

UNIVERSITY OF KWAZULU-NATAL

**ANALYSING THE INTRICACIES OF PERFORMANCE MANAGEMENT
SYSTEMS IN THE KWAZULU-NATAL DEPARTMENT OF SPORT AND
RECREATION**

by

Langelihle Nkululeko Mkhize

(218074015)

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**School of Management, IT and Governance
College of Law and Management Studies**


**Supervisors: Professor T.I Nzimakwe
Co-Supervisor: Dr S.A Mthuli**

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DECLARATION

I, **Langelihle Nkululeko Mkhize**, declare that

- (i) The research reported in this dissertation, except where otherwise indicated, is my original research.
- (ii) This dissertation has not been submitted for any degree or examination at any other university.
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DEDICATION

This study is dedicated to my late grandmother, Mrs. Simama Mkhize, and my late mother, Mrs. Bagcinile Mkhize, who passed away on the 21/09/2017 and 29/09/2017, respectively. Your continuous support and love will always be remembered. Neither of you had the opportunity to go to school; however, this Master's in Administration (Public Administration) would not be possible to obtain without your support from my early childhood. I will always love you, my Mother, and my Grandmother. You have been pillars of strength to me. "May your souls rest in peace".

ABSTRACT

Since the dawn of democracy in 1994, the first democratic government has been transforming public service delivery. To this end, the Constitution of the Republic of South Africa of 1996, and other legislative frameworks, pronounced the significance of performance management systems. The uneven performance of the public service in South Africa has led to the promulgation of set legislations which seek to respond to public needs. There are distinct driving forces that may cause barriers to the PMS execution (Ammons, 2001). Despite such drastic measures made to mitigate poor service delivery, public institutions are still faced with challenges in the implementation of PMS. The study seeks to provide a perspective on the intricacies of PMSs, using the case of the KwaZulu-Natal Department of Sport and Recreation (KZNSDR). The study used a qualitative research design with the intention of obtaining a comprehensive insight into, and opinions on the experience of the study's participants. The study adopted a phenomenological research strategy. Data was collected using in-depth, one on one, recorded interviews, which include 15 interviewees, with the assistance of an interview guide. The study employed a non-probability strategy and also adopted a purposive sampling technique. Data quality control was ensured through trustworthiness of the data, while data was analysed using thematic analysis. In the KwaZulu-Natal Department of Sport and Recreation the following challenges were identified by the study: inconsistent and erratic filling of PMS documents, PMS being human-resource driven, lack of strong performance culture (money driven), and lack of perceived fairness in the implementation of the performance management system. This study's contribution will add value to the existing body of knowledge, thereby providing insight into what needs to be done, in an attempt to improve PMS implementation. Little is known on how PMSs can improve performance (Sanger, 2013). The study seeks to fill this void. In an effort to mitigate the identified challenges, the following recommendations are proposed: continuous training and development, appointment of a PMS specialist, recognition and rewarding of good performers, alignment of the performance management system with other strategic documents supporting service delivery, monitoring and evaluation, and dissemination of feedback.

Key words: Performance management, performance management system, public service, service delivery.

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ABBREVIATIONS AND ACRONYMS

4IR	-Fourth Industrial revolution
AO	-Accounting Officer
BCEA	-Basic Conditions of Employment Act
DPSA	-Department of Public Service and Administration
EA	-Executive Authority
EC	-Ethical Clearance
EEA	-Employment Equity Act
EPMDS	-Employee Performance Management and Development System
GPRA	-Government Performance and Results Act
HOD	-Head of Department
HRD	-Human Resource Directorate
HRM	-Human Resource Management
IPAA	-Institute of Public Administration Australia
IRC	-Intermediate Review Committee
KZDSR	-KwaZulu Natal Department of Sport and Recreation
KZN	-KwaZulu-Natal
LRA	-Labour Relation Act
M and E	-Monitoring and Evaluation
MAC	-Management Advisory Committee
MDPSA	-Minister of Department of Public Service and Administration
NDP	- National Development Plan
NIA	-National Intelligence Agency
NIA	-National Intelligence Agency
NPM	-New Public Management
PDP	-Personal Development Plan
PFMA	-Public Finance Management Act
PM	-Performance Management
PMS	-Performance Management System
PRP	-Performance Related Pay
PSC	-Public Service Act
PSC	-Public Service Commission
PSCBC	- Public Service Co-ordinating Council

PSR	-Public Service Regulations
PSTE	- Public Service Training and Education
SANDF	-South African National Defence Force
SASS	-South African Secret Services
SDA	-Skills Development Act
SMS	-Senior Management Services
SOEs	-State Owned Entities
T and D	-Training and Development
UK	-United of Kingdom
USA	-United States of America
USA	-United States of America
WPHRMPS	-White Paper on Human Resource Management in the Public Service
WPPSTE	-White Paper on Public Service Training and Education
WPTPS	-White Paper on Transformation of the Public Services
WPTPS	-White Paper on Transforming Service Delivery

CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 Introduction

The first democratic government after 1994 had the responsibility of reforming the public service. Previously, exclusive public service had been provided to privileged groups. The reform measure was to provide public goods and services to the entire South African population. South Africa had become the victim of isolation from the international community during the apartheid era. Therefore, post-apartheid, there was a need to modernise the public service that had become outdated owing to sanctions imposed by the international community (Thornhill, 2008).

In the 1990s, there were public sector reform programmes introduced by the new democratic government. Such not only focused on correcting the wrongs of the past in terms of service delivery, programmes also embarked on the new public management path. For example, public service reforms stressed the need to maximise quality while reducing the cost of the civil service. The main intention of this reform was to promote performance-related policies, professionalism, transparency, and enhancement of service delivery (Osaghae, 1995). Several intervention measures were introduced, including the creation of a more flexible human-resource system focused on corporations, rightsizing, the introduction of a contract system for heads of departments, the introduction of performance management, decentralisation of authority, giving responsibility to managers; and an attempt to improve service delivery (Ncholo, 2000; Miller, 2005; McLennan, 2007; Cameron, 2009).

Section 195 (1) of the Constitution of the Republic of South Africa of 1996 states that “good human resource management and career-development practices, to maximise human potential, must be cultivated.” This section further promotes that the state should respond to public needs; and public service must be development oriented. The Constitution is the highest law of the land, which is enforceable in all spheres of government; and the state should take all reasonable measures to ensure that all people comply and respect the provision of the Constitution. Visser (2006) maintains that a number of legislative frameworks were promulgated in government, which serve as a cornerstone for performance management in the South African public sector.

The adoption of the White Paper on Transforming Public Service Delivery (WPTPS) (*Batho – Pele*), 1997 (Republic of South Africa, 1997) was one of the pieces of legislation promulgated to improve public service performance through improved service delivery.

In spite of all efforts made by the South African government to improve service delivery through various mechanisms such as the PMS, there remains a challenge in its execution. There are various driving factors which may contribute to the poor application of performance management. This may be attributed to technocratic, cultural, or political factors, lack of leadership support, and public apathy (Ohemeng, 2009). Cameron (2009, 931) claims that “there is no substantive performance culture within the South African Public Service”. The researcher further argued that performance management has been an integral part of the reforms; however, in most cases it has been “erratically and inconsistency applied” (Cameron, 2009: 910). This implied that, in developing countries such as South Africa, there are challenges to successful application of PMS. There have been inadequacies in the study of how performance management (PM) can improve performance (Sanger, 2013). This study seek to fill this void by suggesting various mechanisms that can be adopted in an attempt to improve the application of performance management.

1.2 Background of the Study

The concept ‘Performance Management’ was initially utilised by Beer and Ruh at Corning Glass Works of the United States of America (USA), entitled “Employee growth through performance management” in the study which was conducted in 1976 (Armstrong and Baron, 1998: 43). Performance ‘measurement’ or the ‘measurement of performance’ was executed when ancient Egyptians began constructing pyramids, which is traced back to around 2500 BC (Brudan, 2009). Performance measurement may also be traced back to the Chinese empires such as Han and Wei, who employed PMSs. This historical background indicates that the PMS has existed for centuries: it is not a new concept.

The ‘system’ or ‘concept’ was presented in Asian, Latin American, and African ministries of foreign affairs at the beginning of the 2000s (Rana, 2011). The introduction of the PMS had been seen in the early 1800s in the public service (Armstrong, 1995). This was in response to increasing pressure for public service to demonstrate value for money and to improve accountability. The driving force which led to the adoption of PMS in the public service included promoting and encouraging a sense of responsibility in staff; monitoring, reviewing,

assessing performance, training and developing underperformers, and managing unsatisfactory performance (Amos, Ristow and Pearse, 2008). It has been noted by Armstrong (1995:423) that “both the public and private sectors view the performance management system as a process which ensures that employees know what is required of them and on what basis performance and contribution will be assessed”.

In the South African context, PMS is seen as a tool for facilitating the achievement of national development priorities, and a mechanism for improving service delivery (Pessima, 2009). Public Service Regulations, 1999, ushered in performance management, which gave a directive to public sector institutions to manage performance in a consultative manner in order to improve organisational accountability, efficiency, and effective use of resources, thus achieving positive outcomes (Public Service Commission of South Africa, 2007). There has been a remarkable effort to improve service delivery in South Africa through the adoption of the *Batho Pele* principles (Cameron, 2009).

1.3 Research Problem

The PMS can be seen as a government instrument used to improve its performance. However, there are challenges experienced by developing countries in the execution of PMS, particularly in public service in Africa. According to Olowu (2009:4), there are four challenges associated with the execution of PMS in the African continent, which are as follows:

- Lack of communication of a leadership vision or lack of a common vision;
- Lack of integration of institution overall strategy and people-management strategy;
- Supervisors are more interested in shorter-term matters than in long-term matters; and
- Failure of public service institutions to integrate budget with strategy.

According to Wachira (2013), in order to realise the ideal outcome of new public management as the way to go in public service delivery in Africa, much remains to be done in order to institutionalise such. The nature and processes of the public service activities and public administration have reflected failures and inadequacies of public sector performance over time, since the adoption of the NPM (Rauskala and Promberger, 2003).

In the South African context, the Public Service Commission of South Africa, herein referred to as PSC, at its conference, offered debate from the delegates on whether PMS was poorly

formulated or executed in the country (PSC, 2014). The delegates at the PSC seminar agreed that the problem emanates from both levels, which is policy design and implementation. Poor and lack of day-to-day management of performance by managers, including poor operational management, poor people management and poor supervision contributes to the failure of formal performance management (PSC, 2014). At the PSC (2014) seminar, it was further found that supervisors were failing to take responsibility for managing performance, as expressed by the dictum: “managers must manage”.

It is evidenced that performance management has been experiencing challenges in the execution since its adoption in South Africa and on the African continent in general. The KwaZulu-Natal Department of Sport and Recreation (KZNDSR) is relatively new, having been established in 2004. During the period 2004/2005 the department had no approved performance management system: it was the first year of operation, therefore no performance rewards were extended (KZNDSR Annual Report, 2004-05:108). Recently, the KZNDSR has been experiencing ineffective and problematic execution of PMS in the KwaZulu-Natal Department of Sport and Recreation (KZNDSR Annual Report: 2015-16:213).

