienced by employees;
- Employers commitment towards proactively addressing employee problems through professional intervention;
- Services of the EAP is highly confidential and not punitive in nature;
- The EAP services are implemented to assist employees and their families but does not in any way replace or substitute the normal disciplinary principles and policies, and
- Services of the EAP are voluntary and no employee would be coerced into using the programme. (Dickman, 2009: 49-50).

Cagney (2006: 18) cautions that it has been observed that there is a noted gap between policy and implementation. Despite policies being in place and dedicated services offered, uptake and utilisation had been generally low. The effectiveness of the use of the programme as a referral strategy to address performance-related problems has been questioned by the author. Googins

(cited in Cagney, 2006: 18) provides reasons for the disjuncture between policy and implementation. It has been accordingly stated that, there has been recently a constant decline in the number and percentage of supervisor referrals. Supervisory training, which ideally prepares supervisors to become an agent for effective early intervention and prevention, has either been abandoned or minimised in a number of programmes. It has also been observed that employees with substance use disorders seek assistance from the EAP when the condition is at an advanced stage rather than early identification by supervisors, through a visible decline in job performance.

### **3.16 SUPERVISORY TRAINING ON UTILISATION OF THE EMPLOYEE HEALTH AND WELLNESS PROGRAMME**

Dickman (2009: 48) emphasises the need for the active support and buy-in from senior levels of management in the workplace in order to promote the successful implementation and utilization of the programme. It follows then, that the presence of top management support would ensure the under listed would happen:

- Open and regular communication by EAP employees to all levels of management;
- Adequate financial resources allocated to EAP for programmes and services, inclusive of supervisor training; and
- Managers to serve as ambassadors for the programme and visibly demonstrate commitment and programme utilisation.

According to Stoer-Scaggs (1999: 42), it stands to reason then, that training on accessing the EAP serves as an excellent method to market the services and benefits of the programme. Supervisors need to have the appropriate skills to evaluate a difficult situation and intervene in the most supportive and constructive manner possible in order to make a successful employee referral. The importance of supervisor training had been acknowledged, thus resulting in most EAPs implementing such initiatives. Heyman (cited in Stoer-Scaggs, 1999: 42) states that “the goal of EAP Supervisory Training Programmes have been to enhance supervisory skills to identify employees experiencing personal difficulties through declining job performance, and to facilitate intervention, and referral through the supportive confrontation strategy”. In addition, Winwood

and Beer (2008: 190) reiterate the importance of supervisory training, and advocate for the inclusion of a module or training on EAP to be included in the induction training of all new appointed supervisors. The session should be conducted by someone well-versed on the EAP, and the content should include the encouragement of a management referral programme. According to Cagney (2006: 18), the relevance of supervisor training is stressed and is quoted as follows: "management consultation and training related to supervisor referrals are very important aspects of what EAPs have to offer in the workplace."

Tiner (2006: 25) states that it had been challenging to provide regular training as supervisors had not been able to accommodate the attendance at the training session due to their busy work schedules. Another reason cited, has been that employees were not willing to attend long training sessions. Taute and Manzini (2009: 3) stated that despite the fact that supervisors having been exposed to training on early detection of problems being encountered by employees and the EAP referral processors, the referral rates were low. Despite the low uptake, it was advocated that the training be offered on an ongoing basis as regular marketing of the programme and capacity building of supervisors would help strengthen supervisors as a referral base. It was inferred by the author that supervisors who have insights into the functioning of the EAP and who believe in the benefits of the programme, would access the services of the EAP and refer appropriately. In order to address this, it would be beneficial to explore innovative ways to increase attendance at training sessions and ensure implementation of the policies and programmes.

Arguably, the evaluation of the training intervention in the study presented by Stoer-Scaggs, (1999: 44) revealed the following: "increased EAP referrals including self-referrals and supervisor referrals, increased requested for information from units that have received the training; increased requested for training of the programme's ability to work with the problems; and informal verbal feedback across the campus about the value of or improvement needed in the provision of training." Another intervention cited by Tiner, (2006: 25-26) affirms that the introduction of certificate programmes for training resulted in increased attendance at the training sessions, frequent reference to the training material, increase in supervisor consultations with the EAP services for advice and increased utilisation rates.

Lefakane (2017: 78) advocates the need for ongoing education and training and suggests that the millennial workforce is in constant need to enhance knowledge and skills. It is therefore, recommended that the workplace must provide a learning culture that can adapt to the needs of a developmental workplace. In addition to the benefit to employees, the author suggests that providing a learning culture is essential for organisations to remain relevant in today's constantly changing business landscape. Lefakane, (2017: 78), suggests "The leadership of an organisation plays a paramount role in the successful implementation of an EA programme, which is why EA practitioners need to conduct training and refresher courses on how to identify 'troubled employees'. When leadership has undergone such training, then they would be able to see their value in ensuring that their human capital is well".

Dickman and Emener (2009: 63), state that the benefits of the programme to management is increased co-operation, enhanced morale, more trouble workers are helped, enhanced productivity and increased alternatives and options to problem resolution. Referral to EAP results in management gaining rather than losing. The benefits to the EAP is the importance of collaboration of management and unions serve to strengthen the relationships with EAP. The following points are the most noted benefits as the increased probability of successfully addressing the problem being experienced, increased referrals, joint training session (*enhanced support and collaboration*) and early interventions (*early referrals*).

Winwood and Beer (2008: 190) stated that newly appointed supervisors should be provided with an induction into the workplace. This should be inclusive of a presentation by an EAP 'expert' to cover aspects pertaining to information about the programme and services offered, and to facilitate and encourage formal referrals. It is envisaged that through the process of capacitating them, this could validate their willingness to assist employees who are presenting problems that are impacting on work performance. It is imperative that the EAP makes a distinction of the role of a manager has within the workplace in relation to the formal referral. The EAP's role is to render assistance to supervisors to fulfil their duty to care for employees, but in addition render technical support on how to approach their troubled employees and those employees who are not performing in the workplace at the desired level. It has been recommended that the formal referrals should be well structured, explicit and clearly communicated to all parties. The author emphasises that there is an expectation of measured change by supervisors after the formal referral.

Dickman (2009: 51) stated that training should be offered to the supervisors, and that this training should be offered frequently during the inception of the programme in the workplace and thereafter annually. It is suggested that the content of the training should cover alcohol awareness, family and other problems, drugs abuse, and when to get involved. The author proposes that the training should also include practical elements, which includes focus areas such as the referral process, after-hours service, emergency 24 hour services, confidentiality of the programme, costs to the employer and what feedback to expect as a supervisor. The author emphasises that the training groups should comprise of supervisors, representative from organised labour and top management. This would ensure all stakeholders in workplace are capacitated with the same information in order to make strategically informed decisions.

Supervisors should be cautioned to refrain from diagnosing the nature of the employees' problem but rather to note signs of concern, which could include absenteeism, erratic behaviour, tardiness, irritability and a decline in productivity and performance. Supervisors must be advised not to encroach into the privacy of the employee. However, the supervisor needs to know that poor and erratic productivity can often be a sign of an underlying problem. Supervisors must therefore, be capacitated to more keenly observe work performance only and base referrals to the EAP on actual observations. According to research on EAP studies, it is evident that supervisor referrals have contributed largely to rehabilitation of employees than other modes of assistance. Dickman (2009: 54) advocates that supervisors can be used as an effective mechanism to market the EAP, and thereby create awareness of the services, benefits and accessing the services.

In a research case study of EAPs in Higher Institution, it was evident that multi-faceted and multi-pronged approaches to training were incorporated into ensuring that an effective training programme was provided to supervisors on the utilization of the services being offered to assist employees who faced problems. During the training session, the importance of having comprehensive workplace policies was also highlighted and recommended. Stoer-Scaggs (1999: 43), recommends that supervisors follow the guidelines listed below when referring employees:

- Monitor job performance and attendance;
- Document issues related to work performance;
- Informally discuss with the employee a need for improvement;

- Provide a time frame in which improvements must be demonstrated;
- Refer the employee; and
- Discuss the care with department manager.

The application of the fundamental concepts listed in the preceding discussion in the content of supervisor training would serve to strengthen the capacity of the supervisor in the management of employee performance. In addition, this would also demonstrate the commitment of the employer towards building a conducive working environment to meet the needs and challenges experienced by employees.

### **3.17 PERCEIVED RISK OF POOR PERFORMANCE IN THE WORKPLACE**

In the contemporary workplace, the EAP's role has expanded beyond what it was traditionally designed towards the treatment of mental health issues and to participate in the domain of risk management (Dickman, 2009: 57). The workplace currently experiences a significant new era of EAP utilisation by supervisors, to understand risk and risk mitigation as an emerging and necessary determinant of effective EAPs. It is stated that risk management is a process of preventative interventions and strategies with the primary intent to control or moderate risks in the workplace. The following sentiments may be deemed appropriate: The process of Human Resources/EAP risk management consists of two broad types, *firstly*, risk assessment and *secondly*, risk control. Risk Assessment according to the author comprises of discovery, examination and prioritization of potential risks, which is generally conducted by Human Resource/EAP Professionals as members of the broad-based corporate management team. Risk Control is a process that includes more direct EAP interventions such as the distribution and interpretation of employee surveys, training in team building, crises management and employee management education.

Richard and Schemm (cited in Dickman, 2009: 56) agrees that EAPS are expected to implement measures to reduce costs related to the areas of medical health care, workers, compensation, and disability management from a perspective of problem intervention, in an effort to mitigate or minimise risks. The author advocates that the goal of these workplace programmes is to improve employee performance through the reduction of absenteeism, greater productivity and less



turnover among troubled employees. Research has indicated that EAP interventions have yielded savings in claims and human capital costs. This documented evidence warranted the need for supervisors to explore services in areas of ‘risk management’. Smith (cited in Dickman: 2009: 57) states that employers turn to EAPs to develop the following capabilities amongst its employees: *firstly*, the capacity to anticipate then recognise change; *secondly*, the resilience to deal with the speed and intricacies of change; moreover, the ability to respond to novel and complementary ways that take advantage of opportunities that may be presented in the changing business environments; and *lastly* the prevention of problematic employee behaviour through proactive measures. It is suggested that if employees have the personal capacity to identify the risk in behaviour patterns in order to mitigate risks in the workplace, it could prove to be more productive, and service delivery would not be comprised. From the foregoing discussion, it is submitted that EAPs are generally utilised in the workplace during risk management and prevention activities. The type of activities that have been noted are educational programmes, training, crisis consultation services, consultation with management and organisational development.

Recent research undertaken by the South African Board of People Practices revealed the management of Human Resource Risks as critical, and it presents HR Practitioners with an opportunity to add value towards the new governance dispensation in the current era. Some of the practices that are required under the system of governance are clear procedures for effective and efficient governance of risk, such as monitoring and evaluating risk management activities (Grobler, 2016: 366). According to Vermeulen (2016: 376), the conducting of regular risk audits could therefore serve to strengthen governance and accountability. It is advocated that the risks should be assessed on the probability of the risk occurring and the expected and envisaged impact thereof. All risks should be managed in order to mitigate the effects. Human Resources is expected to capacitate managers and supervisors with the essential skills to manage their core functions with the view to enhancing service delivery (Vermeulen, 2016: 377). The success of Human Resource functioning from a governance point of view would be the extent to which Human Resource features in the quality and quantity of the organisational report.

Grobler (2016: 367) asserts that the management of the Human Resource functions can be viewed as essential in the organisation, and therefore advocates that the workplace be managed from a good governance perspective, taking into consideration the human element. It is purported that if

elements of risk are not properly managed, it could lead to major problems in the workplace. The concept of governance entails the process whereby practices and processes are implemented to ensure the goals of the workplace are met and the interest of the citizens are taken into consideration. From a human resource governance perspective, the need arises to ensure that the performance of the human resources is at optimal levels and that all possible risks are managed. In deduction, employees whose performance is impaired, could contribute considerably towards hampering the efficacy of the governance thereof.

Sharar, Hertenstein and Burgess (cited in Dickman, 2009: 57) emphasise that whilst these programmes are being offered, the providers of such programmes ought to be able to ensure that these interventions factor in the achievement of the primary goals of the department and its efficiency. It is furthermore stated, that EAP Practitioners are required to focus on providing workplace programmes that are based evidentially on problems. The programmes ought to be proactive and pre-emptive thereby affording the employer an opportunity to address potential workplace problems prior to the impact on employees health, work performance and productivity. The author maintains that management education and leadership training are examples that are relevant for supervisors in ensuring that they have the skills to manage employees.

EH&W Practitioners play an integral role in the risk management process, as the practitioners are able to identify employees who are deemed to be 'high risk'. EAP practitioners play a key role in identifying risks and referring employees for assistance, identifying in consultation the treating doctor and therapist, including duties the employee is able to perform, and the identification of 'potential at risk employees'. It follows then, that EAPs play a vital role in management consultations wherein the EAP Practitioner is called upon by management to assist in responses to overall work problems that could have a negative effect on work. These interventions require joint planning to address problematic behaviours in the workplace, and to minimise the consequences thereof on the workplace. It must be re-iterated that the primary function of the EAPs is to help in facilitating changes that would improve productivity or job satisfaction or both, submits Dickman, (2009: 58).

Sharar, Hertenstein and Burgess (cited in Dickman, 2009: 58) reiterate the importance of developing sound relationships between EAP and management. This is important as many

workplaces have the perception that EAP is primarily for reacting to problems experienced by employees and that there is limited proactive interventions. Attridge, Amaral and Hyde (cited in Dickman, 2009: 58) assert, in order for the EAP to be recognised as a strategic partner in the department, that the workplace must indicate the following: what services are to be offered by the EAP, there should be clearly defined procedures on the programme utilisation, systems in place to monitor and evaluate utilisation of services and return on investment. In addition, the programme must be able to demonstrate that it is financially viable and that regular information is communicated to the relevant stakeholders on programme outcomes.

Following from the above discussion, if a workplace is to take the well-being of the employees seriously, then the employer must demonstrate the commitment by implementing programmes in the workplace that would generate the desired performance behaviour outcomes. Put forward, conducting regular risk audits could serve to strengthen governance of accountability. It is advocated that the risks should be assessed on the probability of the risk occurring and the expected or envisaged impact. It is expected that HR needs to capacitate managers and supervisors with the skills to manage their core functions with the expectation of enhancing service delivery (Grobler, 2016:377).

### **3.18 CONCLUSION**

The literature review in Chapter Three focused on an evaluation of existing scholarly literature in the field of Performance Management and Employee Health and Wellness. This chapter discussed the importance of performance management as a key responsibility for supervisors to address areas that affect employee productivity which would lead towards enhancing service delivery. The chapter also provided a synopsis of the linkage between the programmes of EH&W and Performance Management and the role of the supervisor. There is constant pressure in the public service to be adaptive and responsive to the needs and challenges of both the internal and external environments.

The aim would therefore, be to promote efficient service delivery and a renewed focus on the management of human resources in the public service. This renewed focus highlights the role of the supervisor regarding accountability and the management of employees towards attaining the

National Developmental Goals, 2030 of a healthier and more productive workplace. It is therefore, imperative for supervisors in the public service to explore avenues to retain employees who are economically active and productive. Chapter Four provides a discussion of the research methodology and design adopted for this study.

## CHAPTER FOUR

### RESEARCH METHODOLOGY

#### 4.1 INTRODUCTION

Different methods and procedures are used in research to acquire data that is essential in addressing the research problem. This chapter explains the research design and methodology used in this study. The chapter examined the research methodology and design used in order to achieve the objectives of the study. Furthermore, the paradigm, approaches, research design, area of the study, population and sample of the study, data collection methods, research instruments, data quality control, ethical issues, data processing and analysis is discussed. A mixed methods design is used combining both qualitative and quantitative methods.

#### 4.2 CONCEPTUALISING RESEARCH

Kumar (2014: 7) states that the term ‘research’ has various meanings and is dependent upon the discipline under which the research is undertaken. The primary function of research is to obtain answers to the research question/s being posed. Similarly, Creswell (2012: 3) asserts that research is a process of steps used to collect and analyse information to increase our understanding of a topic or issue. These steps require a question to be posed, data to be collected to respond to the question and an answer to be presented to the question that was posed. According to Yeasmin and Rahman (2012: 155), the objective of social science research then, is to observe, verify and conclude on the study conducted, and this is achieved through observation and experiences, as well as ideas, theories and models. Kumar (2014: 7) explains that the following process needs to be applied when conducting research, *firstly*, the research would be conducted within a framework of a set of philosophies, *secondly*, the use of procedures, methods and techniques that have been tested for their validity and reliability, and *lastly*, it is designed to be unbiased and objective.

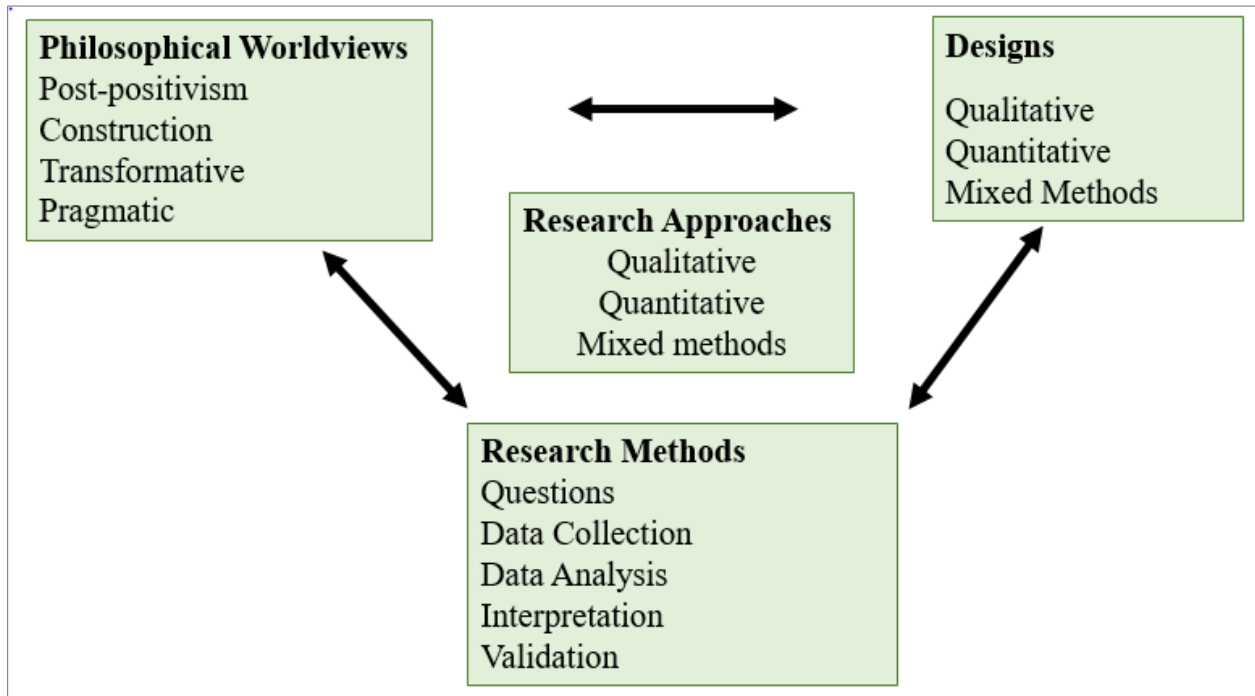
Furthermore, Creswell (2012: 3) advocates that research is important for 3 reasons; *firstly* research adds to our knowledge (constantly searching for potential solutions to identified problems or issues). It is therefore, stated that through research, one develops results that helps to answer questions, and as these results are accumulated, one gains a deeper understanding of the problem being investigated. *Secondly*, research improves practice (research is beneficial as it presents suggestions to improvements in practice), and *lastly*, research informs policy debates (research also contributes information to policy-makers). In order for research to be of use, the results be clearly summarised in a concise fashion, and must significantly include data-based evidence (Creswell, 2012: 3).

### **4.3 RESEARCH PARADIGMS IN PUBLIC ADMINISTRATION**

According to Badenhorst (2008: 102), literature states that a paradigm is sometimes viewed as a dominant way of thinking. Similarly, Babbie (2014: 31) contends that paradigms provide logical frameworks within which theories are often created. The theories serve to prevent one from being misled, understand observed patterns in ways that can recommend other possibilities, which mould and guide research efforts, pointing towards likely findings through empirical observation. A paradigm is a framework or structure for observation and understanding, which outlines what one sees, and how one interprets or understands phenomena.

There are three approaches, *namely*: qualitative, quantitative and mixed methods. Creswell (2014: 4), states that the distinction between qualitative and quantitative is framed in terms of utilising words (qualitative) rather than numbers (quantitative), or the use of closed-ended questions (quantitative) rather than open-ended questions (qualitative interview questions). Each of the approaches have their own characteristics and basic philosophical assumptions that guide each of the research strategies of inquiry, which will be explained in this chapter. Figure 4.1 demonstrates the interconnection of worldviews, strategies of inquiry, and research methods.

**Figure 4.1: A framework for research – the interconnection of worldviews, design and research methods**



Source: Creswell, (2014: 5)

### 4.3.1 Paradigm Worldview

This section outlines the characteristics that distinguish each of the paradigms.

**Post-Positivism:** Quantitative research looks at the causes which would determine results and/or outcomes. It is also viewed as being reductionistic, which means that ideas are reduced into smaller sets of information. Creswell (2014: 7) states that the knowledge acquired from the post-positivist approach is premised on careful observation and measurement of the objective reality that exists in the real world. In the quantitative approach, the researcher commences the research based on a theoretical basis, and thereafter collects data to either confirm the theory or refute it. Creswell (2014:7) advises that dependent on the outcome of the data, the researcher can then conduct further tests.

**Constructivism:** Qualitative research looks for understanding of the world. The researcher would generally use open-ended questions that would allow the participants to express their views of the

situation that is studied. Some of the researchers follow the paradigm of constructivism whilst exploring an understanding of the world in which they live or work (Creswell, 2009: 8). It can be viewed that the researcher is determined to interpret the meanings others may have over the world, in contrast with the post-positivist view wherein the researcher generates or inductively develops theory or patterns of meaning.

**Advocacy/Participatory:** According to Creswell (2009: 9), this worldview is based on the perspective that the research inquiry should be intertwined with politics and a political agenda. This research paradigm strives for a change in the lives of the participants, the institutions in which individuals work or live, and the researcher's life. This paradigm also focuses on real life issues.

**Pragmatic Paradigm:** Mixed methods designs enable the implementation of pragmatic solutions for research and social problems by pursuing a combination of methods with the quantitative and qualitative categories. The use of mixed methods design in the research study allowed the researcher to use qualitative (non-numerical) and quantitative (numerical) data collection, as the combination would work to yield a better understanding of the research problem. Creswell (2009: 10) states that "pragmatism as a worldview arises out of actions, situations, and consequences rather than antecedent conditions". The pragmatic approach focuses on application, with respect to what works and solutions to problems. Thus, the researcher focuses on the research problem at hand, and all available approaches to understand the problem instead of focusing on the method.

Delport and Fouché (2011: 438), pragmatism is:

"A deconstructive paradigm that debunks concepts such as 'truth' and 'reality' and focuses instead on 'what works' as the truth regarding the research questions under investigation. Pragmatism rejects the either/or choices associated with the paradigm wars, advocates for the use of mixed methods in research, and acknowledges that the values of the researcher play a large role in the interpretation of results".

The pragmatic viewpoint is that the study's research question/s should thus be of primary importance, with greater significance than either the method or the theoretical "lens", or paradigm that underlies the method.

Delport and Fouché (2011: 433) compares qualitative and quantitative research. Researchers in qualitative studies focus on describing and understanding rather than explaining and predicting human behaviour, naturalistic observation rather than controlled measurement. The subjective



exploration of reality from the internal perspective, as opposed to the external perspective that is predominant in the quantitative paradigm is a focal point. A qualitative study is concerned with non-statistical methods and small samples, often purposively selected, while a quantitative study is based on testing a theory composed of variables, measured with numbers and analysed with statistical procedures in order to determine the predictive generalisations of the theory.

**Figure 4.2: Illustration of the 4 Philosophical Worldviews**

Four Worldviews	
Post-positivism	Constructivism
Determination	Understanding
Reductionism	Multiple participant meaning
Empirical observation and measurement	Social and historical construction
Theory verification	Theory generation
Advocacy/Participatory	Pragmatism
Political	Consequences of actions
Power and justice-oriented	Problem-centred
Collaborative	Pluralistic
Change-oriented	Real-world practice-oriented

Source: Creswell, (2014: 6)

This research adopted a pragmatic worldview (as highlighted in the above illustration), in that there is greater emphasis on understanding how EH&W can be utilised as a performance management strategy in the workplace. A combination of qualitative and quantitative methods was used in the study, thus complying with beliefs of the Pragmatic Worldview. The research methods, techniques and procedures are not prescriptive and the researcher has the liberty to choose which

is the most suitable. In addition, Creswell (2014:11) advocates that this paradigm affords the researcher the ability to explore various approaches to data collection and analysis. “Pragmatist researchers look at the ‘what’ and ‘how’ to research, based on the intended consequences, and where they want to go with it. Mixed methods researchers need to establish a purpose for their mixing, a rationale for the reasons why qualitative and quantitative data need to be mixed in the first place” Creswell (2014:11). Consequently, it should be noted that the qualitative data obtained from the interviews were used to provide information to corroborate with the information obtained from the questionnaires, and is also aligned with salient sub-themes that emerged from the key questions and objectives raised in Chapter One of the study. It follows then, that the discussion and context of a pragmatic approach resonates well with the context of the research study.

Insights on philosophical assumptions in terms of the epistemological and ontological position is related to communication between the knowing and the known subjects. It is also about making cognitive interaction and co-operative knowledge construction possible. The researcher avoided any unethical aspects regarding the epistemological and ontological assumptions from data collection to drawing up the final analysis in the research, as outlined by Vasilachis de Gialdino, (2011).

#### **4.3.2 Linking Theory and Research**

Badenhorst (2008: 101), states that a theory is a system of rules, procedures and assumptions used to produce a result. From an academic research perspective, it is inferred that theories helps one to explain, to understand and even suggest what the outcomes of research ought to be. Theories are characteristically a ‘big picture’ perspective and apply to a broad range of contexts. They are also abstract and tend not to be linked to a specific content or context. The author further asserts that when one uses a theory, one aligns oneself with a particular way of viewing the world. This thereby implies that the research takes on the assumptions and implicitly accepts the outcomes of the theory. Badenhorst (2008: 103) explains that a particular theory or theoretical perspective is something that informs every aspect of the research: the problem, questions, methodology, the way one presents and analyses data, and the conclusions drawn together. Babbie (2014: 55), explains that in the deductive model, research is used to test theories through the process of developing a hypotheses from that theory. It is then, required to collect and analyse the data in order to test the

hypotheses which were set. In the inductive model, theories are developed from the analysis of research data. Both inductive and deductive approaches to research have been utilised in this study as the mixed methods approach was followed.

Qualitative researchers build their patterns and categories, and themes are built from the bottom up by organising the data into units of information. The inductive process illustrates the working back and forth between the identified themes until a comprehensive set of themes have been established. After the inductive process, the deductive process starts where the researcher looks into all the data from the themes to determine if more evidence can support the themes, or if additional information should be gathered. As the analysis moves forward, the deductive process plays an important role, even though the process starts inductively Creswell (2014: 186). Leedy (2010:152) states that the research starts with a large collection of information and through inductive reasoning, information is sorted and categorised as it gradually emerges, and is reduced to a small set of underlying themes.

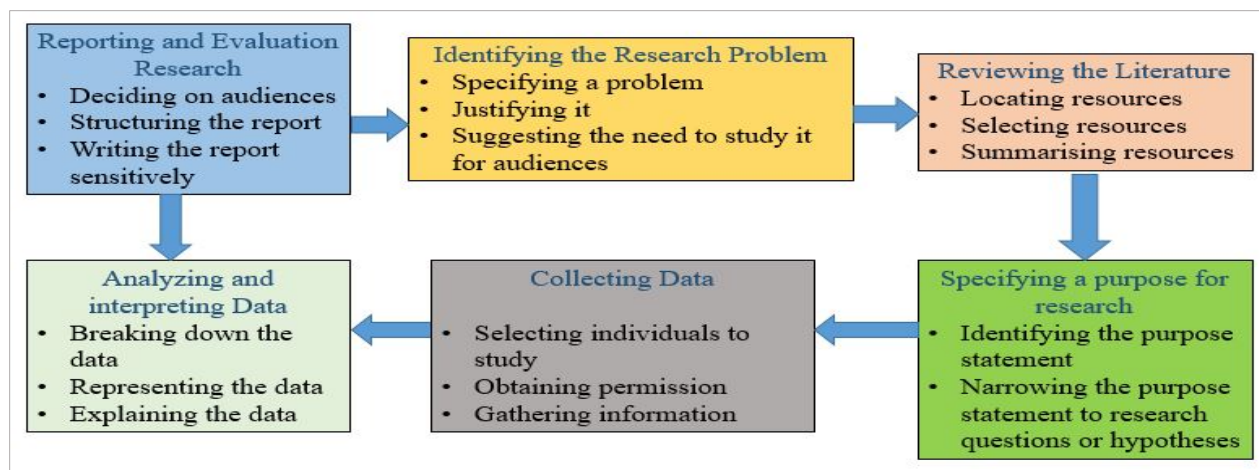
#### **4.4 THE RESEARCH PROCESS**

The traditional research process often used by researchers is according to the following steps:

- Problem identification that defines the research goal;
- Make a prediction on the proposed outcome and possible solutions to the identified problem;
- Data collection that is relevant to the prediction; and
- Data analysis and interpretation to ascertain if it supports the prediction and resolves the research questions.

The research process cycle therefore, advocated by Creswell (2012: 8) is illustrated below, which was used to guide the research in the study.

#### **Figure 4.3: The Research Process Cycle**



Source: Creswell, (2012: 8)

Figure 4.3 in the preceding discussion is further expanded on in terms of the research steps relating to the study as follows:

**Step 1:** Identification of a research problem entails the specification of an issue to investigate, development of justification for studying it and present the relevance of the study for the targeted audience that would have access to the document (the current state of EH&W presents challenges to service delivery, which required one to explore strategies to mitigate the impact on performance of the Province).

**Step 2:** Literature review means locating summaries, books, journals and indexed publications on a topic. It then, entails the summaries of the appropriate and relevant literature in a written report (Interrogation of contemporary and relevant literature in the field of EH&W and Performance Management was consulted to understand the relevance to the developmental agenda and identify possible gaps that need to be addressed).

**Step 3:** Specifying the purpose of the research, “the purpose statement covers the overall objective broken down into research questions or predictions that one plans to answer in the research study, and the location or site of inquiry” The researcher narrows the purpose statement into research questions or hypothesis (the overall research purpose was broken down into the fundamental core elements that informed the research questions).

**Step 4:** Data collection is the process whereby the evidence obtained would help the researcher answer the research questions or hypothesis. Collecting data means identifying and selecting individuals for a study, obtaining participant consent and gathering information by presenting questions or through observation. In this study, the researcher used questionnaires and interviews to collect the data through the mixed methods approach to strengthen the quality of evidence obtained.

**Step 5:** Drawing conclusions about the data obtained, representing the information in tables, graphs, figures and pictures to summarise and link the conclusion in addressing the research questions is the process of analysing and interpreting the data.

**Step 6:** Reporting and evaluating results is an integral aspect as the researcher must ensure that the structure and format of the report would capture the attention of the audience.

#### 4.5 RESEARCH DESIGN AND METHODOLOGY

The design and the methodological approach followed in the study is delineated in this discussion that follows. It has been advocated that in conducting research, it is fundamental to distinguish between research design and research methodology. Table 4.1 highlights the main differences.

**Table 4.1: Differences between research design and research methodology**

Research Design	Research Methods
Concentrates on the end result of the study. The central question in this regard is what type of research is to be executed and what type of research findings can be expected.	Concentrates on the entire research procedure and instruments to be employed to carry out the study. The focus is around data collection.
Research design is geared towards addressing the ‘research question’.	Research methodology focuses on the gathering of data and draws a sample for the study.
Concentrates on the logical order of the study. A research design plans the type of evidence relevant to the study.	Concentrates on the unit of analysis.

Source: Breakfast, Bradshaw and Haines, (2015: 224)

#### 4.5.1 Research Design

Breakfast, Bradshaw and Haines (2015: 223), stated that the research design signifies the entire plan of the research, including how the research questions would be answered. The main aim of the research design is to develop a plan of action and implement the plan so the validity of the findings are maximised. The research design is the approach that is chosen to fundamentally address the research questions. According to Christensen (2007: 299), research design is the plan or outline explaining the steps to be followed to obtain answers to the research questions. Empirical research is used to provide answers to the research questions through empirical observation or data collection. Empirical research is broken down into two categories, *namely*: quantitative research and qualitative research. Quantitative research methods are used to collect data in a numerical form and analysing the data through statistical methods. Qualitative research methodology employs collection of qualitative data that is in the form of words, and obtained from interviews, documents. The data is then analysed using qualitative data analysis methods. Qualitative research is beneficial as it serves to provide an in-depth understanding of the situation being investigated. Koenig (2011: 86) advocates that qualitative research can also be useful for developing quantitative measures and for interpreting data collected using quantitative methods (such as “mixed-methods” design). The discussion hereto relates to the study that was undertaken through the aforesaid research design.

According to Leedy and Ormrod (2010: 12), “research methodology is the general approach the researcher takes in carrying out the research project, to some extent this approach dictates the particular tools the researcher selects.” It should be noted that researchers have found that a combination of qualitative and quantitative research methods are effective in attaining the research objectives. This method uses a variety of methods to collect data (Christensen, 2007: 60). The methodology has been known to increase the confidence in the research data, and would thereby create an innovative way to understand the phenomenon. Delpont and Fouché (2011: 434) state that the blend of a qualitative and quantitative component into one research project is known to be popular to contextualise the research problem.

According to Creswell and Plano Clark (cited in Delpont and Fouché, 2011: 435), the following key elements are important in understanding the definition “mixed methods research that involves

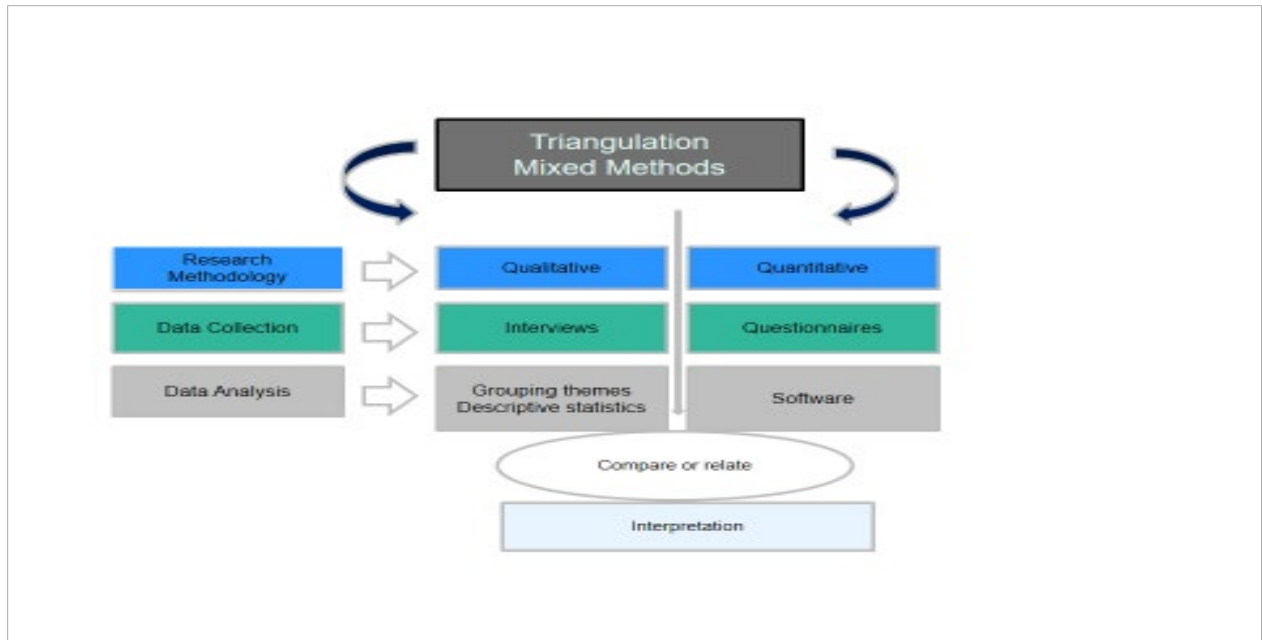
both collecting and analysing quantitative and qualitative data, meaning that a researcher collects both numeric and text information.”

Delpont and Fouché (2011: 436) mentioned that the mixed methods provides a more detailed indication for studying the research problem instead of doing individually, quantitative or qualitative. Koenig (2011: 121) states that the process of triangulation aids in the justification of data *via* cross-verification. The qualitative and quantitative processes was carried out in the study. The research undertaken in this study has been through a triangulation approach advocated by the important research paradigms which serve the underlying enquiry between performance and EH&W.

Data triangulation is one of the methods of attaining data saturation, which was followed in this research study. “There is a direct link between data triangulation and data saturation; the one, data triangulation ensures the other, data saturation.” It has been reemphasized that triangulation is the way in which one explores different levels and perspectives of the same phenomenon. It is one method by which the validity of the study results are ensured. Methodological triangulation ensures that the data which has been obtained is rich in depth. Rich (quality) and thick (quantity) data descriptions obtained through relevant data collection methods can go a long way towards assisting with the process when combined with an appropriate research study design that has the best opportunity to answer the research question (Fusch and Ness, 2015: 1408-1416).

Figure 4.4 illustrates the methodological approach for the study, including the data collection and data analysis.

#### **Figure 4.4: Triangulation of Mixed Methods Approach**



Source: adapted from Yeasmin and Rahman, (2012: 156)

A comprehensive discussion of the illustration Figure 4.4 follows with regards to the process followed in the research. The process of triangulation as illustrated in Figure 4.4, corroborates the evidence obtained from the participants (*supervisors, EH&W practitioners and forum members*), types of data (*qualitative and quantitative data*) and methods of data collection (*interviews and questionnaires*). Qualitative and Quantitative data is simultaneously collected, data is analysed separately, comparison of the results from both datasets is done and finally, data is compared and interpreted as to whether the results contradict one another or support one another. Creswell (2012: 540) states that this design of data collection allows the strengths to balance the weaknesses of the other form. Triangulation involves the use of the same set of data from multiple sources to achieve the objectives of the research study. Kumar (2014: 386) indicates that it is based upon the belief that use of the same set of data, collected through different approaches to draw conclusions, and its examination from different perspectives would provide a greater understanding of a problem, situation, phenomenon or issue. Similarly, Yeasmin and Rahman (2012: 156), state that social science views triangulation as a combination of two or more theories, sources of data, methodology in one study of a single phenomenon to converge on a single construct, and can be this can be applied in both quantitative (validation) and qualitative (inquiry) studies. Notably, triangulation has been used in the study for two main reasons, *namely*, confirmatory and completeness. In terms



of the use for confirmatory reasons, is the validation of qualitative results by quantitative studies. It is also used under these circumstances that the researcher needs to validate the quantitative research instruments. The use of triangulation for completeness, is to increase the researcher's in-depth understanding of the phenomenon being investigated through the combination of multiple methods and theories. Both qualitative and quantitative methodologies as used in this research, do not compete against each other but rather they serve as a means for complementing the findings of one method against that of the other, (submits Breakfast, Bradshaw and Haines, 2015: 225), as was evident in the study undertaken.

#### 4.5.1.1 Study Site and Target Population

Within most academic and research studies, the researcher has based the study around the four Ps, *namely*: people, problems, programmes and phenomena. This concept is relevant in both qualitative and quantitative research methods. Table 4.2 illustrates this within the context of the research study.

**Table 4.2: Aspects of a research problem**

Aspects of a study	Information about	Nature of the Study	Importance to the study
Study Population	People	Individuals, organisation, groups, communities	They provide one with the required information or one collects information from or about them
Subject area	Problem	Issues and problems facing a group of people; description of situations, associations, needs, attitudes, population profiles, service delivery process	Information that one needs to collect to find answers to one's research questions
	Programme	Contents, services provided, administrative structure, service outcomes, consumer satisfaction, profile of consumers, profile of service providers, effectiveness, cost benefit	
	Phenomenon	Cause and effect, relationships, the study of a phenomenon itself	

Source: Kumar, (2014: 66)

Kumar (2014: 65) explains that in each research study, there are two key aspects, *firstly* people serve as the ‘study population’, and *secondly* the problem, programme or phenomenon provides one with the ‘subject area’ within which the information is collected. The study was conducted amongst the 14 KZN provincial departments. A geographical map illustrating the study area of KZN is provided in Chapter One Figure 1.3.

#### **4.5.1.2 Sampling Size and Sampling Strategies**

O’Sullivan, Rassel and Berner (2010: 164) state that “drawing a sample is an economical and effective way to study a population”. Population is the total set of units in which the researcher is interested. Sampling can be categorised into probability or purposive samples. The former category affords all people within the research population a specific chance of being selected for the study. The latter, is dependent on people who are chosen based on specific criteria applicable to the target population, (O’Sullivan, Rassel and Berner, 2010: 137).

According to Kumar (2014: 228), the purpose of sampling in quantitative research is to draw inferences with respect to the focus of the enquiry about the group from which you have selected the sample. However, in qualitative research, the design is to obtain an in-depth knowledge of the situation, the event or the aspect being investigated. Convenience sampling is a generally guided by the convenience and availability of the respondents to the researcher, which could be within close proximity, easily accessible, with known contacts or geographical proximity (Kumar, 2014: 244). Convenience sampling was followed for the research, the population identified as information was collected from members of the targeted population who were conveniently available to participate in the research.

Table 4.3 illustrates the identified target population (units in a population that conform to a set of specifications) who participated in the research, in order to illicit the data. The sample is a smaller group of the target population.

**Table 4.3: Illustration of target population**

<b>Sector of Employees for Quantitative data collection – Questionnaires</b>		
<b>Categories of respondents</b>	<b>Total population</b>	<b>Number of targeted respondents</b>
Members of the various forums Provincial Forums	60	55
Supervisors and Senior Managers only	400	122
EH&W Practitioners and Managers responsible for the Management of EH&W	60	45
	520	222

<b>Number of respondents for Qualitative data collection – Interviews</b>	
<b>Category of respondents</b>	<b>Number of targeted respondents</b>
Senior managers above salary level 13	6

The target population for this research who participated in the quantitative phase were employees who have a strategic involvement in the Governance, Service Delivery, Performance Management, EH&W, Corporate Services and Institutional Development Sectors and Support within the KZN provincial departments. Members of the various forums Provincial Forums (such as Integrated HRM Forum, Labour Relations Committee, Organisation Efficiency Forum, Persal Committee, and Service Delivery Champions), EH&W Practitioners and Manager responsible for EH&W in the Province and Senior Manager/Supervisors from the Province constituted the sample group. The three categories of the population that were selected was due to the fact that they were the most relevant to provide information with regards to linkage between Performance Management and EH&W from the perspective of the supervisor, policy and programme implementers. The supervisors served a pivotal role as they are accountable to ensure the performance of employees.

#### **4.5.2 Research Methods**

According to Sekaran and Bougie (2011: 36), a case study, involves an in-depth, contextual analysis of similar situations in other organisations where the nature and definition of the problem is the same as experienced in the current situation. In this regard, Babbie (2014: 318) states that case study researchers may seek only an idiographic understanding of the particular case under examination, as seen with the grounded theory. A case study can also be an in-depth examination of a single instance of some social phenomenon, and an example of such is a village, a family or a juvenile gang. In keeping with this definition, Leedy and Ormord (2010: 108) view a case study as a type of qualitative research in which in-depth data is gathered relative to a single individual, programme, or event for the purpose of learning more about an unknown or poorly understood situation. Similarly, O’Sullivan, Rassel and Berner, (2010: 40), explain that a case study is a study that examines in some depth “persons, decisions, programmes or other entities that have a unique characteristic of interest”

Case studies are a popular research strategy if a researcher wants to acquire a greater understanding of why or how something occurred. The advantage of case studies is that it adopts the combinations of various different information sources. In the research study, the researcher used documents, interviews and participants’ participation in the form of questionnaires. It is noted that this combination of resources strengthens the information obtained from the participants, as there would be corroboration of the information obtained from various sources. Thus, this process led to increased credibility of the findings, which was reflected in the study that was undertaken.

#### **4.6 BENEFITS OF USE OF MIXED METHODS RESEARCH**

Creswell (2012: 535) states that mixed methods research builds on the strengths of each of the individual research methods. The analysis of the data from the combination of qualitative and quantitative is viewed as generating better results to understand the research problem than either method individually. The mixed methods research enables the researcher to simultaneously address a range of confirmatory and exploratory questions with both the qualitative and quantitative approaches, and therefore verify and generate theory in the same study, asserts Delport and Fouché (2011: 436). Mixed methods research, as employed in this research, provided strengths

that offset the weaknesses of both quantitative and qualitative research, and therefore has the potential to provide better (stronger) inferences. Mixed methods research provides a more comprehensive evidence for studying a research problem than either quantitative or qualitative research alone.

Mixed methods research encourages researchers to collaborate across the adversarial relationship between quantitative and qualitative researchers. If findings are corroborated across different approaches, then greater confidence can be held in a singular conclusion. Mixed methods research provides the opportunity for a greater assortment of divergent views and perspectives and makes researchers alert to the possibility that issues are more multi-faceted than they may have initially supposed. Mixed methods research encourages the use of multiple worldviews or paradigms in a single research study, rather than the application of purely applying certain paradigms for quantitative or qualitative research individually.

Mixed methods affords the researcher the discretion to utilise all relevant methods to address a research problem, as well as the fact that they combine inductive and deductive reasoning processes.

In keeping with the principles of mixed methods research, there are several ways to merge the data sets, as the researcher used the side-by-side comparison, which allows for quantitative statistical results to be reported, followed by a discussion of the qualitative aspects which includes salient themes that either confirm or disconfirm the statistical results Creswell (2014: 222-223).

Despite the value mixed methods research provides, the conducting of mixed methods research is challenging. It takes time and resources, and it requires specific skills to collect, analyse and mix both quantitative and qualitative data in one study. However, Creswell and Plano Clark (2007:10) emphasise the fact that these issues are not insurmountable, because certain strategies to address them have been developed during the evaluation of mixed methods research over the last decades.

The discussion that follows provides a brief overview of mixed methods designs.

“Explanatory Sequential Mixed Methods Design: this design involves a two-phase project, wherein the researcher collects quantitative data in the first phase, analyses the results, and then

uses the results to plan the second, qualitative phase. The quantitative results typically inform the types of participants to be purposefully selected for the qualitative phase and the types of questions that will be asked of the participants. The overall intent of this design is to have the qualitative data help explain in more detail the initial quantitative results.”(Creswell, 2014: 224).

Exploratory Sequential Mixed Methods Design: is a design in which the researcher first begins by exploring with qualitative data and analysis, and then uses the findings in a second quantitative phase. The second database builds on the results of the initial database. The intent of the strategy is to develop better measurements with specific samples of populations to see if data from a few individuals in qualitative phase can be generalised to a large sample of a population in quantitative phase (Creswell, 2014: 224).

The discussion concludes with an indication of the design that was selected for the study. The design for the study followed the parallel concurrent mixed method approach. A separate collection and analysis of quantitative and qualitative data was followed. The quantitative data obtained from the questionnaires and the qualitative data from the interviews that were conducted with the senior managers involved at a strategic decision-making level were integrated to answer the research questions. Convergent parallel mixed methods is a form of mixed methods design in which the researcher converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem, as was the case in this study. In this design, the researcher collected both forms of data at approximately the same time, and then integrated the information in the interpretation of the overall results. Contradictions or incongruent findings were explained or further probed in this design (Creswell, 2014: 15).

#### **4.7 DATA COLLECTION**

Data could be collected from primary and secondary sources for research purposes. Primary data is the information the researcher acquires first hand from the participants. This study employed face-to-face interviews and questionnaires as the data collection methods. As both qualitative and quantitative data was collected, it implies that the researcher followed the mixed methods classification. Secondary data is information that is gathered from already published material, such as books, journals.

The next section expanded on the data collection instruments used in the study to obtain the pertinent information for the research study.

#### **4.7.1 Quantitative Data Collection - Questionnaires**

Delpont and Roestenburg (2011: 186), state that a questionnaire is a popular instrument used to acquire information from the target population. Questionnaires were formulated with mainly closed-ended questions. This option was beneficial in that it provided a greater degree of uniformity and data analysis was processed easily. Closed-ended questions are beneficial when the researcher is required to elicit factual information. In this research study, structured questionnaires were used to collect the relevant data from supervisors, EH&W Practitioners/Managers and Provincial forum members.

The respondents were invited to participate in the research and those who volunteered to participate, were given access to the questionnaire *via* email. Some of the questionnaires were distributed to interested participants using the face-to-face method as not all employees have individual access to a computer and ease of access to print a copy. The use of questionnaires are noted to be beneficial in obtaining a response from a wide population and serves as an excellent instrument for measuring attitudes and orientations in a large population. Kumar (2014: 181), explains that a questionnaire is beneficial in that there is no face-to-face interaction between the respondents and the interviewer, this strengthens the degree of anonymity in the study that was undertaken. The completed questionnaires were returned by the respondents *via* email, hand delivered or *via* postage.

The questionnaire used in this study comprised of 7 sections covering 58 Questions. The questions followed the five-point Likert-scale. The questionnaire was structured to determine whether EH&W can be viewed or utilised as a mechanism to enhance employee performance. The questionnaire was distributed to the target participants as illustrated in Table 4.3. Each of the sections covered in the questionnaire is discussed below, and linked to it are the relevant thematic focus areas of the research:

SECTION 1: The section comprised 6 questions and served to obtain the biographical details of the respondents. The purpose on this information was aimed at understanding the profile of

participants with respect to the salary level, number of employees they supervise and number of years in service as a supervisor, EH&W practitioner or forum member.

SECTION 2: The 12 questions within the section served to ascertain the extent to which the workplace has policies pertaining to performance management and EH&W, and the familiarity thereof amongst the 3 key target categories of participants. This section also explored the management of employee performance and the impact of non-performance on the workplace. It also aimed to determine the response as to whether these policies and procedures significantly enhance performance management.

SECTION 3: This section focused on 4 questions pertaining to the attributory reasons for performance decline. The aim of these questions were to illicit responses from the participants as to the primary reasons for decline in employee performance, as this impacts significantly on the enhancement of service delivery.