There have been many thoughts and questions raised apropos of the impact of PMS in the public service department in South Africa. This was because there has been no significant service delivery noted (Armstrong, 2000). These findings indicated that the South African public service departments have not maximised the adoption of PMS, which strives to improve service delivery. Furthermore, the remarks by former Minister of Department of Public Service and Administration, Lindiwe Sisulu, on the 29th of August 2013 indicated that “the absence of consciousness within the public service which recognises that public servants are here there to serve the people and which therefore results in a lacklustre performance by public servants in rendering services to the public is cited as one of the shortcomings” (Sisulu, 2013).

As a result, in South Africa, public service employees were regarded as lazy, inefficient, and ineffective, as derived from former Minister Lindiwe Sisulu’s remarks. Through these challenges, the study seek to understand the intricacies of performance management systems in the public service, to identify the implementation gaps with reference to the KZNDSR. In doing so, the study explored the causes of poor implementation of PMS in an effort to improve institution performance within the KZNDSR.

1.4 Research Questions

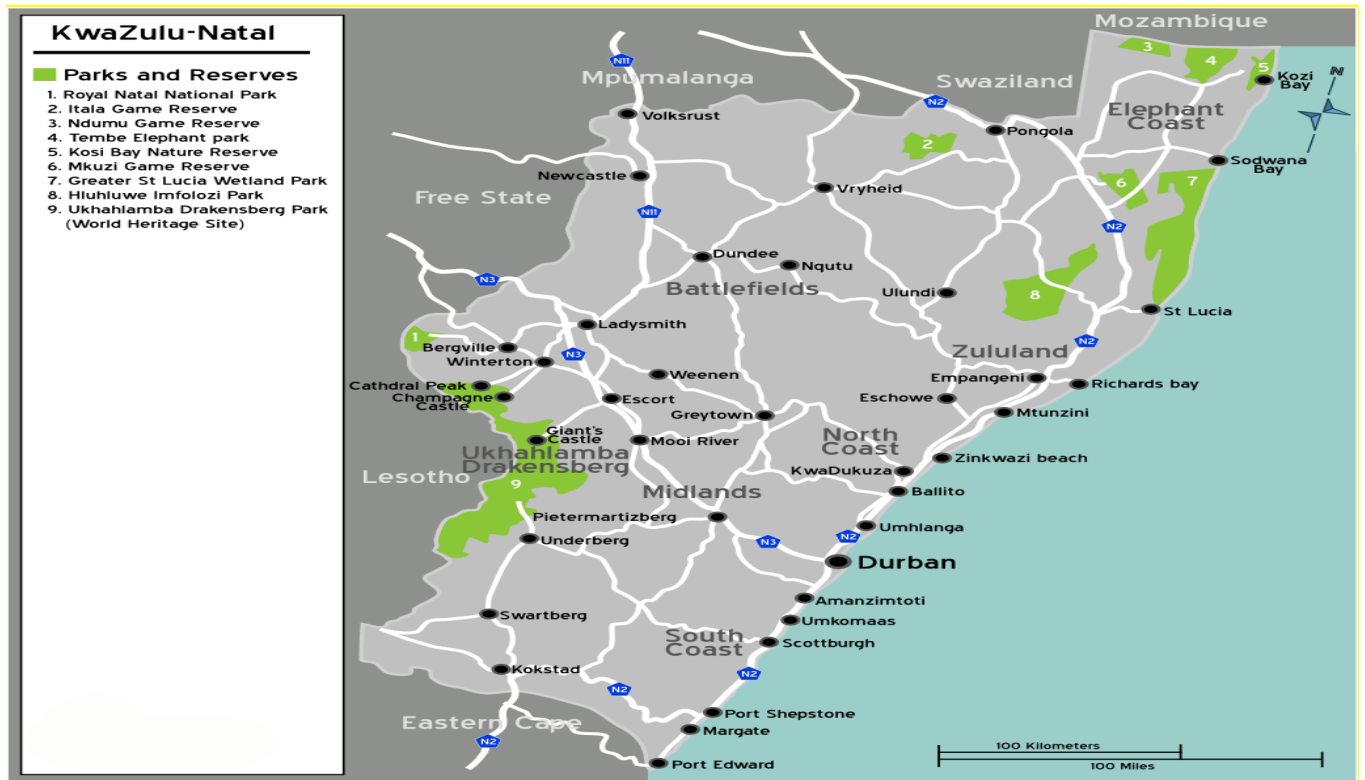
- What have been the benefits of the implementation of PMS in the KZN Department of Sport and Recreation?
- What are the causes of ineffective implementation of PMS in the KZN Department of Sport and Recreation?
- What are employees' views on the statutory and regulatory framework underpinning PMS in the KZN Department of Sport and Recreation?
- What mitigation mechanism can be adopted to ensure successful implementation of PMS in the KZN Department of Sport and Recreation?

1.5 Research Objectives

- To explore the benefits of PMS for the KZN Department of Sport and Recreation.
- To examine the causes of ineffective implementation of PMS in the KZN Department of Sport and Recreation.
- To explore employees' views on the statutory and regulatory framework of PMS within the KZN Department of Sport and Recreation.
- To provide mitigation mechanisms for successful implementation of PMS within the KZN Department of Sport and Recreation.

1.6 Study Site

The study took place within the KZNDSR, examining intricacies in the execution of PMS within the department. The KZNDSR has two Head Offices: one in Pietermaritzburg, the other in Durban. Furthermore, the KZNDSR consists of eleven district offices across the province, which include ILembe, Harry Gwala, UGu, UMgungundlovu, UMzinyathi, UThukela, EThekwini, UMkhanyakude, King Cetshwayo, AmaJuba and Zululand District.



Source : <http://mapsof.net/south-africa/south-africa-kwaZulu-Natal-map>

1.7 Research Methodology

The study used a qualitative research design with the intention of obtaining a comprehensive insight into opinions and experience of the study's participants. The study adopted a phenomenological research strategy. Data was collected using in-depth, one-on-one, recorded interviews, which included 15 interviewees, with the assistance of an interview guide. The study employed a non-probability strategy and also adopted a purposive sampling technique. Data quality control was ensured through trustworthiness of the data; while data was analysed using a thematic analysis.

1.8 Significance of the Study

The study could assist the KZNDSR in identifying shortcomings in the execution of performance management system, developing mitigation measures in responding to such pitfalls. The research would create grounds for future research into the knowledge generated in bridging the gap in the existing body of knowledge. As has been noted by Sanger (2013), there are inadequacies in research into how performance management can improve performance; therefore other scholars might use this study to improve knowledge generated, thereby bridging the gap in the existing body of knowledge. To the KZNDSR, the study would

assist management to conduct continuous monitoring of performance management; where necessary, modifying it to suit the organisation.

1.9 Justification for the Study

The uneven performance of government institutions triggered the study's effort to find out the underlying challenges to positive implementation of performance management systems. Had this study not been conducted, the KZNDSR would have not discovered what they are doing, whether or not incorrectly. Lastly, if one cannot measure performance, one cannot separate failure from success; therefore there will be no corrective measures for poor performance and no rewards for good performance. There will be lack of accountability for service delivery in the public service, thereby gaining a large number of service-delivery protests by community members. Had this study not been undertaken, the management of KZNDSR would not have known the pitfalls of the implementation of performance management; therefore no attempt would have been made to enhance the implementation of the PMS.

1.10 Limitation of the Study

Limitations of a study are those factors that provide constraints on the application of the study, impacting on the findings of the research (Price and Judy, 2004). The researcher found it difficult to access secondary data from the KZNDSR because some information was regarded as classified. The KZNDSR is situated across the geographical area of KwaZulu-Natal, which might lead to financial constraints, as the researcher was expected to travel across the province collecting data. Non-availability of participants owing to work commitments hindered the completion of the study within the planned time. This was overcome by informing the Head of Department that the data collected would be for purely academic purposes, which would assist in the bridging of the gap in knowledge on implementation of PMS. The researcher also made all attempts to travel across to KZNDSR campuses around the province, dealing with participants in clusters, or regionally, to overcome travel costs.

1.11. Structure of Thesis

1.11.1 Chapter 1

This chapter has been organised in the following sequence: firstly, it provides the overview of the research, its introduction, background of the study, the research problem, the research

questions, research objectives, significance of the study, justification for the study, the study site, and limitations of the study.

1.11.2 Chapter 2

Chapter 2 of this thesis gives a broad overview of performance management systems globally, presenting core features required for an effective performance management system, exploring challenges faced by legislating frameworks supporting performance management systems, presenting the effects of ineffective performance management systems, exploring statutory and regulatory frameworks of performance management. Furthermore, mechanisms that need to be adopted to enhance the implementation of performance management, will be discussed.

1.11.3 Chapter 3

Chapter 3 begins by laying out the theoretical framework of research, outlining the origins of the goal setting theory, the benefits of the goal setting theory, the limitation of the goal setting theory, and further presenting the relationship between the goal setting theory and performance management systems.

1.11.4 Chapter 4

Chapter 4 is concerned with the methodology used in this study, which includes research design, target population, the study sample, sampling strategies, sampling techniques, sample size, data-collection methods, data quality control and analysis.

1.11.5. Chapter 5

Chapter 5 of the study provides an analysis of the primary data collected by the study through face-to-face, one-on-one interviews. The chapter also provides the data analysis in which the analysis is thematic. It offers a discussion of the findings, as well as the implications of the findings.

1.11.6 Chapter 6

Chapter 6 draws upon the entire thesis, tying up the various theoretical and empirical strands; and includes discussions of the implication of the findings for future research into performance management systems. The chapter further provides the conclusion on the research objectives, providing recommendations on the improvement of the application of the performance management. Lastly, areas for future research are identified.

1.12. Conclusion

The performance and standard of public service in South Africa has been questioned; and the current state of service delivery is evidence of such. Several studies have indicated that the execution of performance management has failed in various countries. The failure rate is estimated to be around 70 per cent, with the worst performers being Latin America, Asia, and Africa (Hacker and Washington, 2004; Washington and Hacker, 2005). Moreover, the study by De Waal and Counet (2009) found that failure of PMSs had declined from 70% to 56 %. The recent study by Hope and Player (2012) shows that there was no decline to 56%; the failure rate was still at 70%. The literature has identified several problems which are hampering the execution of PMS. As a result, informed by its interpretivist world view, this study aims at analysing the intricacies of PMS within the KZNDSR.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The previous chapter presented the research introduction, the background to the study, the research problem, research questions, research objectives, significance of the study, justification, study site, and limitation of the study. This chapter will outline a broad overview of performance management systems globally, presenting the benefits of performance management systems, causes of ineffective implementation of performance management systems, and exploring statutory and regulatory frameworks underpinning performance management. Furthermore, mechanisms that need to be adopted to enhance the implementation of performance management will be discussed.

2.2 Global Overview of Performance Management Systems

The introduction of PMS measurement is unarguably one of the finest measures and mechanisms introduced into the public service institution over the past years (Jaaskelainen and Sillanpaa, 2013), under the transformation brought about by new public management. Efficient and effective service delivery to the public is critical to promoting and sustaining global competitiveness, economic diversification, national development, and in protecting human dignity, improving people's lives (Letsebe, 2009). Although the effective and efficient management by institutions of PMS measurement plays a strategic role, the implementation of the system has come under scrutiny on academic platforms and by the public (Kennerly and Neely, 2002). There have been a number of studies in academic literature acknowledging obstacles in performance measurement in the public service (Neely, 2005). Some of the challenges identified in the successful application of the PMS in the developing countries were poor management practices, low productivity level, ineffectiveness of the bureaucratic system, and lack of management expertise and skills (Hilyard, 2001).