SECTION 4: The 4 questions probed responses from the target respondents on what the potential risks in the workplace are that one could encounter as a result of decline in performance. In addition, the section explored the effects of risks on employee well-being, and on the performance of the department including the sources of poor performance.

SECTION 5: This section comprised 10 questions that focused on the extent to which supervisors' manage performance decline, the linkage between the management of EH&W and performance management. Respondents were requested to express the extent to which training was offered.

SECTION 6: A total of 21 questions were presented to the participants to obtain a greater understanding of the perception of supervisors to use EH&W programmes as a performance management tool.

SECTION 7: This section, as 'Other' was aimed at providing the participants with an opportunity to provide the researcher with additional information that could be viewed as relevant within the context of the focus area of the research, *namely*: performance management and EH&W.



#### 4.7.2 Qualitative Data Collection – Interviews

According to Leedy and Omrod (2013: 148), interviews are traditionally known to yield more useful information. Silverman (as cited Leedy and Omrod 2014: 148) states that the researcher asks questions based on, but not limited to factual information, people’s beliefs and perspectives about the issues, emotional state, motives, current and previous behaviour, standards for behaviour, reasons for activities or feelings. Conducting interviews in a qualitative study generally uses open-ended or semi-structured questions. Open-ended questions allows for a great degree of flexibility, however, the researcher may yield information that may not be required for the study. Face-to-face interviews is a technique whereby the researcher is able to obtain large volumes of data and is able to conduct in-depth probing. Semi-structured interviewing involves the use of a standard list of questions administered to different participants. In the next phase of this research, interviews were conducted with six (6) members of senior management (salary level 14 and above) in the Province, who are at a senior level of management. The research employed semi-structured interviews using the same set of questions was presented to each of the participants in a consistent manner, thus promoting the concept of validity. There was consistency in the explanation of the research, questions and data recorded (O’Sullivan, Rassel and Berner, 2010: 191-192). The use of semi-structured interviews allowed the researcher to get in-depth responses to provide research insights. The interviews were recorded and then transcribed to extract key themes for the thematic and content analysis. The information obtained from the interviews with the Senior Managers added significance to the overall study. The thematic areas that were used during interviews is presented in Table 4.4. See annexure E for the interview schedule.

**Table 4.4: Interviews: thematic areas**

Thematic Areas	
1.	Workplace policy and procedures
2.	Employee Performance Management
3.	Role of the supervisor
4.	Risk Management
5.	Factors attributing to performance problem
6.	Supervisor perception of Employee Health and Wellness as a performance management tool
7.	Level of knowledge of supervisors to manage employees’ performance
8.	Impact of performance on workplace outcomes

9.	Principles of Employee Health and Wellness
10.	Supervisor skills and exposure to training

#### 4.8 DATA QUALITY CONTROL

According to Leedy and Ormrod (2010: 28), the reliability and validity of the instruments of measure influences the extent to which one can learn something about the phenomenon being studied. The probability that one would obtain statistical significance in the data analysis, and the extent to which meaningful conclusions can be drawn from the data, are further important aspects of the study. The validity of the research instrument is dependent on the extent to which the instrument measures what it is intended to measure, whereas reliability is the consistency with which a measuring instrument yields a certain result when the entity being measured has not changed. Both reliability and validity were considered in the study. This was done through Cronbach's Alpha and Factor Analysis.

Christensen (2007: 206-207), stated that experimental reliability refers to the extent that there is "consistency, stability or repeatability of the results of the experimental study". On the other hand, experimental validity denotes the "correctness or truthfulness of an inference that is made from the results of an experiment". Validity according to Babbie, (cited in Kumar 2014: 213) refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. Delpont and Roestenburg (2011: 173-177) expand on validity by stating *firstly*, that the instrument used must indeed measure the concept in interrogation and *secondly*, there must be accuracy in the concept being measured. In the research, validity can be acquired through face, content, criterion and construct validity.

Cronbach's Alpha coefficient is a popular procedure to determine the reliability of an instrument for quantitative research. The researcher used Cronbach's Alpha to establish reliability of the instrument being used, and the instrument had uniform instructions and standardised scoring procedures. Factor analysis was considered to establish statistical significance and trends amongst key variables. The use of various data collection methods, *namely*: qualitative (*interviews*) and quantitative (*questionnaires*) data collection methods were applied, thus validating the data from the surveys.

## **4.9 DATA ANALYSIS AND INTERPRETATION**

This section provides an outline of the significant aspects in relation to the analysis of data, and the interpretation thereof linking it to salient thematic aspects of the study.

### **4.9.1 Data Analysis**

The use of mixed methods of triangulation and data analysis comprises a combination of both qualitative and quantitative methodological approaches, maintains Delpont and Fouché, (2011: 447). In the statistical methods used for quantitative data analysis, relationships between variables were identified. Qualitative data analysis required the researcher to recognise trends, synergy and identify themes that emerge from the questionnaires that were administered. The researcher employed data reduction through thematic and content analysis of the qualitative data and descriptive statistics for the quantitative data. The statistical software programme SPSS 24.0 version was used to generate frequency distributions, and graphical software such as Excel was used to construct bar graphs and pie charts (Fouché and Bartley, 2011: 255). Data was analysed to establish the statistical significance amongst variables, and to contextualise the relevancy of the findings. The Likert scales (which is commonly used in research wherein participants express attitudes) was utilised in the study. Prinsloo and Hanyane (2017: 197-8), state that the Likert scale is used when participants are asked to select the level of agreement or disagreement with given statements, which are ranked in a given continuum. The researcher utilised scales and indices to present the analysis, and the Likert scale was used to project feedback from participants. The authors define indices as a type of composite measure that summarises data and the specific observations can be done to determine the general feelings of a particular group of people. Scales are defined as a composite measure that focuses on several issues that have a logical structure.

In social research, it is popular to understand people's attitude toward certain situations, circumstances, policies, conditions that affects their daily lives. Attitudinal scales are often used in research to ascertain people's feelings towards a particular situation or issue. An understanding of people's feeling towards these situations or issues play a critical role in informing reviews of policies and programmes or the development of new policies or programmes "to achieve

improvement and betterment” (Kumar, 2014: 201-202). The two main functions of attitudinal scales are *namely*: to measure the strength of respondents’ attitudes towards the aspects being researched, and the provision of techniques to combine the attitudes towards different aspects into one overall indicator (Kumar, 2014: 203). This process is beneficial in research as it reduces the risk of an expression of opinion on one or two aspects of that situation or issue being investigated. In this study the researcher explored the attitudes of respondents on issues pertaining to performance management and EH&W. The questionnaire was structured so as to elicit the responses that would bias towards one direction.

The data obtained from the questionnaire was statistically analysed with thematic analysis using an appropriate software programme, namely the SPSS 24.0 version with a qualified statistician with refinement and meticulous guidance from my academic supervisor. In addition, qualitative data and information has been included in the literature review. The literature review contains information from published books, articles, journals, as well as other research undertaken in this field and discourse on Public Administration and governance.

Qualitative data analysis is the analysis of narrative data. (Teddlie and Tashakkori, 2009: 251). “There is a search for themes, which are the dominant features or characteristics of a phenomenon under study, across all types of qualitative data analysis. Most qualitative analytical techniques involve generating emergent themes that evolve from the study of specific pieces of information that the investigator has collected.”(Teddlie and Tashakkori, 2009: 252). It is explained that qualitative data analysis is predominately inductive nature. This inductive data analysis enabled the researcher to argue from particular facts or data to a general theme or conclusion (Teddlie and Tashakkori, 2009: 253).

The process of qualitative analysis transforms data into findings. Qualitative data analysis involved reducing the volume of raw information, sifting significance information, identifying patterns and constructing a framework for communicating what was revealed from the data. This brings about a process of order, structure and meaning to the mass of the collected data (Schurink *et al.*, 2011: 397). The process of the data analysis followed these steps: preparing and organising the data; reducing the data; and visualizing, representing and displaying the data. Data from the individual interviews were transcribed and analysed. General thematic areas were identified from the data,

which was then integrated with the quantitative data. This served to support, confirm or refute the data collected. Summary of the key thematic areas and analysis was presented in Chapter Five.

#### **4.9.2 Factor Analysis**

Factor analysis, according to Leedy (2010: 282), is a means of examining the correlations among variables, and identify clusters of interrelated variables that displays underlying themes, or factors, within the data. Bhattacharjee (2012: 135) explains that:

“Factor analysis is a data reduction technique that used to statistically aggregate large numbers of observed measures (items) into smaller sets of unobserved (latent) variables called factors based on their underlying bivariate correlation patterns. This technique is widely used for assessment of convergent and discriminant validity in multi-item measurement scales in social science research”.

O’Sullivan, Rassel and Berner, (2010: 312) state that factor analysis is a technique used to investigate relationships between theoretical concepts and empirical indicators. It is therefore, necessary to reduce large numbers of items into smaller categories with manageable indices. Analysts use it to select items and determine importance to indices. One method of factor analysis transforms a set of variables into a new and smaller set of composite variables.

O’Sullivan, Rassel and Berner, (2010: 312) state that factor analysis was developed to construct indicators of abstract concepts. “When factor analysis was used to condense a large number of items into a smaller number of indices, the composite showed greater reliability and operational validity than items taken separately. Factor analysis was used in the study to identify individual variables and to combine them in order to measure a complex concept, and thus help select the variables to be included in an index. Factor analysis calculates how closely variables that are assumed to be associated with each other, are related to common aspects or factors” (O’Sullivan, Rassel and Berner, 2010: 312). In the analysis, variables which are closely associated with the factor can be used in the index to highlight their significance. The factor analysis results can also help in highlighting combinations to separate variables.

Factor analysis is based on the concept of association. The concept of associations among variables was used in the research to reflect the extent to which the variables measured the same trait or factor. It begins by calculating association measures between each pair of variables of interest. A

factor that maximises the association between each variable and the factor are calculated. These co-efficients, called *factor-loadings*, vary between zero and one; the closer the loading is to one, implies that the more closely related variable is linked with the factor. Variables showing high loadings with a factor were considered to be measures of that factor as illustrated in the data analysis in the next chapter. The researcher used factor analysis in that indices where variables had the highest loadings with the factor provided a significant connection, (O’Sullivan, Rassel and Berner, 2010: 313).

Varimax and Kaiser and Factor Analysis Rotation allows one to select the method of factor rotation. The available methods are varimax, direct oblimin, quarrimax, equamax or promax with a brief explanation of the pertinent aspects.

- **Varimax Method.** An orthogonal rotation method that minimises the number of variables that have high loadings on each factor. This method simplifies the interpretation of the factors.
- **Direct Oblimin Method.** A method for oblique (nonorthogonal) rotation. When delta equals 0 (the default), solutions are most oblique. As delta becomes more negative, the factors become less oblique. To override the default delta of 0, enter a number less than or equal to 0.8. A brief discussion of each is explained below:
- **Quartimax Method.** A rotation method that minimises the number of factors needed to explain each variable. This method simplifies the interpretation of the observed variables.
- **Equamax Method.** A rotation method that is a combination of the varimax method, which simplifies the factors and the quartimax method, which simplifies the variables. The number of variables that load highly on a factor and the number of factors needed to explain a variable are maximised.
- **Promax Rotation.** An oblique rotation, which allows factors to be correlated. This rotation can be calculated more quickly than a direct oblimin rotation, making it is useful for large datasets.

The display allows one to include output on the rotated solution, as well as loading plots for the first two or three factors.

- Rotated Solution. A rotation method must be selected to obtain a rotated solution. For orthogonal rotations, the rotated pattern matrix and factor transformation matrix are displayed. For oblique rotations, the pattern, structure, and factor correlation matrices are displayed.
- Factor Loading Plot. Three-dimensional factor loading plot of the first three factors. For a two-factor solution, a two-dimensional plot is shown. The plot is not displayed if only one factor is extracted. Plots display rotated solutions if rotation is requested.

[http://www-1.ibm.com/support/knowledgecenter/SSLVMB\\_20.0.0/com.ibm.spss.statistics.help/idh\\_fact\\_rot.htm?lang=en](http://www-1.ibm.com/support/knowledgecenter/SSLVMB_20.0.0/com.ibm.spss.statistics.help/idh_fact_rot.htm?lang=en)

### **4.9.3 Descriptive Statistics**

Descriptive statistics was used in the research, which describes the organising and summarising of quantitative data. Univariate and bivariate analysis is most appropriate for descriptive statistics. Univariate analysis is concerned with measures of central tendency and measures of dispersion. The most appropriate measure of central tendency for interval data is the mean, and the most appropriate measure of dispersion for interval data is the standard deviation. Bivariate analysis concerns the measurement of two variables at a time. Descriptive statistics is useful as it summarises results for an experiment, thereby also allowing for research that is more constructive after analysis that is more detailed. In the study, descriptive data analysis aimed to describe the data for investigating the distribution of scores on each variable, and by determining whether the scores on different variables are related to each other.

### **4.9.4 Cross tabulations**

Data resulting from observations made on two different related categorical variables (bivariate) can be summarised using a table, known as a two way frequency table or contingency table. The word contingency is used to determine whether there is an association between the variables. Cross tabulations were used in this study to compare the scoring patterns amongst the 3 groups for all of the variables that constituted the questionnaire.

#### **4.9.5 Correlation**

Correlation and regression are two techniques that enables one to determine the connection between the actual dimensions of two or more variables. In this section, only two variables at a time could be looked at, but in this instance, these theories and similar formulae were used to establish the relationship between many variables. When using these techniques, one is concerned with using models for prediction and decision-making as a useful approach to make meaningful sense of data. Bivariate correlations were used in this study to investigate the effects of the data on the ordinal scale on similar ordinal variables. These correlations are presented in Chapter Five.

#### **4.9.6 Reliability: Cronbach's Alpha**

The reliability occurs when an instrument measures the same thing more than once and results in the same outcome. There are a number of procedures that exist for establishing reliability of an instrument. The reliability measure used in this study is the Cronbach's Alpha coefficient. The Cronbach's Alpha coefficient ranges between 0 and 1. The figures that are closer to 1 (0.8 - 0.9) generally indicate a highly reliable scale (Delport and Roestenburg 2011: 177). Table 5.3 below reflects the Cronbach's Alpha score.

#### **4.9.7 Kaiser-Meyer-Olkin Measure of Sampling Adequacy**

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in the variables that might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with the data. If the value is less than 0.50, the results of the factor analysis will not be very useful to the study. The results in this study indicates high values of KMO, implying that there were underlying structural patterns in the different sections. These are also seen in the manner of the factor loading along a single component [http://www-01.ibm.com/support/knowledgecenter/SSLVMB\\_20.0.0/com.ibm.spss.statistics.cs/factor\\_telco\\_howto\\_01.htm](http://www-01.ibm.com/support/knowledgecenter/SSLVMB_20.0.0/com.ibm.spss.statistics.cs/factor_telco_howto_01.htm)



#### **4.9.8 Bartlett's Test of Sphericity**

Bartlett's Test of Sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that the variables are unrelated, and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful with the data. The small p-values imply that factor analysis was applicable in this study.

[http://www-01.ibm.com/support/knowledgecenter/SSLVMB\\_20.0.0/com.ibm.spss.statistics.cs/factor\\_telco\\_howto\\_01.htm](http://www-01.ibm.com/support/knowledgecenter/SSLVMB_20.0.0/com.ibm.spss.statistics.cs/factor_telco_howto_01.htm)

#### **4.9.9 Deductive Method**

The deductive method is generally associated with quantitative analysis (in this case the questionnaire) as opposed to qualitative (the interview) in the research. When research findings rely on the respondents' opinions and perceptions, then that is a point of interpretative qualitative data.

#### **4.9.10 Chi-Square**

There are two types of Chi-Square tests, one is for a single variable, and the other is for determining a relationship between two variables. The single variable test determines the spread of the scoring for each option within the variable, for example, whether the sample has the same number of males and females. The two variable tests look at the relationship that exists, for example, between gender and discipline. The Chi-Square test measures the discrepancy between the observed cell counts and what one would expect if the rows and columns were unrelated. In this study, the Chi-Square test was used to compare whether patterns observed amongst the groups were significantly different. It was most appropriate when percentage comparisons were done.

#### **4.9.11 Regression Analysis and Regression Model**

Regression analysis is a statistical technique that efficiently describes complex relationships. A regression equation allows the user to describe a dataset, estimate population parameters, infer causality, and forecast (O'Sullivan, Rassel and Berner (2010: 455). Regression analysis and regression modelling was used to determine whether multiple variables had an effect on the

specified dependent variable, and a multivariate regression model was generated. The discussion on regression analysis and regression models are presented in Chapter Five.

#### **4.9.12 Kruskal-Wallis Test**

The Kruskal-Wallis Test is a non-parametric statistical test that is used to compare three or more group means when the data are ordinal (e.g. ranked) (Leedy, 2010: 282). The Kruskal-Wallis test is the non-parametric counterpart to the parametric test, Analysis of Variance (ANOVA). This test is used to determine if there are statistically significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable.

According to Hole (2011), the Kruskal-Wallis test is appropriate to use under the following circumstances:

- a. There are three or more conditions one wants to compare;
- b. Each condition is performed by different group of participants i.e. one may have an independent-measures design with three or more conditions; and
- c. The data does not meet the requirements for a parametric test i.e. used if the data is not normally distributed, if the variances for the difference conditions are markedly difference, or if the data are measurements on an ordinal scale.

In this research, the test was used to determine whether there were significant differences in the opinions of the three main groups of participants under research (Provincial Forum Members, Supervisors and Employee Health & Wellness Practitioners/Managers).

#### **4.10 ETHICAL CONSIDERATION**

Prinsloo and Hanyane (2017: 188) state that research ethics can be defined as a framework for the application of a set of broad ethical principles for conducting research responsibly and in the use of research outcomes. Prinsloo and Hanyane (2017: 188) advocate that the adherence of ethical practices in conducting research guarantees that the participants' rights and welfare are secure throughout the research process. The mixed method approach was adopted for the research, and the fundamental elements of ethics for both qualitative and quantitative data collection was

adhered to. In conducting the research, the researcher executed the fundamental ethical principles of informed consent, confidentiality and anonymity was also respected in the entire research process. The element of voluntarism was stressed and participants were invited to participate as they were given an opportunity to withdraw at any stage of the research process. Informed consent is commonly used in social science research. “Informed consent implies that subjects are made adequately aware of the type of information expected from them, why the information is being sought, what purpose it will be put to, how they are expected to participate in the study, and how it will directly or indirectly affect them”, (Kumar, 2014: 285). All participants in the study were given a letter of informed consent, and the consent form had to be signed off.

The feedback from the respondents who participated in the research study aided the researcher to obtain a deeper understanding and insight into the area of the research study. In order to ensure consistency and credibility of the data collected, the consistency of results were also verified through the process of triangulation. The study was conducted in accordance with the University’s policy for postgraduate studies, and in following the ethical guidelines for research. The explanation regarding the empirical survey was done. There was no breach in confidentiality that was maintained, with use of information for the purpose intended without any bias, anonymity respected and participation was voluntary (Kumar, 2014: 283). The correct use of secondary data is extremely important, therefore all references and source material have been cited in the research, taking cognisance of the University’s policy on plagiarism.

#### **4.11 CONCLUSION**

The purpose of the study was exploratory in nature with the creation of new knowledge generated through the research. The chapter focused on the research design and methodology that was employed for this empirical research study. In order to contextualise the approach for the study, the researcher put forward the use of the mixed method approach. The research methodology of mixed methods is one whereby the research used both qualitative (*interviews*) and quantitative (*questionnaires*) as a research methods approach that provided a deeper analysis to the study. The research demonstrated the linkage between the themes and research questions. The ethical principles governing research were upheld as the researcher provided a detailed outline of the steps and processes followed to ensure compliance and adherence to the protocols of the University of

KwaZulu-Natal and the Office of the Premier in KwaZulu-Natal. Voluntary participation in the research was upheld in this study. Chapter Five focuses on the analysis of the results from the questionnaires and interviews. The chapter also provides a detailed data analysis, and key discussions surrounding the relevant findings arising out of the research. The analysis explores the findings that served to address the salient issues pertaining to the key research questions.

## CHAPTER FIVE

### PRESENTATION OF RESULTS AND DISCUSSION OF FINDINGS

#### 5.1 INTRODUCTION

This chapter focuses on the presentation of the quantitative data obtained from the questionnaires and the discussion from the qualitative aspects of the study to formulate evidence-based solutions to addressing the inter-relationship between employee wellness and performance management. The analysis of both the qualitative and quantitative aspects are used to address key concerns raised in the questions and objectives and to enhance the overall empirical aspects of the study. To answer the research questions, a mixed methods approach was used by combining quantitative and qualitative inquiries. The first part of the chapter presents the statistical analysis of the quantitative data, the survey instrument and the research results and findings. The second part of the chapter focuses on the analysis of the qualitative data which support some of the key aspects that emerged in the statistical analysis and discussion, research results and the findings, which eventually culminates in a conclusion.

This chapter presents the results and substantively discusses the findings obtained from both the questionnaires and interviews and an assessment of perspectives and issues in the study. The questionnaire was the primary data collection instrument and was distributed to various levels of employees within the KwaZulu-Natal Provincial Administration. The qualitative data was conducted *via* the interviews with the participants who shared information on the phenomena under investigation. The data collected from the responses was analysed with the use of the SPSS version 24.0. The results for the quantitative data that was collected was presented through the use of descriptive statistics in the form of graphs, cross tabulations and other figures. Inferential techniques included the use of correlations and Chi-Square Test values; which were interpreted using the p-values. Interviews were conducted with six (6) Senior Managers to obtain the data in relation to the qualitative aspects of the study.

The ultimate role of data analysis is to make logical and meaningful deductions from the data collected (Mouton, 2001: 108-109). The intent of the data analysis is to reveal the phenomena

being investigated, and to present the significant relationship between and amongst the key variables. In addition, data analysis involved a process of organising the data obtained from the interviews, and organising the data into themes, representing the data and forming an understanding of the information gained (Creswell, 2013: 179). The methods implemented in the study promote the need for articulation between the values placed on employee wellness, actions taken to address poor performance and the context within which the public service delivery mandate takes place.

## **5.2 DISCUSSION OF THE DATA**

The data was collated and cross tabulations were performed to determine the relationships between variables; the significance of which was interpreted using p-values from the Chi-Square test.

### **5.2.1 Chi-Square Tests**

The Chi-Square Test is used in order to test if the experimental data supports a particular hypothesis. O’Sullivan, Rassel and Berner (2010: 376) state that null hypothesis is used in research in order to postulate that no relationship exists between the variables in the total population. To determine if there was a statistical significant relationship between the variables, the Chi-Square Test was used. The p-value is used to illustrate the relationship; thus, if the p-value is less than 0.05, it indicates that a significant relationship exists between the variables. If the p-value is greater than 0.05, then there is no significant relationship between the variables.

### **5.2.2 Investigation of Relationships**

According to O’Sullivan, Rassel and Berner (2010: 271), the process of “hypothesis testing and tests of statistical significance reply on disconfirming evidence to support a hypothesis”. It is noted that this is generally through the process of either showing that the null hypothesis is either true or false. This process of comparing observed data with the results that one would expect from chance alone is called testing the null hypothesis. Leedy and Ormrod (2010: 278-9) advocate that the statistical significance is whereby one can reasonably conclude that the difference is not due to chance, but instead it is a result of what is being studied.

The traditional approach to reporting a result requires a statement of statistical significance. A **p-value** is generated from a **test statistic**. A significant result is indicated with " $p < 0.05$ ".

A second Chi-Square Test was performed to determine whether there was a statistically significant relationship between the variables (rows vs columns). The Table found in Annexure L summarises the results of the Chi-Square tests. The claim is that there is no association between the row and column variables. The alternate hypothesis indicates that there is an association. For example: The p-value between "Group" and "Number of years" is  $p < 0.001$ . This means that there is a significant relationship between the variables and that the group which the respondents came from played a significant role in terms of the number of years within each of the 3 identified categories (Supervisors, EH&W Practitioners and Members of the Provincial Forums).

It can be observed from Table 5.1 below, that a majority of Provincial Forum Members (72.5%) had been in their positions for more than 16 years, whereas the majority of Employee Health and Wellness Practitioners (90.5%) had less than 16 years of experience in their position. Majority of supervisors (63%) who participated in the research had less than 16 years of experience. This reaffirms the point that the Employee Health and Wellness function is relatively 'new' in the public service.

Furthermore, the p-value between "Group" and "Procedure on supervisor referral to the Employee Health and Wellness Programme" is 0.002 (which is less than the significance value of 0.05). This means that there is a significant relationship between the variables. In other words, the respondents' group did play a significant role in terms of the response as to whether procedures pertaining to supervisor referral to the EH&WP are in place.

An additional example is where the p value between "Group" and "Employee performance impacts on the department's goals" is 0.016. This value is lower than the level of significance of 0.05, which means that there is a significant relationship between the variables. The response from the group of respondents had a significant role in terms of the impact of employee performance on the department's goals. Evidence from a recent study by Sharar, Pompe and Lennox (2012: 5-14) confirms that the rendering of EAP clinical service delivery has a resultant positive impact on the workplace as a whole. The study used the pre-and post- test methodology and the results indicate

that post interventions the employee's performance improved and the EAP can thus, lead to a positive impact on the achievement of a department's goal. Individual performance (means) leads to institutional performance as a collective (end result). The emphasis in this discussion is increasingly on results-driven demands placed on employees and is therefore, of particular importance in the study.

A further example is where the p-value between "Group" and the EH&WP is an effective measure in assisting employees who experience problems that are affecting performance" is 0.004, which means that there is also a significant relationship between these variables. Therefore, the group that the respondents came from did play a significant role in terms of whether the EH&WP is an effective measure in assisting employees who experience problems that are affecting performance in the workplace. Evidence that emerged from a recent study undertaken to assess the impact of EAP services rendered in the workplace revealed that the five constructs used in the Workplace Outcomes Suite (WOS) were found to be statistically significant. The findings further demonstrated the positive influence of utilising the EAP. It was reported that the evidence presented confirmed the importance of EAP services in the workplace, and that the resultant positive outcome is on employee performance. An example which could serve to justify the benefit was that there was a 70% reduction in absenteeism, and this therefore, highlights the value of offering support to employees who are challenged with personal concerns, (Tamburo and Mintzer, 2017: 8-10).



**Table 5.1: Relationship between respondents and the total years of service**

		Group			Total		
		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners / Managers			
Total number of years	0 – 5	Count	3	17	9	29	
		% within Group	4.8%	14.9%	21.4%	13.3%	
	6 – 10	Count	7	27	22	56	
		% within Group	11.3%	23.7%	52.4%	25.7%	
	11 – 15	Count	7	28	7	42	
		% within Group	11.3%	24.6%	16.7%	19.3%	
	16 – 20	Count	11	17	2	30	
		% within Group	17.7%	14.9%	4.8%	13.8%	
	> 20	Count	34	25	2	61	
		% within Group	54.8%	21.9%	4.8%	28.0%	
	Total		Count	62	114	42	218
			% within Group	100.0%	100.0%	100.0%	100.0%

Table 5.1 illustrates that there is significantly more EH&W Practitioners who have less than 10 years in the profession. This can be attributed to the fact that the management of EH&WP was only introduced within the ‘new’ Public Service dispensation in 1999. However, the programme was formally implemented in 2007 with the launch of the EH&W Framework. During this stage, a number of government departments significantly created positions on the departmental organisational structure for EH&W to be firmly entrenched within their systems. This demonstrates that although the programme is relatively ‘new’ in the discourse of Public Service human resource management and development, *albeit* an important area of focus for those called upon to embody and embrace this ethos within the public service.

### 5.2.3 Correlations

Bivariate correlation was also performed on the (ordinal) data. The results are found in the appendix (refer to annexure M). The results indicated the following patterns. Positive values indicate a directly proportional relationship between the variables and a negative value indicates an inverse relationship. All significant relationships are indicated by a \* or \*\* (See annexure M).

For example, the correlation value between “Procedure on supervisor referral to the Employee Health and Wellness Programme” and “In your capacity, as a supervisor did you attend supervisory training on the utilization of the Employee Health and Wellness Programme” is 0.363 ( $p < 0.001$ ). This is a directly related proportionality. Respondents pointed out that the greater the procedure on supervisor referral to the EH&WP, the more likely supervisors would attend the training, and *vice versa*.

A direct proportionality also exists between the “State of employees health and well-being impacts on the performance of employees” and EH&WP can be used to address performance-related problems with the correlation coefficient value between the two values being 0.235. Respondents agreed that the “State of employees’ health and well-being impacts on the performance of employees” and the EH&WP can be utilised to address such performance-related problems.

### **5.3 ANALYSIS OF SURVEY INSTRUMENT**

The results of the survey instrument is presented in this section.

#### **5.3.1 The Sample**

In total, 222 questionnaires were distributed and 219 were returned, which yielded a 98% response rate. The response rate of a minimum of 70% is required to ensure that it is credible and valuable to address the research problem.

#### **5.3.2 The Research Instrument**

The research instrument consists of 191 items, with a level of measurement at a nominal and ordinal level. Table 5.2 below illustrates the division of the questionnaire into 7 sections which were measured by various themes, as highlighted in the table that follows:

**Table 5.2: Sections in the survey instrument**

Section	Description
Section 1	Biographical data
Section 2	Policies and procedures
Section 3	Primary reasons for decline in performance
Section 4	Potential workplace risks as a result of decline in performance
Section 5	Supervisors' management of performance decline
Section 6	Perception of supervisors of using employee health and wellness as a performance management tool
Section 7	Other

### **5.3.3 Reliability Statistics**

The two most important aspects of precision are reliability and validity. Reliability is computed by taking numerous measurements on the same subjects. A reliability coefficient of 0.600 or higher is considered as “acceptable” for a newly developed construct. Table 5.3 below reflects the Cronbach’s Alpha score for 18 of the items constituted the questionnaire with a reliability coefficient of over 0.600, which is highlighted as significant findings in the study.

**Table 5.3: Cronbach's Alpha Score**

Section	Heading	Number of Items	Cronbach's Alpha
<b>Policies and Procedures</b>			
B2.1	The following approved policies and / or procedures are in place in your department	5 of 5	0.824
B2.2	Select the most suitable response for each of the statements listed below:	4 of 4	0.745
B2.3	Supervisors factor the management of employees' health and well-being in:	6 of 6	0.936
B2.4	Please rate each of the statements listed below:	3 of 3	0.860
B2.5	Management of employee performance is the responsibility of:	4 of 4	0.595
B2.6	Select the most suitable response for each of the statements listed below:	2 of 4	0.557
B2.10	Select the most suitable response for each of the statements listed below:	4 of 4	0.785
<b>Primary reasons for decline in performance</b>			
C3.1	Primary causes of performance decline / performance-related problems:	10 of 10	0.817
C3.2	Based on your experience, indicate the reasons employees have cited for their decline in performance:	10 of 10	0.792
C3.3	Causes of employees' poor performance can be attributed to:	7 of 7	0.823
C3.4	From your experience, select the appropriate response for each of the statements below:	7 of 7	0.634
<b>What are the potential workplace risks as a result of decline in performance</b>			
D4.1	Employees' poor performance impacts on:	4 of 4	0.921
D4.2	Employees' well-being has the following risks on the performance of the department:	9 of 9	0.901
D4.3	Poor performance and risks on the department:	9 of 9	0.890
D4.4	Sources of employee poor performance in the workplace:	4 of 4	0.784
<b>Supervisors' management of performance decline</b>			
E5.1	The performance appraisal system is used by supervisors for:	6 of 6	0.784
E5.2	Please select the relevant option:	2 of 2	0.870
E5.7	The supervisor training content focused on:	9 of 9	0.941
<b>Perception of supervisors to use Employee Health and Wellness as a Performance Management Tool</b>			
F6.9	When dealing with an employee's decline in performance, supervisors should obtain advice from:	6 of 6	0.658
F6.18	The following serve as an indication that the employee may be experiencing problems:	9 of 9	0.876
F6.19	Non-performance of an employee is addressed by	7 of 9	0.611
F6.20	Supervisors generally find management of performance-related problems	3 of 4	0.683

The reliability scores for the sections above exceed or approximate the recommended Cronbach's Alpha value of 0.600 for a newly developed construct. This value signifies a degree of acceptability and consistency with respect to the scoring for these sections of the research study. In support thereof, (Leedy and Ormrod, 2010: 93), the reliability of the measurement instrument is the degree

to which the instrument yields constant results when the characteristic being measured, remained unchanged.

It is noted from the above Table 5.3, as illustrated in the Cronbach's Alpha value that some of the sections exceed the reliability score value of 0.600. This therefore, indicates a high (overall) degree of acceptability and consistent scoring for the section of the research. This score of the instrument, infers that it is more likely for the researcher to draw appropriate conclusions from the data collected and thereby presented credible reasons for the research problem, (Leedy and Ormrod, 2010: 93), which lends credibility to the research instrument because of internal consistency of the test. The Cronbach's Alpha tests interrater reliability between the sections, and thus strengthens internal consistency in the research instrument.

Section B2.6 has a lower than acceptable value. This is mainly due to the small number of variables that constituted this section.

#### **5.3.4 Factor Analysis**

O'Sullivan, Rassel and Berner (2010: 312), explains that factor analysis is a technique that is utilised to explore the relationship amongst theoretical concepts and empirical indicators. Factor analysis is used to reduce a large number of items into a smaller number of indices. It is suggested that the composite aspects should have greater reliability and operational validity than the items independently.

##### **5.3.4.1 Importance of Factor Analysis**

Factor analysis is a statistical technique to achieve data reduction. A typical use of factor analysis is in survey research, where a researcher wishes to represent a number of questions with a small number of hypothetical factors. With reference to the Table 5.3, the following discussion is important in context to the study:

- The principle component analysis was used as the extraction method, and the rotation method was Varimax with Kaiser Normalisation. This is an orthogonal rotation method that minimises the number of variables that have high loadings on each factor. It

assumes that factors are not correlated. It serves to simplify the interpretation of the factors.

- Factor analysis/loading show inter-correlations between variables.
- Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the various components.

For example, as part of a national survey on political opinions, participants may answer three separate questions regarding environmental policy, reflecting issues at the local, provincial and national level. Each question, by itself, would be an inadequate measure of attitude towards environmental policy, but *together* they may provide a better measure of the attitude. Factor analysis can be used to establish whether the three measures do, in fact, measure the same thing. If so, they can then be combined to create a new variable, a factor score variable that contains a score for each respondent on the factor. Factor techniques are applicable to a variety of situations. A researcher may want to know if the skills required to be an athlete who competes in a decathlon are as varied as the ten events, or if a small number of core skills are needed to be successful in the event. One need not believe that these factors exist in order to perform a factor analysis, but in practice however, the factors are usually interpreted, given names, and spoken of as real things to add significance to research that may be undertaken.

#### **5.3.4.2 Kaiser-Meyer-Olkin measure and Bartlett's test**

The matrix tables is preceded by a summary table, which reflects the results of Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. The requirement is that KMO Measure of Sampling Adequacy should be greater than 0.50 and Bartlett's Test of Sphericity ought to be less than 0.05. In all instances, the conditions are fulfilled, which allows for the factor analysis procedure in the study.

The Kaiser-Meyer-Olkin (KMO) measure of Sampling Adequacy is a statistical tool that indicates the proportion of variance in the variables that might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with the data. If the value is

less than 0.50, the results of the factor analysis probably won't be very useful. Bartlett's test of Sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that variables are unrelated, and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicates that a factor analysis may be useful with the data.

[http://www-01.ibm.com/support/knowledgecenter/SSLVMB\\_20.0.0/com.ibm.spss.statistics.cs/factor\\_telco\\_howto\\_01.htm](http://www-01.ibm.com/support/knowledgecenter/SSLVMB_20.0.0/com.ibm.spss.statistics.cs/factor_telco_howto_01.htm)

Factor analysis was done only for the Likert scale items. Certain components divided into finer components which means that a theme has been split into sub-themes. This is a procedure that determines which items cluster together to measure a particular construct (Delpont and Roestenburg, 2011: 175). This is explained in the rotated component matrix attached as Annexure O.

All of the conditions are satisfied for factor analysis. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value should be greater than 0.500 and the Bartlett's Test of Sphericity sig. value should be less than 0.05. It is noted that the variables that constituted Section B2.1 loaded along 2 components (sub-themes). This means that respondents identified different trends within the section. Within the section, the splits are colour coded. The statements that constituted 12 sections loaded along a single component. This implies that the statements that constituted these sections measured what it set out to measure.

### **5.3.5 Section 1: Biographical Data**

The section provides a summary of the biographical characteristics pertaining to the respondents. The section presented the respondents with six (6) questions which served to obtain the biographical details of the respondents. The questions focused on gender, age, salary level, total number of years as a supervisor, years in current position and the number of employees supervised. The purpose of this information was aimed at understanding the profile of the participants with respect to the number of employees they supervise and number of years' experience in service, as this would add value to the study. The three (3) categories of respondents had a direct contribution on the quality of the findings in the research study.

### 5.3.5.1 Gender and age of respondents

The Table 5.4 describes the overall gender distribution by age.

**Table 5.4: Overall Gender and age distribution**

Group			Gender		Total
			Male	Female	
Age (years)	20 – 29	Count	2	5	7
		% within Age	28.6%	71.4%	100.0%
		% within Gender	2.2%	3.9%	3.2%
		% of Total	0.9%	2.3%	3.2%
	30 – 39	Count	13	35	48
		% within Age	27.1%	72.9%	100.0%
		% within Gender	14.4%	27.1%	21.9%
		% of Total	5.9%	16.0%	21.9%
	40 – 49	Count	36	65	101
		% within Age	35.6%	64.4%	100.0%
		% within Gender	40.0%	50.4%	46.1%
		% of Total	16.4%	29.7%	46.1%
	50 – 59	Count	34	24	58
		% within Age	58.6%	41.4%	100.0%
		% within Gender	37.8%	18.6%	26.5%
		% of Total	15.5%	11.0%	26.5%
60+	Count	5	0	5	
	% within Age	100.0%	0.0%	100.0%	
	% within Gender	5.6%	0.0%	2.3%	
	% of Total	2.3%	0.0%	2.3%	
Total	Count	90	129	219	
	% within Age	41.1%	58.9%	100.0%	
	% within Gender	100.0%	100.0%	100.0%	
	% of Total	41.1%	58.9%	100.0%	



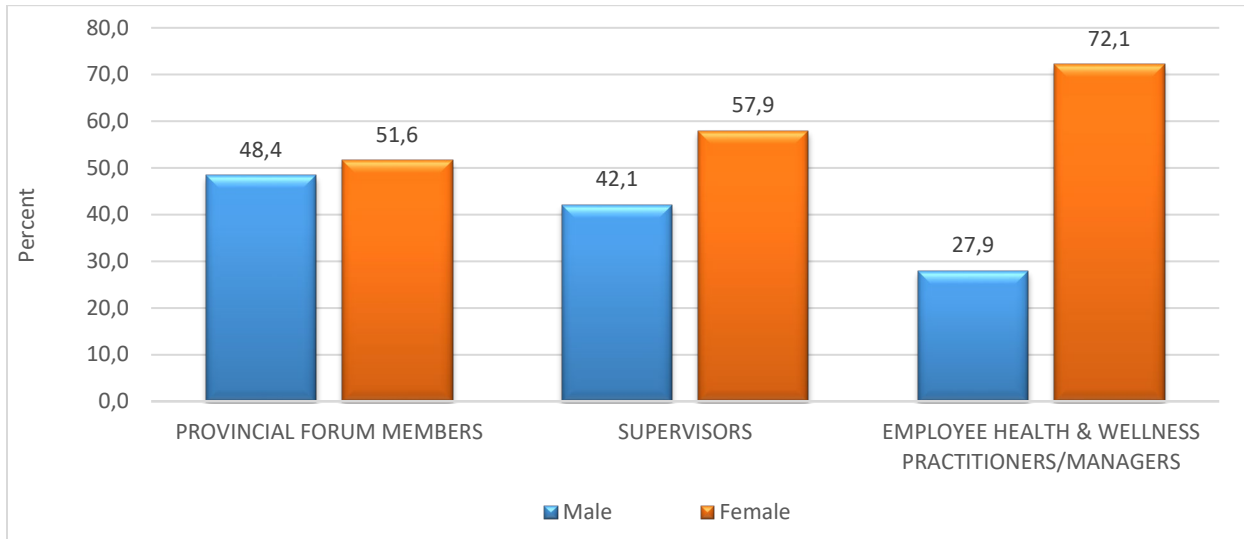
Overall, the ratio of males to females is approximately 2:3 (41.1%: 58.9%). Within the age category of 30 to 39 years, 27.1% were males. The category of males (only), 14.4% were between the ages of 30 to 39 years. This category of males between the ages of 30 to 39 years formed 5.9% of the total sample. This difference could be attributed to the change in the employment practices in the public service whereby the agenda for transformation is currently being advanced that experience transformation with regards to the increase in employment of females who had a quest for economic equality. It can be said that, in terms of gender mainstreaming, there currently exists gender disparity in employment practices in the public service, and the finding lends discussion to this important fact. According to Lues (2016: 330-331), it has been stated that the employees who entered the public service post-1990s, are termed Generation X, and entered the workplace by contributing to the policy-making, giving effect to the new public service legislation, and also provides direction to the achievement of the transformational objectives.

In the age category of 40-49 years, total respondents were 46.1% and the age category of 50-59 years, total percentage of respondents were 26.5%. The combined total of these two age categories constitute a majority (72.6%) of the respondents. It is noted that this age category are according to Lues (2016: 330), referred to as the 'Baby Boomers'. This category of employees would have had the experience from both eras of the democratic transformation in the South African context. The views of these respondents would add value to the study, as they would serve as a valuable source of knowledge.

The composition of the samples indicates an experienced and mature grouping of respondents. This is useful and of significant, as the responses derived from these respondents is from an informed opinion based on their experience and knowledge of the public service.

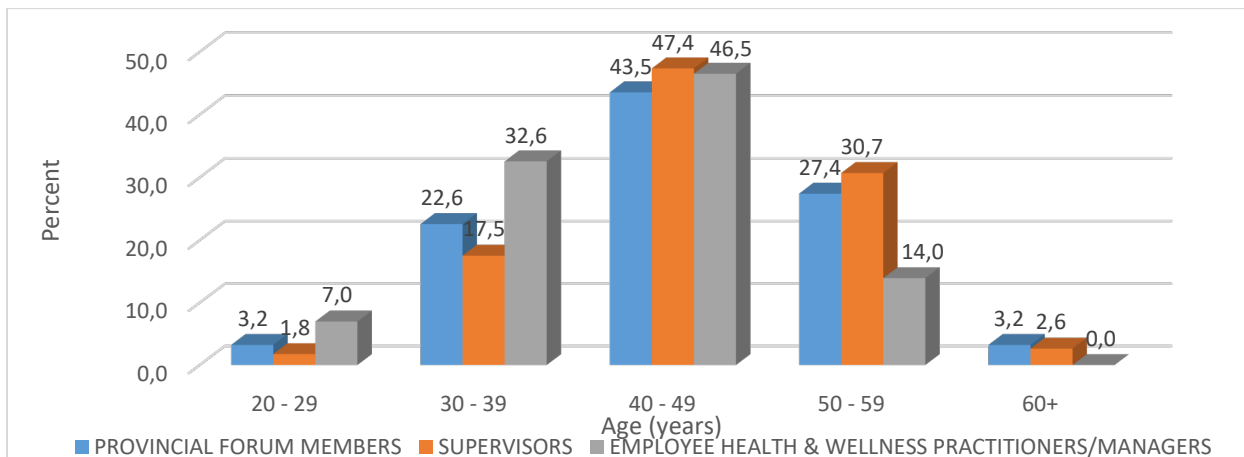
The gender and age distributions by group is shown individually below. Figure 5.1 indicates the gender and age distribution of the respondents.

**Figure 5.1: Gender of the respondents**



The ratio is similar for the first two groups with Employee Health & Wellness Practitioners and Managers having nearly 3 times as many females in the sample. The overall difference is significant ( $p = 0.008$ ). This therefore, implies that the response for the category of respondents would hold valid in the research study. The higher percentage of female respondents in the category of EH&W Practitioners and Managers could be attributed to the fact that the field of EH&W Practitioners is generally dominated by females. Hitherto, the field of EH&W practitioners falls within the domain of the ‘caring’ professions such as social work, which was traditionally dominated by females (Warley and Hughes, 2010: 213).

**Figure 5.2: Age of the respondents**

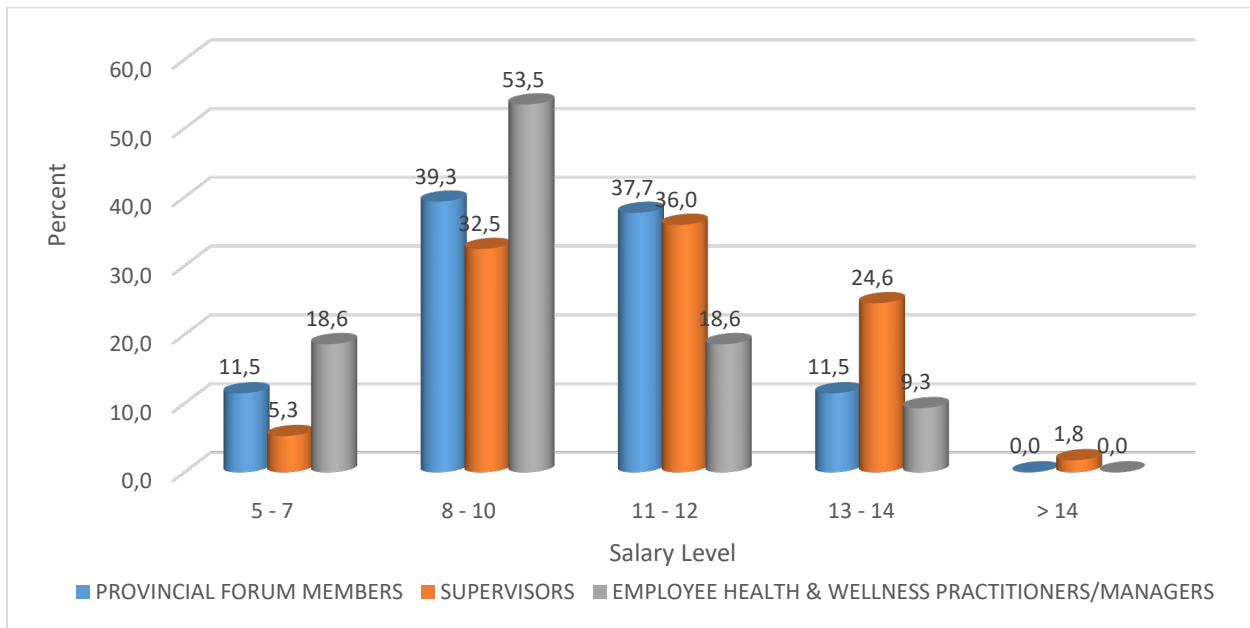


By age grouping, the differences in the patterns are also significant ( $p < 0.001$ ). The policies and practices of the public service went through a major transformation process, which saw the introduction of these contemporary concepts of EH&W, Performance Management and outcomes-based Management. It can be deduced from the age profile that the majority of the participants are below the age of 50. This would therefore, imply that the supervisors who were employed in the public service would have been exposed to the training and development based on the relevant policies and prescripts that govern the public service. In addition, the diverse age profile can add value to the research study, as perspectives can be obtained from respondents who have experience of both pre- and post-transformation of the public service.

### 5.3.5.2 Salary Levels of the respondents

The Figure 5.3 indicates the salary levels amongst the groups.

**Figure 5.3: Salary Level of the respondents**



The difference in levels was significant ( $p < 0.001$ ). Figure 5.3 reflects the salary levels of the respondents, namely supervisors, EH&W practitioners and members of the Provincial Forum Members. Majority of the respondents for the category Provincial Forum members (77%) were between the salary levels 8-12, which is generally middle management level. There was a fair

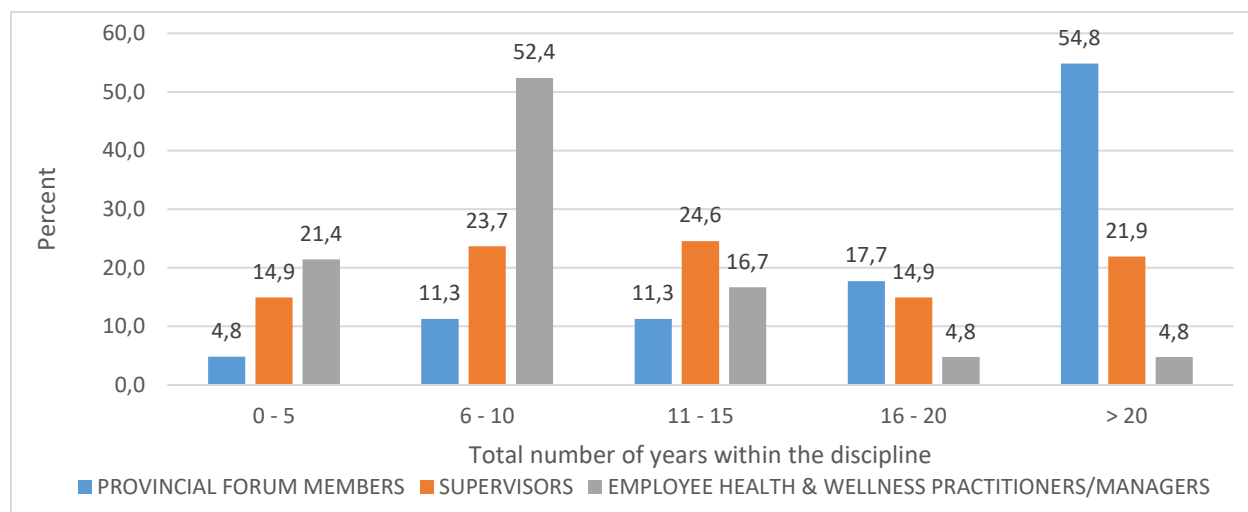
degree of representatively across all the salary levels at a supervisor level. In the field of EH&W (90.7%), majority of the respondents are below salary level 13, and this is typical of the organisational structure in the workplace, as the function of EH&W is currently managed as a sub-directorate.

With respect to the participation from the respondents under the category of supervisors, it can be noted that 32.5% at salary level: 8-10, 36 % at salary level 11-12 and 24:6% at salary level 13-14. These figures represent participation of respondents from the category of junior, middle and senior level of supervisors. All these participants would have amongst their key performance indicators, the management of Human Resources which is inclusive of management of employee performance and EH&W. Supervisors play a significant role in the management and governance of public human resource management, which is an integral sub-field of the paradigm of public administration. The salary levels of the respondents is representative of the management levels within the public service, namely, the top, middle and low-level management. The views expressed by the respondents would add value to this study, as they all contribute to ensuring that the goals of the department are maintained and that service delivery is at an optimum level.

### 5.3.5.3 Years of service in discipline

The Figure 5.4 indicates the length of service within the discipline of the respondents.

**Figure 5.4: Number of years in service**



The majority of respondents reported on the number of years within the discipline which ranged from 6 years to over 21. Within the category years of service, 63.2% supervisors had between 6-20 years of service and 21.9% of supervisors had over 20 years of service. This brings the total number of respondents from the category of supervisors, with over 6 years of service to 85.1%. This constitution of the sample of supervisors indicates a mature and experienced grouping of respondents. The views expressed by this sample would therefore, be useful and of significant noting as the responses derived from the respondents would have been from an informed and experienced point of view.

A large number of the respondents across the categories have been in employ for more than 5 years. This implies that respondents had been in employ for a while, and this is also a useful fact as it indicates responses from experienced workers. The differences in the number of years between the groups is significant ( $p = 0.001$ ). Based on the fact that a high percentage of respondents have more than 5 years' experience, it is expected that they would be familiar with the policies and procedures of the public service, subjected to the application of the performance management system, and also having been exposed to various training and developmental programmes. Approximately 55% of Provincial Forum Members have more than 20 years of experience in the public service. One could therefore, infer that these respondents would have a greater understanding of policy implementation given their tenure and exposure in the work place. The Provincial Forum Members are also experienced public servants and ought to be in a position to understand the roles, functions and responsibilities to be executed by supervisors with regards to the policies and procedures.

The EH&W Practitioners have fewer years of service than Forum Members and Supervisors. The introduction of EH&W in the public service was as a result of the initial changes to the PSR of 1999, however, the proper implementation came into effect as a significant aspect post the implementation of the EH&W Strategic framework of 01 April 2009. The positions for EH&W Practitioners was created post the approval, therefore, justifying the fewer years of service in comparison to the other two categories of respondents. The recent subsequent developments to the PSR of 2016 also reaffirms the growth and development of the EH&W, which lend credence to the study that was undertaken.

### 5.3.5.4 Length of service in current position

The length of time in the current positions is indicated in this section.

**Figure 5.5: Length of service in current position per category of respondent**

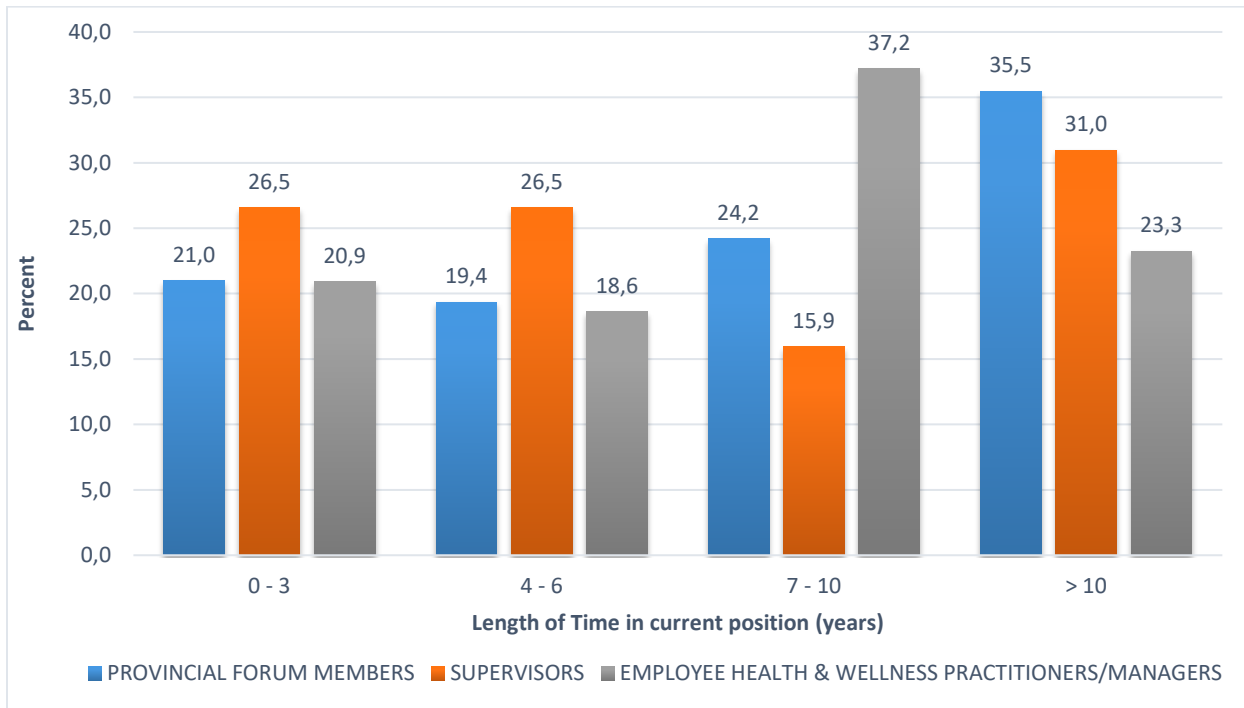


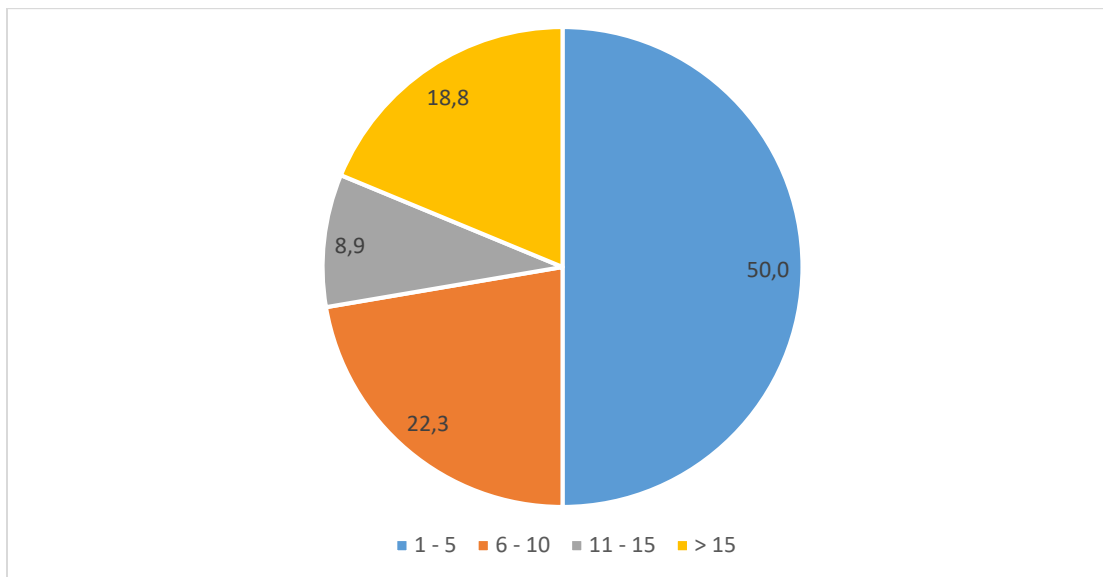
Figure 5.5 illustrates that 37.2% of Employee Health and Wellness Practitioners/Managers, 15 % of Supervisors and 24.2% of Provincial Forum Members had been in their current position for at least 7-10 years. It is further, illustrated that 23.3% of Employee Health and Wellness Practitioners/Managers, 31.0% of Supervisors and 35.5% of Provincial Forum Members had been in their current position for more than 10 years. This point illustrates that a high proportion of respondents had been in their posts for a considerably long period of time. This is beneficial as the response from experienced respondents would be from an informed point of view, based on their prior knowledge and skills on the job. This is evident from the high reliability scores shown in Figure 5.5. A lower percentage of Employee Health & Wellness Practitioners and Managers (23.3%) have more than 10 years' experience, thus illustrating that this is a relatively 'new' occupation within the public service. However, there was no significant difference in terms of how long respondents held their current positions ( $p = 0.272$ ). Conversely, the difference in the years

of service amongst the three categories of respondents did not have a negative impact on the study, as the majority of the respondents in each of the categories had more than four (4) years of service.

### 5.3.5.5 Number of employees supervised by Supervisors

Figure 5.6 indicates the number of people supervised by Supervisors only (the other 2 groups had 0%).

**Figure 5.6: Number of employees supervised by supervisors**



Half of the Supervisors (50.0%) indicated that they had at most 5 people to supervise. There were similar numbers for between 6 – 10 and > 15 (20%) with 11 – 15 having about half of that (9%). The above indicates that a majority of the respondents under the category of supervisors have employees under their supervision. It is expected that the supervisors are accountable for the management of employee performance, and in so doing, ensuring service delivery is upheld. The supervisors are also responsible for the management of general Human Resource Management aspects in the public service, such as performance management, absenteeism management, and EH&W issues. One could therefore, infer that since 50% of the respondents who are supervisors have at least 5 people to supervise, the supervisors should be well-versed on the policies, prescripts and programmes applicable to the management of poor performance. Jackson (2009: 4) affirms

that supervisors who are provided with the correct information, relevant tools and support can play a pivotal role in the management of employees.

The next section provides empirical findings are analysed from the scoring patterns of the respondents per variable per section. The analysis is done using the mean scores. Values approximating 4 or more is indicative of levels of agreement, whilst those close to 2 and below would indicate levels of disagreement. Close attention is paid to values closer to 3 as a neutral score can be determined in 2 ways.

The results are presented using mean values for the variables that constitute each section. Results are then further analysed according to the importance of the statements.

### **5.3.6 Section 2: Policies and Procedures**

The public service is a regulated environment, and as such, policies and procedures are followed to ensure compliance and adherence to the prescripts that govern it. Policies and procedures serve as normative guidelines to guide employees as to what is expected of them in relation to the implementation of work procedures and practices. According to Van der Westhuizen (2016: 16-17), the policies are also developed in consultation with key stakeholders and policy recipients to ensure that the policies adequately service needs of the beneficiaries of the policies. HR policies according to the author is the cornerstone of all the activities undertaken within the HR domain. These policies give direction and enables public managers to lead the institution to achieve its objectives.

Policies also give effect to the implementation of the mandates of the department. Policies pertaining to Employee Performance Management and EH&W have been implemented to ensure that the department is able to provide a platform for employees to be encouraged to perform at optimum levels, whilst addressing aspects impairing the performance. It is therefore, expected of all employees in the public service to be well versed on the policies and procedures that determine the conditions of service under which they have to perform, and also within which they have to manage the performance of the employees under their supervision. These policies are provided to



guide supervisors on the implementation and possible adjustment of policies (Van der Westhuizen, 2016: 17).

The following section serves to ascertain the level of understanding of the three (3) categories of respondents pertaining to policies and procedures pertaining to performance management and EH&W. In addition, some of the questions were aimed at eliciting information to determine the extent to which the individual policies are managed to produce an integrated response towards improved employee performance.

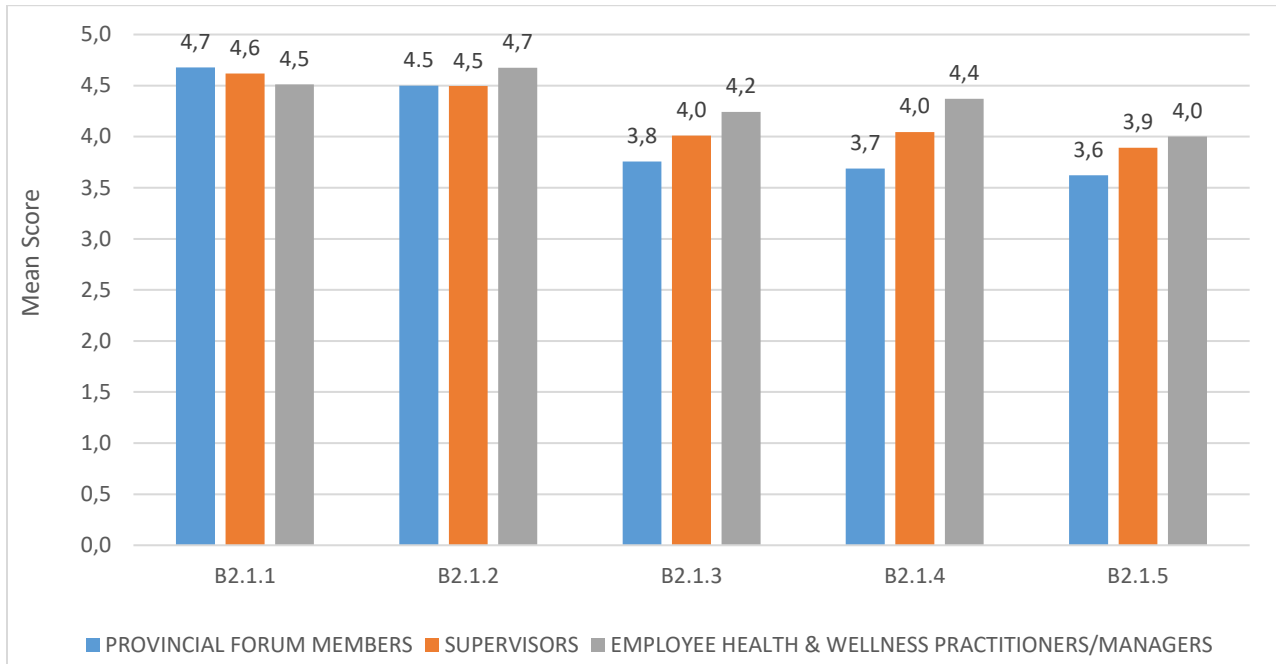
### 5.3.6.1 Approved policies and procedures

Table 5.5 below illustrates the knowledge of the policies and procedures in relation to EH&W aspects.

**Table 5.5: Approved policies and procedures**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/ Managers	Kruskal-Wallis p-value
Employee Performance Management and Development Policy	B2.1.1	4.7	4.6	4.5	0.418
Employee Health and Wellness Policy	B2.1.2	4.5	4.5	4.7	0.263
Procedure on the management of poor performance	B2.1.3	3.8	4.0	4.2	0.162
Procedure on supervisor referral to the Employee Health and Wellness Programme	B2.1.4	3.7	4.0	4.4	0.001
Procedure on Incapacity to perform	B2.1.5	3.6	3.9	4.0	0.178

**Figure 5.7: Approved policies and procedures**



The average mean scores are close to 4, which corresponds to levels of agreement. The average scoring of 4 in the statements are similar amongst the three groups. This demonstrates that the respondents have a fair understanding of the policies and procedures in the workplace. However, there is a significant difference with regards to the response as to whether the workplace has an approved procedure on supervisor referrals to the EH&WP,  $p = 0.001$ . The difference in the mean value between EH&W Practitioners (4.4) and Forum Members (3.7) is noted with regard to the procedure on supervisor referral to the Employee Health and Wellness Programme. These scores indicate that the EH&W Practitioners have a greater depth of knowledge of the procedure pertaining to the supervisor referrals to the EH&WP in comparison to the Forum Members. This could be attributed to the fact that the procedure is one of the Core Technologies of the EAP Programme, and as such, is viewed as a key function of the EH&W Practitioner. In addition, this response addresses one of the key research questions of the study “To what extent are the current Performance Management and EH&WP policies and procedures providing a conducive environment to address performance-related problems?” It is therefore, evident, that there is currently limited EH&WP in the workplace. This finding is an imperative for due consideration for further research in this important area of human resource management and development.

It is observed that the levels of agreement for the first two statements are higher than those for the remaining three. These statements pertain to policies being in place, whilst the remaining statements refer to procedures. This discussion illustrates that there is a difference in emphasis regarding the two aspects. It is imperative for employees employed within the public service to be well informed and knowledgeable of the policies and procedures that govern aspects relating to the conduct of one's functions. Policies provide the direction the workplace is taking on a specific matter, and the procedure details the steps to be followed in the implementation of the policies. It would therefore, be imperative for the respondents to be well-versed on both policies and procedures. Limited knowledge would impact on the quality of management of the performance of employees. Van der Waldt (2016: 276), asserts that the nature and extent of government activities are diverse and therefore, recommends that public managers should adopt well-developed systems for efficiency gains. This would be beneficial in having a multi-disciplinary approach and skills on a broad spectrum of management issues as well. In light of the research study, it would therefore, be recommended that the supervisors who are key role-players in the management of employee performance are well equipped with the various policies and procedures required for the management of employees in the workplace.

### **5.3.6.2 Understanding of Policies and Procedures**

Table 5.6 below illustrates the response from the participants with regard to the understanding of policies and procedures, with specific focus on Performance Management and Employee Health and Wellness.

**Table 5.6: Understanding of Policies and Procedures**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
I fully understand the performance management system	B2.2.1	4.5	4.4	4.3	0.485
Departmental Employee Health and Wellness Policy aligned to departmental mission and vision	B2.2.2	3.7	3.7	4.0	0.131
Procedures in place to link employee performance and Employee Health and Wellness for optimum employee performance	B2.2.3	3.3	3.4	3.6	0.244
I am knowledgeable on the procedure for management of poor performance	B2.2.4	3.8	3.8	3.9	0.721

**Figure 5.8: Understanding of Policies and Procedures**



Provincial Forum Members and Supervisors scored higher than Employee Health & Wellness Practitioners and Managers with regard to their knowledge of the Performance Management System, even though the levels of agreement were high. For the remaining statements, Employee Health & Wellness Practitioners and Managers the mean values were higher. It is noted that in all

instances, the differences in the scoring patterns were not significantly different ( $p > 0.05$ ). The response indicates that there is constant understanding of the performance management and the procedure for the management of poor performance

The mean values for B2.2.2 and B2.2.3, for EH&W Practitioners indicate that the respondents have a higher understanding of the linkage between the EH&WP and that of the vision and mission of the workplace and the linkage between employee performance and EH&WP. This could be attributed to the fact that EH&WP have primarily been introduced in the workplace to enhance the performance of the employee. It would therefore, be imperative for the EH&W Practitioner to be conversant on the two policies and procedures.

All the three categories of respondents responded similarly with regard to their knowledge on the procedure for the management of poor performance, with  $p = 0.721$ . This finding demonstrates the level of confidence of the respondents' perceived knowledge on the management of poor performance. The challenge that is presented here ostensibly, is whether this level of knowledge actually translates into actual effective implementation. In terms of the findings from the National Planning Commission (cited in RSA PSC, 2016: 46), the performance management has received widespread criticism and it has been stated that the complex technocratic system primarily focuses on formal procedures, the system is complex for some administrators to understand and that some managers do not have the time to fulfil the role that is expected of them adequately. The analysis from the PSC confirms the current challenge being experience with the performance management system. This is further substantiated through evidence from the PSC that the system is generally poorly understood by both supervisors and employees. Hence, the system has resulted in employee demoralisation and disputes rather than enhanced performance, which was the intended outcome (RSA PSC, 2016: 46).

Thus, the public service has to comply with the various policies and prescription that determine how public service employees ought to conduct themselves. Therefore, employees within the public service should have in-depth knowledge of the conditions of service, as well as workplace programmes that can contribute towards enhancing service delivery.

### 5.3.6.3 Factoring of Employees' Health and Wellness

The state of employees' Health and Wellness impacts on key strategic processes in the workplace. Table 5.7 illustrates the extent to which employees' Health and Wellness is factored in the workplace.

**Table 5.7: Factoring of Employees' Health and Wellness**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
Employees performance agreement	B2.3.1	3.0	2.8	3.3	0.053
Employees performance assessments	B2.3.2	3.0	2.9	3.5	0.047
Management meetings	B2.3.3	3.2	3.1	3.4	0.536
Directorate / Section meeting	B2.3.4	3.2	3.2	3.4	0.700
Strategic planning session	B2.3.5	3.0	2.8	3.2	0.234
Annual performance plan	B2.3.6	3.1	2.9	3.4	0.126

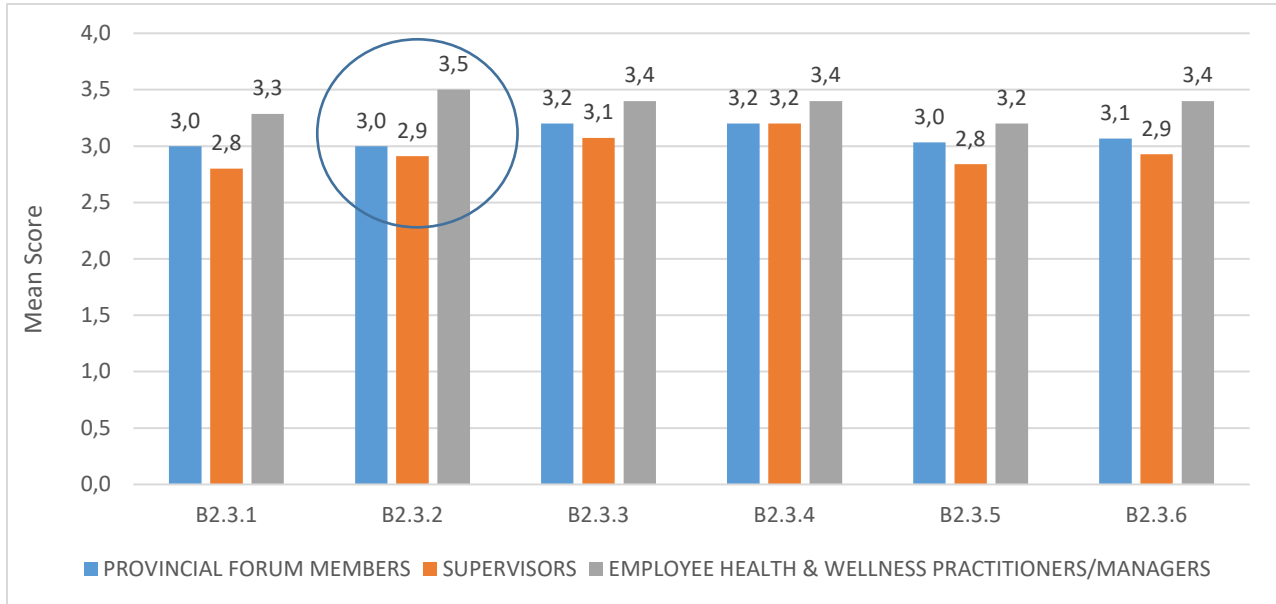
All the  $p$  values are greater than 0.05, and this therefore implies that there is no significant difference between the groups. The mean scores are not more than 4 and this implies that the respondents expressed the similar view that the management of employees' health and well-being is factored in departmental management meetings, directorate/section meeting, strategic planning sessions and the annual performance plan.

The current concern that has been raised from international trends and literature is the affordability and ability to sustain workplace programmes. The recent financial crisis in the country has also resulted in a number of workplaces questioning the return of investment of these programmes. This places a responsibility on EH&W to provide empirical evidence on the return of investment, is the view expressed by Masi (2011: 6-9). Masi (2011:6-9) further advocates that there should be a renewed consciousness of the EH&WP to provide a long-term strategy to manage behavioural health and serve as a tool to enhance or redress job performance-related challenges.

The recommendation from a recent study undertaken by Sithole and Van der Waldt (2017: 186-7), reaffirms that the executive management of the department should ensure the following are

standing items on the agenda of executive management meetings: EH&W reports, including health risk assessment reports. “Regular assessments should identify health risk factors which role-players could deliberate at management meetings, so that the overall functioning of the Department is not compromised”.

**Figure 5.9: Factoring of Employees’ health and well-being**



There is a significant difference in the mean values between the groups for B2.3.2 which relates to employees’ performance assessments. EH&W Practitioners/ Managers (mean = 3.5) scored significantly higher than the Supervisors (mean = 2.9) and Provincial Forum Members (mean = 3.0). The response indicates that the EH&W Practitioners (mean = 3.5) expressed the view that supervisors factor the management of employees’ health and well-being during the performance assessments, however the response from the supervisor (2.9) is lower. The response could serve as an indication that the supervisors may not be factoring the state of employee health and well-being during the performance assessment, which presents a cause for concern in this regard. It can also be observed, that there is a consistent low response on whether the employees’ health and well-being is factored into strategic aspects such as the strategic planning session or the annual performance plans. This could be attributed that the fact that Employee Health & Wellness Practitioners and Managers expressed this view as they are more inclined to be aware of the

strategic involvement that the state of well-being has on the organisation at different levels, and are also expectant of the supervisors to factor in these key areas.

Vandayar (2017: 81) proposes that one of the key success factors in a workplace is to ensure that there is strategic positioning of the EAP. It was also suggested that the EAP must be aligned to the workplace and HR Strategies. It has been further emphasised that workplaces which have integrated issues pertaining to health in the workplace overall vision and mission have indicated that the resultant outcome was a healthy working environment. This view has been further expounded by Pompe, *et al.* (2017: 9) as “Having organisational leaders who strongly support the EAP was a significant factor bolstering the growth and sustainability of the internal programmes.”

Supervisors may be well knowledgeable on the policies, however, the challenge could be experienced in the process of integrating the management of employees’ health and well-being with the various policies and work processes that are in place with the workplace. In light of the above, it can be deduced that employees’ health and well-being is not viewed strategically. This therefore, could be another area for due consideration as the NDP, 2030 advocates that impact of the burden of diseases must be strategically aligned to the priority goals.

#### 5.3.6.4 Effectiveness of the current performance management system

The Table and Figures below illustrate the views of the respondents with regards to the effectiveness of the current performance management system.

**Table 5.8: Effectiveness of the current performance management system (a)**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners /Managers	Kruskal-Wallis p-value
Effectiveness of current performance management system in addressing poor performance	B2.4.1	2.6	3.0	3.0	0.018
Effectiveness of current performance management system for achievement of Department goals and objectives	B2.4.2	2.9	3.3	3.2	0.104
Effectiveness of Performance Management Policy to manage employee ill-health/personal problems	B2.4.3	2.6	2.9	3.0	0.237



**Figure 5.10: Effectiveness of the current performance management system**



From the above illustrated values, it can be seen that Supervisors and Employee Health & Wellness Practitioners and Managers scored significantly differently to that of Forum Members for B2.4.1. The respondents from the category of Provincial Forum Members illustrate the mean value of 2.6 for the response pertaining to the effectiveness of the current performance management system in addressing poor performance. This could be attributed to the fact that the respondents are of the view that the current performance system does not adequately address issues of poor performance. Evidence indicates that poor performance impacts on the pace and quality of service delivery of the public service, and as such, current research advocates that measures need to be implemented to address such challenges. Therefore, there is a need for the systems pertaining performance management in addressing poor performance to be reviewed. This category of respondents also responded similarly with regards to the effectiveness of the performance management policy to manage employee ill- health and personal problems as illustrated by the mean values of Supervisors(2.9) and EH&W Practitioners and Managers (3.0) scoring higher than Forum Members(2.6). This addresses one of the key research questions of the study, “To what extent are the current Performance Management and EH&WP policies and procedures providing a conducive environment to address performance-related problem?”

The view expressed by one of the respondents, interviewed indicated that the performance management system should provide a structured approach to managing employee performance, as follows: “It allows for government to have a system that records how people are performing in their jobs against annual performance plans, strategic plans, operational plans and other developmental plans.”

**Table 5.9: Effectiveness of the current performance management system (b)**

An inspection of the percent frequency patterns reveals the following:

	Provincial Forum Members			Supervisors			Employee Health & Wellness Practitioners/Managers		
	Ineffective	Neutral	Effective	Ineffective	Neutral	Effective	Ineffective	Neutral	Effective
B2.4.1	53.23 %	30.65 %	16.13 %	35.40 %	28.32 %	36.28 %	39.53 %	25.58 %	34.88 %
B2.4.2	32.79 %	36.07 %	31.15 %	24.56 %	30.70 %	44.74 %	25.58 %	27.91 %	46.51 %
B2.4.3	41.94 %	43.55 %	14.52 %	43.86 %	25.44 %	30.70 %	37.21 %	20.93 %	41.86 %

There is similarity in the responses for B2.4.1 for Supervisors (35.40%) and EH&W Practitioners/Managers (39.53%), Forum Members significantly have more than half (of them) indicating ineffectiveness (53.23%) (dropping the average closer to 2). Based on the response, a high number of respondents indicate that the current performance management system is not effective in addressing poor performance. This could be attributed to the fact that the policy and/or procedures that are in place may not be focusing on the elements of the management of poor performance. The management of poor performance is one of the key focus areas towards ensuring optimum performance and service delivery, and is viewed as a national concern in the public service overall. It would be imperative for the EH&W to provide support to the supervisors to ensure that areas of poor performance are identified and systems are implemented to ensure that processes are in place to address this identified area on ineffectiveness.

With regard to the effectiveness of the performance management policy to manage employee ill-health/personal problems, 43.86% of the supervisors responded ineffective. This therefore, indicates that a high percentage of supervisors of the view that the current policy does not adequately address employees who may be presenting themselves with ill-health or personal

problems. Based on the current literature and evidence, ill-health and personal problem have an impact on the ability of the employee to perform at optimum levels. This finding suggests that there is a need for the Performance Management Policy to be reviewed to ensure that the issues pertaining to ill-health and personal problems are addressed. The views expressed by the respondents confirm that issues pertaining to the state of employee well-being is not adequately accommodated for in the policy. It was further indicated that if these elements are taken into consideration, it is generally based on the level of compassion of the supervisor.

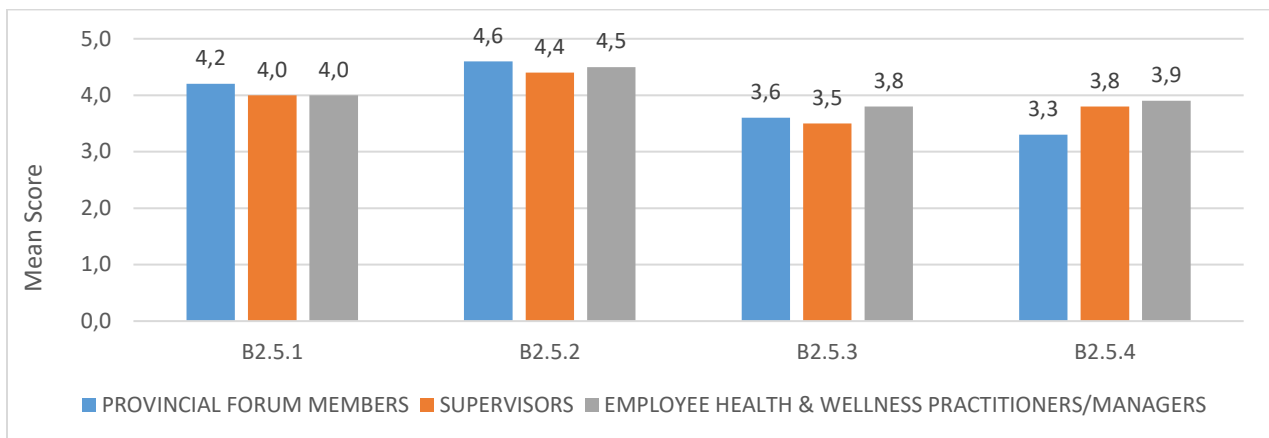
### 5.3.6.5 Responsibility for the management of employee performance

Table 5.10 illustrates the views of the respondents as to who should be held responsible for the management of employees' performance.

**Table 5.10: Accountability for the management of employee performance**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis P-Value
Employee	B2.5.1	4.2	4.0	4.0	0.122
Supervisor	B2.5.2	4.6	4.4	4.5	0.117
Head of Department	B2.5.3	3.6	3.5	3.8	0.203
Human Resource Management	B2.5.4	3.3	3.8	3.9	0.078

**Figure 5.11: Responsibility for the management of employee performance**



There are no significant differences in the average mean scores ( $p > 0.05$ ). As illustrated in Figure 5.11 above, the respondents collectively scored higher for the first 2 statements. The first variables infer that the responsibility for the management of employees' performance is that of the employee and supervisors. The similar pattern could be attributed to the fact that the management of performance is generally through engagement with the employee and supervisor. For the most part, the average scores approximate the level of agreement. The response of the general level of agreement indicates that there is consensus that all the identified role players contribute toward the management of employee performance. For instance, the Head of Department has a role to play to ensure that the employees' performance gives effect to the ultimate goals of the department. Similarly, Human Resource Management who are generally the custodians of the policy and its applicable procedures, have to ensure the correct and effective implementation thereof. The similarity in the mean values score from the respondents could therefore, reaffirm that although the primary custodian of employee performance management is that of the supervisor, there are also other role players who are instrumental in ensuring that the supervision of performance is maintained. There was consensus from the perspective of the respondents that the supervisor is the person accountable for the management of performance-related problems. It was expressed that the supervisor would be in the best position to identify potential areas that impact on the employees' performance, and that there should be constant feedback sessions between the employee and supervisor.

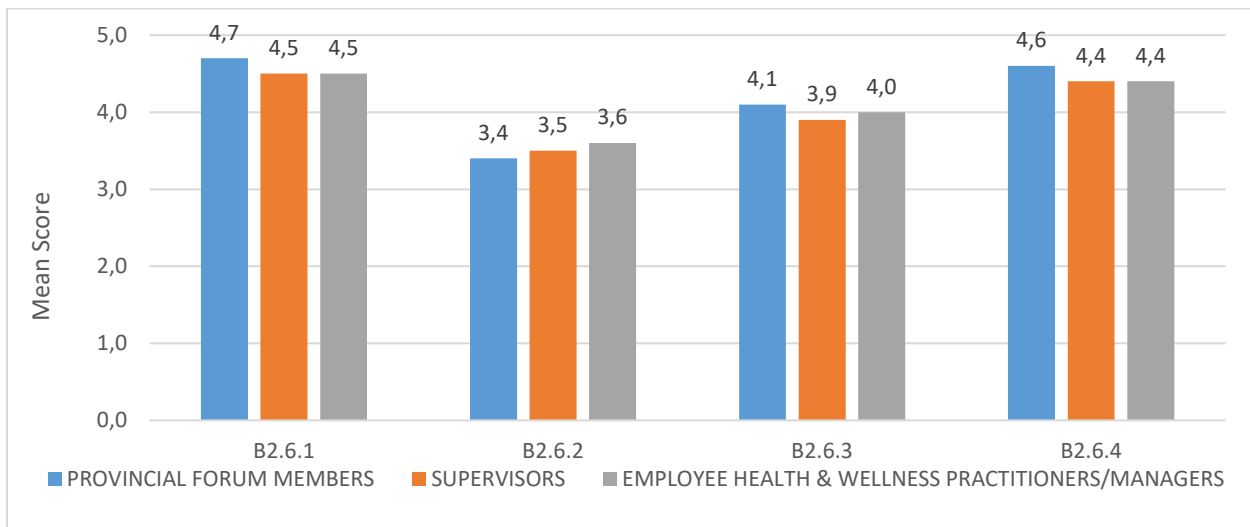
#### **5.3.6.6 Organisational impact of employee performance**

The impact of employees on the organisational performance, is illustrated below.

**Table 5.11: Organisational impact of employee performance**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
Employees performance impacts on the department's goals	B2.6.1	4.7	4.5	4.5	0.025
Employees understand contribution of performance on attainment of department goals	B2.6.2	3.4	3.5	3.6	0.536
Performance Assessments are conducted to comply with administrative process	B2.6.3	4.1	3.9	4.0	0.596
State of employees health and well-being impacts on performance	B2.6.4	4.6	4.4	4.4	0.538

**Figure 5.12: Organisational impact of employee performance**



There is a high degree of agreement by the respondents that the employees' performance has an impact on the organisational performance, with provincial forum members scoring significantly higher ( $p = 0.025$ ). Programme evaluation can be stated as an essential element for accountability and developmental purposes. The evidence from programme evaluation according to Keet (2009: 243-9), would benefit firstly the "owners" of the programmes to present quantifiable evidence of the programme benefits, and secondly, investors or management in the programme can see the benefits of the results of behaviour change. It has been further emphasised that in light of the

current financial constraints in the public service, it is prudent for programmes such as EH&W to provide proof of the value-add impact it can present on service delivery.

The mean value for all three categories of respondents were similar with regard to the perception as to whether employees understand the contribution of performance on attainment of departmental goals ( $p = 0.737$ ). This could primarily be due to the perception that employees generally focus on the core function that they are appointed for, and fail to see the linkage with regards to the impact of the individual performance on the goals of the department, and ultimately on the impact of service delivery. This is an important aspect for due consideration by the Office of the Premier, KwaZulu-Natal.

According to the view of the PSC, it is suggested that a distinction should be made between performance management at the organisational unit and at the individual level. Although supervisors engage in daily management of performance within organisational units, it has however been noted that this does not take cognisance of the impact of the formal individual staff assessment (RSA PSC: 2016: 45) at an organisational level. The role of the supervisor in the context of the public service has been outlined in Chapter Three of the study. In relation to the focus of this research study, it is advocated that the management style has a huge impact on the performance of the employee and invariably the impact be noticed within the department, which is one of the key focus areas of the study. A respondent indicates, “Sound supervision, operations management and unit performance management are a prerequisite for effective performance management at the individual level.” The response has a direct bearing on motivation, and the Goal-setting Theory, as one of the key theories advanced in the research study.

#### **5.3.6.7 Employee performance rating**

The assessment of employee performance is crucial in ensuring that performance management system is implemented correctly. Figure 5.13 illustrates the respondents’ view on rating poor or underperforming employees.

**Figure 5.13: Rating of poor or underperforming employees**

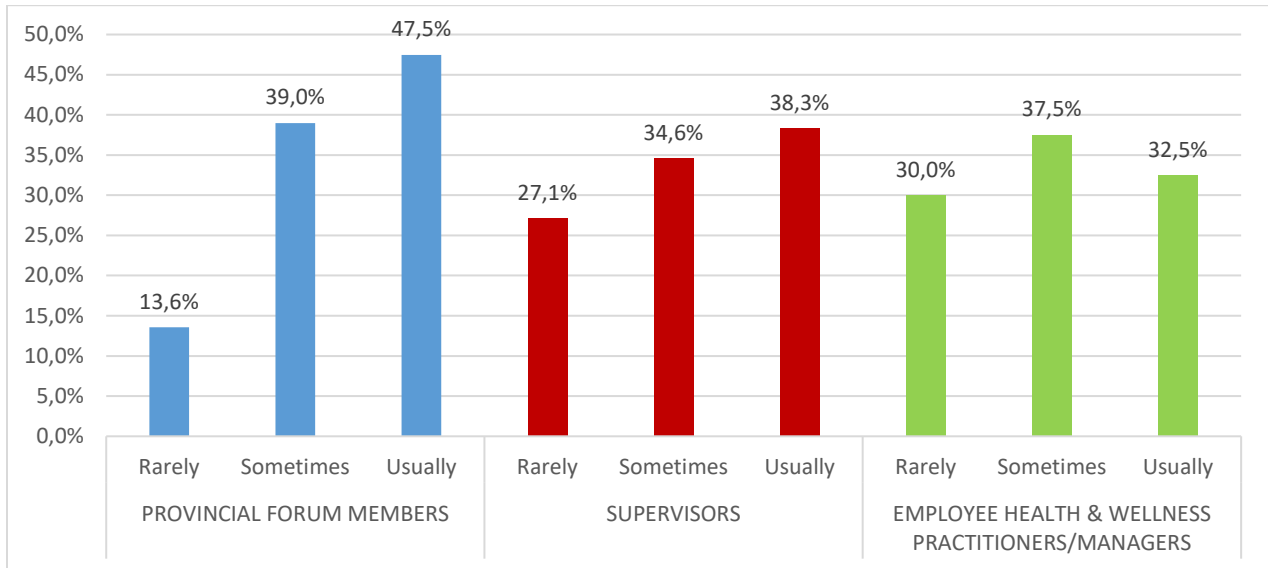


Figure 5.13 illustrates a high degree of agreement by Provincial Forum Members (47.5%) and Supervisors (38.3%) with regard to employees receive ratings of being effective despite the fact that their performance is poor. There was a slightly lower level of agreement by Employee Health and Wellness Practitioners (32.5%). The public service has in place policy frameworks pertaining to performance management, which states how employees who are not performing must be managed. It is further reiterated, that corrective measures to address or remedy the poor performance must be explored. The PMDS system also serves to manage and identify areas of poor performance in order for the procedures regarding the Incapacity Code to be applied, in instances where employees have not complied. The system guides that the identification of poor performers is where a supervisor should be prepared to award scores of 2 on the 5-point rating scale. The definition of a 2 is that “the jobholder has achieved less than fully effective results against more than half of the performance criteria and indicators as specified in the PA and workplan”. Managers are often hesitant to award such scores and thus award the average score. In practice, the PSC found a “consistent lack of accountability by managers for managing poor performance and a failure on the side of HRM components to provide the necessary guidance and support (RSA PSC, 2016:46). The above-mentioned points serve to illustrate the important role

the policies and procedures play in ensuring that a conducive working environment is created. This aspect links significantly to the research question on the extent of the current Performance Management and EH&WP policies and procedures in providing a conducive environment to address performance-related problems.

The view expressed by the respondents who were interviewed reaffirm that the supervisors take the route of least resistance when it comes to issues of poor performance, as indicated *verbatim* in the responses below:

*“The policy is not implemented correctly and thus implementation has failed.”*

*“Heightened focus is on monetary base which was not the real intent of the performance management system.”*

*“We do it for compliance.”*

These views are significant and ought to be noted by the KZN Provincial Administration.

### 5.3.6.8 Reasons for employee performance ratings

An inspection of the percent frequency patterns reveal the following:

**Figure 5.14: Reasons for employee performance ratings**





Supervisors scored considerably higher in all the statements measured. The EH&W Practitioners' responses was noticeably lower. Based on the response of supervisors, it is evident that the employee performance assessment is subjective. At least 50% of the supervisors indicated that they are lenient on non-performing employees who may be presenting with ill-health or personal problems. The research undertaken by the PSC revealed that managers are acquainted on the rationale and processes to manage poor performance; however, it was demonstrated that a lack of will among managers to manage poor performance was clearly prevalent. There was a noted failure on the part of managers to adequately follow through in the process of managing poor performance and this could largely be attributed to a lack of mechanisms for holding managers accountable for not fulfilling this role (RSA PSC, 2016:46). Based in the above-mentioned findings from the PSC and the data obtained from this study, it is clear that the workplace needs to support managers and supervisors to conduct their role on the management of poor performance and post-identification of the problems. Supervisors maybe challenged on proposing options to employees to remedy some of the identified problems, if supervisors have limited or no knowledge of the services offered through the workplace EAPs.

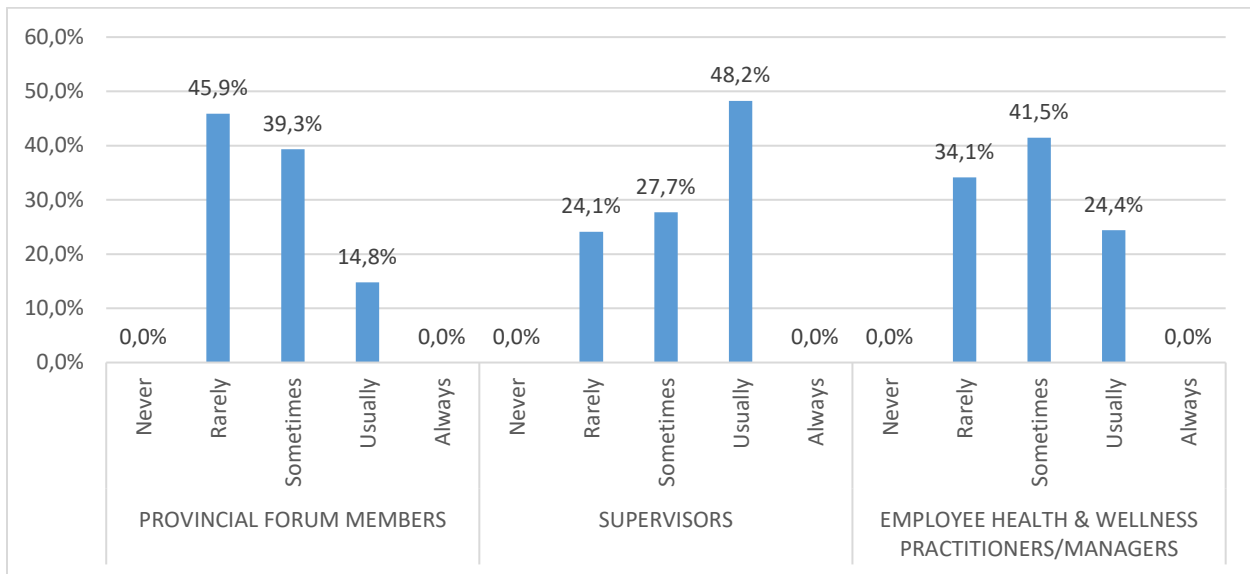
This view was also expressed by the participants who were interviewed. It was indicated that reasonable accommodation is made for employees under circumstances where the supervisor is aware of the problems being experienced. If the supervisor is unaware of the problem or is unable to detect that the employee is experiencing a problem, there would be limited or no intervention.

The above Figure 5.14 illustrates further that supervisors are reluctant to place themselves in confrontational positions when dealing with poor performance, whilst 40.71% of the supervisors responded that employees are given a fully effective rating in order to avoid following the procedures on incapacity to perform. Furthermore, 43.36% of supervisors would rather avoid employee conflict, and 44.44% of the supervisors expressed fear of confrontation as the reason to not address this important aspect. The challenges pertaining to the management of performance in the public service in an ongoing cause for concern, and has been presented in Chapter Three, and a detailed overview has been presented in discussion.

### 5.3.6.9 Performance Feedback

An inspection of the percent frequency patterns is revealed in Figure 5.15 which illustrates the response from the respondents with regard to employee performance feedback.

**Figure 5.15: Performance Feedback**



Employee Health & Wellness Practitioners and Managers, and Provincial Forum Members had similar response on the variable option “rarely”. The view of these respondents are that employees are rarely advised timeously when the work performance does not meet their desired performance levels, is illustrated in Figure 5.15. The response from supervisors is high (48.2%) inferring that employees are advised timeously that their work performance does not meet desired standard/s. However, 24.1% of supervisors responded that they rarely advise employees if the performance does not meet the desired standards and 27.7% of supervisors responded that they sometimes advise employees on poor performance. This is also an area that may require further investigation, as the policy provisions advocate that employees' work performance must be assessed on a quarterly basis, and they should be advised timeously of their performance assessment. In addition, if employees are not meeting the desired performance standards, there are relevant processes that could be applied in order to guide the employees towards optimum performance. There is a vast difference with regards to the views of the respondents, and this could be based on the experience of EH&W Practitioners when dealing with case work or when Provincial Forum members are

reviewing policies and procedures. It can therefore, be ascertained that there are policies and procedures in place, which addresses one of the research questions: “To what extent are the current Performance Management and EH&WP policies and procedures providing a conducive environment to address performance-related problems?” It is however noted, that views of the respondents differs, and this could significantly infer the need to ensure that there is uniform application of the policies and procedures.

### 5.3.6.10 Policy compliance

Table 5.12 and Figure 5.16 address the responses pertaining to policy compliance.

**Table 5.12: Application of Policies**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
Performance review assessments held timeously	B2.10.1	3.3	3.6	3.3	0.167
Employees receive constructive feedback in cases of poor or non- performance	B2.10.2	2.7	3.4	2.8	0.000
Employee performance management policy applied uniformly	B2.10.3	2.8	3.1	2.7	0.088
Policies and procedures inform on employees ill-health versus performance	B2.10.4	3.0	3.1	3.0	0.535

**Figure 5.16: Policy compliance**

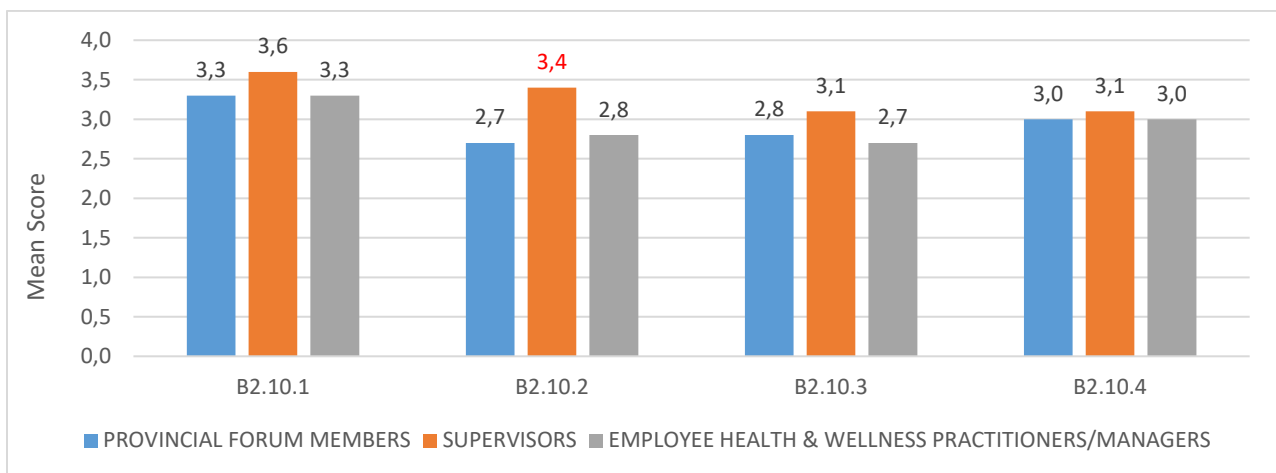


Figure 5.16 illustrates that there are many mean values close to 3. Given their similarity in the scores, it could be attributed to the fact that policies and procedures are applied consistently for these indicators measured. It is incumbent upon public service employees to adhere to the policies and procedures that govern their work. The management of poor performance is critical in ensuring service delivery is not negatively impacted upon, which is an area for due consideration, not only in this case study in particular, but possibly in government departments in general as well. The Kruskal-Wallis value  $p < 0.001$  for employees received constructive feedback in cases of poor or non-performance, implying that there is a significant difference between the groups.