Most countries around the globe are experiencing poor implementation of PMSs. The study by McCunn (1998), cited by Bourne, Neely, Platts and Mills (2002), found that the failure rate is around 70% of the implementation of performance management systems. Many researchers have reported that emerging countries such as Asia, Latin America, and Africa have experienced a failure rate of 70% (Hacker and Washington, 2004; Washington and Hacker, 2005). Over the past years, there has been a decline in the failure rate. Studies conducted four

years later show that the failure rate of PMS had declined to around 56% (De Waal and Counet, 2009). However, recent research by Hope and Player (2012) found that the failure rate of PMS had not declined: it remains at 70 %. This is an indication that most institutions around the world are still experiencing poor implementation of PMSs. Most nations have adopted some elements of PMS; however, many more are required to be instituted, to realise the desired outcome of managerial perspectives and customer-driven institutions (Wahin and Bateman, 2009).

Few countries have managed to execute PMSs effective and efficiently; this includes countries such as the United Kingdom, New Zealand, and the United States of America. Comparatively, the execution of PMSs has yielded desired outcomes in the countries in which the execution of the system was internally driven. This includes being at the top of the agenda on government priorities, having highest-level support and commitment of the political and administrative leadership; continuous employee and leadership training and development; allocation of adequate human and financial resources; and detailed plans and guidelines by agencies and institutional structures to support programme execution (Nyamunga, 2006; Dzimbiri, 2008). There are limited studies focusing on PMSs around the world, especially in the public sector (Rana, 2011). However, few writers have been able to present research findings on the execution of PMSs that could be used as a body of existing knowledge in the emerging countries (Sevic, 2005; Hailesilassie, 2009 and Amazawati, Nazli and Muslim, 2010). Given the high failure rate of performance management systems, the study findings and recommendations could also assist decision-makers to properly address poor implementation of the system.

2.3 The Benefits of Performance Management Systems

Several commentators have highlighted a number of aims, purposes, and benefits of PMSs which are interrelated in nature. For example, PMSs have six generic systems processes: informational, organisational maintenance, administrative, developmental, documentation and, more importantly, strategic purposes (Aguinis, 2007).

Furthermore, a study by Esu and Inyang (2009) discovered the anticipated benefits in the implementation of performance management systems. A PMS has the following benefits:

- 1) Improves quality of supervision (Bilgin, 2007);
- 2) A competitive advantage is obtained (Bilgin, 2007);

- 3) Eases implementation of change in the organisational culture (Wellins and Schultz Murphu, 1995);
- 4) Improves customer satisfaction (Bilgin, 2007);
- 5) Improves team performance (Kenett, Waldman and Graves, 1994; Lawler, 1994);
- 6) Improves employee performance (Egan, 1995; Longenecker and Fink, 1999);
- 7) Improves processes within the organisation (Rummler and Brache, 1995);
- 8) Improves the organisational performance (McDonald and Smith, 1995);
- 9) Facilitates the implementation of the business strategy by indicating 1) what to measure, 2) determining appropriate means of measuring, 3) setting targets and linking the measures to organisational performance (Scheiner, Shaw and Beatty, 1991).

The study which was conducted by Management Study Guide (2017) outlines several performance management system benefits that can be effectively implemented in the private and public institutions, for employees and supervisors alike. According to Management Study Guide (2017), the following benefits associated with performance management are presented: (i) to employees, to clarify expectations, self-assessment opportunities, the job accountabilities, and to clearly define career paths and promote job satisfaction; (ii) to supervisors, to reduce conflicts and to improve performance efficiency and consistency, also in monitoring and evaluation, by winning the confidence of employees; (iii) as an organisational lead to improved organisational performance, employee retention, reputation, overcoming the barriers to communication, reflecting clear accountability and cost advantage.

It is crucial to examine four types of features for PMSs which play a significant role in the implementation of a performance management system within the organisation. A study by den Hartog, Boselie and Paaew (2004) discovered that PMSs have a positive impact on the organisation's effectiveness, which results in desired outcomes at both individual and organisational level. The following benefits are provided by performance management systems: assisting institutions to make administrative human resources decisions, motivating employees to improve performance, supporting the overall business strategy, and facilitating employee development (Lawler, 2003). Moreover, institutions which put more focus on personnel management obtain a competitive edge over institutions who do not place emphasis on personnel performance on distinct measures, including productivity and finances (Armstrong, 2000).

In order for organisations to realise performance-management desired outcomes, it is crucial to know which features are most appropriate in a PMS for organisational effectiveness. Dawettinck (2008) and Dewettinck and Dijk (2013) have described PMS effectiveness as the capability to enhance personnel results, including self-esteem, motivation, performance and comfort in execution of employment duties; and the ability to function well on the job. Various scholars have attempted to describe effectiveness of PMSs by analysing the role played by PMSs in providing beneficial results for the institution. A study by Glennding (2002) and Haines and St-Onge (2012), for example, regards PMS effective if it increases customer satisfaction, improves employee morale, affords better retention, increases ease of adapting to organisational change, and leads to the achievement of the overall business goals.

Performance management systems have played a significant role in enhancing individual, team, and overall organisational performance. In spite of the associated benefits of PMS there are challenges with technical issues related to, for instance, information systems. There are also complications in choosing and analysing suitable metrics in hard-to-measure activities, which have a pivotal role in the implementation and use of the system (Cavulluzo and Ittner, 2004).

2.3.1 Core features necessary for an effective and efficient performance management system

The literature identifies PMS features required for effective and efficient execution: (1) alignment of PMS and organisational strategies with the existing systems; (2) stakeholder involvement; (3) a culture in which a PMS is seen as a way of improving and identifying good performance, and not as a rod that is used to chastise poor performers; (4) leadership commitment and continuous monitoring, dissemination of feedback and learning from outcomes (Wang and Berman, 2001; Waal, 2003; Franco and Bourne, 2003; Fryer, Antony and Ogden, 2009). Brown (2005) indicates various reasons for the introduction of performance management: to improve organisational and employee efficiency; to provide information on organisational or employee effectiveness; to enhance the level of employee morale; to link employee pay with perceptions of their performance; to promote a higher standard of accountability, and to align the organisational objectives with employees, as a whole.

The stated benefits of performance vary from time to time depending on the researchers' findings. A study by De Bruijn (2002) identified three benefits associated with effective performance management system: enhancing the quality of policies, improving transparency,

and augmenting decision-making. One can argue that a PMS does not reflect the short-term impacts, however, the implementation of PMS is considered a long-term process.

Wall (2007) outlined several core PMSs in developing positive competition, focusing on efficiency by being customer driven, providing the proactive services to the performance oriented, developing choices, and delegating authority. However, emerging countries adopted PMS elements that are general, focusing more on downsizing and privatisation (Wall, 2007). There are three critical factors in performance management:

1. Alignment with organisational goals
2. Credibility
3. Integration (Australian National Audit Office, 2005)

These success factors will be outlined in the table below:

Table 2.1: Critical Success Factors in PMS

Alignment	Credibility	Integration
Client and stakeholder expectations	Management buy-in	Online delivery
Consistency with organisational values	Review and simplicity	Progressive and interactive approach
Outcome sought by government	Executive and CEO commitment	Line of sight between individual and corporate goal
System maturity	Addressing the rhetoric-reality gap	
	Addressing unsatisfactory performance	
	Outcome reporting	
	Ownership of the system by staff	

Source: Adopted from Performance Management in the Australian Public Service, Australian National Audit Office (2005).

2.3.2 Positive effects of performance management

Performance management provides several positive effects on the organisations (De Bruijn, 2002). De Bruijn indicates three associated positive effects of performance measures, which are an incentive for output, an elegant way of shaping accountability, and promoting transparency. The main focus of a performance measure is to enhance overall performance of an individual, or a team, which may contribute to improved performance of the organisations. Scholars reinventing government are of the view that performance management may lead to the enhancement of the public service performance (Osborne and Gaebler, 1992)

Performance management aligns people's behaviour with continuous enhancement. A study by Pulakos (2000) indicates that measures of performance direct individual behaviour of employees to align with institutional objectives and goals. This alignment occurs because of clear job expectations and job responsibilities, leading to improved productivity for groups and individuals, resulting in improved information to be utilised for promotion and compensation decisions.

Performance management leads to managerial freedom. A study by Ohemeng (2009) defines managerial freedom as the ability to set one's own agenda to pursue certain goals set by others, including operational autonomy. Managerial freedom ensures an accountability mechanism through the setting of performance objectives and targets; and further ensures that the institution directs its focus from inputs and processes to outputs. It is important to judge the performance of managers; however, people should not be judged in the way services are offered, but should be assessed on the basis of outcome or results expected to be delivered (Callahan, 2007). The main focal point in assessing supervisors should be based on what has been achieved versus what still needs to be achieved.

Despite positive effects provided by performance measurement, there are associated negative effects of performance management that managers should take into consideration when managing performance (Osborne and Gaebler, 1992). These negative effects include performance management added to internal bureaucracy, focusing excessively on the clearly defined aspects, prompting game playing or gaming the numbers, blocking ambitions, blocking innovation, and punishing good performance (Osborne and Gaebler, 1992). These effects may defeat the primary purpose of performance management if they are not treated with serious consideration.

2.4 Causes of Ineffective Implementation of Performance Management Systems

It is argued that membership-based inducements do not give supervisors the kind of flexibility and discretion they require to utilise performance-related pay as a proper motivator (Gabris and Mitchell, 1985; Nigro and Nigro, 2000; Kim, 2003). Performance-related pay provides several advantages, ranging from providing supervisors with an effective means of pressuring poor performers to improve or leave; focusing management attention on the importance of accurate performance appraisals using measurable standards and objectives; attracting the best and most talented personnel; enhancing organisations' overall capacity to allocate limited financial resources in an effective manner; and encouraging supervisors and employees to communicate

clearly their goals and expectations (Nigro and Nigro, 2000). Despite the expected outcome of performance-related pay (PRP), the public sector experience on PRP has not been satisfactory. A study by Seychelles (2009) indicated that one of the contributing factors to the absence of strong performance culture in South Africa is the dominance of monetary issues in performance management. The supervisors and employees need to clearly understand the main objectives of the PMS, rather than viewing performance-related pay as a tool for rewarding good performance.

A review of PMS in the Australian public service indicates that agencies, in the main, establish sound objectives (Institute of Public Administration Australia, 2001) (IPAA); Management Advisory Committee, 2002). However, there is empirical evidence on the inconsistent objectives and poor alignment of organisational planning in some agencies (IPAA, 2001). Australian Public Service staff have reported that performance management has been able to enhance relationships and communication (IPAA, 2001). In spite of such improvement on the soft skills, the execution has not been entirely smooth. The IPAA (2001) report found that there were difficulties in measuring work that is qualitative in nature, by both supervisors and subordinates. The assessment and evaluation of employees' performance is observed as biased and subjective (IPAA, 2001). The rating scales were seen a demotivation to staff (IPAA, 2001). There is no clear understanding on the performance expectation for each rating by staff and supervisors. Subordinates feel entitled to high ratings. Australian Public Service supervisors are not aware of the performance gaps, therefore cannot seek developmental opportunities to improve their inadequacies, resisting offers of support (IPAA, 2001). A number of subordinates are of the view that poor performance is not effectively dealt with (MAC, 2002).