**Table 5.13: Policy compliance**

An inspection of the percent frequency patterns reveals the following:

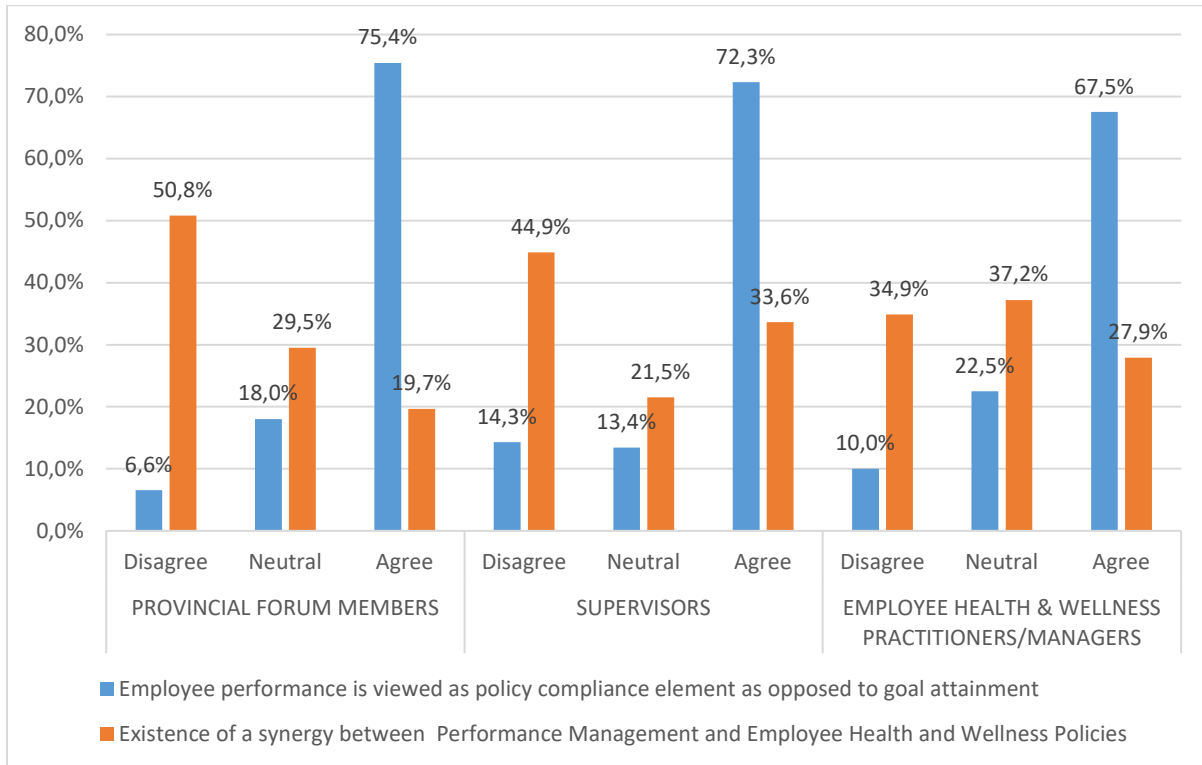
	Provincial Forum Members			Supervisors			Employee Health & Wellness Practitioners/Managers		
	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Disagree	Neutral	Agree
B2.10.1	35.48 %	4.84 %	59.68 %	23.21 %	6.25 %	70.54 %	35.71 %	11.90 %	52.38 %
B2.10.2	46.77 %	32.26 %	20.97 %	24.11 %	22.32 %	53.57 %	43.90 %	34.15 %	21.95 %
B2.10.3	50.82 %	22.95 %	26.23 %	36.94 %	16.22 %	46.85 %	46.34 %	31.71 %	21.95 %
B2.10.4	35.48 %	35.48 %	29.03 %	27.52 %	33.94 %	38.53 %	30.00 %	35.00 %	35.00 %

It is observed that B2.10.4, with regard to the response on policies and procedures clearly advising supervisors on how to address the impact of employees' ill-health on work performance, all of the groupings had similar patterns, i.e. on average, one-third for each of the options (disagree, neutral, agree). This is meaningful because the average score would have been around 3. The value for B2.10.2 correlates with the response to the previous question, in that supervisors timeously advise employees of poor work performance and conduct constructive feedback sessions.

### 5.3.6.11 Policy Implementation pertaining to employee performance

The illustration that follows focuses on an important aspect in relation to policy implementation and employee performance.

**Figure 5.17: Implementation of policies**



There is a high percentage of agreement by all three categories of respondents (Provincial Forum Members = 75.4%, Supervisors = 72.3% and Employee Health and Wellness Practitioners/Managers = 67.5%) that employee performance is viewed as policy compliance, as opposed to focusing on the importance of the attainment of goals in the workplace. Although some of the respondents were not in agreement with the statement, the level of disagreement was low.

Supervisors (44.9%) and Provincial Forum Members (50.8%) demonstrated a considerably high level of disagreement regarding the statement that there exists a synergy between Performance Management and EH&W Policies. According to the various academic references cited in Chapter Three, the EH&WP had been introduced into the workplace as a measure to address performance-related problems. One would therefore, expect that there would be overall compounding evidence to illustrate the synergy between the two constructs. This confirms the concerns raised in the research objective raised in the study in Chapter One and Four, to ascertain the degree to which there is a linkage between the EH&W and performance management. This aspect can be further

confirmed through the qualitative aspects of the study through comments expressed by senior managers who were interviewed. Details are listed below under point 5.3.12.1.

### 5.3.7 Section 3: Primary Reasons for decline in Performance

Some pertinent reasons for a decline in performance is captured in this discussion.

#### 5.3.7.1 Causes of performance decline or performance-related problems

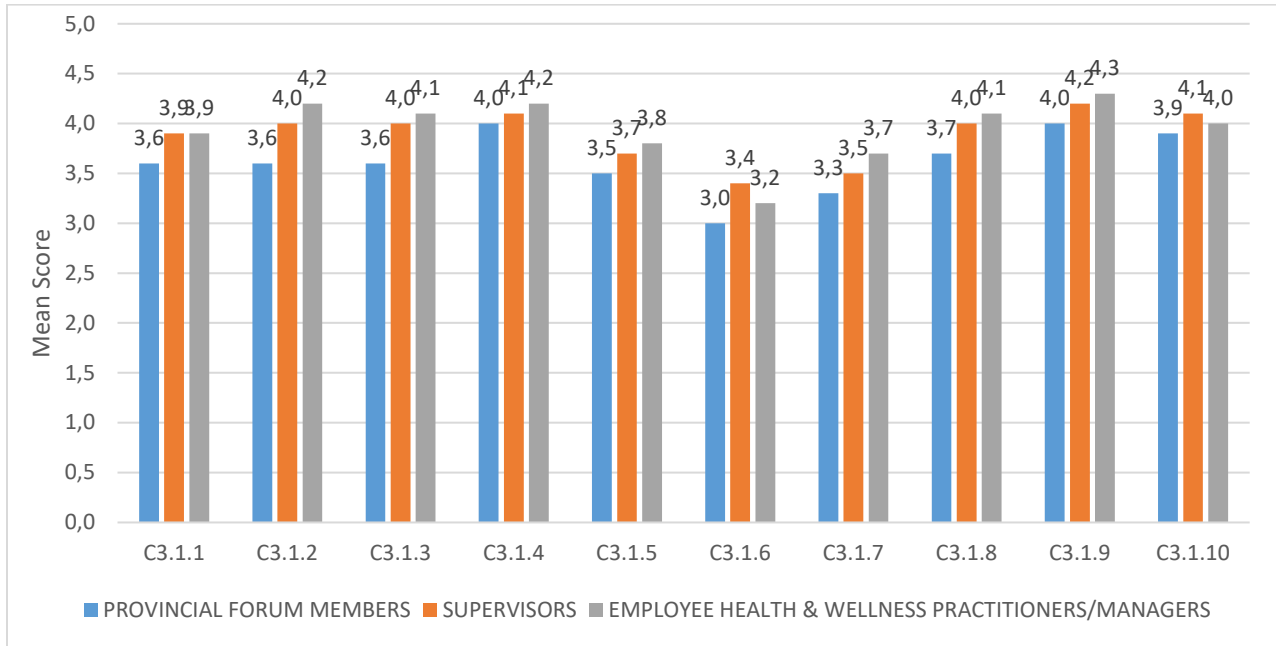
**Table 5.14: Causes of performance decline or performance-related problems**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/ Managers	Kruskal-Wallis p-value
Work pressure	C3.1.1	3.6	3.9	3.9	0.121
Personal Problems	C3.1.2	3.6	4.0	4.2	0.002
Health Conditions	C3.1.3	3.6	4.0	4.1	0.022
Stress	C3.1.4	4.0	4.1	4.2	0.361
Poor job knowledge	C3.1.5	3.5	3.7	3.8	0.499
Unrealistic standards	C3.1.6	3.0	3.4	3.2	0.220
Substance abuse	C3.1.7	3.3	3.5	3.7	0.191
High rates of absenteeism	C3.1.8	3.7	4.0	4.1	0.025
Poor / Low employee motivation	C3.1.9	4.0	4.2	4.3	0.077
Organisational factors	C3.1.10	3.9	4.1	4.0	0.123

The Kruskal-Wallis p-value for the following: personal problems ( $p = 0.002$ ); health conditions ( $p = 0.022$ ) and high rates of absenteeism ( $p = 0.025$ ) demonstrate a significant difference in the mean scores between the groups. This could infer that the categories of respondents may not be aware of the extent of the impact of personal problems, health conditions and absenteeism on performance decline and performance-related problems. This could be attributed to the fact that measures are not implemented to link these categories to performance decline and performance-related problems. The majority of the respondents who participated in the research conducted by Keet (2009: 243) concurred that personal problems had a negative impact on their work performance. The qualitative data of the study also presented overwhelming evidence that

employees' personal problems also impacted on work teams, and this could therefore, challenge the perceived effectiveness of the line manager.

**Figure 5.18: Causes of performance decline or performance-related problems?**



In all instances, the mean scores are closer to agreement, with significant differences being observed in 3 statements. The 3 categories of respondents are from 3 different distinct sectors, however, there it can be said that there is a fair level of agreement for most of the statements. Thus, the areas of agreement are in fact focus areas that have been identified as those contributing to performance decline. Research undertaken by Chestnut Global Partners (2017:15) confirms that the areas of consensus by the respondents are indeed common indicators that can be associated with performance decline. It was accordingly reported that family, mental health, stress, occupational, substance use, financial/legal are some of the reasons employees sought assistance for. The findings links to the research question: “What are the attributory reasons for performance decline or performance-related problems in the Province?”

### 5.3.7.2 Reasons employees have cited for their decline in performance

**Table 5.15: Reasons for performance decline**

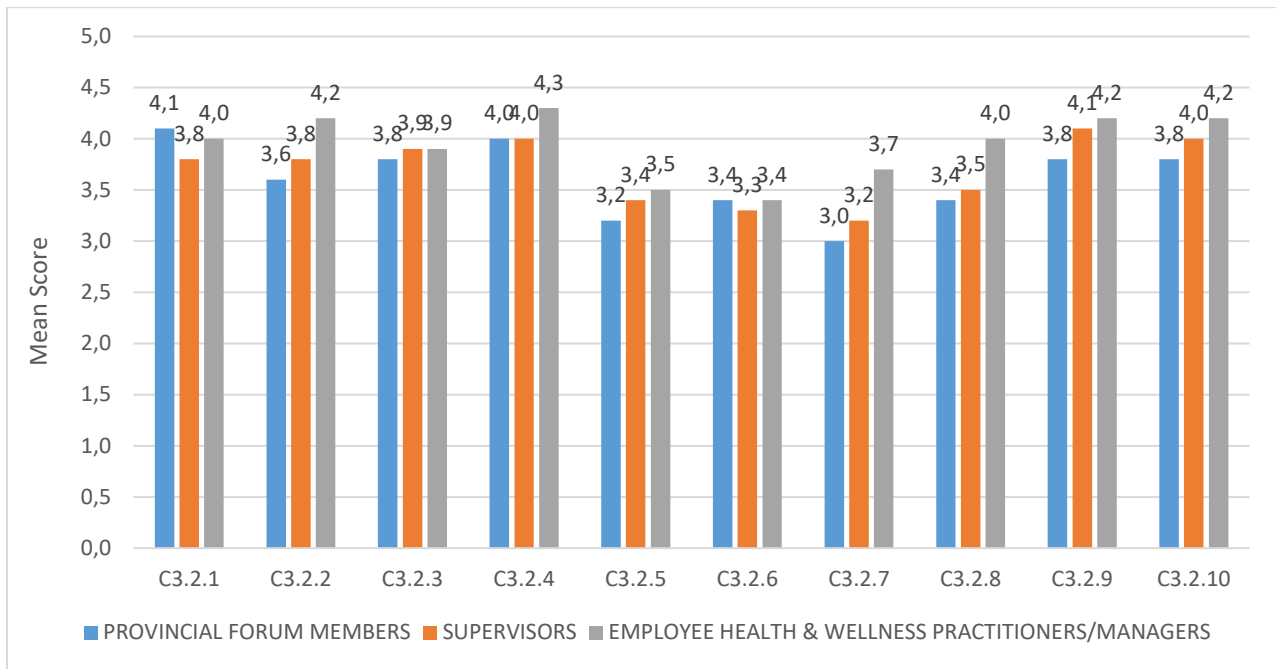
		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/ Managers	Kruskal-Wallis p-value
Work pressure	C3.2.1	4.1	3.8	4.0	0.276
Personal Problems	C3.2.2	3.6	3.8	4.2	0.003
Health Conditions	C3.2.3	3.8	3.9	3.9	0.563
Stress	C3.2.4	4.0	4.0	4.3	0.023
Poor job knowledge	C3.2.5	3.2	3.4	3.5	0.597
Unrealistic standards	C3.2.6	3.4	3.3	3.4	0.977
Substance Abuse	C3.2.7	3.0	3.2	3.7	0.007
Absenteeism	C3.2.8	3.4	3.5	4.0	0.014
Poor / Low employee motivation	C3.2.9	3.8	4.1	4.2	0.212
Organisational factors	C3.2.10	3.8	4.0	4.2	0.023

In 5 out of 10 instances, most mean values, by group, are high and closer to levels of agreement. However, 5 of the differences are significantly different. The respondents demonstrated difference with regard to their decline in performance: personal problems ( $p = 0.003$ ), stress ( $p = 0.023$ ), substance abuse ( $p = 0.007$ ), absenteeism ( $p = 0.014$ ) and organisational factors ( $p = 0.023$ ). The EH&W practitioners due to the nature of their work, would generally have a greater insight into reasons for employees decline in performance. Employees are reluctant to disclose the reasons to supervisors, whereas Employee Health & Wellness Practitioners and Managers are seen as those who are in a position of trust and confidentiality. This concern could explain the slight increase in the mean values from the EH&W Practitioners in the Figure 5.19 below. In all these instances relating to the Employee Health and Wellness Practitioner/Manager, the mean value was higher than the other 2 categories of respondents. The concurrence by all respondents that organisational factors have been scored highly as a reason for employees' performance decline, can be considered as an area for further investigation. The PSR, 2016 states that the employer must provide a workplace that is conducive to the well-being of the employees. It can therefore, be proposed that



the EH&WP can serve as a conduit to facilitate this process. The research conducted by the RSA PSC (2006: 30-31) notes that the Evaluation of EAPs in the Public Service that the findings emanating from the study indicated that the programme contribution had been instrumental in aiding employees to attend to the personal problems, and the effectiveness in improving the employee morale and level of productivity.

**Figure 5.19: Reasons for performance decline**



### 5.3.7.3 Attributing factors of poor performance

Employee’s poor performance could be attributed to a number of factors. The discussion and illustrations that follow present the response from the 3 categories of respondents.

**Table 5.16: Attribution of poor performance**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
Employee denial of the problem	D3.3.1	3.8	3.9	3.9	0.618
Employee unaware of impact on work performance	D3.3.2	3.8	3.6	3.7	0.788
Hesitancy of involvement in addressing poor performance	D3.3.3	4.3	3.8	4.2	0.000
Uncertainty of supervisor to deal with personal factors	D3.3.4	4.0	3.5	4.0	0.000
Non-intervention of supervisors in personal and health problems	D3.3.5	3.9	3.5	4.2	0.000
Lack of confidence of supervisors to counsel employees on performance	D3.3.6	4.0	3.5	4.2	0.002
Lack of clear process to identify causes of poor performance	D3.3.7	3.7	3.5	3.7	0.384

**Figure 5.20: Attribution of poor performance**



Figure 5.20 and Table 5.16 illustrates the levels of agreement are higher, however, there are four statements that indicate significant differences between the groups. With regards to the high levels of agreement, employees are either in denial of the problem or they are unaware of the impact on work performance. There is a noticeable difference between the response from supervisors and

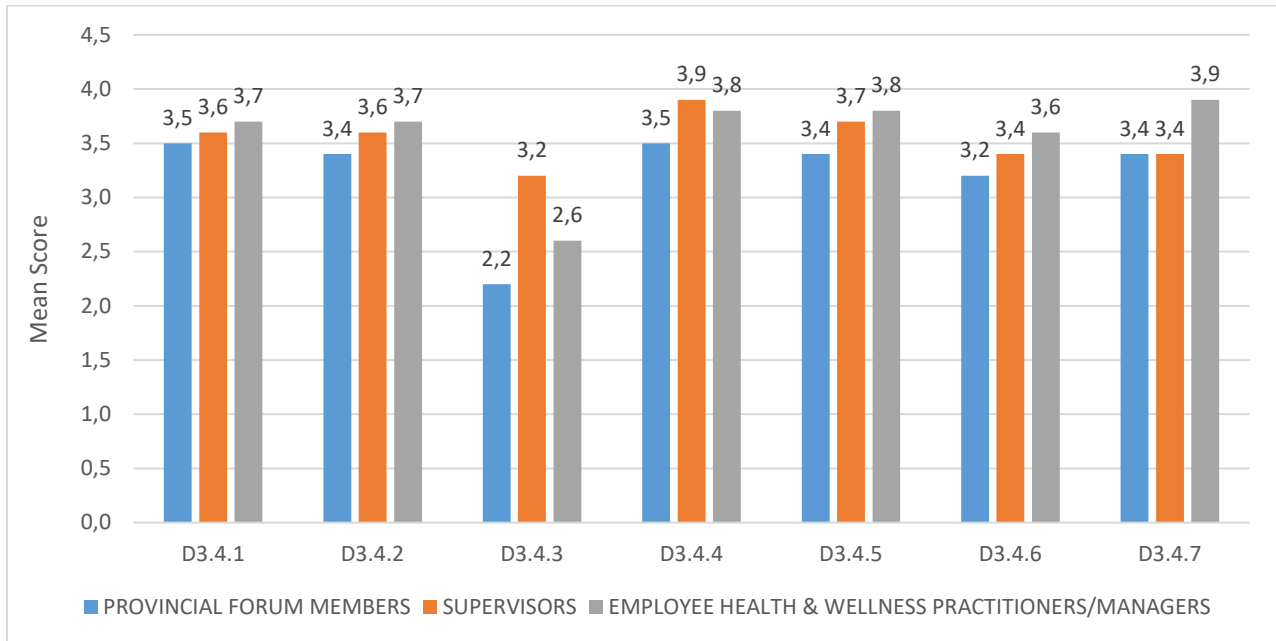
that of the EH&W Practitioners/ Managers. The response from the supervisors does not infer that they are hesitant to deal with performance, however, both Employee Health & Wellness Practitioners and Managers and Forum Members express a degree of disagreement. These findings demonstrate similarity in the findings in the studies undertaken by the RSA PSC, 2016. Based on the above-mentioned evidence, it is an area that would require further investigation, as supervisors are a key element in dealing with performance management within the public service. It follows then as, Lefakane (2017: 78) advocates, that an effective performance management system has a positive correlation with employee engagement. Thus, the concept of goal-setting is essential as each employee should have a clear understanding of the expectations for his/her work, including an understanding of where he/she fits into the workplace, as well as the impact on the overall achievement of the organisation. In order for employers to derive optimum performance from employees, it has been suggested that supervisors must be in a position to provide management and coaching. This consistent feedback and coaching could serve to improve employee performance and engagement. Training and development programmes can be provided to address this performance and skill gaps, as well as Supervisor referrals.

#### 5.3.7.4 Management of attribution reasons

**Table 5.17: Management of attribution reasons**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/ Managers	Kruskal-Wallis p-value
Extent of employees personal circumstances impacting on job performance	D3.4.1	3.5	3.6	3.7	0.588
Interventions are available in the workplace to deal with poor performance	D3.4.2	3.4	3.6	3.7	0.136
Supervisors held accountable for employees' poor performance	D3.4.3	2.2	3.2	2.6	0.000
Performance standards are clear to employees	D3.4.4	3.5	3.9	3.8	0.006
Realistic and attainable performance standards are set	D3.4.5	3.4	3.7	3.8	0.092
Employees poor performance attributed to ill-health or personal problems	D3.4.6	3.2	3.4	3.6	0.078
Lifestyle diseases impact on employees attendance at work	D3.4.7	3.4	3.4	3.9	0.013

**Figure 5.21: Management of attribution reasons**



The *p*-values in Table 5.17 above are less than 0.05 for the following statement: supervisors are held accountable for employees’ poor performance ( $p = 0.00$ ), performance standards are clear to employees ( $p = 0.006$ ) and lifestyle diseases impact on employees’ attendance at work (0.013). This is an indication that the different groups associate varying levels of importance with the statements. It can be observed, that there are higher levels of agreement in all except D3.4.3. The response from supervisors (mean = 3.2) was considerably higher than the other respondents with regards to the factor that supervisors are held accountable for employee poor performance. Policy and framework documents in the public service clearly outline that the management of poor performance is the accountability of supervisors. However, there is limited evidence to confirm that this is indeed the situation, as research indicates that there is limited consequence management in the event of supervisors not managing poor performance. In terms of the NDP, good accountability frameworks is a requirement for effective performance management (RSA PSC, 2016: 44). In addition, it has been suggested by the PSC that proper management structure requires alignment of responsibility, (delegated) authority, and accountability. Evidence in the NDP indicated that in a number of instances accountability has been eroded. RSA PSC, (2016:44) states that “the absence of a process for consequence management is largely due to the lack of a coherent

accountability framework, which links job descriptions and responsibilities, performance management and bureaucratic purposes”.

### 5.3.8 Section 4: Workplace risks

The next discussion focuses on the risks that management of employee performance presents in the workplace. In addition, the analysis also focuses on the extent to which employees’ well-being presents potential workplace risks.

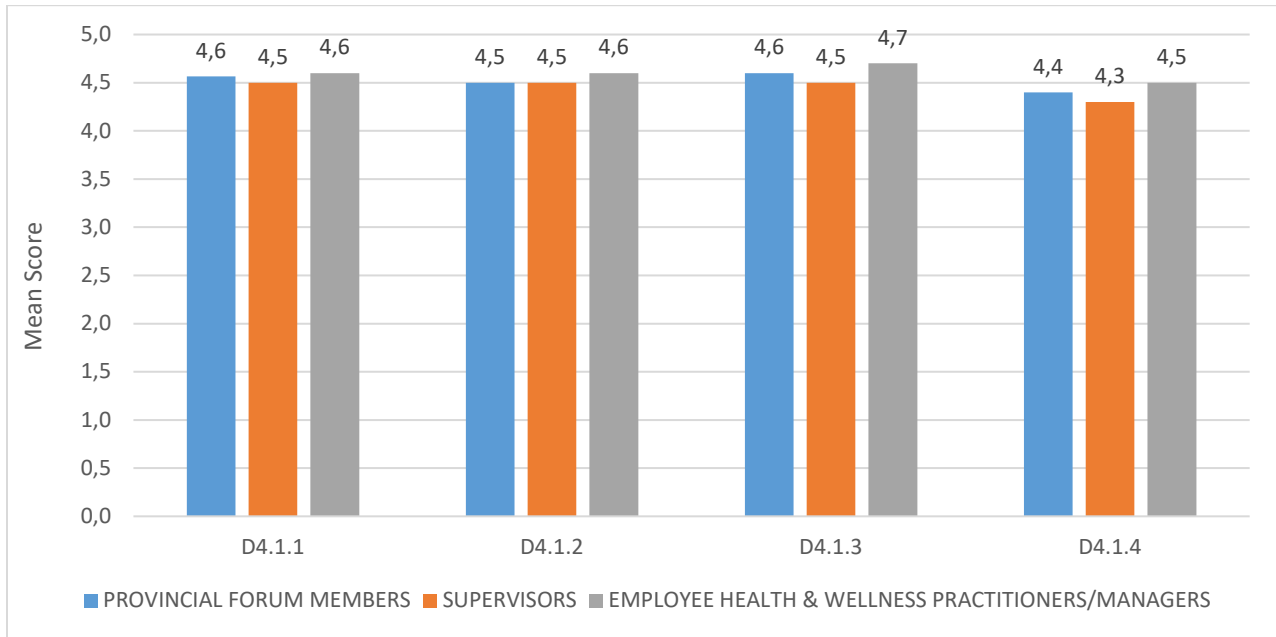
#### 5.3.8.1 Impact of Employees’ poor performance

An understanding of the impact of employees’ poor performance in relation to the workplace is imperative. Illustrated below is response from the 3 categories of respondents relating to this.

**Table 5.18: Impact of Employees’ poor performance**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
Productivity	D4.1.1	4.6	4.5	4.6	0.385
Delivery of goals	D4.1.2	4.5	4.5	4.6	0.527
Service Delivery	D4.1.3	4.6	4.5	4.7	0.263
Staff morale	D4.1.4	4.4	4.3	4.5	0.285

**Figure 5.22: Impact of Employees' poor performance**



The response from all three categories is high and similar levels of agreement is observed in Figure 5.22 above. Therefore, this implies that the respondents did not differ in their opinion ( $p > 0.05$ ). It is observed, that the levels of agreement by the three categories of respondents is similar. This confirms that employees' poor performance has a direct impact on productivity, delivery of goals, service delivery and staff morale. Thus, there is consensus among the respondents. The levels of agreement demonstrate acknowledgement that poor performance impacts on fundamental areas in the workplace. See also section 3.2.1, Chapter Three.

The impact of employee performance can therefore be viewed as a potential risk which needs to be given due consideration, in order to mitigate the impacts in the workplace. Since all respondents concur, this is important for future investigation and research. Therefore, analysis into the current workplace interventions that impact on poor performance be explored in order to investigate alternate measures that could be implemented to mitigate the impact of poor performance.

The issue of the impact of poor performance was acknowledged as a major risk according to the respondents who were interviewed. The following views were expressed by respondents:

*“We do achieve these goals and there would be consequences.”*

However, to circumvent the potential of the risk negatively impacting on the attainment of the goals and service delivery, the senior managers who were interviewed have reported the following aspects pertinent to the study:

*“Lack of service delivery”;*

*“Risk of the departmental reputation being compromised”;*

*“The behaviour of one employee can influence the behaviour of other employees”;*

*“Impact on the community where the employee resides”;*

*“Would not achieve the unit and branch targets of the organisation”.*

On the other hand, some managers explore innovative means of partnership with other stakeholders to fill the gap of employees who are not performing, or to reply on the employees who are well to compensate for those who are not performing.

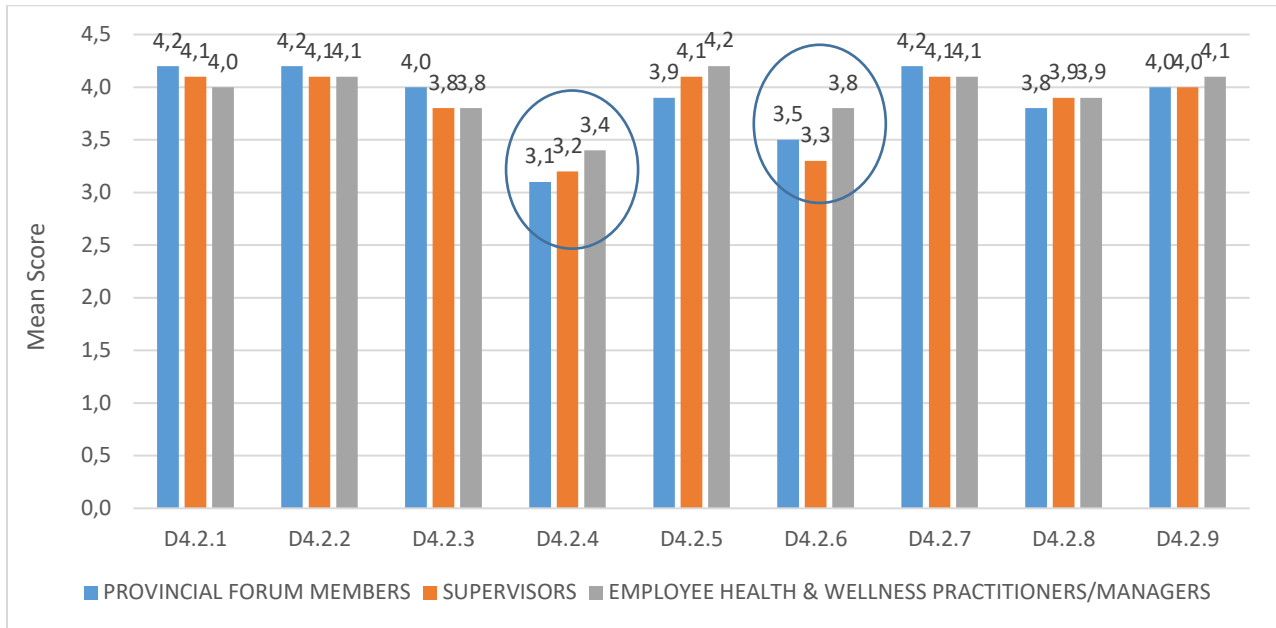
### 5.3.8.2 Workplace risk of Employees’ well-being

“The identification of risks affecting employees’ well-being and performance is critical towards achieving good governance in the public service.” The discussion (on this statement) below addresses the views of the respondents.

**Table 5.19: Workplace risk of Employees’ well-being**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/ Managers	Kruskal-Wallis p-value
Failure to meet performance standards	D4.2.1	4.2	4.1	4.0	0.191
Decreased service delivery	D4.2.2	4.2	4.1	4.1	0.564
Strain of resources	D4.2.3	4.0	3.8	3.8	0.395
High rate of accidents	D4.2.4	3.1	3.2	3.4	0.318
High rates of absenteeism	D4.2.5	3.9	4.1	4.2	0.232
High rates of presenteeism	D4.2.6	3.5	3.3	3.8	0.124
Strain on other employees	D4.2.7	4.2	4.1	4.1	0.286
Difficulty concentrating on work	D4.2.8	3.8	3.9	3.9	0.728
Failure to meet desired outputs	D4.2.9	4.0	4.0	4.1	0.641

**Figure 5.23: Workplace risk of Employees' well-being**



There was no significant difference in the scoring patterns across the categories of respondents ( $p > 0.05$ ). However, all three categories in Table 5.19 of respondents demonstrated lower levels of agreement on the following two statements, high rates of accidents and high rates of presenteeism. This could be attributed to the fact that there is currently no system in place that links the rate of accidents in the workplace with employee well-being. The concept of presenteeism is currently not well-defined in the public service, and there are currently no standard measures in place to manage the rate of presenteeism. This is also the view expressed through the recent findings of the study conducted by Chestnut Global (2017). The evidence reaffirms the need to conduct further research on the concept of presenteeism. Based on the low scoring, it would suggest that there is a need to provide greater clarity on the link between employee well-being and that of the rate of accidents and presenteeism. Measures pertaining to the rate of absenteeism and presenteeism can significantly serve as indicators of the rate of employees' productivity. The findings of this study provide reasons for undertaking further research in this significant area, by considering issues such as the impact of presenteeism on service delivery.



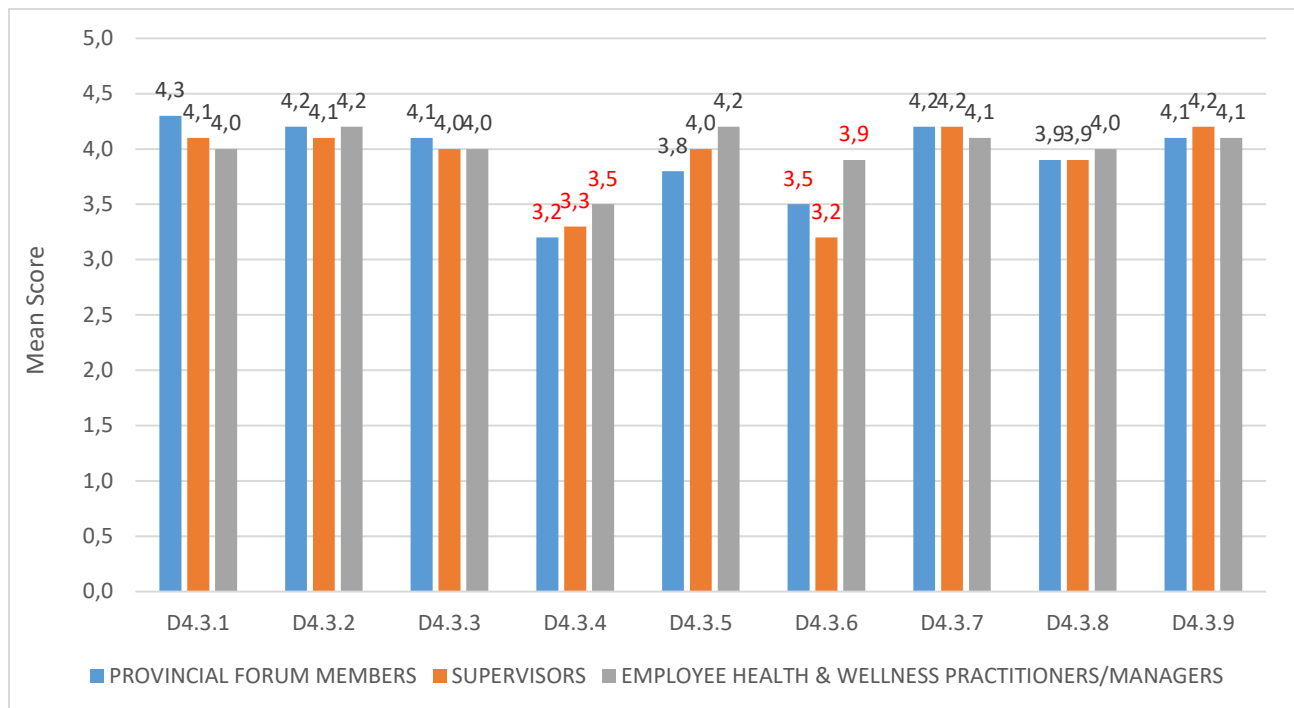
### 5.3.8.3 Departmental risks of poor performance

The Table 5.20 and Figure 5.24 illustrates the response pertaining to the risk of poor performance on the Department.

**Table 5:20: Departmental risk of poor performance**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
Failure to meet performance standards	D4.3.1	4.3	4.1	4.0	0.233
Decreased service delivery	D4.3.2	4.2	4.1	4.2	0.936
Strain of resources	D4.3.3	4.1	4.0	4.0	0.752
High rate of accidents	D4.3.4	3.2	3.3	3.5	0.455
High rates of absenteeism	D4.3.5	3.8	4.0	4.2	0.074
High rates of presenteeism	D4.3.6	3.5	3.2	3.9	0.003
Strain on other employees	D4.3.7	4.2	4.2	4.1	0.683
Difficulty concentrating on work	D4.3.8	3.9	3.9	4.0	0.569
Failure to meet the desired outputs	D4.3.9	4.1	4.2	4.1	0.582

**Figure 5.24: Departmental risks of poor performance**



There are similar and high mean scores for all statements by all groups for all of the statements ( $p > 0.05$ ) with the only significant difference for “High rates of presenteeism” ( $p = 0.003$ ). As illustrated in Table 5.19 and Figure 5.23 and, including Table 5.20 and Figure 5.24 above; the patterns of the mean values are similar. The views of the respondents with regards to the workplace risks that the state of Employee well-being has on the departments’ ability to perform is illustrated above. The mean values as reflected in Tables 5.19 and 5.20 shows very similar patterns of agreement. Noteworthy, the level of agreement for high rates of accidents and high rates of presenteeism are rather similar. This could be attributed to the fact that these two focus areas are seldom monitored effectively in the workplace, deemed an important focal point raised in the research.

#### 5.3.8.4 Identified sources of poor performance

Understanding the source of poor performance is critical. Table 5.21 and Figure 5.25 illustrate the response from the 3 categories of respondents with regard to the source of poor performance.

**Table 5.21: Source of poor performance**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/ Managers	Kruskal-Wallis p-value
Ill-health	D4.4.1	3.9	4.0	4.2	0.022
Personal problems	D4.4.2	3.9	4.1	4.3	0.049
Substance abuse	D4.4.3	3.5	3.6	3.9	0.070
Work-related problems	D4.4.4	4.0	4.0	4.4	0.002

**Figure 5.25: Source poor performance**



The analysis of the response in Table 5.21 indicates that there was a high degree of agreement, however 3 of the scorings are significantly different. The EH&W Practitioner/Managers demonstrated a higher degree of consensus with regards to the reasons for employee poor performance. According to the *p*-values in Table 5.21 above, 3 of the 4 values reflects values below 0.05 (level of significance). This therefore, indicates that the means for the statements are significantly different. There is also a high degree of significance ( $p < 0.05$ ) in the statements pertaining to ill-health, personal problems and work-related problems. There were differing views amongst the respondents that ill-health, personal problems and work-related problems could be the sources of poor performance.

The findings from the study undertaken by Sithole and Van der Waldt (2017: 182 ) confirms that there seems to be inability on the part of supervisors to adequately monitor sick leave of employees, and that the respondents indicated that it is challenging to determine the underlying health risk factors. Compounding evidence from the study undertaken, the KZN Department of Education, according to Sithole and Van Der Waldt, presented an important fact that supervisors are sometimes not fully compliant with the policies and procedures pertaining to sick leave management. The failure to manage sick leave of employees thus presented the department under risk and compromised service delivery. In addition, Sithole and Van der Waldt (2017: 184) state

that the following were also identified through the study lack of information, the need to advocate and promote the Department’s health and wellness programme; lack of resources to promote the Department’s programme to assist employees, and limited collaboration with the relevant stakeholders for health risk management. An array of concerns were raised relating to limited capacity and thus ineffective implementation of the policy; high volumes of incapacity leave forms leading to a dire administrative burden; poor understanding of the significance health risks exert on the Department; limited promotion of employees and high demands due to employee’s workload.

Based on the above data, it would be imperative for the supervisors to be capacitated with the skills to manage these sources of poor performance.

### 5.3.9 Section 5: Supervisors’ Management of Performance Decline

Important aspects relating to the supervisor is discussed hereunder.

#### 5.3.9.1 Utilisation of the performance appraisal by participants

The Table 5.22 illustrates the some of the reasons supervisors utilise the performance appraisal system for.

**Table 5.22: Utilisation of performance appraisal**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/ Managers	Kruskal-Wallis p-value
Training and development	E5.1.1	3.5	3.7	3.5	0.232
Discipline measures	E5.1.2	3.0	2.9	3.5	0.023
Monetary recognition	E5.1.3	3.6	3.7	3.3	0.044
Measuring employee performance to meet goals	E5.1.4	3.6	3.8	3.9	0.306
Addressing areas of non-performance	E5.1.5	3.4	3.8	3.8	0.024
Assess employees productivity	E5.1.6	3.7	3.9	3.8	0.305

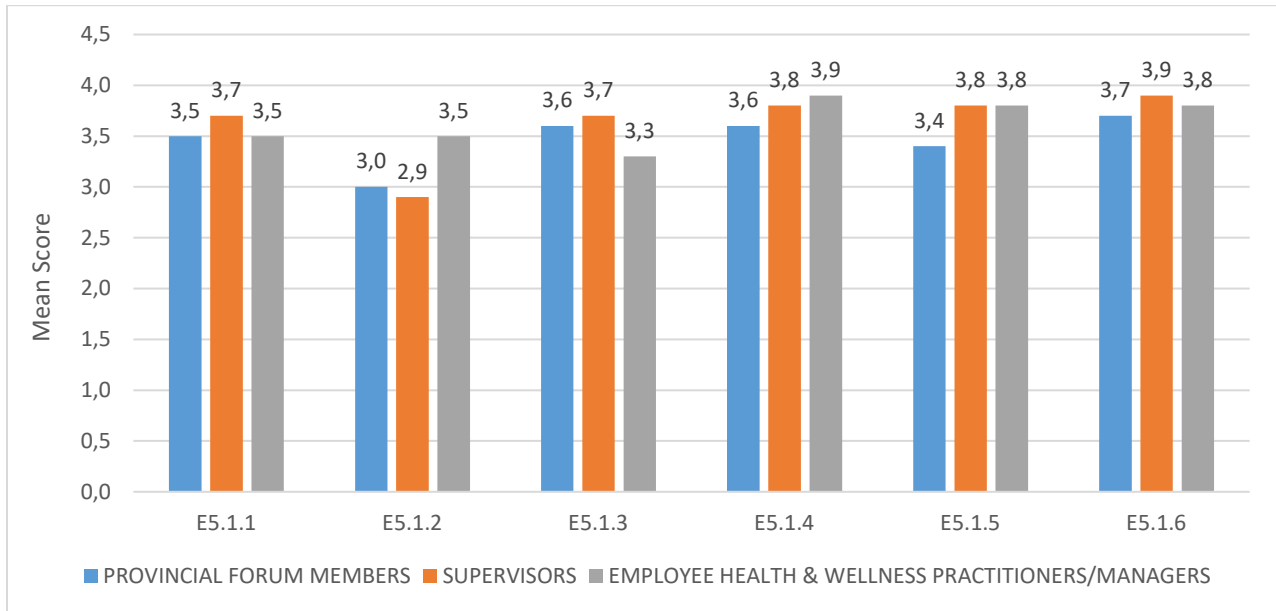
In relation to Table 5.22 relating to the utilisation of performance appraisal, there is a significant difference in the p-value for discipline measures ( $p = 0.023$ ), monetary recognition ( $p = 0.044$ ) and

addressing areas of non-performance ( $p = 0.024$ ). The p-value for monetary recognition indicates that respondents hold the differing view that employees place increased focus on monetary rewards rather than productivity gains. The perception exists by the respondents on the questionnaire that the EMPDS is focused primarily on monetary benefits as opposed to performing at high levels of productivity. The respondents who were interviewed, articulated the view that the employees are driven by the monetary incentive, and it has been found that employees set goals that are easy to attain. The respondents to the questionnaire expressed the general perception with regards to performance appraisal, to assess whether the employee would be considered for monetary incentives or recognition. This point is supported by the view expressed by the respondents who participated in the interview who have indicated that employees are driven by intrinsic motivators such as personal monetary recognition.

If the focus is primarily on monetary reward, then this demonstrates a limited interest of performance and productivity. Similarly, it has been noted that employees set low performance standards to ensure that they do in fact receive the remuneration. The employee's sense of motivation is driven by the need for monetary reward rather than the desire to serve the citizens.

The Kruskal-Wallis value  $p = 0.024$  in relation to addressing areas of non-performance reveals that a fair amount of respondents hold differing views that this aspect of poor performance is an underlying factor for the decline in achieving maximum productivity from employees. This finding is of significance in the study because non-performance is a major factor not only in the Province of KZN, but it could also be seen as an overarching problem in the public service at large. Managers are required to manage performance of employees and address poor and non-performing areas. A neglect of this would result in over-burdening other employees to carry those who are not performing, which invariably leads to burnout and stress as aggravating factors warranting attention under the employee health and wellness programme.

**Figure 5.26: Utilisation of performance appraisal**



Employee Health & Wellness Practitioners and Managers had a much higher mean value (3.5) with regard to the utilisation of the performance appraisal for disciplinary measures. This indicates a high level of agreement. The intention of the questions were to draw on the purpose of the performance appraisal system and to assess what supervisors use the performance appraisal system for. The performance appraisal is one of the steps in the performance management cycle. It is during this stage, whereby supervisors can identify areas of performance and non-performance.

The following results are presented using percentage values, with a Chi-Square p-value (using the Fisher’s Exact Test) being used to determine whether there was any significant relationship amongst the groups and the statement of interest.

### **5.3.9.2 Measures to address performance**

Aspects relating to measures addressing performance are indicated in the figure that follows.

**Figure 5.27: Measures to address performance**

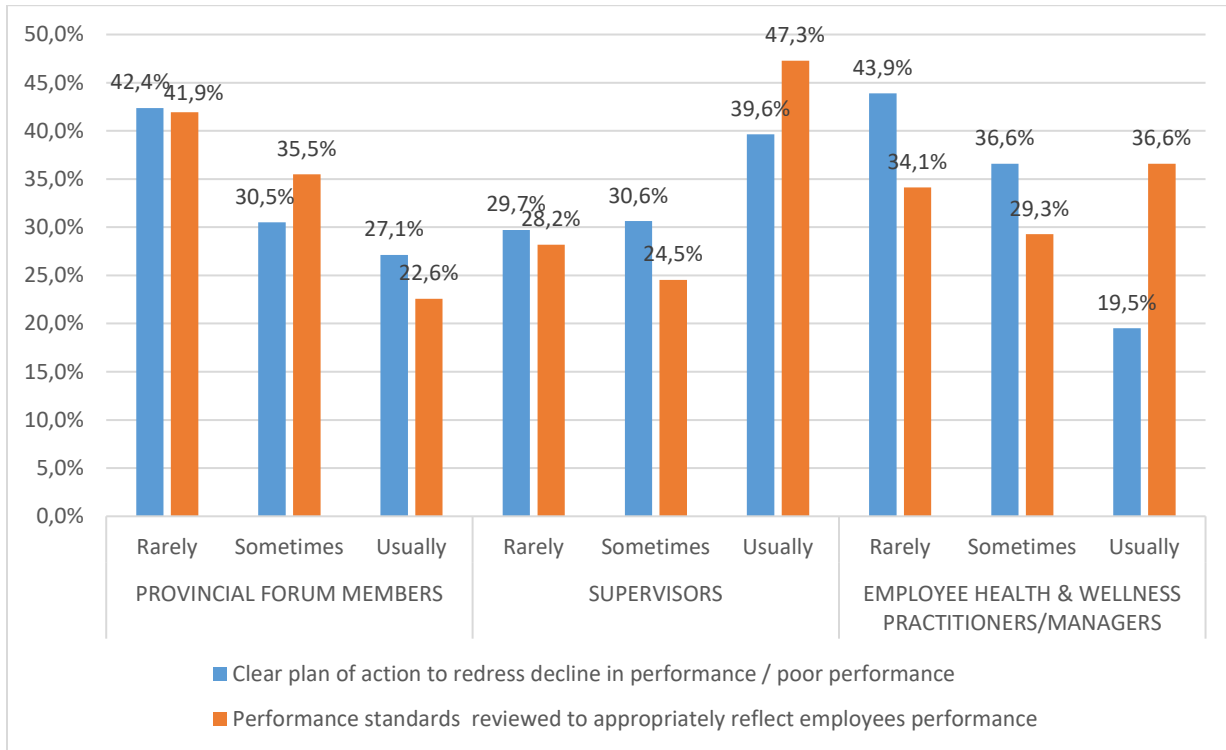
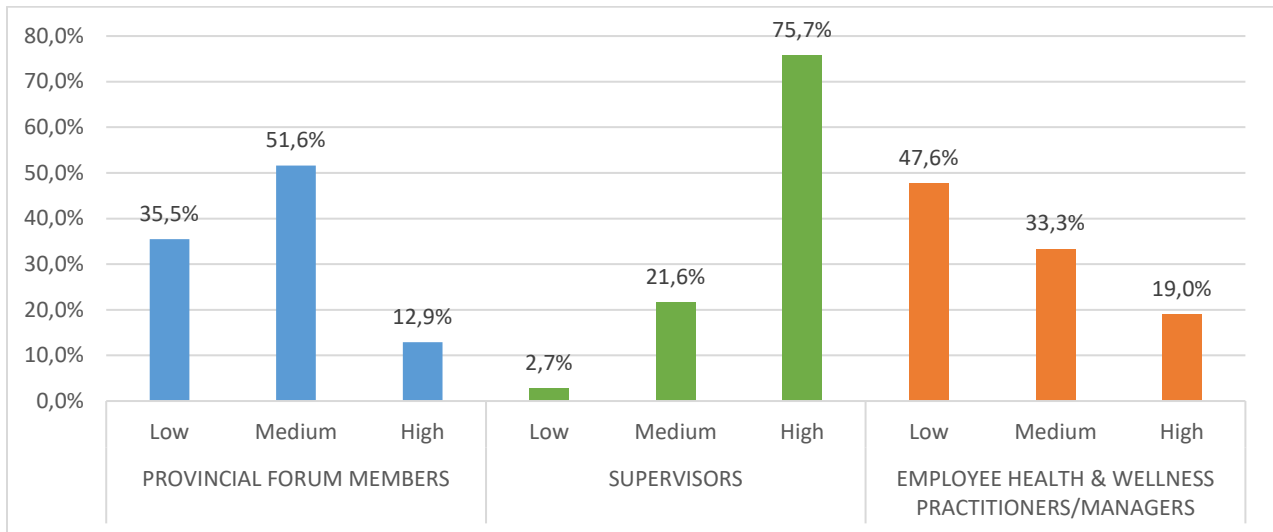


Figure 5.27 indicates that EH&W Practitioners (43.9%) and Provincial Forum Members (42.4%) are of the view that supervisors rarely have a clear plan of action to redress decline in performance or poor performance. However, the view of supervisors is contrary to the latter. This, could be due to the fact that supervisors have core functions to ensure that processes are in place to address employees’ poor performance. The response from all respondents differed vastly when responding to whether performance standards are reviewed to appropriately reflect employees’ performance. This aspect could be primarily attributed to the fact that sometimes employees’ performance is rated in such a manner so as to create the least amount of conflict with supervisors. The data above illustrates the need for the supervisor to develop and implement action plans to address employees’ declining and poor performance. There is no significant difference in the scoring patterns between the 3 groups regarding a clear plan of action to redress decline in performance ( $p = 0.1608$ ).

**Figure 5.28: Supervisor management of performance**

An inspection of the percent frequency patterns reveals the following:



Supervisors (75.7%) expressed a high level of confidence and willingness to approach an employee with regards to factors affecting his or her performance. However, it can be noted from the above Figure 5.28 that EH&W Practitioners and Provincial Forum Members responses were similar. These two categories concur that the level of confidence of supervisors is low. The difference in levels of confidence and willingness to approach an employee amongst the respondents was significant ( $p < 0.001$ ).