The Nigerian public service has, in line with many developing countries, adopted performance management with the intention of improving individual and organisational performance. This country has encountered challenges in the execution of PMS in the public service. Esu and Inyang (2009) are of the view that most Nigerian public entities have not been able to perform within their expected capacity because of ineffective, inefficient, and poor PMSs. For example, Nigeria's former president, Olusegun Obasanjo, while emphasising the importance of resilient PMS measurement in the country, noted that "Nigerians have for too long been feeling short-changed by the quality of public service, our public offices have too long been the showcases for combined evils of inefficiency and corruption". Several studies have shown that instinctive and inherent public institution practices are a mere cog in the wheel of improvement for the PMS measurement (Giovannoni and Moraghini, 2013; Ittner and Larcker, 2003). The biggest

obstacle is the inability of the system and the control apparatus it instituted to obtain the desired outcomes in Nigerian public service (Esu and Inyang, 2009). Academics and practitioners have pointed out management inadequacy having resulted in inefficiency and ineffectiveness from the state entities in the Nigerian public service (Tokunboh, 1990).

In 1999, the Botswana government, in line with other countries, introduced PMSs into the entire public service to improve government performance (Republic of Botswana, 2002; Hacker and Washington 2004). Mothusi (2008) conducted a study attempting to gain insight into the execution of PMSs and the driving factors that are seen as obstacles to the execution of PMSs in Botswana, by adopting a qualitative case study. There are egregious implementation failures of PMSs in the Botswana public service. A study by Marobela and Mawere (2011) found that PMSs are not promoting innovativeness, and leave no room for unplanned outcomes. A study by Monnaesi (2011) indicates that the Department of Tribal Administration, when doing evaluation of PMSs, found that the failure of PMSs in the Botswana public service was attributed to poor leadership, lack of feedback, and difficulties in the execution of the system. Botswana public service strategic leadership, according to these findings, lacks the capacity and ability to drive the execution of a PMS. Graham (2004) is of the view that professional development in relation to employee competencies such as skills, attitudes, abilities, and knowledge would make employees more successful in the execution of their jobs. Graham (2004) believes that if the right personnel with the required competencies are not available to lead properly, it will be impossible to efficiently and effectively obtain the objectives and strategic goals of the organisation.

The Public Service Commission (2014) has reported that a number of challenges lead to grievances within the public service. There are challenges caused by the employer, which indicates that inconsistencies exist in performance standards. Research has shown that the application of an employee performance management and development system (EPMDS) has been conducted merely to tick the boxes, rather than being used for enhancement of performance, setting performance standards, and monitoring and evaluation of performance. In some cases, individual relationships are used to assess performance, rather than assessing the actual employee performance; and furthermore, performance standards are not clearly specified. Supervisors are not willing to take ownership of performance management, this being regarded as a human-resource function.

2.4.1 Trends from the literature on implementation of performance management systems

A considerable amount of literature has been published on performance management systems. These studies by McCunn (1998), as cited by Bourne, Neely, Platts and Mills (2002); Hacker and Washington (2004); Washington and Hacker (2005); De Waal and Counet, (2009) and Hope and Player (2012) found that the failure rate of PMSs is still high, averaging at 70 %. These means that institutions are faced with ineffective implementation of PMSs. A study by Cooper (2008) indicated that PMSs poorly formulated and executed have a negative implication for those who are part of the system. This view is maintained by Pulakos (2009), that challenges of poor execution of PMSs will have negative outcomes on managers, employees, stakeholders and the organisation alike.

Previous research shows that challenges emanate from poor formulation of PMS, in which communication and training has not been cascaded to the institution for the execution of the system (Watkins and Leigh, 2012). There are distinct driving forces that may cause deadlock in the PMS execution (Ammons, 2001). Pace (2011) claims that most implementation challenges of PMS are related to poor executive commitment. The institution should play a pivotal role in mitigating such factors, so that organisational and employee performance is not hampered in the process. According to de Waal and Counet (2009), adoption of a PMS can cause resistance amongst organisation members: the system will promote transparency about everybody's performance. Employees may therefore feel threatened by the new system. Rees and Porter (2002) indicate that it is risky to adopt systems used by other institutions in one's own organisation simply because this is a managerial fashion. The adoption of the system should be based on the organisational structure and needs assessment. It is pivotal for management to strengthen the channels of communication in an attempt to make employees understand the benefits associated with PMS implementation in order to counter any resistance to change.

2.4.2 Challenges causing ineffective implementation of performance management systems

A review of international literature suggests that there are a number of performance management system implementation challenges (Rademan and Vos, 2001). The study by De Waal and Counet (2009) found that PMSs have a number of problems associated with implementation. These problems will be discussed below:

2.4.2.1 Lack of commitment from the management

Waal and Counet (2009) found that a significant challenge facing PMS implementation is the lack of commitment from management: management places low priority on implementation owing to time constraints and work pressure. This finding is supported by Pace (2011), who affirms that the implementation failure of PMSs is through lack of executive engagement. Management are the drivers of the organisational strategy; therefore, if they do not take the implementation of the system seriously, the employees will not take ownership of the system. A study by Nel, Werner, Poisat, Sono, Du Plessis and Ngalo (2011) claims that the implementation of the PMS, to be successful, must not be driven by human-resource management; however, the line function should be taking ownership of the system. This stance is also maintained by Armstrong and Baron (2005), that PMS implementation is the responsibility of line managers, who should take ownership of the system. A study conducted by Ngcelwane (2008) found that there is a perception that PMS implementation is a human-resource core function, and line managers are not included in the process. This study was conducted in Nelson Mandela Bay Municipality. When the system has not received managerial support, it may be compared with an engine without fuel to run itself. The system should not be initiated by the human-resource component: it should be at the top of the agenda for the institution's executives.

2.4.2.2 Insufficient resources and capacity available during implementation of PMS

Various forms of resources, ranging from financial, technological, operational, to human resources are necessary for any organisation to realise its goals. De Waal and Counet (2009) noted that the contributing factors to ineffective implementation of PMS include the lack of adequate resources and capacity to realise the desired outcomes of a PMS. Insufficient resources and institutional capacity drive the failure of any strategy, therefore proper plans should be put in place by management on where, how, and when such required resources can be obtained. A good plan on paper is a futile exercise if it does not give a comprehensive guideline on how these scarce resources can be obtained. Such also requires a skilful communication technology system and operative information, in data-collection processing and communication (Karuhanga, 2010). PSC (Republic of South Africa, 2007) claims that provision of suitable tools for the job is crucial to the application of an effective performance management that will ensure that employees perform within the set standards and meet their targets. The shortage of resources may include, however, is not limited to, budget constraints,

sufficient human resources, management support, training of employees, and technological tools (Republic of South Africa, 2007).

2.4.2.3 Lack of knowledge and skills

De Waal and Counet (2009) found that insufficient knowledge and skills have negative implications on the effective implementation of PMS. This usually leads to improper execution of the system; or no attempt is made to implement the system. It is recommended, when managers are recruiting employees, to expose them to problem-solving questions rather than taking the tell-and-sell approach. The system cannot implement itself: it will need employees with relevant talent and expertise. Prior research shows that challenges often emanate from poor formulation of PMS, where communication and training has not been cascaded to the institution for the execution of the system (Watkins and Leigh, 2012). There should be regular communication from the institution management and communication component, using every available communication platform within the organisation's infrastructure. Communication plans should be developed to build understanding, enthusiasm, and to promote consistent commitment, by explaining expected benefits of PMSs to leaders, employees, and to the organisation as a whole.

2.4.2.4 Resistance to change

Employees may resist change because it brings uncertainty into people's lives. It is human nature to accept normality, rejecting abnormality: this is how people live. Within the employee perspective, there is reluctance to innovate because of anxiety: the unknown can have negative consequences on the implementation of PMSs (Karuhanga, 2010). The holistic adoption of a PMS within the organisation has obliged every member to account for poor performance; therefore resistance to change might be inevitable from employees. The most noted barrier to the maintenance and implementation of PMS is likely to be organisational culture (Markus, 2004). Cultural challenges are most experienced in an organisation when a new system is introduced. Employees may not support the PMS because they are threatened by it; or they may have had a negative experience of a previous system that failed. To have a successful PMS there should be inclusivity throughout the performance cycle. Hence, Kotter (2007) noted that there should be consistent communication on what has brought the need for a PMS in the organisation, so to avoid delusions. The organisation should continuously develop human capital with courses related to change management implemented, in order to eliminate or reduce resistance to change.

2.4.2.5 Perceived fairness of PMS

The execution of performance management, to be successful, must be seen to be fair by employees in the organisation in general; if not, the PMS might be observed as suspicious, becoming a futile exercise. Latham and Mann (2006) indicate that PMSs, to be seen as equitable, should have the following features: procedural fairness, distributive fairness, and a voice. The other factor of fairness is that the employees' input or opinion is taken into consideration. This can include involvement in the implementation of the performance management process (Latham and Mann, 2006). Latham and Mann (2006) further point out that employees believe that management implements a PMS to hold them accountable; and further, to open a route for disciplining them. The employees believe that the system is adopted for all the wrong reasons, rather than for improving organisational and employee performance. A study by Cawley, Keeping and Levy (1998), cited in Aguinis (2005), found that the involvement of employees in the performance management process has the following benefits: high employee satisfaction, motivation to perform better, and higher perceived fairness. The organisation, to realise the effective implementation of its PMS, has to treat the issue of fairness with great importance.

2.4.2.6 Time constraints

The implementation of a PMS may require more time than the organisation anticipates. This will lead to lack of short-term results which might discourage organisation members from implementing the system (De Waal and Counet, 2009). At times the implementation is made hastily, and the time required for the implementation is not estimated in a scientific way. This may offer scope for resistance to change, and increase the amount of pressure from/on managers (De Waal and Heijden, 2015). The members might put little effort and time into the execution of the PMS, thereby implementing a slow system. The system requires a considerable period of time for the organisation members to understand how such a new system operates. During the early stages of PMS implementation, support and commitment by management is crucial, otherwise the PMS may be derided as the "flavour of the month" by members of the organisation. There should be reasonable time lines to accommodate employees, so that they do not give up on the system owing to its long-term goals. However, short- and medium-term goals are also crucial to keep employees interested in the system.

2.4.2.7 Lack of employee participation

Studies have shown that a PMS that encourages employee involvement is considered more effective performance management compared with a system that uses a tell-sell approach, (Kleinegld, Van Tuijl and Algera, 2004). The employees should be an integral part of the performance management process, in an attempt to make employees understand the core objectives of the system. The participation of employees during implementation should provide employees with insight, thus gaining a broader understanding of the system; they should be part of the system design. The lack of employee involvement may cause resistance to change, employees failing to take ownership of the system. A study by Anitha (2014), Kata, Rastogi and Garg (2013) ascertained that employee participation has a tremendous impact on employee performance. It is therefore crucial for managers to use various platforms of participation, such as a bottom-up approach, to ensure ownership of the system by members. However, management should be informed by the situation at hand on the approach to be used.