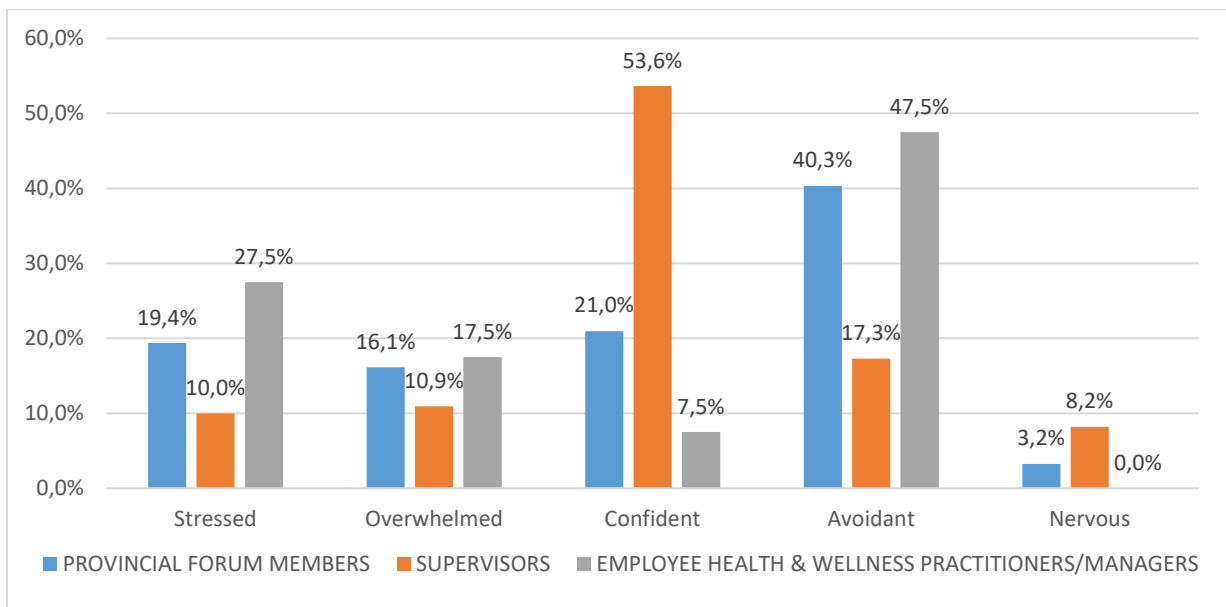
Supervisors are accountable to ensure that employees deliver on the agreed performance outcomes. This could be achieved if supervisors demonstrate levels of confidence and accountability in the management of the performance of the employees under their supervision. Failure to assess this, would in effect, compromise the quality of service delivery being rendered in the workplace.



**Table 5.23: Experience in addressing employee performance**

		Group		
		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers
What feelings do you encounter when dealing with employee performance?	Stressed	19.4%	10.0%	27.5%
	Overwhelmed	16.1%	10.9%	17.5%
	Confident	21.0%	53.6%	7.5%
	Avoidant	40.3%	17.3%	47.5%
	Nervous	3.2%	8.2%	0.0%

**Figure 5.29: Experience in addressing employee performance**



Approximately 54% of the respondents from the categories of supervisors responded that they experienced feelings of confidence, while some supervisors indicated stressed (10%), overwhelmed (10.9%), avoidant (17.3%) and nervous (8.2%). This implies that below 50% of the respondents within the category of supervisors indicated that they are not confident in dealing with employee performance. This is one of the significant key focus areas of the research study. A high percentage of agreement by the EH&W Practitioners (47.5%) and Provincial Forum Members (40.3%) is prevalent that supervisors are avoidant when dealing with employee performance. Supervisors have as one of their key performance indicators, the significant responsibility to manage performance of employees, and this finding therefore, infers that interventions ought to be

explored to improve the current confidence levels of supervisors in order to manage employee performance more effectively and efficiently.

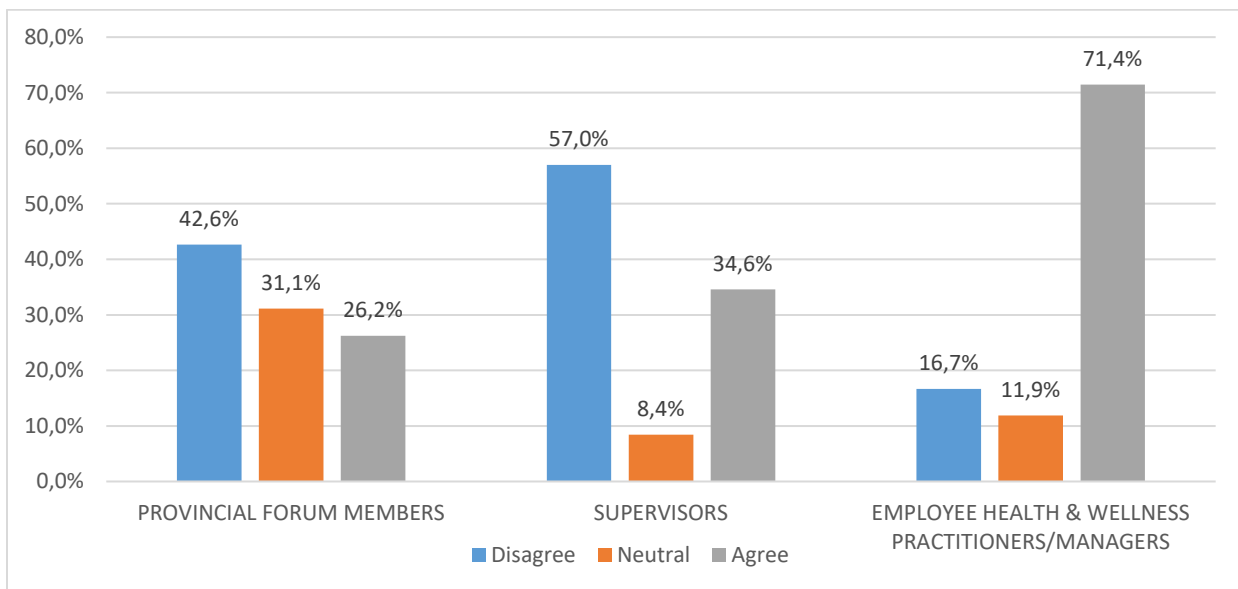
### 5.3.9.3 Supervisor Training for the utilisation of the Employee Health and Wellness Programme

The table below highlights the responses from the three categories of respondents.

**Table 5.24: Attendance of supervisory training**

		Group		
		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers
In your capacity, as a supervisor did you attend supervisory training on the utilization of the Employee Health and Wellness Programme	Disagree	42.6%	57.0%	16.7%
	Neutral	31.1%	8.4%	11.9%
	Agree	26.2%	34.6%	71.4%

**Figure 5.30: Attendance of supervisory training**



There was a high positive response of 71.4% from EH&W Practitioners that training has been offered to supervisors. While a low percentage of supervisors, (34.6%) indicated that they attended training on the utilisation of the EH&W Programme. The high levels of disagreement was expressed by supervisors that they were not exposed to training. This could be attributed to the

fact that training may be offered, but supervisors may elect not to attend the training. This finding can be corroborated with the studies undertaken which revealed that although supervisor training should be provided as one of the EAP core technologies, uptake at training sessions are low and often not a focus area in workplaces. It is through the training sessions that supervisors could be capacitated with the knowledge and skills to address employees who may be experiencing performance-related problems. In addition, the role of the supervisor with regards to the Employee EH&WP would be communicated to the participants.

In a research study undertaken amongst companies using an external service provider, it was found that there was a lack of frequent or regular supervisor training. Sometimes, the content is incorporated in Industrial Relations training, which thus resulted in a loss of focus of this significant developmental component of EH&W (Keet, 2009: 220). Keet (2009: 243) further suggested that the training content should include information on “helping managers understand the presentation of relevant mental health problems, why and how it presents itself in the workplace and a reasonable understanding of recovery processes”.

Keet (2009: 243) indicates information that was obtained from line-managers and supervisors who were responsible for the referral of respondents to the EAP. The findings by Keet (2009) demonstrated that the supervisors and line-managers should be exposed to regular training as they serve as referral agents of the programme. Keet (2009) also reiterated the important role that supervisors play, as they are the closest persons in identifying change in employees’ performance and productivity. The respondents suggested that the training be extended beyond how the programme works, and also include an understanding of health issues and how to support these employees in the workplace, deemed a significant point worth noting in the study undertaken as part of the contribution to the research.

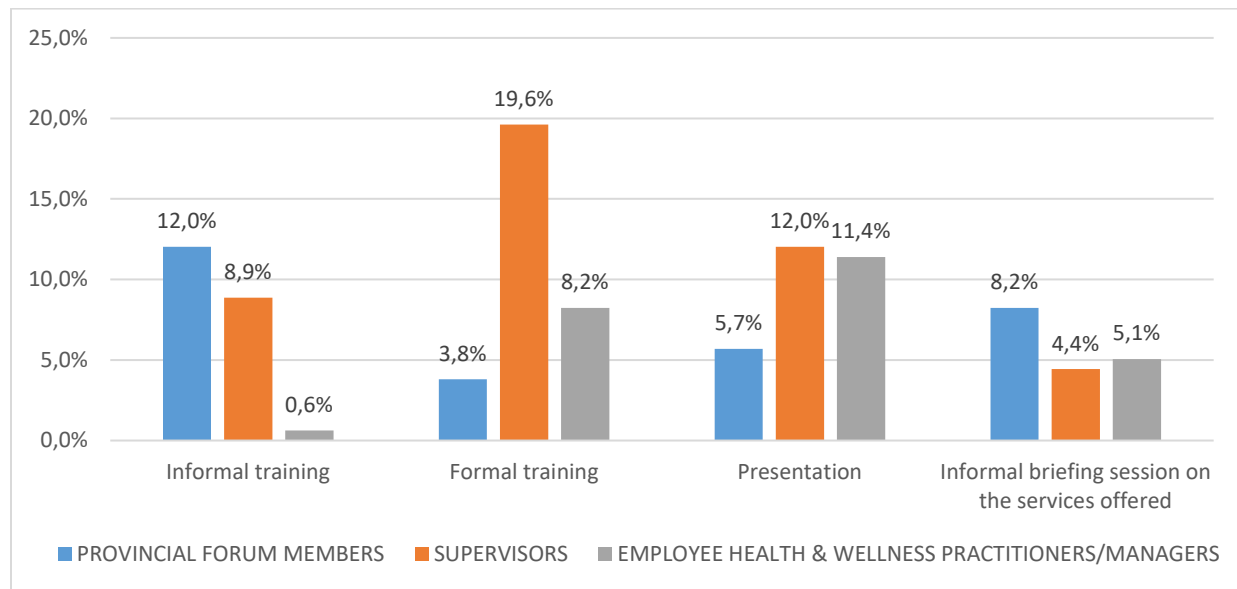
One can deduce that the absence to supervisor training would result in a limited understanding of the functioning, benefits and ability to utilise the programme for its intended purpose. Limited utilisation of the programme would thus impact on the effectiveness of the programme. Managers often question the value-add, return-on-investment and benefits that the programme could provide to the workplace. This could impact on the perception of managers that the programme is not yielding a desired positive workplace outcome. This could be one of the reasons for the programme

not been viewed with high degree of importance at the higher strategic levels. It has been reported in the PSC report on Evaluation of EAPs in the Public Service (RSA PSC, 2006: 30-31) that some of the major issues impacting on the effectiveness of EAPs in the Public Service is the level of commitment demonstrated by the leadership and management with regards to EAPs, amount of resources allocated EAP, communication by EAPs and information provided by EAPs.” The above-mentioned evidence and findings demonstrate the importance of the supervisor in the programme utilisation and the need for effectively communicating the services, rendered, means of accessing the programme. One way of achieving this would be through the capacity building of supervisors through training sessions.

### 5.3.9.4 Training format

The discussion that follows provides an indication of the format of the training offered to supervisors.

**Figure 5.31: Format of supervisor training**



The majority of the respondents in the category of supervisors indicated that the training that they were exposed to was either informal training (8.9%), presentations (12.0%) or informal briefing session of the services offered (4.4%). The EH&W Practitioners indicated that formal training was not as prevalent as presentations as a means of capacitating the supervisors. The findings infer,

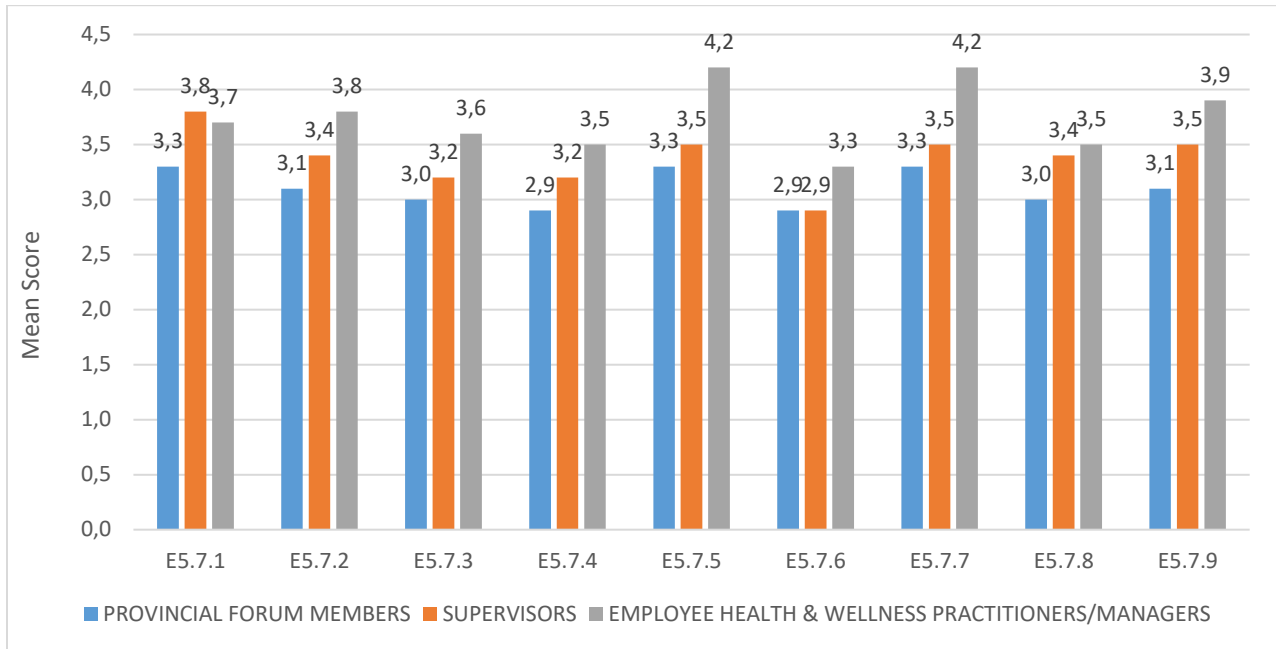
that there is a general consensus that the exposure to formal training is low and limited. This is despite the fact that the provision of supervisor training is one of the core technologies of the Employee Assistance Programme. Research undertaken by Kelloway, Teed and Prosser (2008: 27) and Huges (2008: 275) indicates that supervisors are key agents in identifying employees whose performance is impaired due to personal or health related problems. Therefore, supervisors need to be subjected to continuous training which would result in the development the necessary skills to handle these issues that impedes on good performance management in the workplace. Limited access to formal training could be the result of this low up take, and that it may not be viewed as a key priority developmental area.

### 5.3.9.5 Content of Supervisor training session

**Table 5.25: Content of training session**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/ Managers	Kruskal-Wallis p-value
Performance management process	E5.7.1	3.3	3.8	3.7	0.000
Managing poor performance	E5.7.2	3.1	3.4	3.8	0.003
Constructive confrontation interviews	E5.7.3	3.0	3.2	3.6	0.020
Counselling skills	E5.7.4	2.9	3.2	3.5	0.022
Employee Health and Wellness	E5.7.5	3.3	3.5	4.2	0.000
Return-to-work interviews	E5.7.6	2.9	2.9	3.3	0.099
Referral process to Employee Health and Wellness Programme	E5.7.7	3.3	3.5	4.2	0.000
Discipline process due to poor performance	E5.7.8	3.0	3.4	3.5	0.040
Absenteeism management	E5.7.9	3.1	3.5	3.9	0.001

**Figure 5.32: Content of the training session**



Since all of the p-values (with the exception of the statement pertaining to return-to-work interviews) are less than 0.05 (the level of significance), it implies that the scoring between the groups were not the same. The Kruskal-Wallis test showed that there was a statistical significant difference with regard to the contents of the training sessions between the three categories of respondents. Return-to-work interviews play a significant role in orienting an employee on returning to work post a period of absence. The supervisor should be capacitated with the skill and knowledge on how to approach an employee on return-to-work. Generally, supervisors are hesitant to engage with employees on their return-to-work, due to fear of imposing work pressures on a sick employee. Jackson (2009: 2) confirms that the quality of the working relations between supervisor and employee is perhaps considered as one of the most important workplace determinants and contributors to good health.

Jackson (2009:2) quoted a number of references to studies undertaken, and it has been affirmed that the supervisor plays a critical role in the well-being of the employee, and also when employees return-to-work post a period of absence. It is also inferred that supervisors can negatively impede the employees' return-to-work. It has been reported that the negative interaction with supervisors can contribute to hindering the employees' return-to-work outcomes irrespective of what measures

have been implemented to reasonably accommodate employees. However, conversely, it was also found that supervisors played a vital role in accommodating employees with reasonable work adjustments. It has been advocated that it is highly imperative for supervisors to be empowered with the relevant information, tools and support structures they require to effectively manage the full dimension of employee health issues in the workplace. However, a recent survey of over 100 leading Canadian workplaces, of which 43.7% were from the Public Service revealed that in a number of workplaces the management are not adequately empowered or equipped to attend to circumstances pertaining to employee productivity, absenteeism and disability (Jackson, 2009:2). The concept of return-to-work arising from the study is an important one for due consideration by the supervisor regarding EH&W in the Province of KwaZulu-Natal in particular given the focal point of the study. It highlights the immediacy of addressing ill-health and the risks it presents in relation to performance. According to Jackson (2009: 3), 64.08% of respondents stated that there is a no structured process in place for supervisors to consistently utilise in providing to support employees on returning to work following a period an illness or disability.

### **5.3.10 Section 6: Perception of Supervisors to use Employee Health and Wellness as a Performance Management Tool**

#### **5.3.10.1 Utilisation of Employee Health and Wellness Programme**

The next table illustrates the perceptions of supervisors with regards to the utilisation of the EH&WP.

**Table 5.26: Utilisation of Employee Health and Wellness Programme**

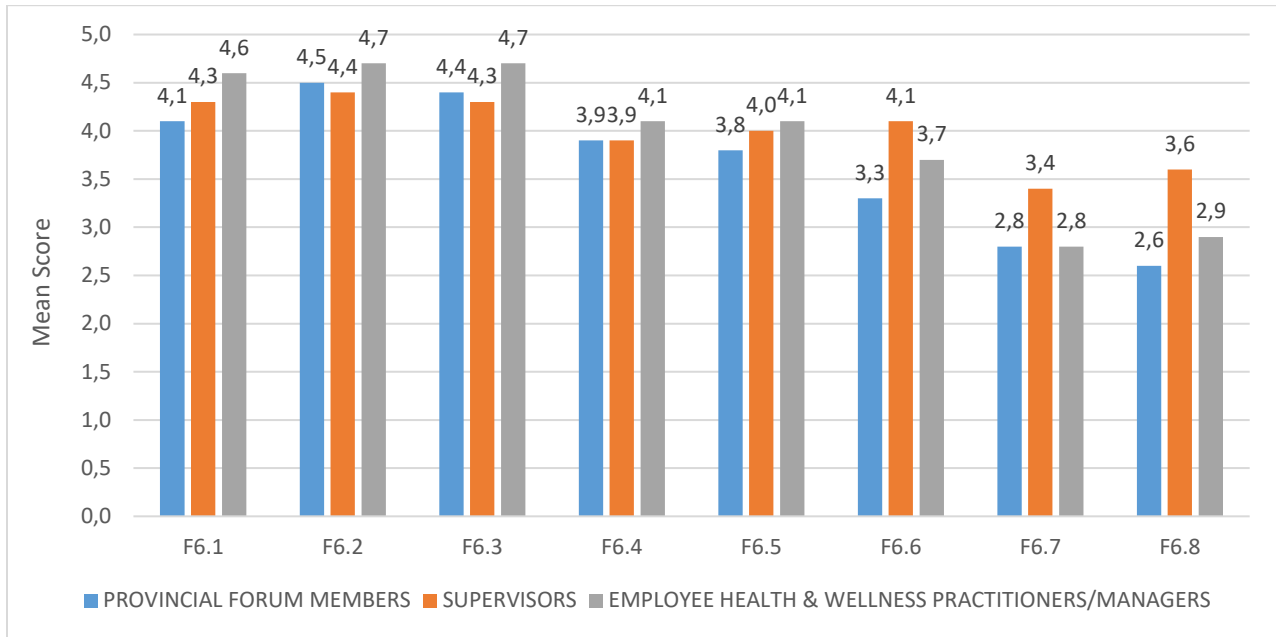
		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners / Managers	Kruskal-Wallis p-value
Necessity for Employee Health and Wellness programme in the workplace	F6.1	4.1	4.3	4.6	0.044
Employee Health and Wellness is beneficial in the workplace	F6.2	4.5	4.4	4.7	0.032
The Employee Health and Wellness Programme can assist in attaining employees level productivity in order to deliver on the mandates of government	F6.3	4.4	4.3	4.7	0.008
Utilisation of Employee Health and Wellness programme as a performance management tool	F6.4	3.9	3.9	4.1	0.314
Responsibility in managing personal or health-related problems on performance	F6.5	3.8	4.0	4.1	0.156
Responsibility to counsel employees on performance	F6.6	3.3	4.1	3.7	0.000
In your view, do you feel that you are adequately skilled to deal with employee problems impacting on performance	F6.7	2.8	3.4	2.8	0.000
Handling poor performance confidently	F6.8	2.6	3.6	2.9	0.000

The p-values highlighted in Table 5.26 above show a statistically significance difference. There is no significant difference in the views of the respondents with regard to the programme being viewed as a performance management tool ( $p = 0.314$ ). This therefore implies that the respondents did not have differing views. This response addresses the key focus area of the research. The EH&WP had been initially conceptualised to provide supervisors with a mechanism to address performance-related problems in the workplace.

This point corroborates with the general ethos of the programme benefits. Significant difference is noted in that the programme can assist in attaining employees' level of productivity in order to deliver on the mandates of government ( $p = 0.008$ ). The finding gives an indication that the human capital (employees) are a vital asset in the workplace, and measures must be explored to retain employees productive, while ensuring that they are able to accomplish the mandates of the workplace. The highlighted p-values from the table above indicate the significant difference in the views of the respondents. This is interesting to note, as it illustrates that the respondents did not share the same views on the reasons for the utilisation of EH&WP.



**Figure 5.33: Utilisation of Employee Health and Wellness**



The higher mean score for the response by supervisors (3.4) than the other two categories of respondents, thus expressing their confidence of being adequately skilled to address employee problems that are impacting on performance. There was significantly lower mean value by the other respondents, Provincial Forum Members (2.6) and Employee Health and Wellness Practitioners/Manager (2.9). Similarly, the high mean score by the supervisors (3.6) demonstrated their level confidence in handling poor performance. However, the findings contained in the PSC report clearly articulated that poor day-to-day management of performance by supervisors inclusive of poor supervision, poor people management and poor operations management contribute towards failure of the formal performance assessment (RSA PSC: 2016: 45). Table 5.26 indicates a significance with regard to the response from respondents in relation to their responsibility to counsel employees on the level of performance. The response from EH&W Practitioners and Forum Members concurs that they also have a role to play in this regard.

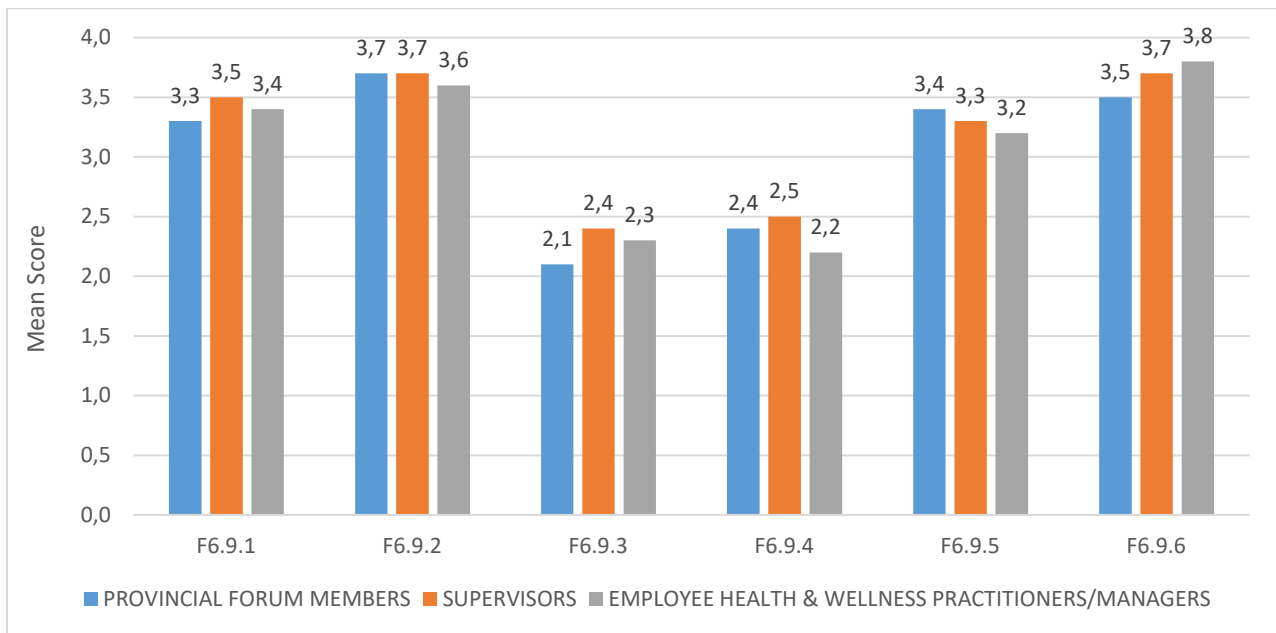
### 5.3.10.2 Advice on performance decline

In relation to the advice on performance decline, the following illustrations and discussion has relevance.

**Table 5.27: Advice on employees’ performance decline**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
Management	F6.9.1	3.3	3.5	3.4	0.242
Human Resource Management	F6.9.2	3.7	3.7	3.6	0.809
Unions	F6.9.3	2.1	2.4	2.3	0.325
Peers in office	F6.9.4	2.4	2.5	2.2	0.399
Labour relations	F6.9.5	3.4	3.3	3.2	0.559
Employee Health and wellness	F6.9.6	3.5	3.7	3.8	0.028

**Figure 5.34: Advice on employees’ performance decline**



There was a statistical significance in the p-value that advice can be sought from EH&W Practitioners ( $p = 0.028$ ). This evidence illustrates that the respondents expressed different views with regard to EH&WP can be consulted to obtain advice pertaining to decline in employee’s performance. The finding addresses the research question raised earlier in the study: “What are the perceptions of the supervisors of EH&WP as a performance management tool to attain desired work outcomes?”

The findings indicate an overall low mean value with regard to unions (question F6.9.3) having an imperative role to play in providing advice when dealing with decline in employee's performance. There is often mixed reactions with regards to the engagements between the employer and unions on issues pertaining to employees. The unions can be considered as highly influential with regard to communicating information to their members. Engaging with unions on issues pertaining to employees health and well-being is an area of research that should be given due consideration.

Terblanche, (2009: 205) argue that limited involvement of labour can affect the utilisation of the programme by the members. This could be due to the limited knowledge of the role of each of the identified categories. It was therefore, recommended the unions should be capacitated on understanding EAP and encouraged to promote labour and management interaction to address the needs of the employees who are members of the union, (Terblanche, 2009: 205). Therefore, trade unions play a pivotal role in encouraging their members to seek assistance.

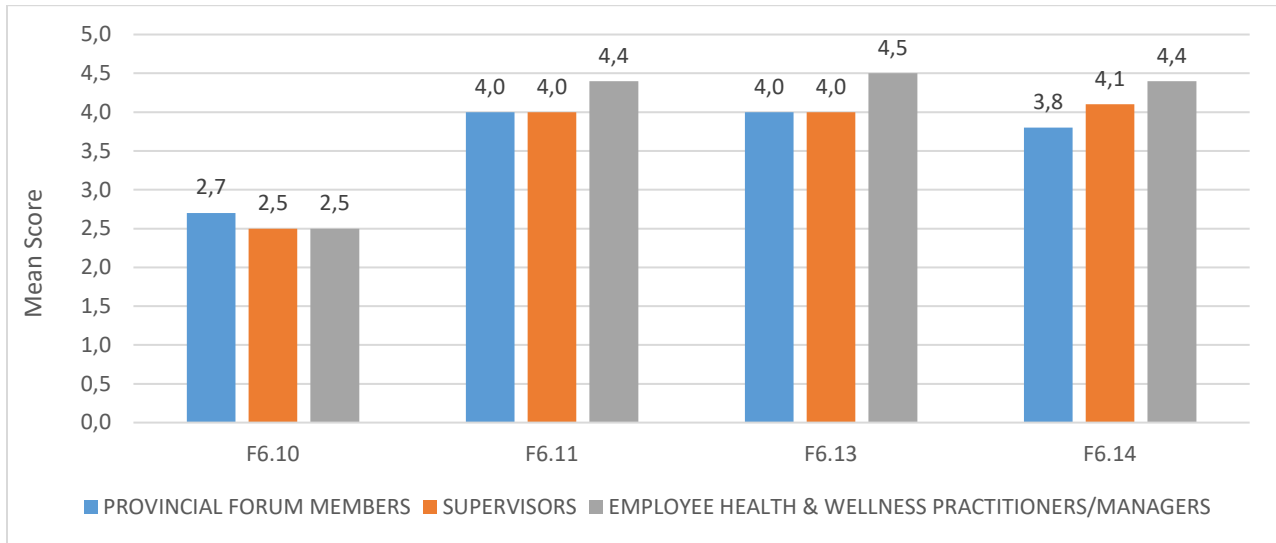
### 5.3.10.3 Purpose of Employee Health and Wellness

The purpose of EH&W has been captured through the below mentioned scores.

**Table 5.28: Purpose of Employee Health and Wellness**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/ Managers	Kruskal-Wallis p-value
Employees whose performance is impaired due to personal circumstances and ill-health should be disciplined in terms of incapacity to perform tasks	F6.10	2.7	2.5	2.5	0.511
Employee Health and Wellness aims to retain employees economically active and productive	F6.11	4.0	4.0	4.4	0.035
The Employee Health and Wellness programme is an effective measure in assisting employees who experience problems that are affecting performance	F6.13	4.0	4.0	4.5	0.001
Significance of supervisors in reintegration of employees into the workplace following ill-health	F6.14	3.8	4.1	4.4	0.001

**Figure 5.35: Purpose of Employee Health and Wellness**



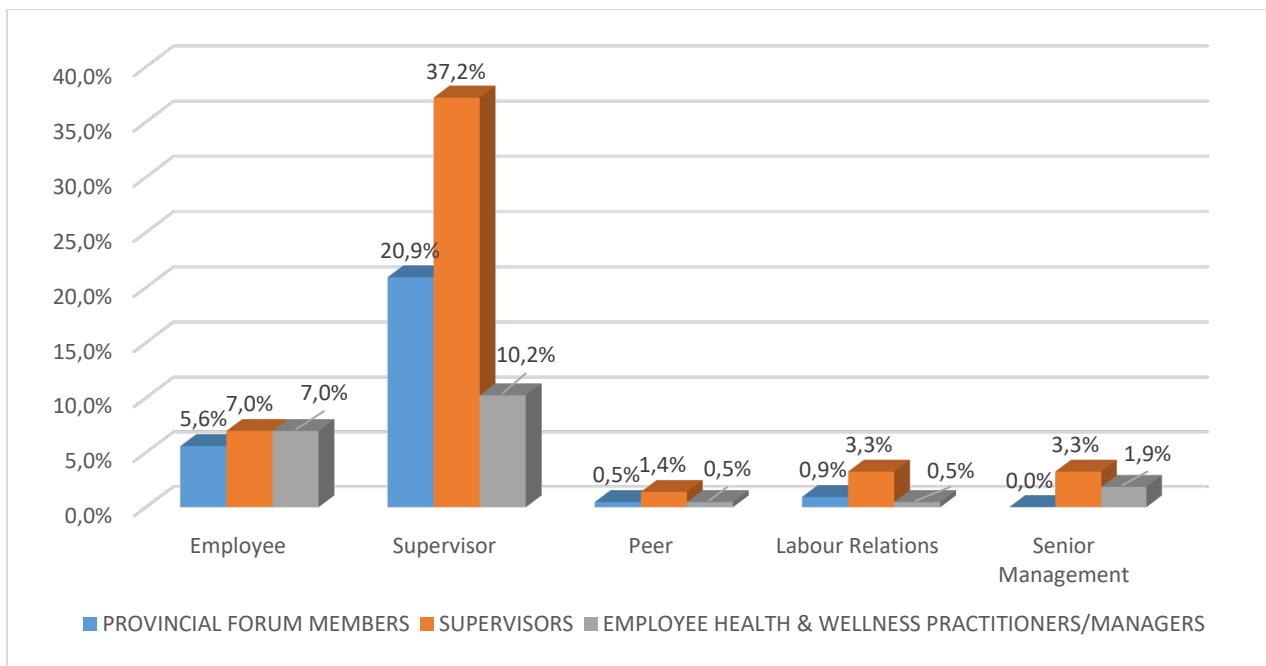
The response from all the three categories demonstrates a low mean value with regard to the statement Employees whose performance is impaired due to personal circumstances and ill-health should be disciplined in terms of incapacity to perform tasks. However, the p-value ( $p = 0.511$ ) indicates that there was no significant difference amongst these (low) scores.

All respondents expressed a high level of disagreement that employees whose performance is impaired due to personal circumstances and ill-health should be disciplined in terms of incapacity to perform tasks. The public service prescripts motivate that the employer must explore all measures to assist employees who have been presenting themselves with performance-related problems, as discipline should be viewed as a measure of last resort. The above-mentioned finding demonstrates that the respondents are of the view not to consider disciplining the employees. This evidence could lead one to deduce that supervisors would rather assist employees to stay economically active. There is statistical significance with the other 3 statements, EH&W aims to retain employees economically active and productive ( $p = 0.035$ ); the EH&WP is an effective measure in assisting employees who experience problems that are affecting performance ( $p = 0.01$ ); also to note is the significance of supervisors in reintegration of employees into the workplace following ill-health ( $p = 0.01$ ). This finding presents a high degree of difference in the views of the respondents, and is noteworthy for this research study. The findings demonstrated

that there is a statistical difference in the understanding of the benefits that EH&WP could present in the workplace.

### 5.3.10.4 Employee Health and Wellness Referrals

**Figure 5.36: Referral to the Employee Health and Wellness Programme**



All categories of respondents (supervisors: 7.0%, provincial forum members: 5.6%, and EH&W practitioners: 7%) agree that employees play a role in getting themselves assistance, however, there is an overall high degree of agreement that the role is incumbent upon a supervisor to manage employee performance. Approximately 37% of the supervisors concur that the referral to the EH&WP is their responsibility. The findings indicate that, in-keeping with the principles of the EAP Core technology of supervisor referral and the fundamental purpose of EH&W being introduced in the workplace.

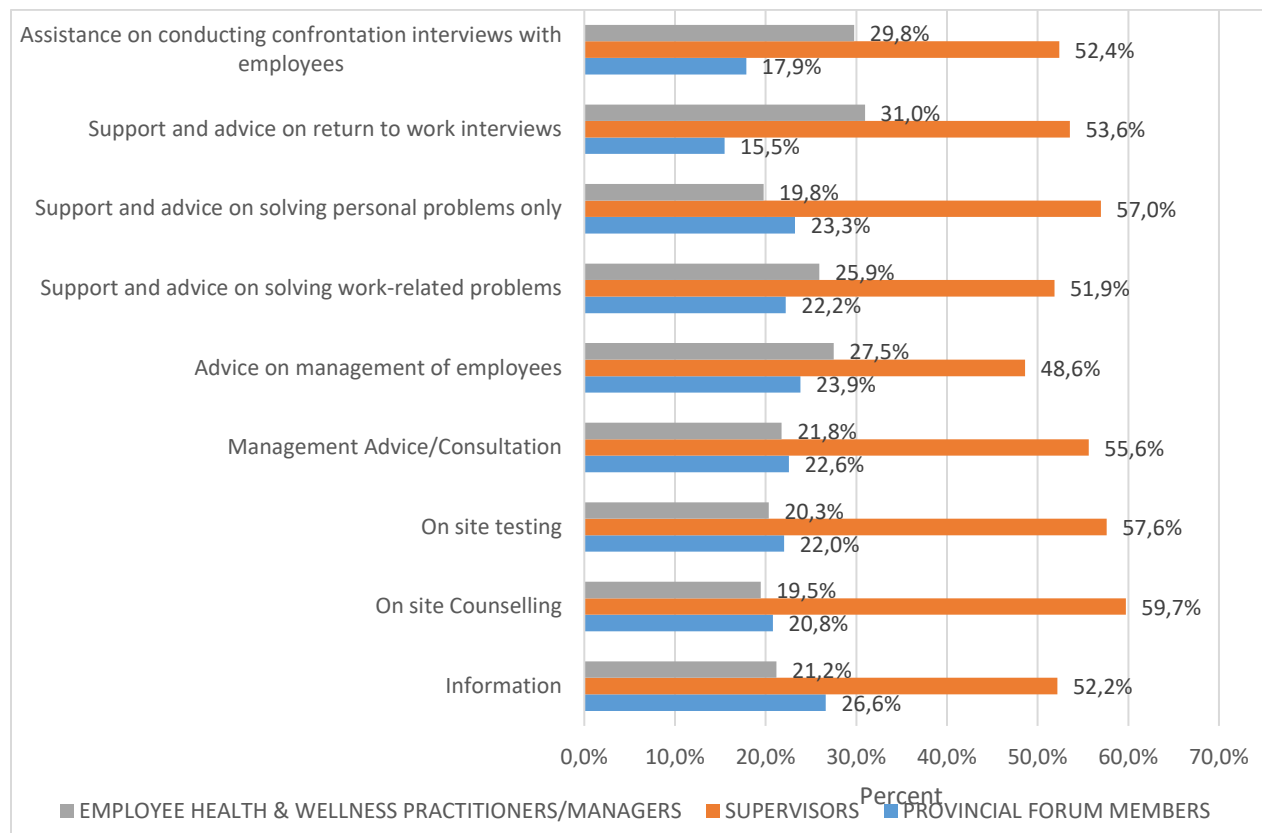
Supervisors are pivotal in the referral of employees to the EH&WP as they are ultimately responsible for the management of employee performance, and should be in the best position to identify employee’s performance-related problems. It has been noted that there is limited research on the South African Public Service that measures the effectiveness of supervisory training as one of the fundamental EAP Core technologies. However, it cannot be disputed, that supervisors have

an inherent core responsibility to manage performance. It can therefore, be deduced from this important role, that the EH&WP can be approached to provide mechanisms, strategies, interventions and advice on how to address the performance-related problems in the workplace.

According to Govender and Terblanche (2009: 394), transformation and development of EAP in South Africa over the last two decades has been strongly influenced by transformational issues due to the changing political climate. There is an increased focus on managing the impact of disease, such as HIV and AIDS, occupational health and safety and organisational development. Despite the existence of the programme in the workplace, there is limited information available on the implementation of the concept of EAP in South African workplaces (Govender and Terblanche, 2009: 394). This therefore, indicates that the workplace has not truly embraced the benefit of the EH&WP, which is another concern raised in this study, and of significant note.

### 5.3.10.5 Employee Health and Wellness Programme Services

**Figure 5.37: Employee Health and Wellness Programme Services**

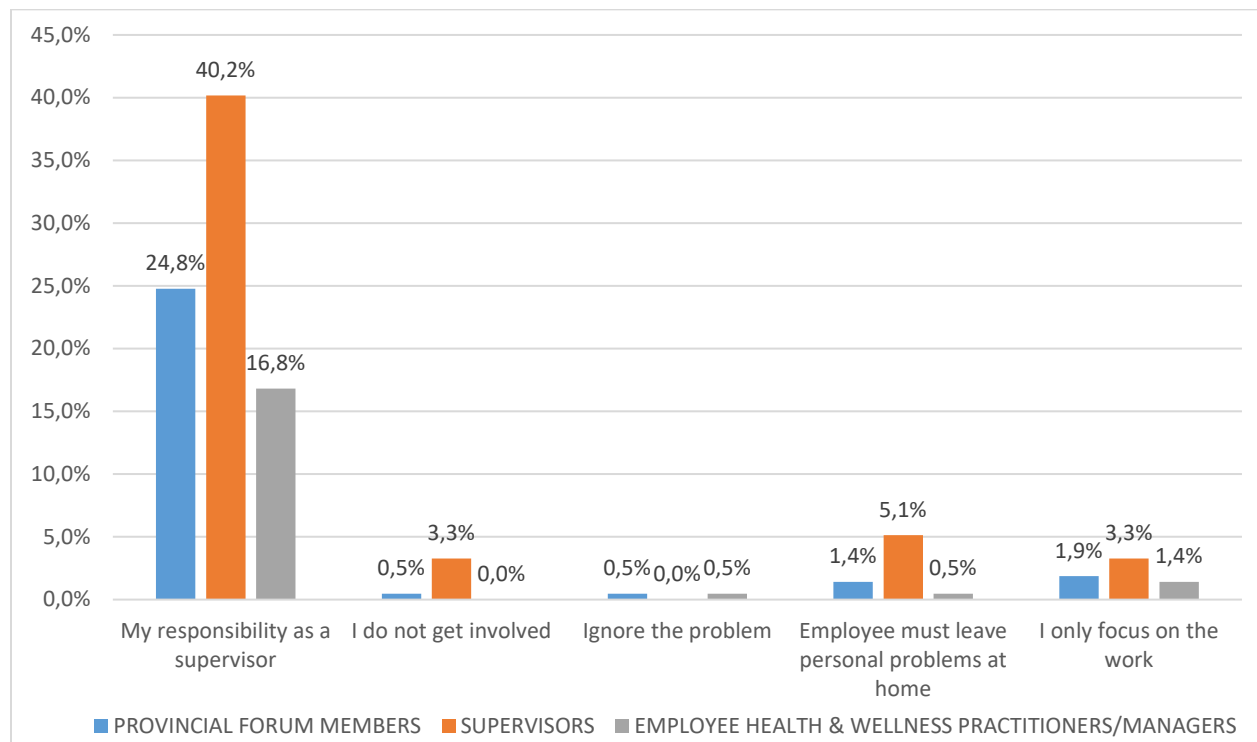


With regard to all the service options available to supervisors, it is evident that there is consistency in the views of the supervisors that the services are available to them through the EH&WP. However, the views expressed by both EH&W Practitioners and Provincial Forum members illustrate similar perceptions. The response from these categories is much lower than that of the supervisors. The findings demonstrate that supervisors have a fair understanding of the services offered. Thus, this translates into actual utilisation of the programme for the intended purpose. An area for future consideration would be to measure the actual effectiveness of the various services offered by the programme, and this aspect is raised as one of the key recommendations arising out of the research undertaken.

### 5.3.10.6 Management of personal problems

An inspection of the percent frequency patterns reveal the following:

**Figure 5.38: Illustration of responsibility to manage personal problems**



There is a high percentage of agreement amongst the respondents that the management of the impact of personal problems in the workplace is that of the supervisor. There is a positive response

from supervisors (40.2%) that the management of personal problems is the responsibility of the supervisors. This response demonstrates a degree of accountability for the management of the impact of personal problems in the workplace. However, 3.3% of the supervisors do not want to get involved, 5.1% of supervisors indicated that employees must leave personal problems at home and 3.3% of supervisors indicated that the focus is only on the work aspect. Arising from these findings, thus equates to 11.7% of the supervisors electing to distance themselves from the management of personal problems in the workplace. Although this percentage may be low, it is an area for due consideration as employees may not always be able to separate the impact of the personal problems in relation to their performance in the workplace. In addition, there may be instances whereby the employee is unaware of the impact of the personal problem on their work performance, and it necessitates this important intervention by management. This aspect is a further key recommendation in the study.

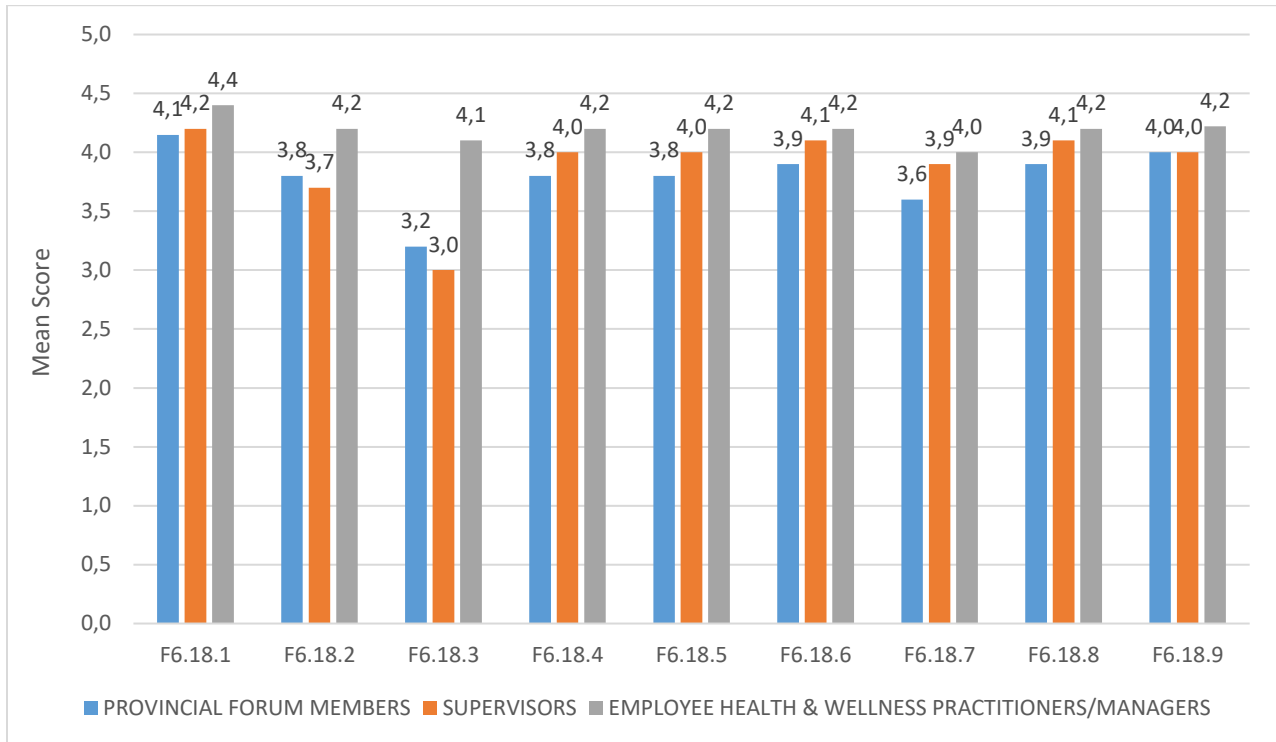
### 5.3.10.7 Indicators of workplace problems

**Table 5.29: Indication of employee experiencing problems**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
High rates of absenteeism	F6.18.1	4.1	4.2	4.4	0.197
Irregular absenteeism patterns	F6.18.2	3.8	3.7	4.2	0.008
Presenteeism	F6.18.3	3.2	3.0	4.1	0.000
Difficulty in concentration	F6.18.4	3.8	4.0	4.2	0.022
Difficulty in completing allocated work	F6.18.5	3.8	4.0	4.2	0.098
Lower productivity levels	F6.18.6	3.9	4.1	4.2	0.155
Constant or frequent conflicts with peers	F6.18.7	3.6	3.9	4.0	0.090
Changes in behaviour	F6.18.8	3.9	4.1	4.2	0.076
Decreased job efficiency	F6.18.9	4.0	4.0	4.2	0.289



**Figure 5.39: Indication of employee experiencing problems**



The data represented in Figure 5.39 above clearly illustrates a consistency higher scoring across all of the constructs.

The concept of measuring and monitoring presenteeism in the workplace is relatively new. See Chapter One, Section 5.5 that provided an overview of the concept. The concept of presenteeism is a poorly defined concept, and there is no measure in place to provide a uniform definition to the concept. In addition, this creates a new dilemma for supervisors to manage in the public service. The absence of policy guidelines in this regard could contribute to the lack of management, and presents the employer with a new risk to mitigate in the workplace of recent; presenteeism is drawing the attention of researchers as this amounts to lost time by employees when they in fact should be productive. The figures pertaining to irregular absenteeism patterns ( $p = 0.008$ ), Presenteeism ( $p < 0.001$ ) and Difficulty in concentration ( $p = 0.022$ ) are statistically significant. The mean value in all instances for Employee Health and Wellness Practitioners/Managers is consistently higher than the other two categories.

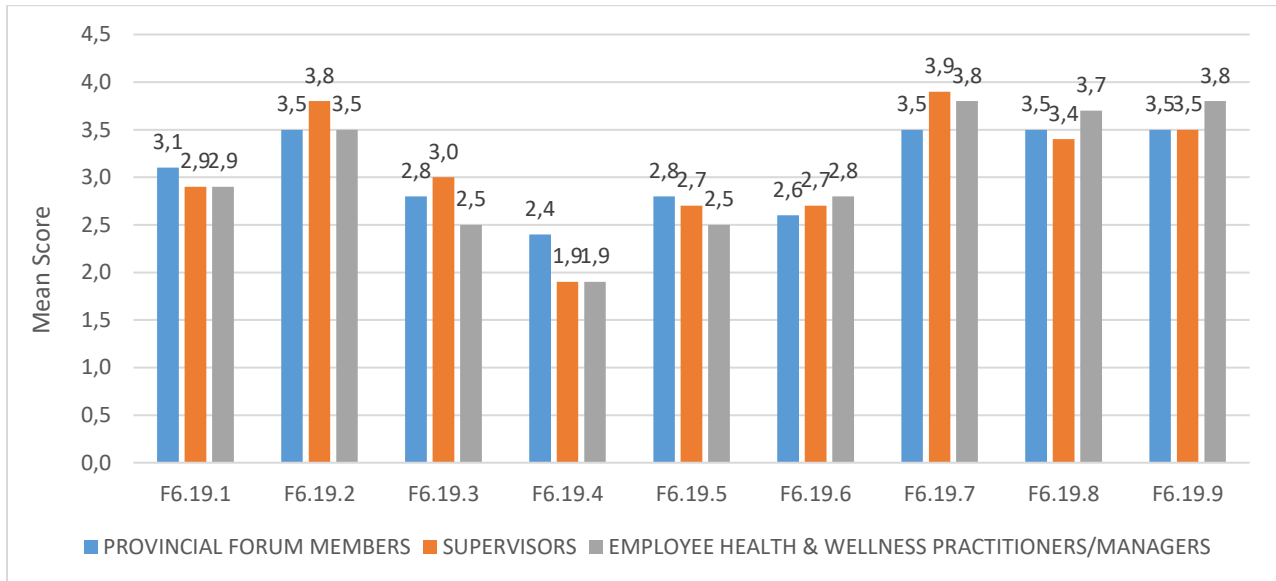
According to the recent research study by Ethel, Ziska and Olusegun (2016: 206), it was reported that heart problems, stroke and diabetes had impacted negatively on the Gross Domestic Product during the period between 2006 and 2015. The resultant impact of these conditions has an effect on the rates of absenteeism, rates of employee turnover, mortality and morbidity levels amongst the employed. It was cited that one of the challenges could be attributed to employees being challenged to attain a balance between work and family. The study indicated that this challenge contributed to increased illnesses associated to stress. Figure 5.39 indicates that there is importance to understanding the impact of health conditions, personal problems and work-life balance on the impact of workplace performance.