2.4.2.8 Lack of conducive corporate culture

There have been challenges associated with failing corporate culture, reduced staff empowerment, lack of employee motivation, few initiatives in the implementation of equal employment opportunities, and absence of pleasant dealings between management and employees (Adhikari, 2010). These challenges identified by Adhikari are likely to diminish the chances of achieving the desired outcomes of a PMS. Employees with lack of motivation and morale are likely not to be driven to improve their performance and that of the organisation. The supervisors and human-resource management should adopt proactive and reactive measures to combat such issues; because such will be a barrier to achieving organisational performance. Furthermore, supervisors are required to discover the driving factors causing issues related to lack of motivation, thus reducing the chances of poor performance.

2.4.2.9 Lack of understanding

There is a need to explain performance management in order for employees to understand the establishment of such a system. High-performing organisational employees are likely to understand the institution's objective, mission, and strategies. This viewpoint is supported by Armstrong (2000), who maintain that clear understanding by team members and individual employees will go towards achievement of institutional objectives and goals. Lack of understanding of institutional objectives and goals indicates lack of ability to communicate institutional goals at a lower level. Previous research by PSC (Republic of South Africa, 2007)

discovered that a large number of employees are not clear about their role in the total performance of the organisation, which may hamper their level of motivation. A study by Allen-Ile, Ile and Munyaka (2007) reflects that application of a successful PMS may lead to an increase in the work volume of supervisors. Therefore, it is crucial for supervisors to have a clear insight into the performance management system, as this will enable them to adapt, rather than not supporting it, or rejecting the system.

2.5. Statutory and Regulatory Framework underpinning Performance Management in South Africa

2.5.1 Performance management statutory framework for enhancing service delivery

The statutory framework includes the following: the Constitution of the Republic of South Africa 1996, Public Service Act 103 of 1994, Skills Development Act 97 of 1998, Labour Relation Act 66 of 1995, Public Finance Management Act 1 of 1999, Basic Conditions of Employment Act 75 of 1997 (BCEA), and Employment Equity Act, 1998 (Act 55 of 1998) These will be discussed below.

2.5.1 (a) Constitution of the Republic of South Africa of 1996

The South African Constitution (Republic of South Africa,1996) which is the highest legislation in the land, outlines the primary responsibility of the public service as advancing community-service delivery. The focus is on ownership and public accountability with regard to consumption of public resources. According to Section 195(1), the Constitution (Republic of South Africa, 1996) derives the concept of a PMS by outlining basic principles and values governing public administration, which are as follows:

- 1) Good human-resource management and career-development practices must be enforced to realise human potential;
- 2) Effective, economic and efficient use of resources;
- 3) Public administration should respond to public needs;
- 4) Transparency in providing information;
- 5) Accountable public administration.

Chapter 3 of the Constitution of the Republic of South Africa (1996), Section 41 (1) (b) and (c) promote cooperative government through securing the well-being of the people of the republic; and providing effective, transparent, accountable, and coherent government

for the republic as a whole. Public officials are entrusted with the mandate of improving people's lives and well-being through effective and efficient service delivery. Performance management is significant in detecting whether the public gain value for their money; if not, officials who are responsible for lack of service delivery must be accountable for such shortfalls.

The Constitution drives and promotes ethical conduct to public servants and public representatives, to ensure a high level of professionalism in their conduct when performing public functions. Activities such as maladministration related to ineffective management of public finances, corruption, and fraud, hampers the maximisation of the provision of service delivery under privileged areas.

The central point of human resources is to enhance service delivery in the public service which emphasises the role of senior managers (McLennan and Orkin, 2009). The Constitution of the Republic of South Africa of 1996 emphasises the necessity of ensuring public accountability in the provision of services; and further stresses the need to manage performance. According to Batho Pele principles, supervisors are trusted to ensure that subordinates provide quality of services at as high a level as possible (White Paper on Transforming Public Service Delivery, 1997).

2.5.1 (b) Public Service Act (PSC) 103 of 1994

The Public Service Act 103 of 1994 is the legislation used in the appointment of public servants in the public service. The act outlines various guidelines and regulations on conditions of employment, discipline, dismissal of public servants, terms of office, retirement, and matters to do therewith (Van der Waldt, 2008). Chapter 1 of the Act encourages training and development of the officials. Chapter III of the Act provides for the establishment of the specialised service-delivery component within the department, in an effort to identify service delivery shortfalls in the public service. The Accounting Officer may be given specific duties and powers under Section 7(3) (b). These include promotion of good labour practices, proper development and training, and effective and efficient utilisation of state resources. The Act regulates the overall working conditions in the national and provincial government, by studying all aspects of working conditions in the public service.

The Public Service Act (part viii) specifies that government institutions must manage personnel performance in a compassionate and inclusive way, to promote institution effectiveness and

efficiency. Systems should be designed and executed for the promotion of accountability, in terms of outcomes produced per the resources allocated. There must be a link between overall strategic direction of the organisation and its performance management process (Government Notice: R 785 of 28 June 28 2004). Furthermore, performance management systems should be developed to the extent that it acknowledge exceptional performance, and take positive corrective measures to address poor performance (Government Notice: R 785 of 28 June 2004).

2.5.1 (c) Skills Development Act (SDA) 97 of 1998

The SDA (1998) is one of the most significant parts of the legislative framework promoting performance management. The Act seeks to empower the South African labour force to develop skills, in an attempt to enhance prospects of work, quality of life for workers, and the development of skills playing a significant role in enhancing performance and productivity in a work environment, as well as for competitiveness. The Act further promotes lifelong education in the work environment, in order to provide personnel with new skills to enhance return on investment.

South Africa has a long history of apartheid, which excluded Black people from various economic and social activities. The Act redresses the social imbalances, through giving first preference to designated groups in gaining employment through education and training (Kleynhans, Markham, Meyer, Van Aswegen and Pilbeam, 2006). The Act gives opportunity to new entrants to use the workplace to gain and develop new skills (Van der Waldta, 2008). Skills development for employees should not be seen as a compliance exercise, however. It should be viewed as an investment that could enhance institutional performance. The South African public service has to continuously capacitate its workforce, in order to maintain a competitive advantage in rapidly changing global labour markets. The provision of basic service will depend largely on whether public officials have the required skills for the execution of various public functions.

2.5.1 (d) Labour Relation Act (LRA) 66 of 1995

The adoption of the LRA 66 OF 1995 was the first attempt to bridge the gap in human resources between public service and the private sector (Van der Waldt, 2008). The main aim of the act is to advance economic development and labour peace, democratisation of the work environment, and promotion of social justice. Schedule 08 of the Labour Relations Act of 1995 regulates incapacity and poor performance of employees. The employer should take all

reasonable measures in ensuring that greatest efforts have been made in enhancing employee performance.

The Act provides various mechanisms on how the institution can deal with unsatisfactory performance, without dismissal as first option. Before the decision to dismiss an employee, the employer must have completed comprehensive investigation on contributing factors to unsatisfactory performance. Evidence collected on poor performance should be used as a corrective measure rather than a punitive measure. Dismissing an employee because of unsatisfactory or unacceptable performance should be the last resort, after all interventions or remedies to improve performance have been exhausted; such as counselling, coaching, and training (Munzhedzi, 2011).

2.5.1 (e) Public Finance Management Act (PFMA) 1 of 1999

The adoption of PFMA is one of the best legislations ever introduced by the first democratic government in reforming public service under the new public management. With the adoption of new public management in the public service there was a need to modernise the system of financial management. In the public service, the introduction of PFMA led to the adoption of performance management. This legislation was welcomed enthusiastically by some commentators. For example, Gloeck (2000), make the following observation: “The Public Finance Management Act shows an awesome display of commitment to accountability and application of sound management principles. It takes the responsibilities of public finance managers to new horizons and introduces what I refer to as statutory performance management (SPM). This commitment places South Africa amongst the world leaders with regard to public finance management” (Gloeck, 2000:5). Buger and Woods (2008) define public finance management as an mechanism which seeks to promote effective utilisation of public resources, and prioritisation of scarce resources, obtaining value for money in provision of service delivery to the people, and meeting government objectives.

Section 36 (5) of the PFMA requires the Head of Department (HOD) or Accounting Officer (AO) of state-owned entities to enter into an employment contract to include performance standards. The signing of a performance contract will promote accountability to the Accounting Office, the employee being held responsible for performance of the institution, be it good or poor. Furthermore, Section 40 (3a) requires the HOD or the Accounting Officer to promote

transparency in presenting the financial position of the department in comparing financial outcomes versus performance against predetermined objectives at the end of the financial year.

2.5.1 (f) Basic Conditions of Employment Act (BCEA) 75 of 1997 (BCEA)

The main purpose of the Act was to improve the working conditions in the public service in South Africa through promotion of social justice and improved economic development. The act is mandatory for all public institution employees; however, it excludes the National Intelligence Agency (NIA), South African Secret Services (SASS), and the South African National Defence Force (SANDF). The Act further provides regulations for the following: content remuneration, working hours, leave, and termination of employment (Van der Walddt, 2008). The adoption of the Act has made a meaningful contribution to the public service in the management of employee performance. Employees appointed in accordance with the Public Service Act are covered by the provisions of the Act.

According to the regulations of the Act, employees can be appointed permanently, casually, and temporarily. Employees appointed on a temporary basis are covered by the system, as long as the contractual agreement is not less than a year. In an event of an employee completing a performance management cycle, should the particular employee have performed exceptionally well, the employee in question may be awarded a performance bonus. The employee who does not complete the performance cycle for whatever reason will either have his or her service terminated or will forfeit the PMS benefit. Furthermore, employees who are appointed on a casual basis are not accommodated by the system. The PMS is between supervisor and employee. This means that what is said during PMS discussions between supervisor and employee must be kept confidential. During the PMS process, should disputes arise between the supervisor and the employee, the Act will spell out the procedure to be followed in addressing grievances.

2.5.1 (g) Employment Equity Act (EEA) 55 of 1998

A considerable amount of literature published in South Africa indicates that there has been slow progress in the application of EEA since the adoption of legislation (Booyesen and Nkomo, 2006; Howrztitz, Jain, and Mbabane, 2005; Selby and Sutherland, 2006 and Thomas, 2002). International literature (Bartlet and Ghoshall, 2002; Kilian, Hukai and McCarty, 2005) indicates that much remains to be done, even though this piece of legislation is the integral part of addressing unfair discrimination in the workplace.

The main intention of the Act is to redress the injustices of the past through promotion of fair treatment and equity in the workplace, via eradication of unfair employment practices, and directing the adoption of affirmative action, in an attempt to promote broad representativeness in various occupational groups in the work environment at all levels. Section 13 of the Act makes the execution of affirmative action compulsory for all employers in the workplace. In the execution of affirmative action, consultation must be done with relevant stakeholders prior to conducting workforce analysis and the establishment of equity plans. The measures adopted should ensure the appointment of previously disadvantaged groups who meet job requirements. Such interventions should entail the following: identification and eradication of employment obstacles, reasonable accommodation, diversity, equity, and development of disadvantaged groups.