### 5.3.10.8 Addressing non-performance

**Table 5.30: Management of non-performance of an employee**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
Employee resolving own issues	F6.19.1	3.1	2.9	2.9	0.359
Addressing problem immediately	F6.19.2	3.5	3.8	3.5	0.038
Document incident and address it during performance appraisal sessions	F6.19.3	2.8	3.0	2.5	0.027
Ignoring the problem	F6.19.4	2.4	1.9	1.9	0.058
Re-allocating the work	F6.19.5	2.8	2.7	2.5	0.730
Commencing disciplinary action	F6.19.6	2.6	2.7	2.8	0.625
Counselling the employee	F6.19.7	3.5	3.9	3.8	0.005
Initiating formal referral to Employee Health and Wellness Programme	F6.19.8	3.5	3.4	3.7	0.116
Referring employee to the Employee Health and Wellness Programme	F6.19.9	3.5	3.5	3.8	0.103

**Figure 5.40: Management of non-performance**



There has been different levels of opinions as illustrated in the Table 5.30 above with regard to the respondents' views on addressing problems immediately ( $p = 0.038$ ), documenting incidents and addressing them during performance appraisal sessions ( $p = 0.027$ ) and counselling the employee ( $p = 0.005$ ). It is evident from the varied scoring that the respondents expressed differing views of the management of an employee's non-performance. The response pertaining to initiating a formal referral to EH&WP and referring employees to the EH&WP did not present high levels of agreement. This could be attributed to the fact the respondents do not place emphasis on the referral of non-performing employees to the EH&WP as one of the options available to them.

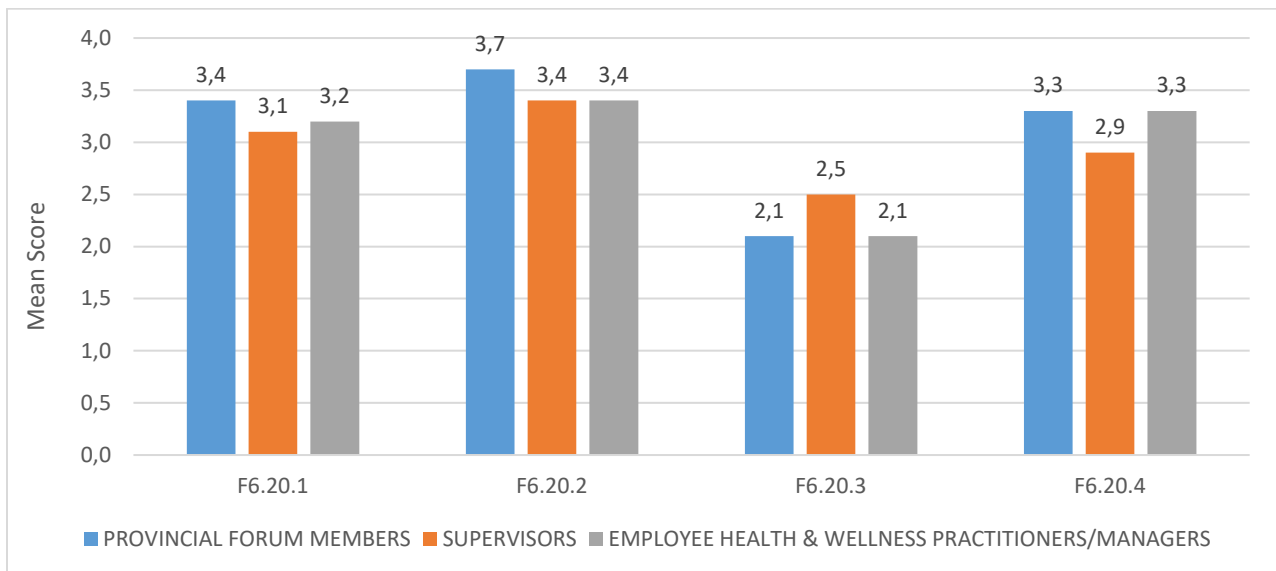
### 5.3.10.9 Experience in managing of performance-related problems

This is an area that presents challenges in the workplace, and the findings and discussion captures some of the concerns raised through the research.

**Table 5.31: Experience in managing of performance-related problems**

		Provincial Forum Members	Supervisors	Employee Health & Wellness Practitioners/Managers	Kruskal-Wallis p-value
Emotional	F6.20.1	3.4	3.1	3.2	0.469
Difficult	F6.20.2	3.7	3.4	3.4	0.072
Easy	F6.20.3	2.1	2.5	2.1	0.010
Confrontational	F6.20.4	3.3	2.9	3.3	0.010

**Figure 5.41: Experience in the management of performance-related problems**



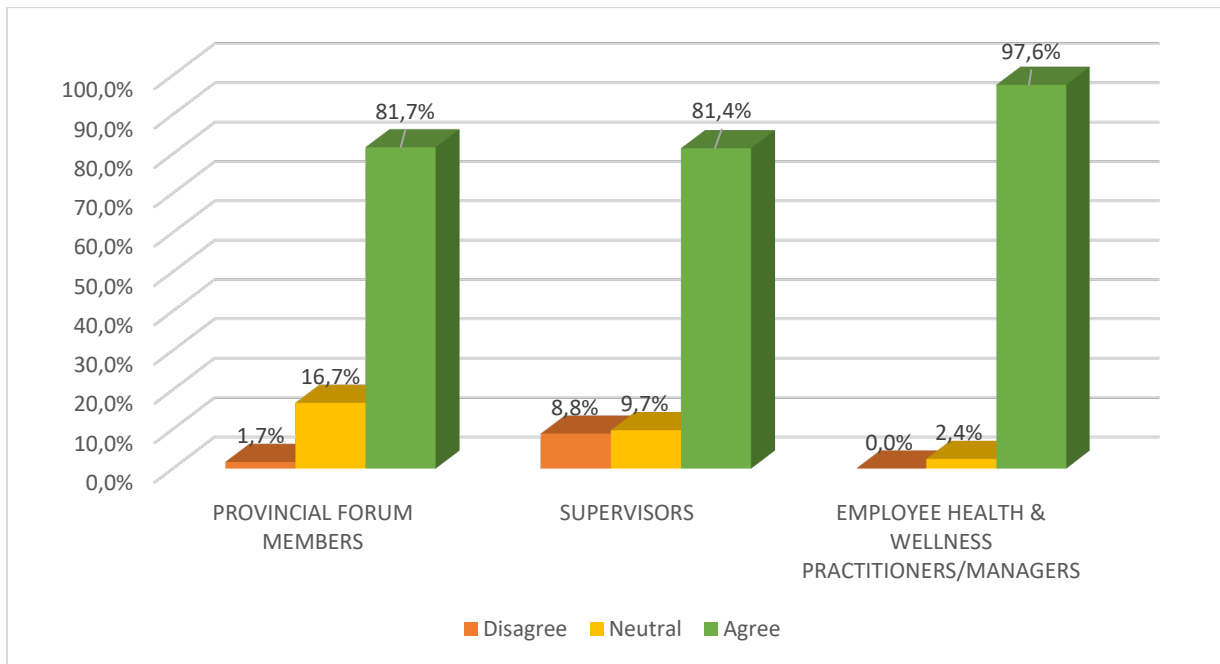
The responses varied in terms of the experience in dealing with performance-related problems. Supervisors indicated under question F6.8 (mean = 3.6) that they are confident in handling performance management, however when presented with the options to rate their experience, it was indicated by a majority of the respondents that it is emotional (mean = 3.1) and difficult (mean = 3.4).

The  $p$  values for the statements pertaining to easy and confrontational ( $p = 0.010$ ) demonstrate significant differences. There is a significant difference ( $p = 0.010$ ) thus indicating that not all respondents concurred that the experience of dealing with performance-related problems is

confrontational. These finding demonstrates a similarity to the findings established from the research undertaken by the PSC.

**Figure 5.42: Role of Employee Health and Wellness Programmes**

An inspection of the percent frequency patterns reveal the following:



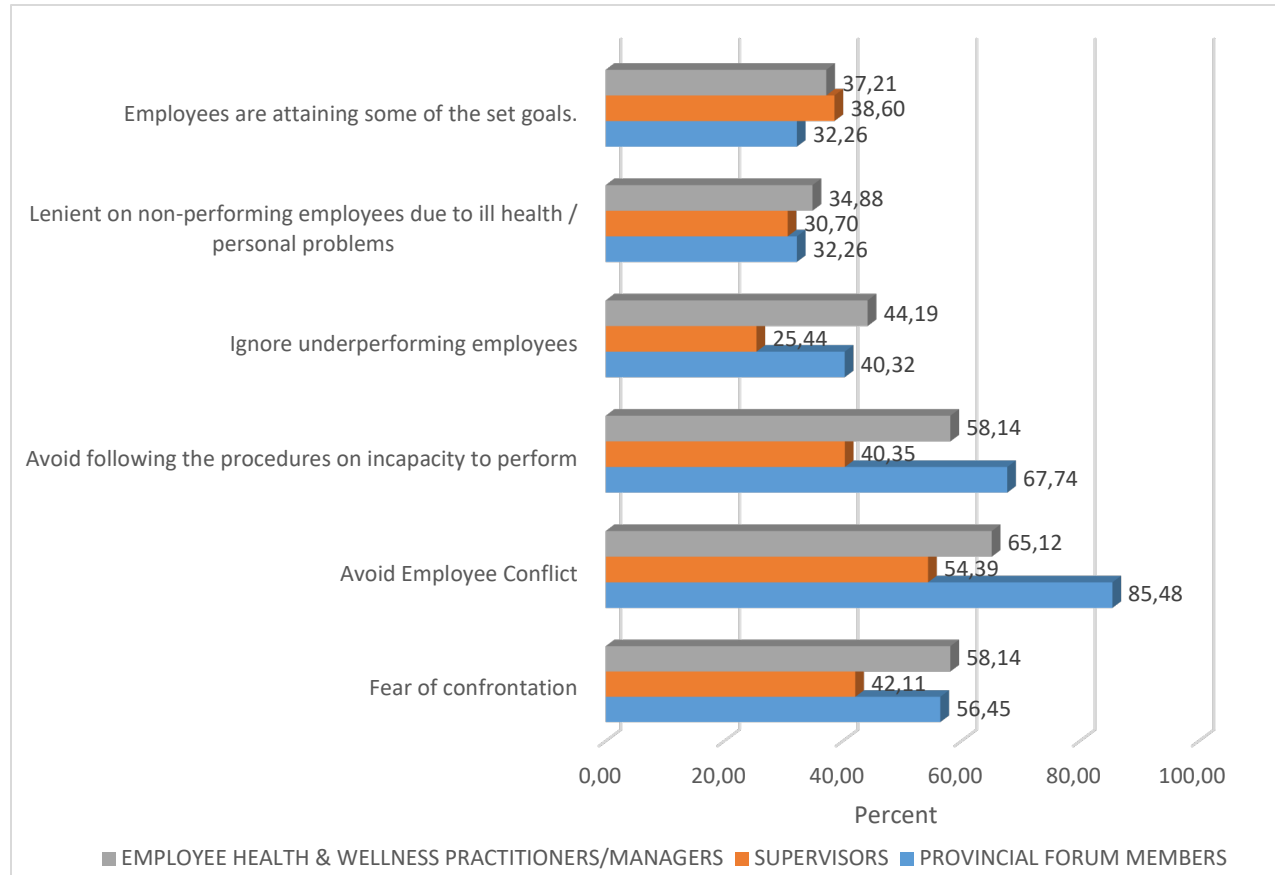
All 3 categories of respondents (supervisors: 81.4%, Provincial Forum Members: 81.7% and Employee Health and Wellness Practitioners/Managers: 97.6%) agree that the EH&WP can be utilised to address performance-related problems. This implies that there is consensus from the respondents with regards to the beneficial role the programme can provide in addressing performance-related problems. Jones and Paul (2012: 23) confirms that EH&WP are beneficial in the workplace in addressing performance-related problems. Jones and Paul (2012) further state that “EAP can, and should, be a valuable resource to support organisations around issues impacting the health and productivity of the workforce”. The positive response to this question addresses a key focal research question of this study, the extent to which supervisors consider that EH&WP are in fact beneficial to employees. However, despite the high degree of agreement, the responses to the various earlier constructs indicate that the current implementation of the programme has not

been utilised for the intended purpose. This is an important deduction and aspect arising from the study undertaken and for due consideration.

### 5.3.10.10 Utilisation of the Employee Health and Wellness Programme by supervisors

**Figure 5.43: Reasons for supervisor rating**

The Figure below looks at the responses to Question 2.8



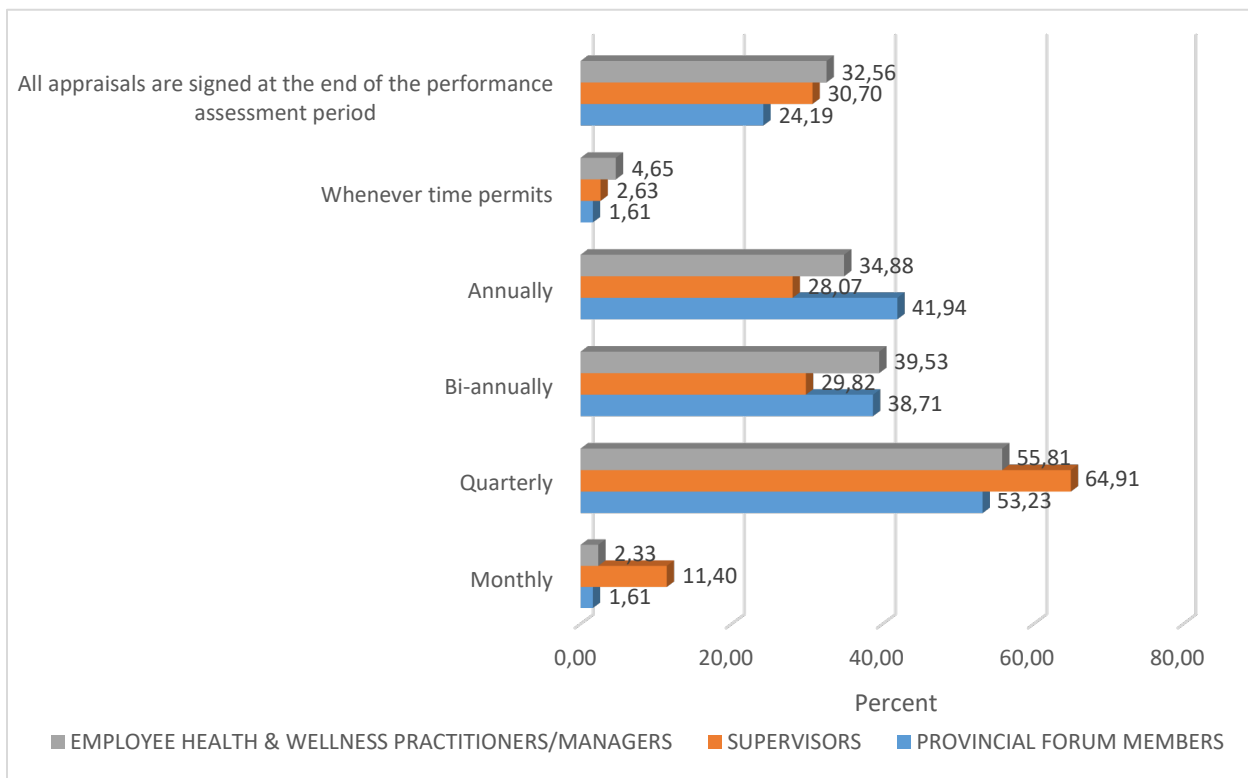
Respondents were allowed multiple responses; hence the total percentage is not 100%.

There are similar levels of scoring between the groups for the first two statements. The remaining statements have higher levels of 1 or 2 groups compared to the third. All categories of respondents indicate a low agreement. However, there seems to be a degree of empathy by supervisors evident in the response to the statement as 30.70% of supervisors indicated that they are “lenient on non-performing employees due to ill-health/personal problems”.

The findings revealed that 54.39% of supervisors indicated that they rate employees' performance as effective, despite employees not meeting the desired standards and this could be attributed to the fact that the supervisor wants to "avoid employee conflict. This finding is in accordance with evidence cited in Chapter Three. Similarly, EH&W Practitioners (65.12%) and Provincial Forum Members (85.48%) also rated highly that supervisors want to 'avoid employee conflict'. This could therefore, link the high response rate for 'fear of confrontation' and 'supervisors ignoring under-performing employees'.

### 5.3.10.11 Compliance with EPMDS Policy

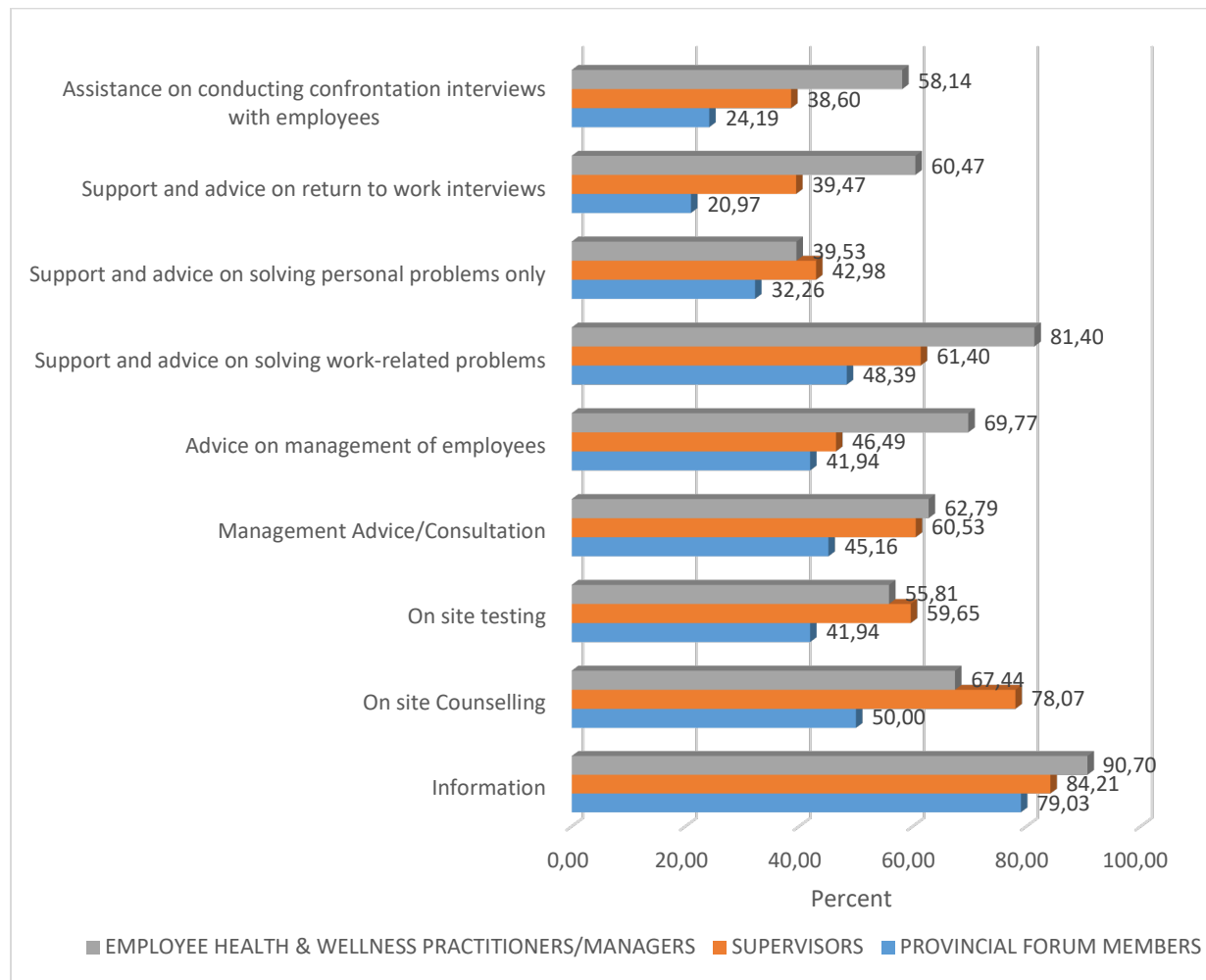
**Figure 5.44: Compliance with EPMDS Policy**



### 5.3.10.12 Services rendered by Employee Health and Wellness Programme

A range of services are offered by the EH&WP to the staff, and these are captured in Figure 5.45 that follows.

**Figure 5.45: Types of services offered through the Employee Health and Wellness Programme**



All 3 categories of respondents rated that the EH&WP provided ‘support and advice on personal problems’. There was a higher response to the statement ‘support and advice on solving work-related problems’, and this demonstrated a degree of acknowledgement that EH&W can be a mechanism to address work-related problems and for the management of poor work performance.

The response from supervisors on the following variables was high, information (84.21%), on-site testing (59.65%) and on-site counselling (78.07%). This is in keeping with the contemporary transformation of the EH&WP, which has a heightened focus on health screening and testing. Support and advice on solving work-related problem (61.40%) and management advice and consultation (60.53%) also generated similar responses. This demonstrates a degree of agreement



with regards to the services that can be obtained. Overall, all 3 categories responded highly on the provision of information. Information advocacy is vital in the programme in order to inform behaviour change, however, this should not be the primary purpose of the programme.

The response from all the categories of respondents for confrontation interviews (38.60%) was very low. EH&WP should be in a position to provide supervisors with the assistance on conducting confrontation interviews with employees, as the interviews serves as the platform whereby supervisors can advise employees of the noted changes in performance. They are thereafter able to make a recommendation to seek assistance from the EH&W Practitioner should it be deemed necessary. Constructive confrontation interviews is one of the key core technologies of the EAPs, as referred to in Chapter Three. Supervisors are generally capacitated with the skills to conduct these confrontation interviews during the supervisor training. This low response could be attributed to the fact that a low percentage of supervisors attended training sessions. This low response can be corroborated with the low response illustrated under Figure 5.30, which presents the findings on the number of supervisors who attended training.

Similarly, the response on return-to-work interviews is low (39.47%), as those who return-to-work interviews are generally conducted by supervisors on the return of an employee who has been absent from work for a period of time, as a result of illness or absence away from work. This initiative is crucial to ensure that the employee is well-orientated into the workplace on return and that reasonable accommodation or adaptive duties that may be required to be explored. In addition, return-to-work interviews enables the supervisor to develop and implement a management plan that takes into consideration the well-being of the employee, and that the work outputs are managed. This could also include rehabilitation plans with regard to work targets, creating a conducive working environment and provisions of return-to-work arrangements, according Thompson, (2010: 14). In addition, it is recommended that the return-to-work interviews can also be beneficial to the employer in identifying the risk that the employees' medical condition presents to the employee, peers and the workplace. The ultimate common goal in to ensure that measures are implemented to keep an employee economically employable, whilst managing the employees performance and ill-health.

### 5.3.11 Section 7: Other Views

This section gave the participants an opportunity to provide the researcher with additional information that could be viewed as relevant for the context of the research study. The response from this section was used to reaffirm the findings of the quantitative data, and also to corroborate with the qualitative data which was obtained from the interviews.

## 5.4 REGRESSION ANALYSIS

Regression analysis is a quantitative method used when the study involves modelling and analysing several variables, where the relationship includes a dependent variable and one or more independent variables. The basic form of regression models includes unknown parameters ( $\beta$ ), independent variables ( $X$ ), and the dependent variable ( $Y$ ). The regression model specifies the relation of the dependent variable ( $Y$ ) to a function combination of independent variables ( $X$ ) and unknown parameters ( $\beta$ ), and has the form

$$Y \approx f(X, \beta)$$

### 5.4.1 Why use regression analysis?

In this study, the bivariate correlation effects of various variables were observed. To determine whether multiple variables had an effect on the specified dependent variable, a multivariate regression model was generated.

A regression analysis was performed by considering the combination of variables as indicated in the table below.

<b>Variables Entered/Removed<sup>a</sup></b>			
Model	Variables Entered	Variables Removed	Method
1	Risk Management, Policies and Procedures, Accountable Supervisors <sup>b</sup>	.	Enter
2	Performance Management, Employee Health and Wellness <sup>b</sup>	.	Enter
a. Dependent Variable: Supervisor Training and Support b. All requested variables entered.			

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.439 <sup>a</sup>	.193	.181	.96172
2	.439 <sup>b</sup>	.193	.174	.96627

a. Predictors: (Constant), Risk Management, Policies and Procedures, Accountable Supervisors  
b. Predictors: (Constant), Risk Management, Policies and Procedures, Accountable Supervisors, Performance Management, Employee Health and Wellness

The model indicates a high level of correlation between the dependent and independent variables for both the models. The first model considers the effects of only Risk Management, Policies and Procedures, Accountable Supervisors on the dependent variable (Supervisor Training and Support).

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.820	3	15.607	16.874	.000 <sup>b</sup>
	Residual	196.080	212	.925		
	Total	242.900	215			
2	Regression	46.826	5	9.365	10.030	.000 <sup>c</sup>
	Residual	196.074	210	.934		
	Total	242.900	215			

a. Dependent Variable: Supervisor Training and Support  
b. Predictors: (Constant), Risk Management, Policies and Procedures, Accountable Supervisors  
c. Predictors: (Constant), Risk Management, Policies and Procedures, Accountable Supervisors, Performance Management, Employee Health and Wellness

The p-values of both the models indicates that, collectively the predictors do predict the dependent variable ( $p < 0.001$ ).

<b>Coefficients<sup>a</sup></b>						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-.446	.698		-.639	.524
	Accountable Supervisors	.415	.190	.166	2.180	.030
	Policies and Procedures	.649	.141	.334	4.615	.000
	Risk Management	-.043	.160	-.018	-.270	.788
2	(Constant)	-.458	.754		-.607	.544
	Accountable Supervisors	.408	.216	.163	1.886	.061
	Policies and Procedures	.647	.145	.333	4.475	.000
	Risk Management	-.050	.208	-.021	-.241	.810
	Employee Health and Wellness	.016	.203	.007	.080	.936
	Performance Management	.001	.209	.001	.007	.995

a. Dependent Variable: Supervisor Training and Support

The coefficients table indicates the impact of the individual variables on the models. The null hypothesis tests the claim that the coefficient value is zero. The highlighted p-values indicate that the coefficients are not zero, and significantly impact the regression model.

In the first model, excluding Performance Management and Employee Health & Wellness, it is noted that Policies and Procedures and Accountable Supervisors have an impact on the model. However, with the addition of Performance Management and Employee Health & Wellness, only Policies and Procedures significantly affect the dependent variable.

The results indicate the multiple effects of variables, which were sometimes observed as significant in the earlier analysis of bivariate data. In some instances, there are significant contributions ( $p < 0.05$ ), whilst this is not observed for other variables.

The impact of some variables is either enhanced / reduced due to the combination of the variables that constituted a particular dimension. This is a limitation of the model in that there are various combinations of variables that could generate significant regression coefficients.

## 5.5 QUALITATIVE PHASE – INTERVIEWS

The first part of this chapter focused on the quantitative aspects of the study in relation to the statistical analysis. The following discussion is focused on the qualitative aspects raised through the discussion in the interviews by respondents, using both thematic and content analysis. The discussion in parts, supports the quantitative analysis raised in the first part of the chapter.

The following sub-themes emerged from the interviews that was conducted with the senior managers:

### 5.5.1 Policies and Procedures towards Organisational Performance

The policies and procedures applicable to EH&W and Performance Management should serve as mechanisms towards effectively managing employees. The following emerged from the interviews that we conducted with the senior managers:

From the feedback obtained during the interviews, it was noted that although the performance management system has been in place, the respondents have indicated that the successful implementation of the management of employee performance is primarily dependent on the ability of the supervisor to manage the performance of the employee. The criticism that has been expressed is that some employees view it as a “financial incentive system”, “has a demotivating effect”, and the system can lead to “mediocracy”.

Participants indicated that individual performance impacts directly on organisational performance. The respondents shared a common view that the individual performance must give effect to the organisational mandate. It was stated by one of the respondents that:

*“Employee performance management system is actually designed to ensure that employees achieve the strategic goals of the department. Performance management is key in ensuring that the department achieves its core mandate as well as its strategic objectives as envisaged in the strategic planning documents”.*

Given the importance of employee performance, it is therefore, supported that there is an urgency to ensure that the system is either correctly implemented, strengthened or reviewed.

### **5.5.2 Management support on policy implementation**

Majority of the respondents (66%) indicated that they are aware that there are policies in place to create a conducive environment for employees who are impaired, they were however unable to give much detail into the policies and the implementation thereof. This then, implies the need to create a platform for greater awareness and advocacy around policy issues.

Majority some of the respondents (66%) indicated that they are aware of the information sessions held and various sessions to empower employees, the presence of management at these sessions are limited. One of the respondents indicated that in instances whereby support and training has been provided, this resulted in an improved level of understanding of the implementation and compliance to the policies. The concept of ‘*on-boarding*’ was suggested, whereby all newly appointed employees in the public service receive induction on the policies, and thus resulting in the supervisor being sensitised to the various effective management strategies.

### **5.5.3 Capacity and Accountability of supervisors**

Senior managers concur that the supervisor is the one to ensure that employee performance is adequately managed. The area of concern that was raised quite frequently, is that a number of supervisors are not adequately skilled to manage employee performance and the challenges associated with the correct implementation of the policy.

*“It is noted that supervisors have become very lax and they do not want to take on their role as a supervisor.”*

*“There is an absence of consequence management”*

Inability on the part of the supervisor to adequately manage employee performance and identify employees who may be in need of assistance may result in workplace interventions being misdirected. An example cited is that an employee who is not performing may be experiencing personal problems and the supervisor may attribute this poor performance to the lack of skill/training. This could result in the employee being sent for training instead of being referred to the EH&WP.

#### **5.5.4 Management of Employee performance**

The EH&WP has been recognised by all the respondents as an avenue that should be considered as a measure to aid employees who are not performing,

The challenge that was expressed that although the system is in place it is generally not the first line of intervention that supervisors would consider when encountered with a problem. A few of the participants indicated that they noted that supervisors are rather avoidant when it comes to dealing with poor performance, while others expressed that it is best to deal with the situation immediately. It has been reported by the participants who were interviewed, that failure to address performance-related problems, hoping that the problem would disappear has a negative impact on achieving the goals of the department.

*“Addressing performance issues in government is more challenging than that experienced in the private sector”.*

*“The public service is a very bureaucratic environment”.*

#### **5.5.5 Advocacy and Communication of the programmes**

In order to ensure employees understand the contribution they have in ensuring that the mandates of the department are met, it has been recommended that the supervisor empowers employees to understand the linkage and the importance thereof. The benefits and effects of the various policies and programmes of government can only be measured if recipients are knowledgeable of them and actually utilise the programmes. It is recognised by the respondents that the EH&WP is in fact, one such programme.

*“So then the only thing you should do as a manager is to promote the services of employee health and wellness to your employees.”*

*“Enhance participation”*

Supervisors should be in a position to lead by example, and also utilise the programme should they need to. It was suggested that the role of advocacy and employee testimony can encourage increased utilisation and participation in the programme.

### **5.5.6 Organisational Environment**

All the participants who were interviewed indicated that the management of employees is more challenging. The following comments were made:

*“We are working in a very fluid environment, where things are constantly changing.”*

*“Non-filling of post”*

*“High vacancy rate”*

*“Leadership change / instability”*

*“Current austerity measures”*

### **5.5.7 General comments noted**

Emerged from the interviews conducted with the senior managers, were general views with relevance to the study.

Performance management and EH&W are not generally taken as a part of the Monitoring and Evaluation of the overall organisational performance. There is a gap in incorporating issues pertaining to the state of well-being of employees against the assessment of the organisational performance. In addition, there is limited interaction with the Human Resource components in departments on issues pertaining to employee wellness and employee performance.

## **5.6 CONCLUSION**

The data collection methods and analytical tools were discussed and reported in the context of the research in this chapter. The results of the survey conducted in relation to the impact of the state of employee health and well-being, and the extent to which supervisors utilise the EH&WP as a performance management mechanism to address performance-related issues was presented in this chapter with a logical integration to enhance the arguments put forward from the empirical analysis. Therefore, although the two policies and programmes are in place, the integrated utilisation of the programme is limited.

The analysis centres on the interplay between various dimensions relating to employee performance and service delivery. It raises the question of the role of the supervisor in EH&W



aspects, and presented important focus areas for due consideration for the department in particular, and the public service in general. Based on the responses of the participants in relation to the risk that the state of employee well-being presents on the attainment of organisational goals, the study showed that research on performance management and EH&W is a fundamental imperative in the public service.

The relevance and usefulness of the theoretical tools and models, and utilisation of the mixed methods approach was deemed appropriate as the data from each of the methods employed served to validate the findings in the study. Quantitative analysis of the questionnaires received from the respondents was done, and qualitative analysis of the interviews with six (6) senior managers was also undertaken. The questionnaires and interviews were used to gather and analyse data systematically to arrive at useable knowledge in the relationship between employee wellness and performance management. The trends and patterns that emerged from the questionnaires were presented in a graphical manner in the form of tables and clustered bar/column charts in order to present insight of the areas under investigation. In this research study, data was collected through the means of a structured questionnaire and was supported by qualitative information obtained from the interviews conducted. The responses from the interviews were analysed for thematic trends and content analysis, whilst the quantitative data analysis yielded a range of scores statistically through the use of SPSS software. Arising from the study undertaken, it was necessary to develop the capacities of managers in relation to EH&W and management of employee performance in order to uphold the development agenda, as contained in the NDP, 2030.

Chapter Six focuses on a proposed model for the utilisation of EH&W as a performance management tool towards the attainment of the developmental agenda and enhancement of service delivery, in addressing some of the concerns raised in the study arising from the key questions and objectives put forward.

## CHAPTER SIX

### CONCLUSION AND RECOMMENDATIONS

#### 6.1 INTRODUCTION

The focus of the final chapter in the research is to provide a general summary of the study, present the conclusion, and make recommendations arising from the empirical analysis. The research objectives are briefly summarised, followed by a summary of the chapters. Recommendations for further study are also presented in this chapter. The chapter culminates with a proposed model as a contribution of new knowledge.

#### 6.2 OBJECTIVES OF THE STUDY

The objectives set out in this study directed the scope and nature of the research that was undertaken. The following conclusions were made based on the findings of the research.

##### 6.2.1 Objective One

- **Analyse the current Public Service policy context and procedures to ascertain whether current measures enhance performance management in the Province**

The above-mentioned research objective aimed to explore the extent to which the public service has created a conducive working environment that takes into consideration the well-being of the employees. The study investigated the level at which the targeted respondents were conversant with these policies and procedures. An in-depth discussion of the level of understanding of these practices was obtained from the data collection methods. The information acquired through the qualitative methods was used to corroborate with the information analysed from the quantitative data. The findings suggest that there is a necessity to strengthen the integration between EH&W and Performance Management. There is an identified need to enhance the capacity of the key stakeholders. However, the findings further suggest that the relevant monitoring, evaluation and control measures, including the implementation of these policies and procedures could be strengthened further.

## 6.2.2 Objective Two

- **Determine the reasons for performance decline in the Province**

The study aimed to understand what factors contributed to the decline in employee performance. Findings from the qualitative and quantitative data articulated the need for supervisors to be *firstly*, cognisant of what the attributory reasons for performance decline are and *secondly*, to be equipped with the skill to identify indications of changes in employee performance. Thus, there is a need to ensure measures are employed within the Province to manage these reasons and implement interventions to reduce the possible negative consequence. This objective was achieved based on the information obtained from the respondents through the qualitative and quantitative information-gathering techniques utilised in this research.

## 6.2.3 Objective Three

- **Establish the risks of performance decline towards attaining the key mandates of the Province**

This objective has been adequately addressed in Chapter Five. There has been a significant number of areas identified that present a risk in attaining the key mandates of the Province. The findings were taken into consideration in the recommendations contained in the chapter. Through addressing the current risks and the implementation of measures to mitigate the implications of the risk, the resultant effect could lead to improved and enhanced service delivery.

## 6.2.4 Objective Four

- **Examine the supervisors' role, knowledge and skills to manage the decline *in* poor performance *of* employees through EH&WP in contributing to service delivery in the Province**

The triangulation of data through qualitative and quantitative methods was beneficial in obtaining greater insights into avenues in which supervisors could explore and manage decline *in* or poor performance *of* employees through EH&WP. The researcher's intent was to ascertain the extent to which the supervisor is able to manage employees who presented signs and symptoms of declining performance. Areas of development have been identified, and could be included in the capacity

development initiatives in the Province. The findings revealed that while there is some degree of understanding of the role that supervisors have to demonstrate, however, the empirical evidence through the study illustrates that there is a need to strengthen the capacity of the supervisors.

### **6.2.5 Objective Five**

- **Determine supervisors' perception of EH&WP as a performance management tool to attain desired work outcomes**

The researcher intended to investigate the extent to which supervisors perceive that EH&W can be utilised as a performance management tool. The final objective was achieved in Chapter Five, and is explained in more detail under recommendations in 7.5 of this chapter. The findings of this objective informed the proposed model that is expanded on in some detail in Chapter Six.

## **6.3 SUMMARY OF THE CHAPTERS**

To place this concluding chapter into context, it is pertinent to highlight the key points raised in the six chapters that are contained in the study. A brief summary of each of the chapters is outlined briefly below.

### **6.3.1 Chapter One**

In this chapter, the background to the study was presented with the reasons for choosing the topic, as well as the aims and objectives of the study. It also highlighted the need for effective and efficient performance management mechanisms in the public service. The main conceptual framework for the study was strengthened within the Public Administration domain from a Developmental State perspective. The legislative framework governing EH&W and Performance Management in the South African Public Service was briefly summarised. The research methodology that was employed for this research was also presented, as well as the framework of the chapters were delineated.

### **6.3.2 Chapter Two**

This chapter delineated a range of definitions and paradigms pertaining to Public Administration. The theoretical and conceptual framework of New Public Management *vis-a-vis* Governance towards a developmental state and the notion of good governance was presented in this chapter. The discussion reinforced the need for innovation in the management of employee performance towards enhancing service delivery. It also highlighted the importance of exploring measures towards promoting efficiency, effectiveness and accountability in the public service. The main theoretical frameworks for the study was the Public Management Approach, underpinned by the theories of Goal-setting, Logic Model and the Attribution Theory.

An overview of performance management and EH&W was conceptualised and contextualised. The role of a supervisor to manage employees within the context of performance management and EH&W was unpacked, as the supervisor has an integral role in the public service, with a pivotal in the promotion of a developmental state. The legislative framework that governs this scope of the research, and the pertinent regulatory policies pertaining to the public service that were relevant to the research was discussed in greater detail. The empirical investigation undertaken presented to some extent the areas of governance, associated with performance management and EH&W that could be considered towards enhancing service delivery.

### **6.3.3 Chapter Three**

Chapter Three presented the literature review of performance management and EH&W. The importance of the supervisor's role with regard to the management of employee performance was a focal area of the research. This was explored within the context of the extent to which EH&W can be utilised as a mechanism by supervisors to ultimately contribute to enhancing service delivery. The content of the chapter brings forth the importance of the management of employees as a fundamental element is maintaining good governance. The role of the supervisor in the management of employee performance, with specific reference to the impact of health and well-being on the employee's performance was further contextualised. This important aspect was explored through the questionnaires that were distributed amongst supervisors who participated in the study.

#### **6.3.4 Chapter Four**

Chapter Four contained a discussion of the research design and methodology employed for this research study. A mixed methods approach was adopted for the study, which entailed the use of both quantitative and qualitative methodologies. The aim of this methodology was used to obtain an in-depth understanding of the perception of the supervisor's role in managing employee performance through the 'lens' of EH&W. A structured questionnaire was utilised as the main research instrument and interviews were conducted with senior managers who play a strategic role in the workplace. The research themes and key focus areas were factored into both the interview schedules and the questionnaires. The methods for data analysis and reporting was explained in the chapter.

#### **6.3.5 Chapter Five**

This chapter presented the results obtained from the responses from the questionnaires and the interviews, together with the analysis and data interpretation. The empirical data was presented in the form of graphs and tables to illustrate the results. Analysis of the results and findings were discussed to identify significant patterns and trends from the statistical analysis and correlations amongst the variables. Statistical analyses utilising factor analysis, correlation analysis, Cronbach's Alpha, Bartlett's Test, Kruskal-Wallis and Chi-Square were used. The data was analysed and interpretation with the use of these tools. Data triangulation which was followed in this case study, facilitated data saturation.

#### **6.3.6 Chapter Six**

The findings obtained from the analysis of the results could be applied to reduce the gaps identified in the ability of the supervisor to manage employee performance. In the study, the researcher used documents and participation by respondents through interviews and questionnaires. It is noted that this combination of resources strengthens the information obtained from the participants, as there would be corroboration of the information obtained from various sources. Thus, this process leads to credibility of the findings in the study.

The research presented in this study and the analysis of the results could present an opportunity for the development of a new model. The recommendations to address the gaps identified could result in strengthening the quality of services being rendered in the public service. The above-mentioned discussion serves as an important contribution to the body of knowledge.

This chapter presents a model that illustrates the proposed outcome of integrating Performance Management and EH&W in the public service. The chapter proposed the need for accountable supervisors, integrated policies and procedures and risk management in order to strengthen the perception and utilisation of the EH&WP as a Performance Management intervention for employees whose performance may be impaired. The proposed model is a contribution of new knowledge that was alluded to in Chapter One. The core of the discussion here, is that the significance of the thesis lies in building better knowledge and enhancing understanding of the intersection between performance management and employee wellness.

## **6.4 PROPOSALS EMERGING FROM THE RESEARCH**

The discussion above provided an overview of the key themes that emerged from the findings of the research. The recommendations that follow have been informed by the data obtained from the respondents who participated in both the questionnaires and the interviews. The analysis of the results indicated the need to strengthen the capacity of the supervisor to utilise the EH&WP as a performance management tool within the Province towards strengthening governance. The recommendations arising from the research undertaken is presented next.

### **6.4.1 Integration of the implementation of Policies and Programmes**

The findings suggest that the KZN ambit of the public service has policies and programmes in place to address issues pertaining to EH&W and performance management. However, these programmes have been traditionally managed in isolation, as well as the policies and frameworks do not adequately demonstrate the inter-relational of aspects of the programmes.

#### **6.4.2 Supervisor Referral Process**

Therefore, there is currently a limited knowledge of the approved procedures on supervisor referrals to the EH&WP in the workplace. This finding is an imperative for due consideration for further research in the Province of KZN. With the current pressures being experienced in the workplace, the supervisor is called upon and expected to manage the increase in the prevalence of personal and health-related problems in the workplace. In light thereof, the EH&W Practitioner should explore innovative measures to render support to supervisors with regard to the referral process. One such measure that could be considered, is the use of technology to provide support and updates. Furthermore, it is recommended that the referral process must be user-friendly for the recipients, as this would promote increased utilisation. Lengthy and complicated processes could lead to supervisors refraining from the use of the programme.

#### **6.4.3 Employee Health and Wellness as a Strategic Workplace Partner**

There is an important linkage between EH&W and Performance Management towards attaining service delivery in terms of the developmental public service agenda. It would be beneficial for the employer to assess the true impact of the individual employee performance on the performance of the department/s ability to deliver on the performance mandates that have been set. Generally, the assessment of the performance of departments does not take into consideration the 'soft' issues such as the impact of individual employee performance on the achievement of the goals of the department. Therefore, the analysis of the financial impact of personal problems on organisational performance ought to be conducted. In addition, if the employer has to demonstrate the Organisational Mapping and the utilisation benefits of the programme on service delivery, this could lead to an increased uptake of the programme.

#### **6.4.4 Employee Empowerment**

Generally, employees would like to refrain from disclosing the true reason/s affecting their performance. However, the findings demonstrated that the impact of personal or health-related problems manifests in performance-related problems. In addition, there may be instances, whereby the employee is unaware of the impact of the personal problem on their work performance, and it



necessitates this important intervention by management. This aspect is another key recommendation, which has emerged from the data.

#### **6.4.5 Programme Effectiveness**

An area for future consideration would be to measure the actual effectiveness of the various services offered by the programme, and it is raised as one of the key recommendations arising out of the research undertaken. The assessment of the effectiveness must be analysed in relation to the performance outcomes. The findings that illustrates the significant improvement in workplace will be beneficial not only to the employee, but also to the administration at large.

#### **6.4.6 Conducting Risk Management**

The importance of managing risks that the state of employee performance presents to the workplace was highlighted through the data analysis. The findings suggest that organisational performance would be seriously compromised if employees are not performing. One can surmise that the state of organisational performance is the composite effort of the performance of each individual employee. It stands to reason, if employees are not performing, organisational performance would be impacted upon. In light of the prevalence of various problems that have been cited as attributory reasons for employees' performance being compromised, it is imperative for the employer to give due consideration to the inherent and perceived risks that these present in the workplace.

Furthermore, the findings suggest that there are also organisational issues that also negatively impact on the employees' performance, which has sometimes resulted on the state of well-being of the employee.

Documentary evidence in Chapter Three has indicated that there is high incidence of absenteeism in the public service and the number of employees on temporary incapacity leave contributes to employees not being at work and hence not performing the work allocated to them. However, an area of immense concern is the risk that presenteeism brings to the workplace. Some employees are physically at work but the level of productivity and performance could be compromised, as

they are not fully focused and this could be attributed to a number of reasons for instance health, personal or organisational problems.

Therefore, it is beneficial for the workplace to conduct health risk assessments. This would be advantageous to the employer to ensure that the well-being of the employee is taken into consideration when dealing with aspects such as performance management, goal setting, reasonable accommodation and adaptive duties.

#### **6.4.7 Advocacy and Communication**

It is essential to enhance the marketing of the services of EH&W to supervisors and employees. There is an increase in the utilisation of the internet and social media platforms that can be explored to promote the services offered, as well as render support to both employee and supervisor. With the limited time that supervisors have to access training sessions, a suggestion that could be presented is to offer Webinars and on-line help services for advice. However, current research has cautioned that the human element with face-to-face counselling is still beneficial, and should not be solely replaced by web-based support. These two mediums should be implemented concurrently to enhance advocacy and communication.

#### **6.4.8 Strengthen Management Commitment**

There was limited evidence indicating the alignment of the EH&W policy with the departmental mission and vision. Therefore, if issues of EH&W were viewed as a priority these should be have received an overwhelming positive response from categories of respondents. This is further emphasised through the response from the participants, pertaining to whether employees' health and wellness is factored into the management meetings, directorate/section meetings, strategic planning sessions and annual performance plan. Dedicated management commitment towards human resource management and development is one of the key factors of the National Developmental Agenda. Management needs to demonstrate their commitment towards the well-being of the employees. This can be achieved through the advocacy of policies and procedures, as well as capacitating managers/supervisors on the utilisation of the EH&WP.

#### **6.4.9 EAP Core Technology**

The importance of the implementation of the EAP Core Technology of supervisor training should be taken into consideration. In pursuance of enhancing the relevance of the EAP Core Technology, it should also be reviewed in light of the context of the South African public service. This core technology serves to underpin the values and principles that should guide EH&W practitioners. It is recommended, that the public service explore the implementation of the Employee Assistance Professional Association of South Africa, core technology as one of the measures against which the workplace can measure the effective utilisation of the programme as a value add in the workplace.

#### **6.5 RECOMMENDATIONS FOR FUTURE RESEARCH**

The research study provided insights for further research into one of the most significantly considered areas of human resource management and development, and is linked to enhancing service delivery. Future research in relation to the strategic role that supervisors contribute in the management of enhancing employees performance, from the perspective of improving service delivery and in-keeping with the principles of good governance, should be explored further. The following aspects are suggested for due consideration:

- Based on the key focus area of this research study, it would be beneficial to expand the research study to determine or ascertain the view point of the employees. This could provide empirical evidence from the perspective of the employee on the extent to which supervisors utilise the performance management system and EH&WP for the benefit of the employee and the organisation. Generally, on reviewing the relevant literature, previous research studies focused on the response from EH&W Practitioners or supervisors in general.
- Future research could explore the performance of employees who scored below average for the performance assessments in order to ascertain what could be the factors that impact on their ability to perform.

- Further exploration into the monetary cost of the impact of not managing poor performance and the risk thereof on the workplace is another area warranting attention.
- Consider exploring the cost-benefit analysis of investing in employees' health and wellness as a key imperative in the Province in particular, and the public service at large.
- To explore whether the 'rapid transformation' of EH&W in the South African Public Service resulted in limited focus on the Core Technology pertaining to the role of the supervisor, and the provision of supervisor training.
- It would be beneficial for research to be conducted amongst supervisors pre- and post-training, to measure the effectiveness of the interventions on the management of the performance of employees. This could also include the measure of the return on investment as an integral aspect, which is somewhat lacking in the public service in general, as it is not a fully developed tool currently.
- Another consideration for future research would be to engage with employees in order to ascertain their perception of their supervisors' management of their performance.
- Investigate in other settings, the issue of the concept of voluntary participation in the EH&WP in cases of poor performance. The question that can be explored, is whether the employee should be given the option to decline the referral to the EHW practitioner in cases of identified poor performance.
- Lastly, a comparative study of the level of knowledge of the referring supervisor *versus* that of the supervisor who has not referred, and the impact of the performance of employees on service delivery in this context would be beneficial.

This chapter indicates how the objectives of the research was addressed then, implies that the value of the human resources function (*namely, the component referring to the role of the supervisor in managing employees*) needs to be reaffirmed. The withdrawal of the services does have an impact on the performance and quality of services rendered, and invariably service delivery to the citizens would otherwise, be compromised.