The execution of affirmative action in South Africa is informed by Section 9 of the Constitution, which led to the foundation of affirmative action. Whereas Section 9 of the Constitution specifies broad representativeness of all South African residents, it further prescribes reasonable measures to be adopted to realise the objectives of the Act. Section 9(2) of the constitution is the direct foundation of EEA. This section prescribes that “legislative and other measures designated to protect and advance persons or categories of persons, disadvantaged by unfair discrimination may be taken”. Section (3) and (4) specifies unfair discrimination on the basis of marital status, pregnancy, sex, gender, race, sexual orientation, belief, culture, religion, conscience, social origin, age, birth and language. However, it is pivotal that line managers and human-resource management balance the application of the EEA and affirmative action act, in an effort not to create barriers for those who do not fall under designated groups. The implementation of affirmative action and EEA is likely to promote diversity in the work environment. Previous research has anticipated that, in the near future, the necessity for diversity will be increasing for the following: many religious groups, and large numbers of people with various sexual orientation and physical challenges. Such people will be required to work collectively and effectively (Mathews, 1999; Golembiewski, 1995).

2.5.2 Regulatory framework for performance management in South Africa

The regulatory framework for performance management includes the following: White Paper on Transformation of the Public Services, 1995, White Paper on Transforming Public Service

Delivery (Batho-Pele), 1997, White Paper on Public Service Training and Education, 1997 (WPPSTE), White Paper on Human Resource Management in the Public Service, Public Service Coordinating Bargaining Council (PSCBC) Resolution No.13 of 1998, Public Service Coordinating Bargaining Council (PSCBC) Resolution No.7 of 2000, Public Service Regulations, 2016 and Senior Management Services (SMS) Handbook 3003. These will be discussed below.

2.5.1.1 White Paper on Transformation of the Public Services (WPTPS), 1995

The adoption of a WPTPS policy document was to enforce transformation in the public service, moving from the traditional way of providing services, to the modern way of providing public services under the new public management. Government institutions in all spheres have constitutional obligations to prioritise service delivery. The development of service delivery strategies will promote quality, quantity, and equity in the provision of service. Chapter 11 of WPTPS gives a directive to the state departments, who should, among other matters, identify the following:

- 1) Total quality management to be introduced for continuous quality improvement
- 2) Human resources to develop plans for organisational capacity building, and plans for staffing
- 3) Financial needs, service needs, and personnel plans to be linked directly to budget
- 4) Performance indicators and service standards to be benchmarked against comparable international standards, defining targets and outputs
- 5) The development, particularly training, approaches to service delivery must be sensitive to issues of gender, disability, and race; further promoting a culture of customer care;
- 6) Monitoring and evaluation tools formulated to trace progress and embark on corrective measures, where necessary.

Chapter 4 of WPTPS stipulates the following: promoting total quality management, placing more emphasis on human-resource development, encouraging cost-effectiveness and efficiency, promoting management involvement, creativity, and rewarding good performance, with the intention of improving institutional performance. This transformation policy document is one of the most crucial legislative frameworks introduced under the new democratic government, as it seeks to change the image of the public service on the approach of the new public management.

The Act provides that the existence of the public service is to render service to the public; and the public sector is at the forefront of delivery of public services. Chapter 9 of the WPTPS specifies that, in enhancing performance-related output, and responsiveness and accountability of the public sector, cultural changes will need to be adopted in the management of state institutions and organisations *WPTPS* (Republic of South Africa, 1995). The aim would be to motivate and challenge public officials to work productively and with commitment. The initiative would be that of working towards achieving public service goals while striving for the achievement of personal goals and career advancement. Issues of motivation, efficiency, competency, and morale within the workforce are at the heart of performance of the public service.

The PMS shall not be developed in isolation; therefore the involvement of unions, employees, and any employee representatives is crucial for consultation. Their participation and opinion in the formulation of policies is of greatest importance. After policy formulation, every stakeholder who is directly affected should not be denied access. This will ensure transparency in the public service.

Performance standards and targets are set at the beginning of a performance cycle. Every employee has the obligation to know what performance standard is expected of them *WPTPS* (Republic of South Africa, 1995). Required information should be accessible to the public; e.g. circulars, Acts, policies. These documents should be brought to the attention of the public, so that they are informed of what is happening within a state institution.

At the end of the performance management cycle, the issue of compensation comes into play. Employees who have performed below the desired standard should not be rewarded; however, supervisors should not ignore the issue of poor performance which may be overcome through intervention measures. Such measures may vary from time to time depending on the driving factors which have led to unsatisfactory performance. The biggest intervention for poor performers is usually through training and development to bridge the gap on what the employee knows and what the employee should know in performing his or her duties. Good performance should be compensated, to encourage such performance. It is important to note that, in rewarding good performance and correcting bad performance, public funds should be utilised effectively, economically, and efficiently.

2.5.1.2 White Paper on Transforming Public Service Delivery (WTPSD) (Batho-Pele), 1997

The introduction of WTPSD was an attempt by the South African government to speed up effective and efficient service delivery. The concept is derived from the Sesotho meaning “people first” (Moran, 2002,7). The *Batho Pele principles* seeks to promote the notion that government institutions, at all spheres of government, must develop strategies which promote service delivery. This will ensure continuous improvement of quality and inclusive services (Van der Waldt and Du Toit, 1999). It imperative for human resources to drive this policy document, as it is at the heart of organisational planning, processes, systems, and culture. Activities under human-resource functions, such as continuous development of personnel, must be supported by the department’s strategic management, including the Head of Department. Every component strategy should be aligned with the notion of *Batho Pele principles*, because this policy document cannot be executed in isolation. This is supported by Rapea (2004), who is of the view that the Batho Pele principle should be aligned with the institution’s strategic plan.

The *Batho Pele Principles* was introduced mainly to modernise the way public service delivery is meted out; and to promote transformation in the public service. Khoza (2002: 33) maintains that: “*Batho Pele* is not an end in itself, but a means designed to achieve the broad objective of transformation in the public service, as well as in the country as a whole. In essence, Batho Pele’s success and pace will significantly be influenced by the determinants of broad social transformation”. In South Africa, during the apartheid regime, there was no social transformation in the manner in which public services were delivered. There was no access to land by most of the disadvantaged groups in South Africa; and the quality of service was compromised. Basic human rights were violated, and Black people were treated poorly. The adoption of WTPSD (Republic of South Africa, 1997) led to the development of eight principles promoting good governance in the public service. Each Batho Pele principle will be comprehensively discussed below.

2.5.1.3 Batho Pele Principles

a) Consultation

The KwaZulu-Natal Department of Sport and Recreation should consult with people who are the consumers of the services, so that the community is given an option on the service provided. This can be done by adopting various platforms of traditional public participation such as Izimbizo, public hearings, stakeholder consultations, surveys, and questionnaires.

Communities can also further embrace informal consultation such as a suggestion box, face-to-face meetings, and meetings with focus groups. However, it is also important to use modern ways of public participation such as social media, which proves able to reach millions of people within a short period. The method used will depend largely on the circumstances of the particular division or units within departments, and be informed by customer's features (*Batho Pele Handbook on Service Delivery*, 2003).

Consultation should seek to promote more engagement and cooperative culture between the consumers and providers of the public services. It is pivotal that a wide range of potential customers be consulted on the services provided by government. Therefore, new and existing clients should be clearly categorised and identified so as they may access services. Such can be achieved through involvement of groups such as religious, business, organised labour, as well as cultural office-bearers, and the community at large. It is crucial that consultation take into consideration opinions or inputs of those individuals and groups who were previously marginalised and deprived of access to public services. WPTPSD (1997) Section 4.1.2 specifies that reasonable measures must include the opinions and inputs of those people who were previously marginalised. This refers to those who, owing to language barriers, fear of authority, geography, or any other reasons, found themselves segregated and found it difficult to have their input heard.

b) Service Standards

The department must hold a level of service standard that sets an efficient and effective service delivery. The customers should be informed precisely of the expected service standards. If the department cannot set a service standard, it will be unable to measure performance. Taxpayers are the source of revenue for the government in terms of various resources. The efficient and effective rendering of public service is essential in promoting quality of services to be provided, and is expected to be of a high level. According to WPTPSD (1997), Section 4.2.1 specifies that "Standard must also be precise and measurable so that users can judge for themselves whether or not they are receiving what was promised". Service standards may deal with various expectations from the customers; for example, standards will place more emphasis on the expected outcomes; some will focus more on the waiting period in replying to the particular query. It is essential that a service standard is set in a challenging manner; however, it should be achievable and realistic. It must be a feasible quantifier of features of service standards in relation to time, cost, quantity, and quality.

Government institutions are compelled to publish expected performance standards, thus promoting transparency. Performance standards of units will be compared against the published outcomes at least once every financial year. Distributing outcomes of service standards is an effort to promote a high level of accountability (Smith, 1990). The intention of publishing performance standards is an attempt to empower clients about the level of services clients should expect from a service centre. Allen-Ile, Ile and Munyaka (2007) maintain that it is necessary for public servants to take responsibility for promoting improved service delivery.

c) Access

There must be equitable access to public service: one person's consumption should not take priority over that of another person. Over the past years, people from rural areas were neglected. In the provision of public services more focus was placed on those in urban areas. According to Sekoto and Straaten (1999), the main aim of improving access is to correct the imbalances of the past, which resulted in unequal distribution of existing services. The public service buildings should be user-friendly to people with various forms of disability. This includes access to lifts, and reserved parking for people living with disability. Furthermore, access can involve having in-depth understanding of a client's needs, culture, and language. Addressing the issue of access will result in an improved provision of service delivery, and customer-focused services.

d) Courtesy

Customers must be treated politely, regardless of their circumstances, and with a high level of professionalism. Courtesy should not be limited to face-to-face interaction: in telephone interaction, a high level of courtesy should be maintained. Failure to treat customers with courtesy will portray a negative image of the department. Public servants at all levels should portray acceptable behavioural norms that seek to promote Batho Pele principles. Department management must lead by example in demonstrating principles of Batho Pele through enforcing customer care. It should further monitor the extent of feedback received on the nature of courtesy, so that corrective measures can be adopted to address negative feedback.

In a report on the evaluation of the implementation of the Batho Pele Principle of Courtesy Public Service Commission, the following emerged on the application of the principle of courtesy (PSC, 2009):

- 1) The report indicates that 50 per cent interaction was above average.
- 2) Departments on the self-assessment questionnaire rated 2 per cent performance as good.
- 3) The report shows that 23 per cent rated courtesy as average.

- 4) The report also indicates that 23 per cent did not score themselves; and other departments scored 2 below average.
- 5) However, it should be noted that few government departments participated in the study.

e) Openness and transparency

The clients are regarded as shareholders in the public service because they are taxpayers. They should be aware of what is happening in the expenditure of public resources. Financial statements must be published in order to measure overall performance versus promised standards and targets. Customers should be informed about the performance of provincial and national department in terms of who is in charge for accountability purposes. This is the cornerstone of democracy, which promotes good governance and transformation of the public service.