## **6.6 CONTRIBUTION OF THE STUDY - PROPOSED MODEL FOR ENHANCING WORKPLACE PERFORMANCE THROUGH EMPLOYEE HEALTH AND WELLNESS REFERRAL**

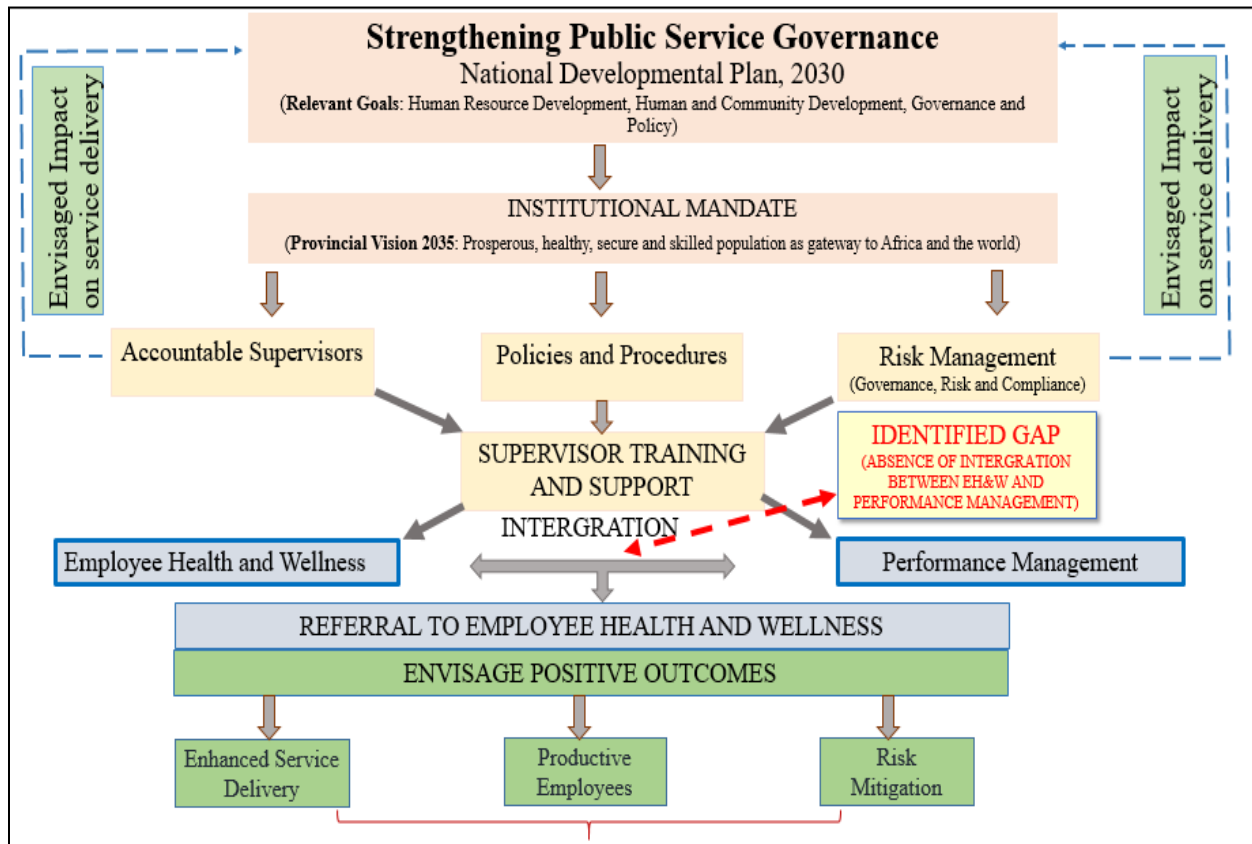
The discussion above provided a detailed analysis of the research results and findings for the research. The research study was able to establish the gaps between the role of the supervisor in the management of employees who are not performing at the optimum level, and the referral linkage to the EH&WP. The proposed model in this chapter is based on the findings from the empirical data emerging from the study. The model focuses on a review and assessment of the relevant theoretical and empirical literature in the field. The outcome of the research was based on the mixed methods approach, and the information was collectively obtained and analysed that informed the proposed model.

The research therefore, proposes a model for enhancing workplace performance, and advocates for the Province of KZN to explore the use of this proposed integrated model to enhance service delivery through the application of two fundamental programmes, *namely* EH&W and Performance Management. The proposed model recommends that service delivery be improved, by having public service employees that are healthy and productive.

### **6.6.1 Role of the model**

The model proposed in Figure: 6.1 is based on the premise that there is a need for a standardised process to strengthen the inter-relationship between performance management and EH&W towards the achievement of the strategic objectives. This would serve as a guide for the capacitation of supervisors in dealing with employees whose performance is being impaired. The proposed model emphasises the importance of ensuring systems are being utilised in the workplace to mitigate the risk on service delivery, and that supervisors are empowered to ensure that they are fully capacitated to fulfil the functions and strengthen their levels of accountability.

**Figure 6.1: Governance of Employee Health and Wellness**



The above enablers are discussed in context of the proposed model to address the inter-relational aspects of workplace performance and EH&W, as they significantly co-exist in raising productivity and enhancing service delivery.

## 6.7 STRENGTHENING PUBLIC SERVICE GOVERNANCE

The public service is in need of improved measures to promote the strengthening of governance towards enhancing service delivery.

### 6.7.1 Contextualising the National Development Plan, 2030

In terms of the principles of a developmental state, there should be strategic orientation in the way in which the public service functions. In addition, we require leadership to be well capacitated to

conduct their functions. In light therefore, the enablers of the proposed model advocates that in order to achieve the developmental agenda as contained in the NDP, 2030, supervisors need to embrace and strengthen the role of accountability. There has been an identified need for leadership (*supervisor*) development, strategic focus (*Goal-setting and outcomes-based*), organisational capacity (*human resources that are trained*) and technical capacity (*trained skilled supervisors*). This aspect relating to the significant responsibility of management of employee performance by supervisors was highlighted in the findings in Chapter Five. The NDP, 2030 also serves as a basis for the promotion of a public service that is capable, developmental, professional and responsive to the requirements of the country, and it is envisaged that through the implementation of the goals of the NDP, 2030 that this could be attained. The goals of the NDP, 2030 that are most relevant within context of the research study are: Governance and Policy, Health and Community Development and Human Resource Development. Detailed relevance of the goals in relation to this study was expanded further in Chapter Two, Section 2.8.4.

### **6.7.2 Institutional Mandate**

The Provincial Growth and Development Plan details the long-term vision of the Province of KZN, which is stated as follows: “Prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world”. To this end, the importance of having healthy and productive employees cannot be further emphasised. Hence, locating the importance of this study in fostering a public service that can meet the needs of the citizens. The state of EH&W should therefore, receive commitment from the leadership and ensure that the impact of the state of well-being is in fact, factored, into the strategic planning processes.

## **6.8 ACCOUNTABLE SUPERVISORS**

The contemporary focus of the public service has been to instill the culture of accountability amongst all public servants. Supervisors have to ensure that the key resource, *namely* the employee, is able to deliver in order to achieve the planned outcomes of the department. As presented in the literature review and Chapter Three, the state of employee well-being requires

supervisors to be accountable to ensure that the impact does not negatively influence the level of performance. This perspective is, further expanded in the detailed report by the PSC, as follows:

“A prerequisite for effective performance management is good accountability frameworks. A proper management structure requires that responsibility, (delegated) authority, and accountability should be aligned as much as possible (RSA PSC: 2016:44).”

The report further iterates importantly that there has been a noted erosion of accountability, the implementation of consequence management is lacking, and there is uncertainty of a coherent framework for accountable linkages between job descriptions and the responsibilities attached to the post.

According to the Public Service Commission (2016: 44):

“The National Developmental Plan differentiates between two primary levels of accountability that is relevant in the public service: *firstly*, the standard hierarchical form which is illustrated in Figure 3.1, where officers are accountable to their supervisors. This chain of accountability then moves to the head of department who is accountable to a minister. The minister in turn, is accountable to the legislature and the legislature to the electorate. *Secondly*, public officials who are directly accountable to the citizens to whom services are delivered to. The recommendation contained in the plan, advocates the need for these forms of accountability to be strengthened (NDP: 427).”

Thus, supervisors need to be accountable for effective management of resources towards ensuring delivery of the outcomes of government. In order for supervisors to be cognisant of their roles and responsibilities, they should be capacitated on the various policies, procedures and prescripts to ensure strengthening of their accountability role. All supervisors in the public service have to ensure effective management of their human resources, hence the importance of these above-mentioned enablers.

## **6.9 POLICIES AND PROCEDURES**

The public service by its nature is an extremely regulated environment. Policies and procedures are to be developed and implemented to ensure uniformed application. These policies generally outline the conditions under which employees are employed, culminating in example conditions of service. However, despite the public service having a number of excellent policies in place, the



challenge that has currently been presented is in the actual implementation and integration of policies and procedures. The principles of a capable state is one, which ensures that the policies that are in place, are actually effectively implemented. Effective integration of policies could serve to generate optimum benefit in the workplace. For instance, if the policies pertaining to EH&W and Performance Management were implemented in an integrated manner, then employees whose performance was impaired due to either personal or health-related problems, could be referred by the supervisor to the EH&WP as structured interventions. Another suggestion that could be put forward would be for monitoring and evaluation mechanisms to be implemented, thus ensuring that the effectiveness of such interventions are assessed in order to ensure the return on investment.

One of the gaps identified from the research findings, was that the policies pertaining to EH&W and Performance Management have not been integrated in the process of implementation. It is further put forward, that these supervisors be trained and supported to ensure the proper implementation of policies and procedures, as indicated in the illustrated model. Training and development is one of the key fundamental areas advocated for in terms of the developmental agenda of the public service.

#### **6.10 RISK MANAGEMENT AND RISK MITIGATION (GOVERNANCE, RISK AND COMPLIANCE CONTEXTUALISED)**

The King III Report purports that successful governance requires all stakeholders to accept an inclusive approach regarding the application of governance principles of accountability, responsibility, fairness and transparency, as advanced by Meyer (cited in Herholdt, 2012: 183). These are important determinants for the practice of good public administration and effective governance in the Public Service. To summarise, the recommendation of the King III Report is to ensure that aspects affecting people management are attended to in the workplace, whilst the recent introduction of the King IV Report espouses that the achievement of good governance should be from an outcomes-based approach. The current emphasis as contained in King IV dispensation is on governance, risk and compliance. What is significant here is that risks need to be identified by conducting a people risk assessment, and plans need to be strategically aligned to mitigate the risks

identified. Training and development of employees and managers need to be offered in the public service, hence the relevance of supervisors receiving training on the effective utilisation and integration of EH&W and Performance Management. The latest King Report advances that all risks should be considered from the perspective of the impact on the organisation achieving its objectives. It is therefore, envisaged that the risk of low rates of referrals to the EH&WP for assistance could be mitigated, if supervisors had the adequate skills and knowledge to make such referrals.

The management of risk must be understood from the perspective of the impact that the risk presents on the core functioning of the workplace. The proposed risk management plan should also be informed by the Principles of Batho Pele, which is the public service's fundamental drivers to achieving service delivery objectives. In terms of the King IV report, it is contextually recommended that risk should be managed in a way that the workplace is able to set and achieve the strategic objectives (IoDSA, 2016: 30), in light thereof, the supervisors should explore the risk that poor performance presents on the attainment of the department's key deliverables. It is further, suggested in the King IV Report, that if adequate risk management processes are in place, this could lead to supervisors proactively identifying possible risks and implementing measures that could advance towards risk mitigation of EH&W in a more holistic manner.

## **6.11 SUPERVISOR TRAINING AND SUPPORT**

Based on the findings of this research, the gap that was identified was that a limited number of supervisors had exposure to training on EH&W issues. The proposed integration of the two fundamental elements, *namely* EH&W and Performance Management could provide a platform to strengthen the current level of capacity of supervisors to manage employees who are experiencing circumstances that have an influence on their ability to perform their duties. Building of individual capacity to manage performance-related problems, could lend itself towards enhancing the overall performance of the public service. The importance of strengthening the capacity of supervisors was presented in Chapter Five of the thesis. Under the current working environment, supervisors are required to contend with a multitude of elements that impact on the ability of the employees to

perform optimally. It is therefore, proposed that supervisors receive training on the EH&WP and Management of Performance. It is envisaged, that this would strengthen the developmental outcome on the management of poor performance. The gap that has been further identified in the current PSC Toolkit on the Management of Poor Performance in the Public Service is that there is no indication of the referral to EH&W (RSA PSC, 2007:10). This is a defined gap that warrants attention in the context of the study that was undertaken.

The training and support to supervisors should cover some of the fundamental areas as contained in Chapter Three of the study. The PSC report on Building a Capable, Career-Orientated and Professional Public Service to underpin a Capable and Developmental State in South Africa, confirms that there is a need for supervisors in the public service to be adequately capacitated. The recommendation emerging from the report is possibly for the National School of Government to consider designing a supervisory course to address the gaps identified in the management of employee performance (RSA PSC, 2016: 48).

The findings emerging from the analysis of the data, indicates that supervisors acknowledge that they are not confident in the implementation of measures to address poor performance. The general level of knowledge of the programmes inter-linkage by the respondents of the study further demonstrates that there is a clear disjuncture in this regard. It is therefore, envisaged, that this training could serve to address the identified gap of the integration of these two important typologies EH&W and Performance Management. The outcome could lead to increased supervisor referrals to the EH&WP, which could then result in employees being more productive.

### **6.11.1 Employee Health and Wellness**

One of the core functions of the EH&W Practitioner is to render support to supervisors and to capacitate supervisors to conduct the Confrontation Interview using the ODIR principles. Based on the findings in Chapter Five, it is illustrated that a low percentage of supervisors have been subjected to the training on the utilisation of the EH&W. Based on this evidence, it is therefore, proposed that training should be formalised into the above-mentioned model, as this would lead to increasing the knowledge of supervisors on the utilisation of the programme.

### **6.11.2 Performance Management**

The application of the performance management system has presented supervisors with a number of challenges. The limited understanding of the inter-relationship of the management of employees whose performance has been impaired, and that the actual utilisation of the EH&WP as a mechanism to assist employees, reaffirms the need for a formalised structured approach. This significant point adds to the contribution made by this research study.

### **6.12 REFERRAL TO EMPLOYEE HEALTH AND WELLNESS**

Another focus area that is being addressed by this proposed model, is the referral of employees by supervisors to the EH&WP. It is envisaged that if supervisors are provided with the necessary training and support, there could be an increase in the utilisation of the programme. The literature evidenced from contemporary literature confirms that programme utilisation increases if supervisors are in fact provided with such training and capacity building skills to address performance-related problems. A further suggestion that could be considered is for this key focal area on the supervisor referral procedures to be included into the training of supervisors.

The interpretation of the qualitative data acquired from the interviews conducted, indicates that although the EH&WP is in place, the concern raised was with regard to the effectiveness of the EH&W interventions. Furthermore, EH&W is not the first point of recourse that supervisors consider. Based on the rationale of the importance of the EH&WP, and the value that it can present in supporting employees to maintain their levels of productivity, there should then be greater focus directed towards the programme.

### **6.13 ENVISAGED POSITIVE OUTCOMES (ENHANCED SERVICE DELIVERY, PRODUCTIVE EMPLOYEES AND RISK MITIGATION)**

Through the investment of an integrated approach, these programmes should yield outcomes that are positive and to contribute towards enhancing service delivery. As illustrated in Figure 6.1, the

positive outcomes of the supervisor referral could lead to enhanced service delivery, productive employees and risk mitigation.

### **6.13.1 Enhanced Service Delivery**

Taking into consideration the current economic climate, the public service also has to explore mechanisms of ensuring that state resources are used effectively and efficiently. It therefore stands to reason, that if the employer invests in the most valued asset being the employee, there should be a return on investment. Research undertaken by Chestnut Global Partners (2017) demonstrates that employees who have been afforded assistance for performance-related problems through the EH&WP, were found to demonstrate significant levels of improvement with regards to measures pertaining to the rate of absenteeism, level of presenteeism, degree of work distress, work engagement and life satisfaction. Supervisors in the workplace are crucial in identification and referral of employees to the EH&W.

### **6.13.2 Productive Employee**

The public service is also negatively affected by the current economic status of the country and despite the limited financial resources, optimum service delivery is expected by the citizens. It therefore, makes sense that a high rate of absenteeism increases the financial implications on the workplace. Programmes such as the EH&W strive to retain employees who are both economically active and productive. In light of the value impact the programme can offer, it would therefore, be recommended that the strengthening of the linkage with performance management the public service could enhance the quality of service delivery if employees are healthy and productive.

Gupta and Sharma (2016: 59S) state that organisations should give their utmost attention to recognise the contribution of an employee towards the organisation and their needs and expectations. It has been emphasized that a highly engaged employee consistently tries to contribute to the organisation beyond expectations and contributes to productivity. Employee engagement is therefore a key element for the success of any organisation.

## 6.14 CONCLUSION

This chapter summarised on the significance and contribution of the study that was briefly presented earlier in Chapter One. The chapter presented a model for use in the public service, which suggests that an integrated and holistic approach to the management of employees' performance could lead to enhanced service delivery. This proposed model could be considered with the analysis of the findings presented in Chapter Five, and the suggested recommendations put forward in this chapter. This thesis makes a contribution to scientific knowledge because it arguably, contributes immeasurably to an enhanced public service *milieu* regarding employee wellness and performance, and could lead to improved service delivery.

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## ANNEXURE A: ETHICAL CLEARANCE CERTIFICATE FROM THE UNIVERSITY OF KWAZULU-NATAL



**UNIVERSITY OF  
KWAZULU-NATAL**  
INYUVESI  
YAKWAZULU-NATALI

16 May 2016

**Mrs Sanoosha Badul (922402152)**  
School of Management, IT & Governance  
Westville Campus

Dear Mrs Badul,

**Protocol reference number: HSS/0546/016D**  
**Project title: Employee Wellness: A strategy for enhancing performance in the KwaZulu-Natal Administration**

**Full Approval – Expedited Approval**

With regards to your application received on 12 May 2016. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and **FULL APPROVAL** for the protocol has been granted.

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

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

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

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

Yours faithfully

  
.....  
**Dr Shamilla Naidoo (Deputy Chair)**

/ms

Cc Supervisor: Dr Moghe Subban  
Cc Academic Leader Research: Professor Brian McArthur  
Cc School Administrator: Ms Angela Pearce

---

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 3697/32604657 Facelville: +27 (0) 31 260 4800 Email: [yimbap@ukzn.ac.za](mailto:yimbap@ukzn.ac.za) / [snysingam@ukzn.ac.za](mailto:snysingam@ukzn.ac.za) / [mobumc@ukzn.ac.za](mailto:mobumc@ukzn.ac.za)  
Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)

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**ANNEXURE B: GATEKEEPER'S LETTER FROM KWAZULU-NATAL OFFICE OF THE PREMIER**



**premier**

Department:  
Office Of The Premier  
PROVINCE OF KWAZULU-NATAL

Private Bag X9037, PIETERMARITZBURG, 3200  
1<sup>st</sup> floor, Invesco Centre, 18 Chatterton Road, PIETERMARITZBURG, 3201  
Tel: 033 328 1728/30/44 Fax: 033 328 515  
E-mail: [inquiries@kznpremier.gov.za](mailto:inquiries@kznpremier.gov.za)

**DIRECTORATE:**

Employee Health and Wellness  
Enq: Mr JM Gumede

File: 3/8/R

Mrs S Badul  
Deputy Manager  
Employee Health and Wellness

**RE: REQUEST FOR GATE KEEPERS LETTER**

1. Your request dated 19 January 2016 refers.
2. In principle, an approval is granted to Mrs Badul to conduct the requested research within the KwaZulu-Natal Provincial Administration, under the research topic "Employee Wellness: A Strategy for enhancing performance in the KwaZulu -Natal Administration" subject on the following conditions:
  - (a) that ethical clearance has been granted to Mrs Badul to conduct her planned research and that written confirmation of this be submitted to the Director-General or delegated official;
  - (b) that Mrs Badul signs and submits to the Director-General or delegated official an undertaking to abide by the Minimum Information Security Standards (MISS) and other Public Service prescripts;
  - (c) that the questions to be utilized and the target group be submitted to the Director-General or delegated official for prior clearance; and
  - (d) that Mrs Badul submits to the Director-General or delegated official results and analysis of her research undertaken.
3. In conducting the research, Mrs Badul or delegated official will be required to adhere to all principles pertaining to confidentiality and anonymity.
4. Wishing Mrs Badul all the best in her research towards the Doctorate in Public Administration and contributing to the body of knowledge in the chosen field.

Yours sincerely

  
MR FR BROOKS  
ACTING DIRECTOR-GENERAL

DATE: 2016/01/28

## ANNEXURE C: LETTER FROM THE LANGUAGE PRACTITIONER

Language Practitioner/Specialist: Language in Education

T. Reddy

B.A. ; U.E.D. (Natal); B.A. Hons. (UNISA); M.A. (Linguistics); Cert. in TESOL (Pittsburgh, USA);

Fellow English Speaking Board (Int.) UK

Tel (h) : 031 564 6975

Cell : 083 784 6975

e-mail : tcdreddy@gmail.com

To whom it may concern

Date 25 January 2018

Re Language Practitioner Report

Student Sanoosha Badul 922402152

Dissertation : Employee Wellness : A strategy for enhancing performance in the Kwa Zulu- Natal Administration

I have had the pleasure of reading the above dissertation submitted for the degree of *Doctor of Administration* in the School of Management, IT and Governance, College of Law and Management Studies at the University of KwaZulu- Natal and found the language usage fluent and free of any grammatical inaccuracies.

The work has been read for punctuation, fluency and congruency , and meets the language and stylistic writing at this postgraduate level.

I deem the dissertation acceptable for final admission.

Regards  
T Reddy



ANNEXURE D: LETTER OF INFORMED CONSENT: INTERVIEWS

UNIVERSITY OF KWAZULU-NATAL  
SCHOOL OF MANAGEMENT, INFORMATION TECHNOLOGY AND GOVERNANCE

Dear Respondent,

**Doctorate in Public Administration Research Project**  
**Researcher:** Mrs S. Badul (033-3281744 / 0828031558)  
**Supervisor:** Dr M. Subban (031-260 7763)  
**Research Office:** Ms. M Snyman (031 260 8350)

I, **Sanoosha Badul** am a doctoral student at the **School of Management, Information Technology and Governance**, of the University of KwaZulu-Natal. I am also employed as a Deputy Director: Employee Health and Wellness in the KwaZulu-Natal Office of the Premier. You are invited to participate in a research project entitled **“Employee Wellness: A Strategy for enhancing performance in the KwaZulu-Natal Administration”**. The aim of this study is to demonstrate the linkage between Performance Management and Employee Health and Wellness as a tool for supervisors and to enhance performance, and contribute to the agenda for service delivery within the paradigm and practice of Public Administration. The research has been given ethical clearance with an EC number HSS/0546/016D.

Through your participation, as a member of the Senior Management Services, I hope to understand the extent to which Employee Health and Wellness can be utilised as a mechanism to enhance performance management in the workplace. The results of the survey are intended to contribute new knowledge for supervisors with avenues to deal with performance management by adding value to the quality of services being rendered and be beneficial in upholding the mandates of government with regards to performance management, Employee Health and Wellness and productivity management in the Province of KZN overall. The proposed research findings of the policy and procedures on the management of performance in the workplace can add value to the lives of employees. The new knowledge will be able to determine whether the current policies are adequately addressing the management of performance-related problems, which is an important strategic focus area *amongst others*, for the Office of the Premier in the Province.

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

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

This interview should take about 30 minutes to complete.

Sincerely,

Sanoosha Badul

Investigator's signature



Date 17 MAY 2016

**CONSENT**

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

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

SIGNATURE OF PARTICIPANT

DATE

.....

**ANNEXURE E: INTERVIEW SCHEDULE FOR SENIOR MANAGERS**

**Doctoral Research Project**

**Title: “Employee Wellness: A Strategy for enhancing performance in the KwaZulu-Natal Administration”**

**Interview Schedule**

Section 1: Biographical Data

**Please mark the appropriate box.**

**Gender:**

Male	
------	--

Female	
--------	--

**Age:**

20-29 years

30 -39 years

40-49 years

50 -59 years

60 years +

**Salary Level:**

5-7

8-10

11-12

13-14

14 ↑

**Total number of year as a supervisor?**

0-5 years

6 – 10 years

11- 15 years

16 – 20 years

21 years +

**How long have you been in the capacity of a supervisor in your current position?**

0 - 5 years

6 - 10 years

11 - 15 years

16 - 20 years

21 years +

**How many employees do you currently supervise?**

1 - 5 employees

6 - 10 employees

11 - 15 employees

More than 15 employees

**SECTION 2: INTERVIEW QUESTIONS**

1. What is your understanding of the purpose / aim of the Employee Performance Management System?

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2. In your own words, what is your understanding of the Employee Health and Wellness Programme?

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3. What is the link between the Employee Performance Management Policy and the Employee Health and Wellness Policy?

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4. What procedures are in place to link employee performance and employee well-being?

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5. List what policies and procedures are currently being utilised in your department to create a conducive working environment for employees?

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6. What challenges are currently being experienced with regard to the management of employee performance?

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7. What support do managers receive in order to implement the policies on Employee Health and Wellness and Employee Performance Management?

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8. What, in your view, needs to be done to ensure the effective management of employees who are not performing at the desired level / standard?

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9. In your opinion, what is the impact of poor performance on attaining the mandate of the province / Department?

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10. In your opinion, what is the impact of employees' personal problems (inclusive of ill health) on their performance?

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11. What measures are in place to address the impact of employees being impaired by personal problems on employee performance?

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12. What are the contributing factors that could impact employees' performance?

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13. What is the significance of the link between individual performance and the Department's performance? Explain your response.

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14. Whose responsibility is it to deal with performance-related problems? Please justify your answer?

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15. How can supervisors use the Employee Health and Wellness programme to enhance employee performance?

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16. How do supervisors currently engage employees with regard to performance related problems?

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17. What in your view is the role of the supervisor in managing performance?

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18. From your experience, what problems have been cited for poor performance?

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19. What risk do the abovementioned problems have on attaining the goals of the department?

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Thank you for your participation

## ANNEXURE F: LETTER OF INFORMED CONSENT: SUPERVISORS

**UNIVERSITY OF KWAZULU-NATAL  
SCHOOL OF MANAGEMENT, INFORMATION TECHNOLOGY AND GOVERNANCE**

Dear Respondent,

**Doctorate in Public Administration Research Project**  
**Researcher:** Mrs S.Badul (033-328 1744 / 0828031558)  
**Supervisor:** Dr M. Subban (031-260 7763)  
**Research Office:** Ms. M Snyman (031 260 8350)

I, **Sanoosha Badul** am a doctoral student at the **School of Management, Information Technology and Governance**, of the University of KwaZulu-Natal. I am also employed as a Deputy Director: Employee Health and Wellness in the KwaZulu-Natal Office of the Premier. You are invited to participate in a research project entitled **“Employee Wellness: A Strategy for enhancing performance in the KwaZulu-Natal Administration”**. The aim of this study is to demonstrate the linkage between Performance Management and Employee Health and Wellness as a tool for supervisors and to enhance performance, and contribute to the agenda for service delivery within the paradigm and practice of Public Administration. The research has been given ethical clearance with an EC number HSS/0546/016D.

Through your participation, as a Supervisor, I hope to understand the extent to which Employee Health and Wellness can be utilised as a mechanism to enhance performance management in the workplace. The results of the survey are intended to contribute new knowledge for supervisors with avenues to deal with performance management by adding value to the quality of services being rendered and be beneficial in upholding the mandates of government with regards to performance management, Employee Health and Wellness and productivity management in the Province of KZN overall. The proposed research findings of the policy and procedures on the management of performance in the workplace can add value to the lives of employees. The new knowledge will be able to determine whether the current policies are adequately addressing the management of performance-related problems, which is an important strategic focus area amongst others, for the Office of the Premier in the Province.

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

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

The survey should take you about 25-30 minutes to complete. I thank you for taking the time to complete this survey.

Sincerely,  
Sanoosha Badul

Investigator's signature



Date 17 MAY 2016

**CONSENT**

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

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

SIGNATURE OF PARTICIPANT

DATE

.....

## ANNEXURE G: QUESTIONNAIRE FOR SUPERVISORS

### QUESTIONNAIRE FOR SUPERVISORS

Kindly note the following:

- Please provide responses to the questions/statements below as accurately as possible.
- Indicate your response in the appropriate box with a cross(X)

### SECTION 1: BIOGRAPHICAL DATA

Please mark the appropriate box.

#### 1.1 Gender:

Male	
------	--

Female	
--------	--

#### 1.2 Age:

20 - 29 years

30 - 39 years

40 - 49 years

50 - 59 years

60 years +

#### 1.3 Salary Level:

5 - 7

8 - 10

11 - 12

13 - 14

14 ↑

#### 1.4 Total number of years as a supervisor:

0 - 5 years

6 - 10 years

11 - 15 years

16 - 20 years

21 years +

#### 1.5 How long have you been in the capacity of a supervisor in your current position?

0 - 3 years

4 - 6 years

7 - 10 years

More than 10 years

#### 1.6 How many employees do you currently supervise?

1 - 5 employees

6 - 10 employees

11 - 15 employees

More than 15 employees

**SECTION 2: POLICIES AND PROCEDURES**

2.1 The following approved policies and / or procedures are in place in your department

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee Performance Management and Development Policy					
Employee Health and Wellness Policy					
Procedure on the management of poor performance					
Procedure on supervisor referral to the Employee Health and Wellness Programme					
Procedure on Incapacity to perform					

2.2 Select the most suitable response for each of the statements listed below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I fully understand the performance management system					
Departmental Employee Health and Wellness Policy aligned to departmental mission and vision					
Procedures in place to link employee performance and Employee Health and Wellness for optimum employee performance					
I am knowledgeable on the procedure for management of poor performance					

2.3 The management of employees' health and well-being is factored in:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees performance agreement					
Employees performance assessments					

Management meetings					
Directorate / Section meeting					
Strategic planning session					
Annual performance plan					

2.4 Please rate each of the statements listed below:

	Highly ineffective	Ineffective	Neutral	Effective	Highly Effective
Effectiveness of current performance management system in addressing poor performance					
Effectiveness of current performance management system for achievement of Department goals and objectives					
Effectiveness of Performance Management Policy to manage employee ill health/personal problems					

2.5 Management of employee performance is the responsibility of

	Strongly Disagree	Disagree	Neutral/Do Not Know	Agree	Strongly agree
Employee					
Supervisor					
Head of Department					
Human Resource Management					

2.6 Select the most suitable response for each of the statements listed below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees performance impacts on the department's goals					
Employees understand contribution of performance on attainment of department goals					

Performance Assessments are conducted to comply with administrative process					
State of employees health and well-being impacts on performance					

2.7 Poor or underperforming employees are rated as fully as effective:

Never	Rarely	Sometimes	Usually	Always

2.8 Which of these statements are relevant reasons for rating employee's performance as effective despite employees not meeting the desired standards?

Fear of confrontation	
Avoid Employee Conflict	
Avoid following the procedures on incapacity to perform	
Ignore underperforming employees	
Lenient on non-performing employees due to ill health / personal problems	
Employees are attaining some of the set goals.	

2.9 Employees are advised timeously if their work performance does not meet desired standard/s:

Never	Rarely	Sometimes	Usually	Always

2.10 Select the most suitable response for each of the statements listed below

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Performance review assessments held timeously					
Employees receive constructive feedback in cases of poor or non- performance					
Employee performance management policy applied uniformly					
Policies and procedures inform on employees ill health <i>versus</i> performance					



2.11 In practice, indicate when you as a supervisor conduct performance appraisals / assessments

Monthly	
Quarterly	
Bi-annually	
Annually	
Whenever time permits	
All appraisals are signed at the end of the performance assessment period	

2.12 Select the most suitable response for each statement listed below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee performance is viewed as policy compliance element as opposed to goal attainment					
Existence of a synergy between Performance Management and Employee Health and Wellness Policies					

**SECTION 3: PRIMARY REASONS FOR DECLINE IN PERFORMANCE**

3.1 In your view, what are the causes of performance decline / performance-related problems

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Work pressure					
Personal Problems					
Health Conditions					
Stress					
Poor job knowledge					
Unrealistic standards					
Substance abuse					
High rates of absenteeism					
Poor / Low employee motivation					
Organisational factors					
Other (Please specify)					

3.2 Based on your experience, indicate the reasons employees have cited for their decline in performance:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Work pressure					
Personal Problems					
Health Conditions					
Stress					
Poor job knowledge					
Unrealistic standards					
Substance Abuse					
Absenteeism					
Poor / Low employee motivation					
Organisational factors					
Other (Please specify)					

3.3 Causes of your employees' poor performance can be attributed to:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Employee denial of the problem					
Employee unaware of impact on work performance					
Hesitancy of involvement in addressing poor performance					
Uncertainty of supervisor to deal with personal factors					
Non-intervention of supervisors in personal and health problems					
Lack of confidence of supervisors to counsel employees on performance					
Lack of clear process to identify causes of poor performance					

3.4 From your experience, select the appropriate response for each of the statements below:

	Never	Rarely	Sometimes	Usually	Always
Extent of employees personal circumstances impacting on job performance					
Interventions are available in the workplace to deal with poor performance					
Supervisors held accountable for employees' poor performance					
Performance standards are clear to employees					
Realistic and attainable performance standards are set					
Employees poor performance attributed to ill health or personal problems					
Lifestyle diseases impact on employees attendance at work					

**SECTION 4: WHAT ARE THE POTENTIAL WORKPLACE RISKS AS A RESULT OF DECLINE IN PERFORMANCE**

4.1 Employees' poor performance impacts on:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Productivity					
Delivery of goals					
Service Delivery					
Staff morale					

4.2 Employees' well-being has the following risks on the performance of the department

	Never	Rarely	Sometimes	Usually	Always
Failure to meet performance standards					

Decreased service delivery					
Strain of resources					
High rate of accidents					
High rates of absenteeism					
High rates of presenteeism					
Strain on other employees					
Difficulty concentrating on work					
Failure to meet desired outputs					

4.3 Poor performance and risks on the department:

	Never	Rarely	Sometimes	Usually	Always
Failure to meet performance standards					
Decreased service delivery					
Strain of resources					
High rate of accidents					
High rates of absenteeism					
High rates of presenteeism					
Strain on other employees					
Difficulty concentrating on work					
Failure to meet the desired outputs					

4.4 Sources of employee poor performance in the workplace:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Ill health					
Personal problems					
Substance abuse					
Work-related problems					
Other, please specify					


**SECTION 5: SUPERVISORS' MANAGEMENT OF PERFORMANCE DECLINE**

5.1 The performance appraisal system is used for

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Training and development					
Discipline measures					
Monetary recognition					
Measuring employee performance to meet goals					
Addressing areas of non-performance					
Assess employees productivity					
Other (Please specify)					

5.2 Please select the relevant option

	Never	Rarely	Sometimes	Usually	Always
Clear plan of action to redress decline in performance / poor performance					
Performance standards reviewed to appropriately reflect employees performance					

5.3 Rate your confidence or willingness to approach an employee with regard to factors affecting his or her performance

Low 1	2	3	4	High 5

5.4 What feelings do you encounter when dealing with employee performance?

Stressed	Overwhelmed	Confident	Avoidant	Nervous

5.5 In your capacity, as a supervisor did you attend supervisory training on the utilization of the Employee Health and Wellness Programme

Strongly Disagree	Disagree	Neutral/Do Not Know	Agree	Strongly agree

5.6 In the event of you attending training, indicate the format of the supervisor training

Informal training	
Formal training	
Presentation	
Informal briefing session on the services offered	

5.7 If you attended a training session, the content focused on:

	Strongly Disagree	Disagree	Neutral/Do Not Know	Agree	Strongly agree
Performance management process					
Managing poor performance					
Constructive confrontation interviews					
Counselling skills					
Employee Health and Wellness					
Return to work interviews					
Referral process to Employee Health and Wellness Programme					
Discipline process due to poor performance					
Absenteeism management					

5.8 If you attended the training session, rate the impact of the training on the management of employee performance

No Impact	Minimum Impact	Neutral	Impact	Positive Impact

5.9 Effective utilisation of Employee Health and Wellness Programme for performance-related problems:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

5.10 Accessing the Employee Health and Wellness programme is through:

Mandatory referrals only	Self-Referrals	Only by a supervisor	Uncertain	Voluntary basis	Service Provider

**SECTION 6: PERCEPTION OF SUPERVISORS TO USE EMPLOYEE HEALTH AND WELLNESS A PERFORMANCE MANAGEMENT TOOL**

6.1 Necessity for Employee Health and Wellness programme in the workplace:

Not Important	Less Important	Neutral	Important	Very important

6.2 Employee Health and Wellness is beneficial in the workplace

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.3 The Employee Health and Wellness Programme can assist in attaining employees level productivity in order to deliver on the mandates of government:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.4 Utilisation of Employee Health and Wellness programme as a performance management tool:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.5 Responsibility in managing personal or health-related problems on performance:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.6 Responsibility to counsel employees on performance:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.7 In your view, do you feel that you are adequately skilled to deal with employee problems impacting on performance:

Never	Almost never	Some of the time	Always	Almost always

6.8 Handling poor performance confidently:

Never	Almost never	Some of the time	Always	Almost always

6.9 When dealing with an employee's decline in performance, advice should be obtained from

	Never	Almost never	Some of the time	Always	Almost always
Management					
Human Resource Management					
Unions					
Peers in office					
Labour relations					
Employee Health and wellness					
Other, specify					

6.10 Employees whose performance is impaired due to personal circumstances and ill health should be disciplined in terms of incapacity to perform tasks

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.11 Employee Health and Wellness aims to retain employees economically active and productive

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree



6.12 Management of employees personal problems must be dealt with by

Employee	Workplace	Outside of work	Labour Relations	Supervisor

6.13 The Employee Health and Wellness programme is an effective measure in assisting employees who experience problems that are affecting performance

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.14 Significance of supervisors in reintegration of employees into the workplace following ill health:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.15 Referral of employees for assistance to the Employee Health and Wellness Programme is that of

Employee	Supervisor	Peer	Labour Relations	Senior Management

6.16 Please select what services can you obtain from the Employee Health and Wellness Programme?

Information	
On site Counselling	
On site testing	
Management Advice/Consultation	
Advice on management of employees	
Support and advice on solving work-related problems	
Support and advice on solving personal problems only	
Support and advice on return to work interviews	
Assistance on conducting confrontation interviews with employees	

6.17 What is your view of the management of personal problems impacting on work performance?

My responsibility as a supervisor	I do not get involved	Ignore the problem	Employee must leave personal problems at home	I only focus on the work

6.18 The following serve as an indication that the employee may be experiencing problems:

	Never	Rarely	Sometimes	Usually	Always
High rates of absenteeism					
Irregular absenteeism patterns					
Presenteeism					
Difficulty in concentration					
Difficulty in completing allocated work					
Lower productivity levels					
Constant or frequent conflicts with peers					
Changes in behavior					
Decreased job efficiency					

6.19 Non-performance of an employee is addressed by:

	Never	Rarely	Sometimes	Usually	Always
Employee resolving own issues					
Addressing problem immediately					
Document incident and address it during performance appraisal sessions					
Ignoring the problem					
Re-allocating the work					
Commencing disciplinary action					
Counselling the employee					
Initiating formal referral to Employee Health and Wellness Programme					

Referring employee to the Employee Health and Wellness Programme					
--	--	--	--	--	--

6.20 Rate the experience of dealing with performance-related problems:

	Never	Rarely	Sometimes	Usually	Always
Emotional					
Difficult					
Easy					
Confrontational					

6.21 Employee Health and Wellness Programmes can be used to address performance related problems

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree

**SECTION 7: OTHER**

Is there any additional information you would like to share, that could be used to enhance this research study?

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Thank you for your participation

**ANNEXURE H: LETTER OF INFORMED CONSENT: PROVINCIAL FORUM MEMBERS**

**UNIVERSITY OF KWAZULU-NATAL  
SCHOOL OF MANAGEMENT, INFORMATION TECHNOLOGY AND GOVERNANCE**

Dear Respondent,

**Doctorate in Public Administration Research Project**  
**Researcher:** Mrs S.Badul (033-328 1744 / 0828031558)  
**Supervisor:** Dr M. Subban (031-260 7763)  
**Research Office:** Ms. M Snyman (031 260 8350)

I, **Sanoosha Badul** am a doctoral student at the **School of Management, Information Technology and Governance**, of the University of KwaZulu-Natal. I am also employed as a Deputy Director: Employee Health and Wellness in the KwaZulu-Natal Office of the Premier. You are invited to participate in a research project entitled **“Employee Wellness: A Strategy for enhancing performance in the KwaZulu-Natal Administration”**. The aim of this study is to demonstrate the linkage between Performance Management and Employee Health and Wellness as a tool for supervisors and to enhance performance, and contribute to the agenda for service delivery within the paradigm and practice of Public Administration. The research has been given ethical clearance with an EC number HSS/0546/016D.

Through your participation, as a member of a Provincial Forum, I hope to understand the extent to which Employee Health and Wellness can be utilised as a mechanism to enhance performance management in the workplace. The results of the survey are intended to contribute new knowledge for supervisors with avenues to deal with performance management by adding value to the quality of services being rendered and be beneficial in upholding the mandates of government with regards to performance management, Employee Health and Wellness and productivity management in the Province of KZN overall. The proposed research findings of the policy and procedures on the management of performance in the workplace can add value to the lives of employees. The new knowledge will be able to determine whether the current policies are adequately addressing the management of performance-related problems, which is an important strategic focus area amongst others, for the Office of the Premier in the Province.

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

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

The survey should take you about 25-30 minutes to complete. I thank you for taking the time to complete this survey.

Sincerely,  
Sanoosha Badul

Investigator's signature  Date 17 MAY 2016

**CONSENT**

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

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

SIGNATURE OF PARTICIPANT

DATE

.....

## ANNEXURE I: QUESTIONNAIRE FOR PROVINCIAL FORUM MEMBERS

### QUESTIONNAIRE FOR MEMBERS OF THE PROVINCIAL FORUMS

Kindly note the following:

- c. Please provide responses to the questions/statements below as accurately as possible
- d. Indicate your response in the appropriate box with a cross(X)

### SECTION 1: BIOGRAPHICAL DATA

Please mark the appropriate box

#### 1.1 Gender:

Male	
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Female	
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#### 1.2 Age:

20 - 29 years

30 - 39 years

40 - 49 years

50 - 59 years

60 years +

#### 1.3 Salary Level:

5 - 7

8 - 10

11 - 12

13 - 14

14 ↑

#### 1.4 Total number of years in the Public Service?

0 - 5 years

6 - 10 years

11 - 15 years

16 - 20 years

21 years +

#### 1.5 How long have you been in your current position?

0 - 3 years

4 - 6 years

7 - 10 years

More than 10 years

## SECTION 2: POLICIES AND PROCEDURES

2.1 The following approved policies and / or procedures are in place in your department:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee Performance Management and Development Policy					
Employee Health and Wellness Policy					
Procedure on the management of poor performance					
Procedure on supervisor referral to the Employee Health and Wellness Programme					
Procedure on Incapacity to perform					

2.2 Select the most suitable response for each of the statements listed below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I fully understand the performance management system					
Departmental Employee Health and Wellness Policy aligned to departmental mission and vision					
Procedures in place to link employee performance and Employee Health and Wellness for optimum employee performance					
I am knowledgeable on the procedure for management of poor performance					

2.3 Supervisors factor the management of employees' health and well-being in:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees performance agreement					
Employees performance assessments					
Management meetings					
Directorate / Section meeting					
Strategic planning session					
Annual performance plan					

2.4 Please rate each of the statements listed below:

	Highly ineffective	Ineffective	Neutral	Effective	Highly Effective
Effectiveness of current performance management system in addressing poor performance					
Effectiveness of current performance management system for achievement of department goals and objectives					
Effectiveness of Performance Management Policy to manage employee ill health/personal problems					

2.5 Management of employee performance is the responsibility of:

	Strongly Disagree	Disagree	Neutral/Do Not Know	Agree	Strongly agree
Employee					
Supervisor					
Head of Department					
Human Resource Management					



2.6 Select the most suitable response for each of the statements listed below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees performance impacts on the department's goals					
Employees understand contribution of performance on attainment of department goals					
Supervisors conduct Performance Assessments to comply with administrative process					
State of employees health and well-being impacts on performance					

2.7 Poor or underperforming employees are rated as fully as effective:

Never	Rarely	Sometimes	Usually	Always

2.8 In your view, what are the reasons for supervisors rating employees' performance as effective despite employees not meeting the desired standards? Which of these statements are relevant?

Fear of confrontation	
Avoid Employee Conflict	
Avoid following the procedures on incapacity to perform	
Ignoring underperforming employees	
Lenient on non-performing employees due to ill health / personal problems	
Employees are attaining some of the set goals	

2.9 Supervisors advise employees timeously if their work performance does not meet desired standard/s:

Never	Rarely	Sometimes	Usually	Always

2.10 Select the most suitable response for each of the statements listed below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Performance review assessments held timeously					
Employees receive constructive feedback in cases of poor or non- performance					

Supervisors apply employee performance management policy uniformly					
Policies and procedures inform supervisors on employees ill health <i>versus</i> performance					

2.11 In practice, indicate when supervisors conduct performance appraisals / assessments:

Monthly	
Quarterly	
Bi-annually	
Annually	
Whenever time permits	
All appraisals are signed at the end of the performance assessment period	

2.12 Select the most suitable response for each statement below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee performance is viewed as policy compliance element as opposed to goal attainment					
Existence of a synergy between Performance Management and Employee Health and Wellness Policies					

**SECTION 3: PRIMARY REASONS FOR DECLINE IN PERFORMANCE**

3.1 Primary causes of performance decline / performance-related problems:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Work pressure					
Personal Problems					
Health Conditions					
Stress					
Poor job knowledge					
Unrealistic standards					
Substance abuse					
High rates of absenteeism					
Poor / Low employee motivation					

Organisational factors					
Other (Please specify)					

3.2 Based on your experience, indicate the reasons employees have cited for their decline in performance:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Work pressure					
Personal Problems					
Health Conditions					
Stress					
Poor job knowledge					
Unrealistic standards					
Substance Abuse					
Absenteeism					
Poor / Low employee motivation					
Organisational factors					
Other (Please specify)					

3.3 Causes of employees' poor performance can be attributed to:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Employee denial of the problem					
Employee unaware of impact on work performance					
Hesitancy of supervisors involvement in addressing poor performance					
Uncertainty of supervisor to deal with personal factors					
Non-intervention of supervisors in personal and health problems					

Lack of confidence of supervisors to counsel employees on performance					
Lack of clear process to identify causes of poor performance					

3.4 From your experience, select the appropriate response for each of the statements below:

	Never	Rarely	Sometimes	Usually	Always
Extent of employees personal circumstances impacting on job performance					
Interventions are available in the workplace to deal with poor performance					
Supervisors held accountable for employees' poor performance					
Performance standards are clear to employees					
Realistic and attainable performance standards are set					
Employees poor performance attributed to ill health or personal problems					
Lifestyle diseases impact on employees attendance at work					

**SECTION 4: WHAT ARE THE POTENTIAL WORKPLACE RISKS AS A RESULT OF DECLINE IN PERFORMANCE**

4.1 Employees' poor performance impacts on:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Productivity					

Delivery of goals					
Service Delivery					
Staff morale					

4.2 Employees' well-being has the following risks on the performance of the department:

	Never	Rarely	Sometimes	Usually	Always
Failure to meet performance standards					
Decreased service delivery					
Strain of resources					
High rate of accidents					
High rates of absenteeism					
High rates of presenteeism					
Strain on other employees					
Difficulty concentrating on work					
Failure to meet desired outputs					

4.3 Poor performance and risks on the department:

	Never	Rarely	Sometimes	Usually	Always
Failure to meet performance standards					
Decreased service delivery					
Strain of resources					
High rate of accidents					
High rates of absenteeism					
High rates of presenteeism					
Strain on other employees					
Difficulty concentrating on work					
Failure to meet the desired outputs					

4.4 Sources of employee poor performance in the workplace:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Ill health					
Personal problems					
Substance abuse					
Work-related problems					
Other, please specify					

**SECTION 5: SUPERVISORS' MANAGEMENT OF PERFORMANCE DECLINE**

5.1 The performance appraisal system is used by supervisors for:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Training and development					
Discipline measures					
Monetary recognition					
Measuring employee performance to meet goals					
Addressing areas of non-performance					
Assess employees productivity					
Other (Please specify)					

5.2 Please select the relevant option:

	Never	Rarely	Sometimes	Usually	Always
Clear plan of action to redress decline in performance / poor performance					
Performance standards reviewed to appropriately reflect employees performance					

5.3 Rate the confidence or willingness of supervisors generally to approach an employee with regard to factors affecting his or her performance:

Low 1	2	3	4	High 5

5.4 What feelings do supervisors encounter when dealing with employee performance?

Stressed	Overwhelmed	Confident	Avoidant	Nervous

5.5 Supervisory training on the utilization of the Employee Health and Wellness Programme is offered to supervisors:

Strongly Disagree	Disagree	Neutral/Do Not Know	Agree	Strongly agree

5.6 Indicate the format of the supervisor training:

Informal training	
Formal training	
Presentation	
Informal briefing session on the services offered	

5.7 The supervisor training content focused on:

	Strongly Disagree	Disagree	Neutral/Do Not Know	Agree	Strongly agree
Performance management process					
Managing poor performance					
Constructive confrontation interviews					
Counselling skills					
Employee Health and Wellness					
Return to work interviews					
Referral process to Employee Health and					

Wellness Programme					
Discipline process due to poor performance					
Absenteeism management					

5.8 What impact did training have on supervisors' ability to manage employee performance-related problems?

No Impact	Minimum Impact	Neutral	Impact	Positive Impact

5.9 Effective utilisation of Employee Health and Wellness Programme for performance-related problems:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

5.10 Accessing the Employee Health and Wellness programme is primarily through:

Mandatory referrals only	Self-Referrals	Only by a supervisor	Uncertain	Voluntary basis	Service Provider

**SECTION 6: PERCEPTION OF SUPERVISORS TO USE EMPLOYEE HEALTH AND WELLNESS A PERFORMANCE MANAGEMENT TOOL**

6.1 Necessity for Employee Health and Wellness programme in the workplace:

Not Important	Less Important	Neutral	Important	Very important

6.2 Employee Health and Wellness is beneficial in the workplace:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.3 The Employee Health and Wellness Programme can assist in attaining employees' level productivity in order to deliver on the mandates of government:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree



6.4 Utilisation of Employee Health and Wellness programme as a performance management tool

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.5 Responsibility of supervisor in managing personal or health-related problems on performance

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.6 Public service supervisors counsel employees on performance:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.7 Supervisors are adequately skilled to deal with employee problems impacting on performance:

Never	Almost never	Some of the time	Always	Almost always

6.8 Supervisors are confident on handling poor performance of employees:

Never	Almost never	Some of the time	Always	Almost always

6.9 When dealing with an employee's decline in performance, supervisors should obtain advice from:

	Never	Almost never	Some of the time	Always	Almost always
Management					
Human Resource Management					
Unions					
Peers in office					
Labour relations					
Employee Health and Wellness					
Other, specify					

6.10 Employees whose performance is impaired due to personal circumstances and ill health should be disciplined in terms of the incapacity to perform tasks:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.11 Employee Health and Wellness aims to retain employees economically active and productive:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.12 Management of employees' personal problems must be dealt with by:

Employee	Workplace	Outside of work	Labour Relations	Supervisor

6.13 The Employee Health and Wellness programme is an effective measure in assisting employees who experience problems that are affecting performance:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.14 Significance of supervisors in reintegration of employees into the workplace following ill health:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.15 Referral of employees for assistance to the Employee Health and Wellness Programme is that of

Employee	Supervisor	Peer	Labour Relations	Senior Management

6.16 Please select Employee Health and Wellness Programme services offered to supervisors?

Information	
On site Counselling	
On site testing	
Management Advice/Consultation	
Advice on management of employees	
Support and advice on solving work-related problems	
Support and advice on solving personal problems only	
Support and advice on return to work interviews	

Assistance on conducting confrontation interviews with employees	
--	--

6.17 What is your view of the management of personal problems impacting on work performance?

My responsibility as a supervisor	I do not get involved	Ignore the problem	Employee must leave personal problems at home	I only focus on the work

6.18 The following serve as an indication that the employee may be experiencing problems:

	Never	Rarely	Sometimes	Usually	Always
High rates of absenteeism					
Irregular absenteeism patterns					
Presenteeism					
Difficulty concentrating					
Difficulty completing work allocated					
Lower productivity levels					
Constant or frequent conflicts with peers					
Changes in behavior					
Decreased job efficiency					

6.19 Non-performance of an employee is addressed by:

	Never	Rarely	Sometimes	Usually	Always
Employee resolving own issues					
Addressing problem immediately					
Document incident and address it during performance appraisal sessions					
Ignoring the problem					

Re-allocating the work					
Commencing disciplinary action					
Counselling the employee					
Initiating formal referral to Employee Health and Wellness Programme					
Referring employee to the Employee Health and Wellness Programme					

6.20 Supervisors generally find the management of Performance related problems:

	Never	Rarely	Sometimes	Usually	Always
Emotional					
Difficult					
Easy					
Confrontational					

6.21 Employee Health and Wellness Programmes can be used to address performance related problems:

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree

**SECTION 7: OTHER**

Is there any additional information you would like to share, that could be used to enhance this research study?