Section 4.6.3 of WPTPS of 1997 specified that annual reports should distributed outlining the following to citizens in more understandable language:

- 1) Income received and resources consumed
- 2) Contact details and names for more information
- 3) Planned targets for upcoming year
- 4) Details of employers, staff members and senior staff
- 5) Performance against targets for enhancing service delivery and saving as well as increased efficiency.

f.) Information

The services provided by the department should be complete, helpful, relevant, accurate, and easy to understand. It is crucial that all individuals and groups who were previously denied access to public service receive information about service provided by the government. Section 4.5.1 of WPTPSD of 1997 specifies: “The consultation process should also be used to find out customers and potential customers need to know, and then to work out, where and when the information can be provided”.

South Africa has 11 official languages; therefore all reasonable measures shall be made in ensuring that service is provided in the language that is predominantly spoken in that geographical area. This is in an effort to avoid barriers to communication which may hamper access to service delivery. Written information should be easy to understand by a large number

of end users, in terms of readability. A Service Commitment Charter should be disseminated to existing and potential customers. Service provided should be obtainable from the centre of delivery where services are provided; and other reasonable efforts must be made to disseminate information to remote areas. Sharing of information will allow customers to keep a close eye on service delivery; thereby improving accountability in the public service delivery.

g.) Redress

Customers have a right to raise matters in the event of service received being poor, or not meeting the promised service standard. The department has the obligation to apologise with a full explanation for failure to meet such service standards. An effective and positive remedy must be provided in case the public has raised complaints about poor service standards. Section 4.7.3 of WTPSD of 1997 states that “if the promised standard of service is not delivered; and then to establish ways of measuring all expressions of dissatisfaction. Staff should be encouraged to welcome complaints as an opportunity to improve service, and to report complaints so that weaknesses can be identified and remedied”.

In the event of matters not going according to plan, a suitable mechanism should be put in place. Managers should establish ways of measuring expressions of dissatisfaction. When complaints are received, this is a sign that customers are not satisfied with the standard of services being provided (WTPSD, 1997, Section 4.7.3). Complaints by customers should be encouraged, as this becomes a platform for enhancing provision of service delivery; and to mitigate pitfalls identified. A mechanism should be put in place for customers to report complaints and for complaints to be effectively addressed. This should involve confidentiality, fairness, responsiveness, accessibility, and capacitation of staff.

h.) Value for money

Public service is entrusted with public resources in providing a service. Such scarce resources should be utilised economically, effectively, and efficiently. The return on investment for the public will be the value for money in which they receive quality service which they are entitled to receive. The primary intention of a public-sector organisation is to maximise provision of quality of goods and services for the public. They can do this as normative guidelines (Jones, 1996). Value for money can be described as the effective, efficient and economical use of resources to realise the objectives of the organisation (Rouse and Putterill, 2003).

Section 195 (1) of the Constitution of the Republic of South Africa of 1996 specifies triple E's in which public services must be rendered in such a way that promotes effective, economical and efficient use of resources. Value for money is integral to the provision of public services; and public service depends largely on the available resources to be provided. Value for money includes alleviating unnecessary expenditure and curbing wastage of resources. All public service institutions are compelled to promote efficiency and savings in their daily operation, in ensuring service delivery is not hindered in the process.

2.5.1.4 White Paper on Public Service Training and Education (WPPSTE) , 1997

The primary aim of WPPSTE is to establish a policy framework and a clear vision to drive the execution of legislation, procedures, and new policies designed for public service training, and transformation; it is a needs-based and proactive tool. It must be able to play a strategic and integral role in transforming the new public service in a democratic society in South Africa (Van der Wadt, 2008). The author further maintains that public service training will be a new system aligned with transformation to broader processes, a skills development strategy, human resource development, and institution building within the public service.

Chapter 7 of the WPPSTE specifies that a set of key performance indicators must be provided in order to monitor policy processes, performance, and outcomes. The utilisation of effective performance measures and indicators will help to enhance external and internal accountability, as well as further to assist provincial, national, and departmental decision-makers to put more focus on introducing ongoing strategic planning and review, thus implementing more effective processing. All relevant stakeholders involved in Public Service Training and Education (PSTE) must be taken into consideration when performance measures are agreed upon for performance expectations and targets.

Chapter 7 of the WPPSTE specifies that utilisation of performance targets and indicators plays the crucial role of better planning and review of the system. Government acknowledges that both qualitative and quantitative data should be analysed and interpreted sympathetically, rather than being utilised as way of making assumptions on the conclusion, as a proof of either failure or success. However, such data generated should be used to provide an insight into the progress made; and to identify areas which require further intervention or improvement.

2.5.1.6 White Paper on Human Resource Management in the Public Service (WPHRMPS), 1997

The promulgation of WPHRMPS in 1997 was conducted with the aim of developing human-resource management practices in the public service; and providing a policy framework to support professionalism in the public sector, through commitment to South Africa's democratic, social, and economic transformation goals. WPHRM's Chapter 5 on the Public Service (1997), stresses the significance of performance management to government institutions in all spheres of government. The Act further states the following: "The success of the public service in delivering its operational and developmental goals depends primarily on the efficiency and effectiveness with which employees carry out their duties. Managing performance is therefore a key human resource management tool to ensure that: employees know what is expected of them, managers know whether the employee's performance is delivering the required objectives, poor performance is identified and improved; and good performance is recognised and rewarded."

White Paper on Human Resource Management in the Public Service (WPHRM) Chapter 5 further stresses that effective human resource management and development is an integral part of performance management. It is a process that never ends, in which the employer and employee constantly work together, striving to enhance individual performance of an employee, while achieving organisational goals. Every employee's performance plays a pivotal role in the overall organisational goals and objectives; therefore it is significant for the employer to constantly manage performance of employees. Various groups or level of employees' performance management procedures differ, depending on the nature of their work.

The following principles are highlighted in Chapter 5 of the White Paper, which should be applied:

- 1) Rewarding good performance- it is significant for the employer through rewards to acknowledge employees who have performed beyond expectations, and in order to maintain constant higher standard of performance. Also, poor performers should be encouraged to strive to enhance their performance.
- 2) Training and development- The continuous performance assessment is important to identify weaknesses and strengths of the workforce, and to develop mitigation measures required to address such shortfalls identified. This can be achieved through developmental interventions such as coaching, career counselling, and mentoring.

- 3) Results orientation- the assessment of individual employee performance should be on a specific period covering a work plan; and should outline responsibilities and objectives working towards achieving such a plan.
- 4) Openness, fairness, and objectivity- the employee who is being assessed must be given an opportunity to comment on his or her assessment. A written copy of the assessment must be given to the employee. In the event in which the employee believes that the assessment was not fair he or she has a right to appeal against such assessment. In order to ensure that reporting standards are uniform and objective, the reporting manager's written assessment should be reviewed by his or her own immediate manager.
- 5) Managing poor performance- in the event in which the employee did not meet work plan requirements, the assessment, both verbal and written, must place more emphasis on detecting reasons for unsatisfactory performance; attempting to identify mitigation measures to effect improvement through the mutual agreement between the employee and supervisor. Such intervention measures may include developmental opportunities, coaching, mentoring, retraining, career counselling, and redeployment. After all reasonable measures to improve performance have been exhausted, dismissals may be considered on the grounds of inefficiency. It should be noted that dismissal should be the last resort.

2.5.1.7 Public Service Coordinating Bargaining Council (PSCBC) Resolution No.13 of 1998

According to the resolution, a performance agreement shall entail the following:

- 1) Clear definition of employee key responsibilities and duties
- 2) Performance assessment methods in fulfilling such responsibilities
- 3) Quarterly assessment dates and, if necessary, revision
- 4) Disputes-resolution mechanisms apropos of the assessment, as specified in Paragraph 5.2, and
- 5) Increment date

Paragraph 3.3(c) stipulates that the performance agreement shall provide for a review of employee key responsibilities at least on a quarterly basis, which may either lead to a change of methods of assessment or responsibilities, together with the obstacles to and progress in employee's work.

2.5.1.8 Public Service Coordinating Bargaining Council (PSCBC) Resolution No.7 of 2000

The primary objective of this resolution is to establish more equitable benefits, to pay progression career paths for all employees in the public service; to provide for the annual wage increment for public service employees for the 2000/2001 financial year; and to establish a framework for restructuring the public service. This resolution, on 1 July 2001, introduced a pay progression system by terminating Rank and Leg promotion. Parties concerned shall set up career paths for every occupation, which shall entail the following:

- 1) Required competencies for each salary level
- 2) Reasons for the promotion to high pay scales, which shall entail both good performance and improvement in competencies
- 3) Reason for the movement into occupation on the similar salary scale
- 4) Assessment procedures of competencies at each salary level of employee
- 5) Other promotion requirements.

The relevant stakeholders shall ensure that employees obtain relevant competencies through the establishment of training programmes. The employer shall ensure adequate financial resources per sector to prioritise research, in an attempt to outline employees' career paths. Each component is to indicate required competencies for career paths for each level, taking into consideration service requirements and new policies.

2.5.1.9 Public Service Regulations (PSR), 2016

Public Service Regulations have been amended for a number of years. Prior to the 2016 Public Service Regulations, the PSR regulation 2001 was amended, which regulated performance management. This regulation clearly specifies the powers vested in the Executive Authority (EA) in terms of the Public Service Act. The Public Service Regulations (PSR) outline human resources aspects in detail in terms of procedures and policies in the public service. The PSR specify overall activities in the public human resources function, including appointments, working conditions, job evaluation, performance management, termination of service, compensation, promotion, training, and development (Van der Waldt, 2008).

Performance management is regarded as the most crucial activity which incorporates processes and frameworks of systems for: aligning the organisation and management framework of individual departments with the goal of achieving improved effectiveness; aligning strategic

intentions, decisions, and activities across and within public service organisations; assessing its effectiveness both in terms of specific outputs and results, and on the lives of the citizens (outcome); linking day-to-day activities and strategic goals, and aligning all those HR systems, processes and practices developed to recruit, support, retain, and capacitate employees, driving them to strive for success.

The Public Service Regulations clearly specify the expected duties of the accounting officers to manage institutions effectively and efficiently. They must harness strong political will from the (EA) to support and give guidance on the implementation of PSA. The PSR outline the number of principles crucial to human-resource development. Section 14.2.2 highlights the following principles:

- 1) An employee shall be impartial, giving honest advice, based on all available information, in the execution of his or her job
- 2) An employee must promote a sound, efficient, effective, transparent, and accountable administration
- 3) An employee shall avail himself or herself for training and development
- 4) An employee shall be committed to his or her optimal development

PSR VIII.B.3 spells out that designated supervisors must manage performance of employees. The supervisor must communicate procedures for performance assessment to the employee prior to the start of the performance cycle, after the employee has been appointed or promoted to a post, and within one month of appointment. The supervisor is further required to explain any/all performance assessment criteria to be used. There should be constant discussion on employee performance between supervisor and employee to detect any failure or success they have experienced. There should be mutual agreement between employee and supervisor on performance targets and objectives. These performance objectives should be integrated into the department or component's overall objectives.

Armstrong and Murlis (1994), Armstrong (1995) and DPSA (2007) highlight performance management principles that are defined in Chapter 1 Part VIII A of PSR. These include that the department shall deal with performance in a participatory and non-inclusive manner. Such will improve institutional effectiveness and efficiency, responsible consumption of resources, and the attainment of outcomes. Performance management should be aligned with department strategic goals; and be linked consistently with staff development, to ensure broader

integration. Performance management should maintain administrative justice and transparency, while minimising administrative burden on supervisors.