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Thank you for your participation

**ANNEXURE J: LETTER OF INFORMED CONSENT: EMPLOYEE HEALTH AND WELLNESS PRACTITIONERS AND MANAGERS**

**UNIVERSITY OF KWAZULU-NATAL  
SCHOOL OF MANAGEMENT, INFORMATION TECHNOLOGY AND GOVERNANCE**

Dear Respondent,

**Doctorate in Public Administration Research Project**  
**Researcher:** Mrs S.Badul (033-328 1744 / 0828031558)  
**Supervisor:** Dr M. Subban (031-260 7763)  
**Research Office:** Ms. M Snyman (031 260 8350)

I, **Sanoosha Badul** am a doctoral student at the **School of Management, Information Technology and Governance**, of the University of KwaZulu-Natal. I am also employed as a Deputy Director: Employee Health and Wellness in the KwaZulu-Natal Office of the Premier. You are invited to participate in a research project entitled **“Employee Wellness: A Strategy for enhancing performance in the KwaZulu-Natal Administration”**. The aim of this study is to demonstrate the linkage between Performance Management and Employee Health and Wellness as a tool for supervisors and to enhance performance, and contribute to the agenda for service delivery within the paradigm and practice of Public Administration. The research has been given ethical clearance with an EC number HSS/0546/016D.

Through your participation, as an Employee Health and Wellness Practitioner / Manager I hope to understand the extent to which Employee Health and Wellness can be utilised as a mechanism to enhance performance management in the workplace. The results of the survey are intended to contribute new knowledge for supervisors with avenues to deal with performance management by adding value to the quality of services being rendered and be beneficial in upholding the mandates of government with regards to performance management, Employee Health and Wellness and productivity management in the Province of KZN overall. The proposed research findings of the policy and procedures on the management of performance in the workplace can add value to the lives of employees. The new knowledge will be able to determine whether the current policies are adequately addressing the management of performance-related problems, which is an important strategic focus area amongst others, for the Office of the Premier in the Province.

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

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

The survey should take you about 25-30 minutes to complete. I thank you for taking the time to complete this survey.

Sincerely,

Sanoosha Badul

Investigator's signature  Date 17 MAY 2016

**CONSENT**

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

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

SIGNATURE OF PARTICIPANT

DATE

.....

**ANNEXURE K: QUESTIONNAIRE FOR EMPLOYEE HEALTH AND WELLNESS  
PRACTITIONERS AND MANAGERS**

**QUESTIONNAIRE FOR EMPLOYEE HEALTH AND WELLNESS  
PRACTITIONER / MANAGER**

Kindly note the following:

- e. Please provide responses to the questions/statements below as accurately as possible
- f. Indicate your response in the appropriate box with a cross(X)

**SECTION 1: BIOGRAPHICAL DATA**

**Please mark the appropriate box**

**1.1 Gender:**

Male	
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Female	
--------	--

**1.2 Age:**

20 - 29 years

30 - 39 years

40 - 49 years

50 - 59 years

60 years +

**1.3 Salary Level:**

5 - 7

8 - 10

11 - 12

13 - 14

14 ↑

**1.4 Total number of years in the field of Employee Health and Wellness:**

0 - 5 years

6 - 10 years

11 - 15 years

16 - 20 years

21 years +

**1.5 How long have you been in your current position?**

0 - 3 years

4 - 6 years

7 - 10 years

More than 10 years

**SECTION 2: POLICIES AND PROCEDURES**

2.1 The following approved policies and / or procedures are in place in your department:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee Performance Management and Development Policy					
Employee Health and Wellness Policy					
Procedure on the management of poor performance					
Procedure on supervisor referral to the Employee Health and Wellness Programme					
Procedure on Incapacity to perform					

2.2 Select the most suitable response for each of the statements listed below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I fully understand the performance management system					
Departmental Employee Health and Wellness Policy aligned to departmental mission and vision					
Procedures in place to link employee performance and Employee Health and Wellness for optimum employee performance					
I am knowledgeable on the procedure for management of poor performance					



2.3 Supervisors factor the management of employees' health and well-being in:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees performance agreement					
Employees performance assessments					
Management meetings					
Directorate / Section meeting					
Strategic planning session					
Annual performance plan					

2.4 Please rate each of the statements listed below:

	Highly ineffective	Ineffective	Neutral	Effective	Highly Effective
Effectiveness of current performance management system in addressing poor performance					
Effectiveness of current performance management system for achievement of department goals and objectives					
Effectiveness of Performance Management Policy to manage employee ill health/personal problems					

2.5 Management of employee performance is the responsibility of:

	Strongly Disagree	Disagree	Neutral/Do Not Know	Agree	Strongly agree
Employee					
Supervisor					
Head of Department					
Human Resource Management					

2.6 Select the most suitable response for each of the statements listed below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees performance impacts on the department's goals					
Employees understand contribution of performance on attainment of department goals					
Supervisors conduct Performance Assessments to comply with administrative process					
State of employees health and well-being impacts on performance					

2.7 Poor or underperforming employees are rated as fully as effective:

Never	Rarely	Sometimes	Usually	Always

2.8 In your view, what are the reasons for supervisors rating employees' performance as effective despite employees not meeting the desired standards? Which of these statements are relevant?

Fear of confrontation	
Avoid Employee Conflict	
Avoid following the procedures on incapacity to perform	
Ignoring underperforming employees	
Lenient on non-performing employees due to ill health / personal problems	
Employees are attaining some of the set goals	

2.9 Supervisors advise employees timeously if their work performance does not meet desired standard/s:

Never	Rarely	Sometimes	Usually	Always

2.10 Select the most suitable response for each of the statements listed below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Performance review assessments held timeously					
Employees receive constructive feedback in cases of poor or non-performance					

Supervisors apply employee performance management policy uniformly					
Policies and procedures inform supervisors on employees ill health <i>versus</i> performance					

2.11 In practice, indicate when supervisors conduct performance appraisals / assessments:

Monthly	
Quarterly	
Bi-annually	
Annually	
Whenever time permits	
All appraisals are signed at the end of the performance assessment period	

2.12 Select the most suitable response for each statement below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee performance is viewed as policy compliance element as opposed to goal attainment					
Existence of a synergy between Performance Management and Employee Health and Wellness Policies					

**SECTION 3: PRIMARY REASONS FOR DECLINE IN PERFORMANCE**

3.1 Primary causes of performance decline / performance-related problems:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Work pressure					
Personal Problems					
Health Conditions					
Stress					
Poor job knowledge					
Unrealistic standards					
Substance abuse					
High rates of absenteeism					
Poor / Low employee motivation					

Organisational factors					
Other (Please specify)					

3.2 Based on your experience, indicate the reasons employees have cited for their decline in performance:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Work pressure					
Personal Problems					
Health Conditions					
Stress					
Poor job knowledge					
Unrealistic standards					
Substance Abuse					
Absenteeism					
Poor / Low employee motivation					
Organisational factors					
Other (Please specify)					

3.3 Causes of employees' poor performance can be attributed to:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Employee denial of the problem					
Employee unaware of impact on work performance					
Hesitancy of supervisors involvement in addressing poor performance					
Uncertainty of supervisor to deal with personal factors					
Non-intervention of supervisors in personal and health problems					

Lack of confidence of supervisors to counsel employees on performance					
Lack of clear process to identify causes of poor performance					

3.4 From your experience, select the appropriate response for each of the statements below:

	Never	Rarely	Sometimes	Usually	Always
Extent of employees personal circumstances impacting on job performance					
Interventions are available in the workplace to deal with poor performance					
Supervisors held accountable for employees' poor performance					
Performance standards are clear to employees					
Realistic and attainable performance standards are set					
Employees poor performance attributed to ill health or personal problems					
Lifestyle diseases impact on employees attendance at work					

**SECTION 4: WHAT ARE THE POTENTIAL WORKPLACE RISKS AS A RESULT OF DECLINE IN PERFORMANCE**

4.1 Employees' poor performance impacts on:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Productivity					
Delivery of goals					

Service Delivery					
Staff morale					

4.2 Employees' well-being has the following risks on the performance of the department:

	Never	Rarely	Sometimes	Usually	Always
Failure to meet performance standards					
Decreased service delivery					
Strain of resources					
High rate of accidents					
High rates of absenteeism					
High rates of presenteeism					
Strain on other employees					
Difficulty concentrating on work					
Failure to meet desired outputs					

4.3 Poor performance and risks on the department:

	Never	Rarely	Sometimes	Usually	Always
Failure to meet performance standards					
Decreased service delivery					
Strain of resources					
High rate of accidents					
High rates of absenteeism					
High rates of presenteeism					
Strain on other employees					
Difficulty concentrating on work					
Failure to meet the desired outputs					

4.4 Sources of employee poor performance in the workplace:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Ill health					
Personal problems					
Substance abuse					
Work-related problems					
Other, please specify					

**SECTION 5: SUPERVISORS' MANAGEMENT OF PERFORMANCE DECLINE**

5.1 The performance appraisal system is used by supervisors for:

	Strongly Disagree	Disagree	Neutral/ Do Not Know	Agree	Strongly agree
Training and development					
Discipline measures					
Monetary recognition					
Measuring employee performance to meet goals					
Addressing areas of non-performance					
Assess employees productivity					
Other (Please specify)					

5.2 Please select the relevant option:

	Never	Rarely	Sometimes	Usually	Always
Clear plan of action to redress decline in performance / poor performance					
Performance standards reviewed to appropriately reflect employees performance					

5.3 Rate the confidence or willingness of supervisors generally to approach an employee with regard to factors affecting his or her performance:

Low 1	2	3	4	High 5

5.4 What feelings do supervisors encounter when dealing with employee performance?

Stressed	Overwhelmed	Confident	Avoidant	Nervous

5.5 Supervisory training on the utilization of the Employee Health and Wellness Programme is offered to supervisors:

Strongly Disagree	Disagree	Neutral/Do Not Know	Agree	Strongly agree

5.6 Indicate the format of the supervisor training:

Informal training	
Formal training	
Presentation	
Informal briefing session on the services offered	

5.7 The supervisor training content focused on:

	Strongly Disagree	Disagree	Neutral/Do Not Know	Agree	Strongly agree
Performance management process					
Managing poor performance					
Constructive confrontation interviews					
Counselling skills					
Employee Health and Wellness					
Return to work interviews					
Referral process to Employee Health and					



Wellness Programme					
Discipline process due to poor performance					
Absenteeism management					

5.8 What impact did training have on supervisors' ability to manage employee performance-related problems?

No Impact	Minimum Impact	Neutral	Impact	Positive Impact

5.9 Effective utilisation of Employee Health and Wellness Programme for performance-related problems:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

5.10 Accessing the Employee Health and Wellness programme is primarily through:

Mandatory referrals only	Self Referrals	Only by a supervisor	Uncertain	Voluntary basis	Service Provider

**SECTION 6: PERCEPTION OF SUPERVISORS TO USE EMPLOYEE HEALTH AND WELLNESS A PERFORMANCE MANAGEMENT TOOL**

6.1 Necessity for Employee Health and Wellness programme in the workplace:

Not Important	Less Important	Neutral	Important	Very important

6.2 Employee Health and Wellness is beneficial in the workplace:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.3 The Employee Health and Wellness Programme can assist in attaining employees level productivity in order to deliver on the mandates of government:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.4 Utilisation of Employee Health and Wellness programme as a performance management tool

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.5 Responsibility of supervisor in managing personal or health-related problems on performance

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.6 Public service supervisors counsel employees on performance:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.7 Supervisors are adequately skilled to deal with employee problems impacting on performance:

Never	Almost never	Some of the time	Always	Almost always

6.8 Supervisors are confident on handling poor performance of employees:

Never	Almost never	Some of the time	Always	Almost always

6.9 When dealing with an employee's decline in performance, supervisors should obtain advice from:

	Never	Almost never	Some of the time	Always	Almost always
Management					
Human Resource Management					
Unions					
Peers in office					
Labour relations					
Employee Health and Wellness					
Other, specify					

6.10 Employees whose performance is impaired due to personal circumstances and ill health should be disciplined in terms of incapacity to perform tasks

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.11 Employee Health and Wellness aims to retain employees economically active and productive

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.12 Management of employees' personal problems must be dealt with by

Employee	Workplace	Outside of work	Labour Relations	Supervisor

6.13 The Employee Health and Wellness programme is an effective measure in assisting employees who experience problems that are affecting performance

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.14 Significance of supervisors in reintegration of employees into the workplace following ill health:

Strongly Disagree	Disagree	No Impact	Agree	Strongly agree

6.15 Referral of employees for assistance to the Employee Health and Wellness Programme is that of

Employee	Supervisor	Peer	Labour Relations	Senior Management

6.16 Please select Employee Health and Wellness Programme services offered to supervisors?

Information	
On site Counselling	
On site testing	
Management Advice/Consultation	
Advice on management of employees	
Support and advice on solving work-related problems	
Support and advice on solving personal problems only	

Support and advice on return to work interviews	
Assistance on conducting confrontation interviews with employees	

6.17 What is your view of the management of personal problems impacting on work performance?

My responsibility as a supervisor	I do not get involved	Ignore the problem	Employee must leave personal problems at home	I only focus on the work

6.18 The following serve as an indication that the employee may be experiencing problems:

	Never	Rarely	Sometimes	Usually	Always
High rates of absenteeism					
Irregular absenteeism patterns					
Presenteeism					
Difficulty in concentration					
Difficulty in completing allocated work					
Lower productivity levels					
Constant or frequent conflicts with peers					
Changes in behavior					
Decreased job efficiency					

6.19 Non-performance of an employee is addressed by

	Never	Rarely	Sometimes	Usually	Always
Employee resolving own issues					
Addressing problem immediately					
Document incident and address it during performance appraisal sessions					

Ignoring the problem					
Re-allocating the work					
Commencing disciplinary action					
Counselling the employee					
Initiating formal referral to Employee Health and Wellness Programme					
Referring employee to the Employee Health and Wellness Programme					

6.20 Supervisors generally find management of performance-related problems

	Never	Rarely	Sometimes	Usually	Always
Emotional					
Difficult					
Easy					
Confrontational					

6.21 Employee Health and Wellness Programmes can be used to address performance related problems

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree

**SECTION 7: OTHER**

Is there any additional information you would like to share, that could be used to enhance this research study?

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Thank you for your participation

## ANNEXURE L: PEARSON CHI-SQUARE TESTS

Pearson Chi-Square Tests		
		Group
Gender	Chi-square	4.499
	df	2
	Sig.	0.105
Age	Chi-square	10.641
	df	8
	Sig.	0.223
Salary Level	Chi-square	20.913
	df	8
	Sig.	.007*
Total number of years	Chi-square	55.193
	df	8
	Sig.	.000*
How long have you been in your current position?	Chi-square	9.685
	df	6
	Sig.	0.139
How many employees do you currently supervise?	Chi-square	
	df	
	Sig.	
Employee Performance Management and Development Policy	Chi-square	8.763
	df	8
	Sig.	0.363
Employee Health and Wellness Policy	Chi-square	8.017
	df	6
	Sig.	0.237
Procedure on the management of poor performance	Chi-square	14.983
	df	8
	Sig.	0.059
Procedure on supervisor referral to the Employee Health and Wellness Programme	Chi-square	24.761
	df	8
	Sig.	.002*
Procedure on Incapacity to perform	Chi-square	11.466
	df	8
	Sig.	0.177
I fully understand the performance management system	Chi-square	11.586
	df	8
	Sig.	0.171
Departmental Employee Health and Wellness Policy aligned to departmental mission and vision	Chi-square	14.312
	df	8
	Sig.	0.074
Procedures in place to link employee performance and Employee Health and Wellness for optimum employee performance	Chi-square	14.80402588
	df	8
	Sig.	0.063
I am knowledgeable on the procedure for management of poor performance	Chi-square	9.524480505
	df	8
	Sig.	0.3
Employees performance agreement	Chi-square	7.416303146
	df	8

	Sig.	0.492453162
Employees performance assessments	Chi-square	8.16219631
	df	8
	Sig.	0.417788941
Management meetings	Chi-square	9.733756686
	df	8
	Sig.	0.28421221
Directorate / Section meeting	Chi-square	4.19892075
	df	8
	Sig.	0.838744832
Strategic planning session	Chi-square	7.943288605
	df	8
	Sig.	0.439029424
Annual performance plan	Chi-square	6.625457134
	df	8
	Sig.	0.577527955
Effectiveness of current performance management system in addressing poor performance	Chi-square	9.676498662
	df	8
	Sig.	0.288
Effectiveness of current performance management system for achievement of Department goals and objectives	Chi-square	7.448199168
	df	8
	Sig.	0.489
Effectiveness of Performance Management Policy to manage employee ill health/personal problems	Chi-square	15.72806419
	df	8
	Sig.	.046*
Employee	Chi-square	12.11060279
	df	8
	Sig.	0.146
Supervisor	Chi-square	10.55445437
	df	6
	Sig.	0.103
Head of Department	Chi-square	5.4424025
	df	8
	Sig.	0.709
Human Resource Management	Chi-square	11.15383095
	df	8
	Sig.	0.193
Employees performance impacts on the department's goals	Chi-square	18.75573531
	df	8
	Sig.	.016*
Employees understand contribution of performance on attainment of department goals	Chi-square	5.194468449
	df	8
	Sig.	0.737
Performance Assessments are conducted to comply with administrative process	Chi-square	14.45682459
	df	8
	Sig.	0.071
State of employees health and wellbeing impacts on performance	Chi-square	5.224990609
	df	8
	Sig.	0.733
Poor or underperforming employees are rated as fully as effective	Chi-square	10.8538755
	df	8
	Sig.	0.210117079

Fear of confrontation	Chi-square	
	df	
	Sig.	
Avoid Employee Conflict	Chi-square	
	df	
	Sig.	
Avoid following the procedures on incapacity to perform	Chi-square	
	df	
	Sig.	
Ignore underperforming employees	Chi-square	
	df	
	Sig.	
Lenient on non-performing employees due to ill health / personal problems	Chi-square	
	df	
	Sig.	
Employees are attaining some of the set goals.	Chi-square	
	df	
	Sig.	
Employees are advised timeously if their work performance does not meet desired standard/s	Chi-square	31.85643206
	df	8
	Sig.	.000*
Performance review assessments held timeously	Chi-square	8.040776715
	df	8
	Sig.	0.429
Employees receive constructive feedback in cases of poor or non-performance	Chi-square	27.03113495
	df	8
	Sig.	.001*
Employee performance management policy applied uniformly	Chi-square	20.49794882
	df	8
	Sig.	.009*
Policies and procedures inform on employees ill health versus performance	Chi-square	7.944735583
	df	8
	Sig.	0.439
Monthly	Chi-square	
	df	
	Sig.	
Quarterly	Chi-square	
	df	
	Sig.	
Bi-annually	Chi-square	
	df	
	Sig.	
Annually	Chi-square	
	df	
	Sig.	
Whenever time permits	Chi-square	
	df	
	Sig.	
All appraisals are signed at the end of the performance assessment period	Chi-square	
	df	
	Sig.	
	Chi-square	7.777169558



Employee performance is viewed as policy compliance element as opposed to goal attainment	df	8
	Sig.	0.456
Existence of a synergy between Performance Management and Employee Health and Wellness Policies	Chi-square	10.04751059
	df	8
Work pressure	Sig.	0.262
	Chi-square	12.16538594
Personal Problems	df	8
	Sig.	0.144
Health Conditions	Chi-square	14.36549868
	df	8
Stress	Sig.	0.073
	Chi-square	12.27733345
Poor job knowledge	df	8
	Sig.	0.139
Unrealistic standards	Chi-square	3.830125117
	df	8
Substance abuse	Sig.	0.872
	Chi-square	17.37646436
High rates of absenteeism	df	8
	Sig.	.026*
Poor / Low employee motivation	Chi-square	13.51838058
	df	8
Organisational factors	Sig.	0.095
	Chi-square	11.54187816
Other	df	8
	Sig.	0.173
Work pressure	Chi-square	19.05111916
	df	8
Personal Problems	Sig.	.015*
	Chi-square	8.535035363
Health Conditions	df	8
	Sig.	0.383
Stress	Chi-square	8.221660603
	df	8
Poor job knowledge	Sig.	0.412
	Chi-square	
Work pressure	df	
	Sig.	
Personal Problems	Chi-square	9.071971885
	df	8
Health Conditions	Sig.	0.336
	Chi-square	12.03063118
Stress	df	8
	Sig.	0.15
Poor job knowledge	Chi-square	7.442521613
	df	8
Employee performance is viewed as policy compliance element as opposed to goal attainment	Sig.	0.49
	Chi-square	9.963001079
Existence of a synergy between Performance Management and Employee Health and Wellness Policies	df	8
	Sig.	0.268
Work pressure	Chi-square	5.605982108
	df	8

	Sig.	0.691
Unrealistic standards	Chi-square	3.564619228
	df	8
	Sig.	0.894
Substance Abuse	Chi-square	19.10970276
	df	8
	Sig.	.014*
Absenteeism	Chi-square	17.3384467
	df	8
	Sig.	.027*
Poor / Low employee motivation	Chi-square	9.346859625
	df	8
	Sig.	0.314
Organisational factors	Chi-square	12.38912151
	df	8
	Sig.	0.135
Employee denial of the problem	Chi-square	9.609139384
	df	8
	Sig.	0.294
Employee unaware of impact on work performance	Chi-square	6.67851543
	df	8
	Sig.	0.572
Hesitancy of involvement in addressing poor performance	Chi-square	18.34350419
	df	6
	Sig.	.005*
Uncertainty of supervisor to deal with personal factors	Chi-square	28.30951219
	df	8
	Sig.	.000*
Non-intervention of supervisors in personal and health problems	Chi-square	24.88135912
	df	8
	Sig.	.002*
Lack of confidence of supervisors to counsel employees on performance	Chi-square	21.91909245
	df	8
	Sig.	.005*
Lack of clear process to identify causes of poor performance	Chi-square	8.531971775
	df	8
	Sig.	0.383
Extent of employees personal circumstances impacting on job performance	Chi-square	7.833865538
	df	6
	Sig.	0.251
Interventions are available in the workplace to deal with poor performance	Chi-square	21.18250214
	df	8
	Sig.	.007*
Supervisors held accountable for employees' poor performance	Chi-square	36.09607308
	df	8
	Sig.	.000*
Performance standards are clear to employees	Chi-square	14.43518665
	df	8
	Sig.	0.071
Realistic and attainable performance standards are set	Chi-square	5.350740446
	df	8
	Sig.	0.72

Employees poor performance attributed to ill health or personal problems	Chi-square	9.322884875
	df	8
	Sig.	0.316
Lifestyle diseases impact on employees attendance at work	Chi-square	12.70132867
	df	8
	Sig.	0.123
Productivity	Chi-square	3.936298185
	df	8
	Sig.	0.863
Delivery of goals	Chi-square	4.652941082
	df	8
	Sig.	0.794
Service Delivery	Chi-square	4.571647952
	df	8
	Sig.	0.802
Staff morale	Chi-square	8.271913274
	df	8
	Sig.	0.407
Failure to meet performance standards	Chi-square	12.20389159
	df	8
	Sig.	0.142
Decreased service delivery	Chi-square	12.77379399
	df	8
	Sig.	0.12
Strain of resources	Chi-square	10.37612653
	df	8
	Sig.	0.24
High rate of accidents	Chi-square	11.96337245
	df	8
	Sig.	0.152845611
High rates of absenteeism	Chi-square	8.931556053
	df	8
	Sig.	0.348
High rates of presenteeism	Chi-square	10.68642506
	df	8
	Sig.	0.220107498
Strain on other employees	Chi-square	11.83002083
	df	8
	Sig.	0.159
Difficulty concentrating on work	Chi-square	7.556753277
	df	8
	Sig.	0.478
Failure to meet desired outputs	Chi-square	6.566317995
	df	8
	Sig.	0.584
Failure to meet performance standards	Chi-square	7.521452587
	df	8
	Sig.	0.482
Decreased service delivery	Chi-square	6.759029678
	df	6
	Sig.	0.344
Strain of resources	Chi-square	10.52942134

	df	8
	Sig.	0.23
High rate of accidents	Chi-square	12.24563073
	df	8
High rates of absenteeism	Sig.	0.140576328
	Chi-square	8.299314393
High rates of presenteeism	df	8
	Sig.	0.405
Strain on other employees	Chi-square	24.94791613
	df	8
Difficulty concentrating on work	Sig.	.002*
	Chi-square	5.019322536
Failure to meet the desired outputs	df	6
	Sig.	0.541
Ill health	Chi-square	2.929038948
	df	8
Personal problems	Sig.	0.939
	Chi-square	6.578096544
Substance abuse	df	6
	Sig.	0.362
Work-related problems	Chi-square	13.86910977
	df	8
Training and development	Sig.	0.085
	Chi-square	12.67775105
Discipline measures	df	8
	Sig.	0.123
Monetary recognition	Chi-square	12.22865366
	df	8
Measuring employee performance to meet goals	Sig.	0.141
	Chi-square	18.03730938
Addressing areas of non- performance	df	8
	Sig.	.021*
Assess employees productivity	Chi-square	25.17096121
	df	8
Clear plan of action to redress decline in performance / poor performance	Sig.	.001*
	Chi-square	12.37814825
High rate of accidents	df	8
	Sig.	0.135
High rates of absenteeism	Chi-square	28.69227257
	df	8
High rates of presenteeism	Sig.	.000*
	Chi-square	24.56813756
Strain on other employees	df	8
	Sig.	.002*
Difficulty concentrating on work	Chi-square	19.84168303
	df	8
Failure to meet the desired outputs	Sig.	.011*
	Chi-square	16.3053354
Ill health	df	8
	Sig.	.038*
Personal problems	Chi-square	11.78962544
	df	8

	Sig.	0.160839982
Performance standards reviewed to appropriately reflect employees performance	Chi-square	11.36136552
	df	8
	Sig.	0.182052204
Rate your confidence or willingness to approach an employee with regard to factors affecting his or her performance	Chi-square	94.24691384
	df	8
	Sig.	.000*
What feelings do you encounter when dealing with employee performance?	Chi-square	47.08134477
	df	8
	Sig.	.000*
In your capacity, as a supervisor did you attend supervisory training on the utilization of the Employee Health and Wellness Programme	Chi-square	41.33331502
	df	8
	Sig.	.000*
In the event of you attending training, indicate the format of the supervisor training	Chi-square	33.59938237
	df	6
	Sig.	.000*
Performance management process	Chi-square	29.50325555
	df	8
	Sig.	.000*
Managing poor performance	Chi-square	23.93791939
	df	8
	Sig.	.002*
Constructive confrontation interviews	Chi-square	26.09333949
	df	8
	Sig.	.001*
Counselling skills	Chi-square	25.64384336
	df	8
	Sig.	.001*
Employee Health and Wellness	Chi-square	32.45777221
	df	8
	Sig.	.000*
Return to work interviews	Chi-square	17.29095482
	df	8
	Sig.	.027*
Referral process to Employee Health and Wellness Programme	Chi-square	25.55408142
	df	8
	Sig.	.001*
Discipline process due to poor performance	Chi-square	22.20551849
	df	8
	Sig.	.005*
Absenteeism management	Chi-square	23.89087058
	df	8
	Sig.	.002*
If you attended the training session, rate the impact of the training on the management of employee performance	Chi-square	40.00026431
	df	8
	Sig.	.000*
Effective utilisation of Employee Health and Wellness Programme for performance-related problems	Chi-square	27.78487414
	df	8
	Sig.	.001*
Accessing the Employee Health and Wellness programme is through	Chi-square	31.00290522
	df	10
	Sig.	.001*

Necessity for Employee Health and Wellness programme in the workplace	Chi-square	13.45746635
	df	8
	Sig.	0.097
Employee Health and Wellness is beneficial in the workplace	Chi-square	10.36371953
	df	6
	Sig.	0.11
The Employee Health and Wellness Programme can assist in attaining employees level productivity in order to deliver on the mandates of government	Chi-square	10.24151186
	df	6
	Sig.	0.115
Utilisation of Employee Health and Wellness programme as a performance management tool	Chi-square	7.080309833
	df	8
	Sig.	0.528
Responsibility in managing personal or health-related problems on performance	Chi-square	8.105425
	df	8
	Sig.	0.423
Responsibility to counsel employees on performance	Chi-square	34.76858813
	df	8
	Sig.	.000*
In your view, do you feel that you are adequately skilled to deal with employee problems impacting on performance	Chi-square	43.57003367
	df	8
	Sig.	.000*
Handling poor performance confidently	Chi-square	61.42020507
	df	8
	Sig.	.000*
Management	Chi-square	5.259820891
	df	8
	Sig.	0.729
Human Resource Management	Chi-square	3.950570205
	df	8
	Sig.	0.862
Unions	Chi-square	5.006917854
	df	8
	Sig.	0.757
Peers in office	Chi-square	7.538385503
	df	8
	Sig.	0.48
Labour relations	Chi-square	6.247754571
	df	8
	Sig.	0.62
Employee Health and wellness	Chi-square	17.02320246
	df	8
	Sig.	.030*
Employees whose performance is impaired due to personal circumstances and ill health should be disciplined in terms of incapacity to perform tasks	Chi-square	20.37018527
	df	8
	Sig.	.009*
Employee Health and Wellness aims to retain employees economically active and productive	Chi-square	8.801644272
	df	8
	Sig.	0.359
Management of employees personal problems must be dealt with by	Chi-square	9.249997537
	df	8
	Sig.	0.321647526
	Chi-square	22.73874484

The Employee Health and Wellness programme is an effective measure in assisting employees who experience problems that are affecting performance	df	8
	Sig.	.004*
Significance of supervisors in reintegration of employees into the workplace following ill health	Chi-square	23.33513491
	df	8
Referral of employees for assistance to the Employee Health and Wellness Programme is that of	Sig.	.003*
	Chi-square	16.09181796
Information	df	8
	Sig.	.041*
On site Counselling	Chi-square	
	df	
On site testing	Sig.	
	Chi-square	
Management Advice/Consultation	df	
	Sig.	
Advice on management of employees	Chi-square	
	df	
Support and advice on solving work-related problems	Sig.	
	Chi-square	
Support and advice on solving personal problems only	df	
	Sig.	
Support and advice on return to work interviews	Chi-square	
	df	
Assistance on conducting confrontation interviews with employees	Sig.	
	Chi-square	10.1315854
What is your view of the management of personal problems impacting on work performance?	df	8
	Sig.	0.256
High rates of absenteeism	Chi-square	9.369707508
	df	6
Irregular absenteeism patterns	Sig.	0.154
	Chi-square	14.74013135
Presenteeism	df	6
	Sig.	.022*
Difficulty in concentration	Chi-square	39.1644079
	df	8
Difficulty in completing allocated work	Sig.	.000*
	Chi-square	11.07270375
	df	8
	Sig.	0.198
	Chi-square	8.696155463
	df	8

	Sig.	0.369
Lower productivity levels	Chi-square	14.70799153
	df	8
	Sig.	0.065
Constant or frequent conflicts with peers	Chi-square	8.644070642
	df	8
	Sig.	0.373
Changes in behaviour	Chi-square	8.403793349
	df	6
	Sig.	0.21
Decreased job efficiency	Chi-square	9.217849532
	df	8
	Sig.	0.324
Employee resolving own issues	Chi-square	8.837063625
	df	8
	Sig.	0.356
Addressing problem immediately	Chi-square	11.43399706
	df	8
	Sig.	0.178
Document incident and address it during performance appraisal sessions	Chi-square	20.50929818
	df	8
	Sig.	.009*
Ignoring the problem	Chi-square	14.1827581
	df	8
	Sig.	0.077
Re-allocating the work	Chi-square	12.46929249
	df	8
	Sig.	0.131461222
Commencing disciplinary action	Chi-square	9.461670918
	df	8
	Sig.	0.305
Counselling the employee	Chi-square	20.37827598
	df	8
	Sig.	.009*
Initiating formal referral to Employee Health and Wellness Programme	Chi-square	14.90575785
	df	8
	Sig.	0.061
Referring employee to the Employee Health and Wellness Programme	Chi-square	14.64402769
	df	8
	Sig.	0.066
Emotional	Chi-square	13.86342896
	df	8
	Sig.	0.085
Difficult	Chi-square	8.748216241
	df	8
	Sig.	0.364
Easy	Chi-square	13.4999147
	df	8
	Sig.	0.096
Confrontational	Chi-square	12.54892944
	df	8
	Sig.	0.128



Employee Health and Wellness Programmes can be used to address performance related problems	Chi-square	28.8648304
	df	8
	Sig.	.000*
Is there any additional information you would like to share, that could be used to enhance this research study?	Chi-square	112.5688344
	df	106
	Sig.	0.313

## ANNEXURE M: CORRELATIONS

		Procedure on supervisor referral to the Employee Health and Wellness Programme	Employee Health and Wellness Programmes can be used to address performance related problems
In your capacity, as a supervisor did you attend supervisory training on the utilization of the Employee Health and Wellness Programme	Correlation Coefficient	.363**	.243**
	Sig. (2-tailed)	0.000	0.000
	N	203	205
State of employees health and wellbeing impacts on performance	Correlation Coefficient	0.071	.235**
	Sig. (2-tailed)	0.306	0.001
	N	208	210

## ANNEXURE N: KAISER-MEYER-OLKIN MEASURE AND BARTLETT'S TEST

### Section 2: Policies and Procedures

Question Number: B2.1.1 B2.1.2 B2.1.3 B2.1.4 B2.1.5

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.744
Bartlett's Test of Sphericity	Approx. Chi-Square	455.320
	df	10
	Sig.	0.000

Rotated Component Matrix <sup>a</sup>		
	Component	
	1 (Procedure to address employee well-being)	2 (Policies to address employee well-being)
Employee Performance Management and Development Policy	0.108	0.902
Employee Health and Wellness Policy	0.306	0.799
Procedure on the management of poor performance	0.857	0.229
Procedure on supervisor referral to the Employee Health and Wellness Programme	0.902	0.134
Procedure on Incapacity to perform	0.861	0.239
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Question Number: B2.2.1 B2.2.2 B2.2.3 B2.2.4

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.652
Bartlett's Test of Sphericity	Approx. Chi-Square	237.286
	df	6
	Sig.	0.000

Component Matrix <sup>a</sup>	
	Component
	1
I fully understand the performance management system	0.525
Departmental Employee Health and Wellness Policy aligned to departmental mission and vision	0.794
Procedures in place to link employee performance and Employee Health and Wellness for optimum employee performance	0.853
I am knowledgeable on the procedure for management of poor performance	0.801
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

**Question Number: B2.3.1 B2.3.2 B2.3.3 B2.3.4 B2.3.5 B2.3.6**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.855
Bartlett's Test of Sphericity	Approx. Chi-Square	1106.481
	Df	15
	Sig.	0.000

<b>Component Matrix<sup>a</sup></b>	
	Component 1
Employees performance agreement	0.860
Employees performance assessments	0.868
Management meetings	0.862
Directorate / Section meeting	0.841
Strategic planning session	0.896
Annual performance plan	0.897
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

**Question Number: B2.4.1 B2.4.2 B2.4.3**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.703
Bartlett's Test of Sphericity	Approx. Chi-Square	326.452
	Df	3
	Sig.	0.000

<b>Component Matrix<sup>a</sup></b>	
	Component 1
Effectiveness of current performance management system in addressing poor performance	0.896
Effectiveness of current performance management system for achievement of Department goals and objectives	0.921
Effectiveness of Performance Management Policy to manage employee ill health/personal problems	0.840
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

**Question Number: B2.5.1 B2.5.2 B2.5.3 B2.5.4**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.556
Bartlett's Test of Sphericity	Approx. Chi-Square	110.697
	Df	6
	Sig.	0.000

Rotated Component Matrix <sup>a</sup>		
	Component	
	1 Individual Responsibility	2 Organisational Responsibility
Employee	0.189	0.738
Supervisor	0.039	0.844
Head of Department	0.834	0.212
Human Resource Management	0.894	0.043
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Question Number: B2.6.1 B2.6.2 B2.6.3 B2.6.4

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.592
Bartlett's Test of Sphericity	Approx. Chi-Square	64.592
	df	6
	Sig.	0.000

Component Matrix <sup>a</sup>	
	Component
	1
Employees performance impacts on the department's goals	0.690
Employees understand contribution of performance on attainment of department goals	0.569
Performance Assessments are conducted to comply with administrative process	0.449
State of employees health and wellbeing impacts on performance	0.811
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Question Number: B2.10.1 B2.10.2 B2.10.3 B2.10.4

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.776
Bartlett's Test of Sphericity	Approx. Chi-Square	231.377
	Df	6
	Sig.	0.000

Component Matrix <sup>a</sup>	
	Component
	1
Performance review assessments held timeously	0.813
Employees receive constructive feedback in cases of poor or non- performance	0.825
Employee performance management policy applied uniformly	0.805
Policies and procedures inform on employees ill health versus performance	0.671
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

**Section 3: Primary reasons for decline in Performance**

**Question Number: C3.1.1 C3.1.2 C3.1.3 C3.1.4 C3.1.5 C3.1.6 C3.1.7 C3.1.8 C3.1.9 C3.1.10**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.802
Bartlett's Test of Sphericity	Approx. Chi-Square	541.322
	df	45
	Sig.	0.000

<b>Rotated Component Matrix<sup>a</sup></b>				
	Component			
	Personal Causes	Consequential Causes	Systematic Causes	Organisational Causes
Work pressure	0.796	-0.250	0.195	0.215
Personal Problems	0.716	0.473	0.027	-0.034
Health Conditions	0.664	0.519	0.120	0.023
Stress	0.753	0.210	0.228	0.233
Poor job knowledge	0.129	0.120	0.831	0.085
Unrealistic standards	0.173	0.146	0.806	0.160
Substance abuse	0.224	0.721	0.360	0.016
High rates of absenteeism	0.042	0.767	0.062	0.390
Poor / Low employee motivation	0.106	0.320	0.036	0.767
Organisational factors	0.158	-0.030	0.210	0.818
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 15 iterations.				

**Question: C3.2.1 C3.2.2 C3.2.3 C3.2.4 C3.2.5 C3.2.6 C3.2.7 C3.2.8 C3.2.9 C3.2.10**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.728
Bartlett's Test of Sphericity	Approx. Chi-Square	446.204
	df	45
	Sig.	0.000

<b>Rotated Component Matrix<sup>a</sup></b>			
	Component		
	Wellbeing	Workplace	Procedure
Work pressure	0.091	0.606	0.145
Personal Problems	0.768	0.253	-0.116
Health Conditions	0.744	0.323	0.013
Stress	0.473	0.584	-0.198
Poor job knowledge	0.131	0.066	0.876
Unrealistic standards	-0.002	0.441	0.713
Substance Abuse	0.772	-0.196	0.309
Absenteeism	0.688	0.107	0.450
Poor / Low employee motivation	0.237	0.617	0.296
Organisational factors	0.011	0.805	0.108
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			

a. Rotation converged in 10 iterations.

**Questions: D3.3.1 D3.3.2 D3.3.3 D3.3.4 D3.3.5 D3.3.6 D3.3.7**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.806
Bartlett's Test of Sphericity	Approx. Chi-Square	549.646
	df	21
	Sig.	0.000

<b>Rotated Component Matrix<sup>a</sup></b>		
	Component	
	Organisation	Individual
Employee denial of the problem	-0.018	0.857
Employee unaware of impact on work performance	0.227	0.679
Hesitancy of involvement in addressing poor performance	0.467	0.569
Uncertainly of supervisor to deal with personal factors	0.860	0.166
Non-intervention of supervisors in personal and health problems	0.854	0.194
Lack of confidence of supervisors to counsel employees on performance	0.863	0.130
Lack of clear process to identify causes of poor performance	0.746	0.149
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

**Question: D3.4.1 D3.4.2 D3.4.3 D3.4.4 D3.4.5 D3.4.6 D3.4.7**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.639
Bartlett's Test of Sphericity	Approx. Chi-Square	293.458
	df	21
	Sig.	0.000

<b>Rotated Component Matrix<sup>a</sup></b>		
	Component	
	Organisational Management	Employee Management
Extent of employees personal circumstances impacting on job performance	-0.082	0.760
Interventions are available in the workplace to deal with poor performance	0.680	0.022
Supervisors held accountable for employees' poor performance	0.679	0.107
Performance standards are clear to employees	0.808	-0.043
Realistic and attainable performance standards are set	0.718	0.043
Employees poor performance attributed to ill health or personal problems	0.208	0.805
Lifestyle diseases impact on employees attendance at work	0.019	0.778
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

**Question: D4.1.1 D4.1.2 D4.1.3 D4.1.4**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.850
Bartlett's Test of Sphericity	Approx. Chi-Square	733.450
	Df	6
	Sig.	0.000

<b>Component Matrix<sup>a</sup></b>	
	Component 1
Productivity	0.937
Delivery of goals	0.938
Service Delivery	0.916
Staff morale	0.831
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

**Question: D4.2.1 D4.2.2 D4.2.3 D4.2.4 D4.2.5 D4.2.6 D4.2.7 D4.2.8 D4.2.9**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.890
Bartlett's Test of Sphericity	Approx. Chi-Square	1259.650
	Df	36
	Sig.	0.000

<b>Component Matrix<sup>a</sup></b>	
	Component 1
Failure to meet performance standards	0.847
Decreased service delivery	0.847
Strain of resources	0.775
High rate of accidents	0.667
High rates of absenteeism	0.776
High rates of presenteeism	0.417
Strain on other employees	0.847
Difficulty concentrating on work	0.836
Failure to meet desired outputs	0.865
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

**Question: D4.3.1 D4.3.2 D4.3.3 D4.3.4 D4.3.5 D4.3.6 D4.3.7 D4.3.8 D4.3.9**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.867
Bartlett's Test of Sphericity	Approx. Chi-Square	1148.646
	Df	36
	Sig.	0.000



Component Matrix <sup>a</sup>	
	Component 1
Failure to meet performance standards	0.808
Decreased service delivery	0.845
Strain of resources	0.761
High rate of accidents	0.710
High rates of absenteeism	0.752
High rates of presenteeism	0.473
Strain on other employees	0.773
Difficulty concentrating on work	0.791
Failure to meet the desired outputs	0.851
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Questions: D4.4.1 D4.4.2 D4.4.3 D4.4.4

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.719
Bartlett's Test of Sphericity	Approx. Chi-Square	273.339
	Df	6
	Sig.	0.000

Component Matrix <sup>a</sup>	
	Component 1
Ill health	0.894
Personal problems	0.810
Substance abuse	0.814
Work-related problems	0.583
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Question Number: E5.1.1 E5.1.2 E5.1.3 E5.1.4 E5.1.5 E5.1.6

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.835
Bartlett's Test of Sphericity	Approx. Chi-Square	512.502
	Df	15
	Sig.	0.000

Component Matrix <sup>a</sup>	
	Component 1
Training and development	0.779
Discipline measures	0.473
Monetary recognition	0.208
Measuring employee performance to meet goals	0.868
Addressing areas of non- performance	0.904
Assess employees productivity	0.886

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

**Question Number: E5.2.1 E5.2.2**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.500
Bartlett's Test of Sphericity	Approx. Chi-Square	183.400
	Df	1
	Sig.	0.000

Component Matrix <sup>a</sup>	
	Component 1
Clear plan of action to redress decline in performance / poor performance	0.941
Performance standards reviewed to appropriately reflect employees performance	0.941
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

**Question Number: E5.7.1 E5.7.2 E5.7.3 E5.7.4 E5.7.5 E5.7.6 E5.7.7 E5.7.8 E5.7.9**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.894
Bartlett's Test of Sphericity	Approx. Chi-Square	1207.984
	Df	36
	Sig.	0.000

Component Matrix <sup>a</sup>	
	Component 1
Performance management process	0.643
Managing poor performance	0.906
Constructive confrontation interviews	0.886
Counselling skills	0.833
Employee Health and Wellness	0.841
Return to work interviews	0.805
Referral process to Employee Health and Wellness Programme	0.817
Discipline process due to poor performance	0.854
Absenteeism management	0.820
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

**Question Number: F6.1 F6.2 F6.3 F6.4 F6.5 F6.6 F6.7 F6.8**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.712
Bartlett's Test of Sphericity	Approx. Chi-Square	665.310
	Df	28
	Sig.	0.000

<b>Rotated Component Matrix<sup>a</sup></b>		
	Component	
	Wellness Management	Supervisor Confidence
Necessity for Employee Health and Wellness programme in the workplace	0.573	0.270
Employee Health and Wellness is beneficial in the workplace	0.818	-0.051
The Employee Health and Wellness Programme can assist in attaining employees level productivity in order to deliver on the mandates of government	0.835	-0.135
Utilisation of Employee Health and Wellness programme as a performance management tool	0.770	0.085
Responsibility in managing personal or health-related problems on performance	0.680	0.283
Responsibility to counsel employees on performance	0.397	0.541
In your view, do you feel that you are adequately skilled to deal with employee problems impacting on performance	-0.005	0.905
Handling poor performance confidently	-0.012	0.920
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

**Question Number: F6.9.1 F6.9.2 F6.9.3 F6.9.4 F6.9.5 F6.9.6**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.669
Bartlett's Test of Sphericity	Approx. Chi-Square	152.565
	Df	15
	Sig.	0.000

<b>Rotated Component Matrix<sup>a</sup></b>		
	Component	
	Orgainsational Responsibility	Labour/Peer Responsibility
Management	0.659	0.201
Human Resource Management	0.818	0.176
Unions	0.127	0.812
Peers in office	0.050	0.822
Labour relations	0.436	0.387
Employee Health and wellness	0.736	-0.087
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

**Question Number: F6.18.1 F6.18.2 F6.18.3 F6.18.4 F6.18.5 F6.18.6 F6.18.7 F6.18.8 F6.18.9**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.872
Bartlett's Test of Sphericity	Approx. Chi-Square	1027.056
	Df	36
	Sig.	0.000

<b>Rotated Component Matrix<sup>a</sup></b>		
	Component	
	Interpersonal Indicator	Workplace Indicator
High rates of absenteeism	0.236	0.806
Irregular absenteeism patterns	0.077	0.796
Presenteeism	0.271	0.563
Difficulty in concentration	0.466	0.500
Difficulty in completing allocated work	0.882	0.222
Lower productivity levels	0.895	0.158
Constant or frequent conflicts with peers	0.738	0.305
Changes in behaviour	0.843	0.251
Decreased job efficiency	0.860	0.258
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

**Question Number: F6.19.1 F6.19.2 F6.19.3 F6.19.4 F6.19.5 F6.19.6 F6.19.7 F6.19.8 F6.19.9**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.718
Bartlett's Test of Sphericity	Approx. Chi-Square	484.475
	Df	36
	Sig.	0.000

<b>Rotated Component Matrix<sup>a</sup></b>			
	Component		
	EHWP Referral	Corrective Disciplinary	Avoidance
Employee resolving own issues	0.102	-0.102	0.873
Addressing problem immediately	0.645	-0.129	0.189
Document incident and address it during performance appraisal sessions	0.265	0.678	0.005
Ignoring the problem	0.621	0.306	0.440
Re-allocating the work	-0.305	0.341	0.583
Commencing disciplinary action	-0.070	0.793	0.067
Counselling the employee	0.820	0.059	-0.060
Initiating formal referral to Employee Health and Wellness Programme	0.784	0.278	-0.138
Referring employee to the Employee Health and Wellness Programme	0.790	0.153	-0.133
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

**Question Number: F6.20.1 F6.20.2 F6.20.3 F6.20.4**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.600
Bartlett's Test of Sphericity	Approx. Chi-Square	131.750
	df	6
	Sig.	0.000

<b>Rotated Component Matrix<sup>a</sup></b>		
	Component	
	Developmental Supervisory Skills	Confident Supervisory Skills
Emotional	0.821	-0.191
Difficult	0.702	-0.487
Easy	-0.014	0.921
Confrontational	0.769	0.243

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.