2.5.1.10 Senior Management Services (SMS) Handbook 2003

The primary purpose of SMS is to elaborate the role and responsibilities in terms of conditions of employment. Chapter 4 of the SMS handbook spells out expected requirements and procedures necessary in order to manage performance and development of senior managers. The chapter further outlines the need for good practices and development which place more focus on continuous monitoring and evaluation through emphasising continuous feedback and assessment.

Chapter 4 of the SMS handbook encourages effective and efficient management of performance. In the event of unsatisfactory performance, interventions to deal with poor performance must be made. The chapter further ensures that there is a mutual understanding between SMS members and the employer, with regard to incapacity, and on how this should be prevented. The main objectives of Performance Management Development are highlighted in the Senior Management Handbook 2003, which promotes the following:

- 1) Professional development
- 2) Rewarding good performance
- 3) Achievement of organisational strategic targets or goals
- 4) Managing poor performance.

The effective and efficient achievement of the desired outcomes for the SMS Handbook 2003 will depend largely on the realisation of the above-mentioned objectives, which shall drive performance management of the public service by senior managers.

2.5.1.11 Challenges facing legislative frameworks supporting the execution of performance management in South Africa

In the South African context, a PMS has been adopted by the South African public service. There are two documents responsible for dealing with performance management for the organisation. Firstly, the National Treasury (2007) has introduced a document titled Framework for Managing Programme Performance Information. This document emphasises the inputs, activities, and outputs, thereby ensuring that budgets are developed; while the main aim of management is towards achieving outcomes and impacts. Secondly, the Presidency (2009) delivered a report: Improving Government Performance, which studies various ways of

enhancing public service performance. In spite of the ideal legislative framework supporting the execution of PMS, several studies indicate that there are substantive challenges to the application of PMS, ranging from the lack of compliance with the signing of a performance agreement and evaluation (Maphunye 2001; Miller 2005; Cameron 2009).

According to a report by (Public Service Commission, 2007), there were challenges raised on the level of low compliance by senior officials in the signing of a performance agreement. There are a number of reasons for lack of compliance with performance management regulations. Such can be attributed to work pressure, unforeseen emergencies, administrative leadership changes, and political restructuring, which create organisational instability (Department of Public Service and Administration, 2008). The Public Service Commission has been raising the challenges in the execution of PMS in a number of reports. A study by PSC (2004) describes compliance with guidelines as erratic and inconsistent in the execution of performance management systems in the public service. These findings indicate that, in the South African public service, there is no substantive performance culture. There is a necessity to enforce performance management culture by the South African public service in order to realise the vision 2030 of the National Development Plan to be a capable state. These transformational policies under the new public management need effective and efficient execution by the public servant and political office bearers, holding them accountable for policy outcome and impacts.

2.6 Mechanism for the Successful Implementation of Performance Management Systems

Over the past many years organisations around the globe have adopted the concept of the PMS. A number of studies indicate that continuous and consistent application of the system may have positive benefits that may drive an improved organisational performance to succeed (Ahn, 2001). There is, however, little known about the mechanism that can drive effective and efficient performance management systems to be successful (Bourne, 2005).

2.6.1 Employee involvement

The study by Ochurub and Bussin (2012) indicates the importance of involving personnel in performance management. The Human Resource Directorate must develop a plan so that every employee gains comprehensive understanding of the change initiatives to the organisation and personnel. The adoption of a PMS requires change-management abilities from all stakeholders;

involving organisational readiness to implement the system. A study by Rao (2008) proposed the following critical mechanism in the Indian context, that can enhance PMS implementation:

- 1) A performance management system should not be driven by the Human Resource Directorate. The PMS should be made the responsibility of Line Managers, through centralisation of their function.
- 2) More concentration must be laid on inputs, progresses, and change from appraisal to performance management of employee.
- 3) Performance management must be given serious attention and rigorous implementation.

A study by DeNisi and Pritchard (2006) on expectancy-based motivation was the model for the ideal design of the PMS. Individual performance management presented a number of critical aspects for the improved PMS, which are as follows:

- 1) Stakeholders involved, including appraised, appraiser, and Human Resources Directorate, should have clear performance standards on what is expected and compensated.
- 2) PMS should be transparent and easy to understand, so that performance assessment criteria are not ambiguous.
- 3) The process of appraisals for feedback must be conducted separately from decision-making, to make the process easy to explain and understand.
- 4) Informal appraisals and feedback must be part of the system. Frequency of feedback must be improved, rather than waiting for formal appraisal, which happens once or twice a year.

2.6.2 Introduction of rewards and recognition

The introduction of rewards and recognition within the organisation is integral to a performance management system, in the effort to motivate and drive employees to improved performance. Franklin and Mujtaba (2006) concur that a well-applied performance management system for all employees would lead to the enhancement of productivity and performance in the workplace. However, Docoene and Bruggeman (2006) argue that performance-related pay may have negative implications on employee motivation if the performance assessment involves lack of strategic alignment, timelines, controllability, and technical validity. According to Williams (2002), many institutions make use of performance-related pay to enhance organisational performance; however, this may be done in various ways. Non-financial rewards

may include awards such as best employee of the quarter, or best employee of the year, or an award for punctuality, etc. Armstrong (2001) is of the view that rewards are not limited to a higher wage; many institutions are considering other forms of reward, such as non-financial rewards which are also powerful instruments in driving employee motivation as much as financial rewards. The integration of both non-financial and financial rewards has the desired benefit of sustaining employee commitment and encouraging job satisfaction (Armstrong and Baron, 2005). It is crucial to adopt both reward systems: there are employees who are not motivated by monetary acquisition; however, they find job satisfaction through recognition.

In the researcher's opinion, the following should be included in an employee rewards system for successful performance management system: open communication, participation in decision-making, value and ethics, trust amongst employees, variable pay, fixed pay, profit sharing, benefit of both long-term and short-term incentives, bonuses, allowances, financial and non-financial rewards, training and development, employment security, freedom and autonomy, holidays and leave, performance management, and management support, inter alia.

2.6.3 Stakeholder involvement

Several studies have acknowledged the importance of stakeholder's involvement in the design and implementation of a performance management system. The participation of relevant stakeholders such as trade unions, staff members, political leaders, and the public in the conceptualisation of the system, formulation and the execution of a performance management is important (Armstrong and Baron, 1998; Babbie and Mouton, 2001). Spangenberg (1994) concurs with Armstrong and Baron and Babbie and Mouton's findings which view stakeholder participation as the crucial element in ensuring the ownership of a PMS that will ensure that stakeholders work towards achievement of goals through participation in planning organisational strategy. The involvement of stakeholders is likely to enhance working relations. Employees working on something about which they have comprehensive understanding can lead to successful implementation of a performance management system. Aguinis (2013) stresses the significance of stakeholder involvement for PMSs to be effective. All involved should be given the opportunity to participate and their opinions be heard, while consulting, in order to have inputs into its design and implementation. This will further allow for compromise amongst parties involved in the process.

2.6.4 Management style

The management style used by the organisation is of great importance in ensuring the successful implementation of performance management. The study by Kaplan (1996) stresses the willingness of management to share information; and the use of an effective management style in the implementation of the system. Transparency about the intention of the system by management will encourage ownership of a PMS, thereby contributing to the effective implementation of a PMS. The study by De Waal and Counet (2009) indicates that the successful implementation of PMS requires adequate resources, sustained efforts, effective leadership over extended periods, and considerable time. All forms of resources required, such as financial, human, and operational resources should be channelled towards effective implementation. The implementation of the system requires considerable time; therefore, as time goes by, employees will take full ownership. The results cannot be seen immediately, but will be reflected over time.

2.6.5 Training and Development

Training and development is another approach which could be adopted to improve the implementation of performance management. Training and development have several objectives which seek to achieve PMS desired outcomes. These include job orientation, preventing obsolescence, updating skills, solving problems, personal growth, and career advancement (Grobler, Warnich, Carrell, Elbert and Hatfield, 2002). Development places more emphasis on a variety of skills and training. Such is primarily concerned with addressing technical skills, a prerequisite for employees to perform given tasks (Grobler, *et al.*, 2002). Employees who have performed below par should be those mostly targeted to be given training so that they can obtain skills crucial to the execution of the job. It is important to acknowledge that training and development cannot remedy all the associated problems of unsatisfactory performance; however, it can seek to reduce ineffectiveness.

2.6.6 Monitoring and Evaluation

Monitoring and evaluation is one of the most crucial tools that can be used to trace employee and organisational performance. Monitoring and evaluation was developed to respond to the fundamental question, “so what?” (Kusek and Rist, 2004: 15). This question can be raised if the department wants to know the extent of the level of progress, after comparing the actual performance and desired performance. The focal point which drives monitoring and evaluation of performance is the collecting of data that can be used to enhance workforce performance

(Moon and Wells, 2003). Consistent monitoring and evaluation of individual and organisational performance should be at the top of the agenda of the organisation management, to identify any gaps that may hamper provision of service delivery.

2.6.7 Disseminating of feedback

Disseminating of feedback in the application of performance management system is essential in order for the system to achieve desired outcomes. A study by Heatfield (2007) acknowledges the importance of dissemination information for the successful performance management practices divided into purposes such as evaluation and development. Evaluation will entail providing for progress made, and offering directives on the intervention measures to improve performance. Development, on the other hand, will seek to promote capacitation of employees to obtain relevant skills that will enable them to execute their job (Fenwick and de Cieri, 2001). According to Mujtba and Shuaib (2010), providing timeous feedback will drive employees to greater performance and employ a more innovative approach. Yariv (2006) argues that supervisors normally do not feel comfortable giving feedback to underperformers. They delay providing feedback, offering information designed to make performance seem not unduly problematic. Continuous feedback is crucial for the performance management system to improve productivity. Focus should not be on assessing personal characteristics of the individual – more emphasis should rather be placed on assessing performance (Fenwick and de Cieri, 2001).

2.7 Summary

2.7.1 Performance Management Systems in South Africa

Section 195 (1) of the Constitution of the Republic of South Africa of 1996 states that “good human resource management and career-development practices, to maximise human potential, must be cultivated.” In spite of the highest law in South Africa supporting the implementation of performance management, the implementation of PMS has been under scrutiny within various state departments in terms of the significant improvements in service delivery (Armstrong, 2000). The Public Service Commission (2014) has raised some challenges associated with performance management systems in South African state departments: There is lack of support and guidance from Human Resources on the implementation of the system. There is also a lack of day-to-day supervision; there is poor operational management, poor people management, and subjective judgement from the supervisor. Moderating committees often do not have a solid basis for an assessment.

2.7.2 The Origins of Performance Management Systems in South Africa

The introduction of performance management systems in the public service was the integral part of reforms to the public service. On the presentation made by the Department of Public Service and Administration (DPSA), the Chief Director: Human Resource Planning reported that the performance management system was introduced as an outcome of the following developments: After the adjustments of the PSA, 1994 and the WPHRM, 1997, the announcement of the PSR, 1999, ushered in the introduction of the “new public service management framework”. The framework granted an extension of powers to the executive authority to deal with human resource management matters of their department. Furthermore, following the promulgation of the PSCBC adopting Resolution 13 of 1999, there was a need to introduce performance management for senior managers.

2.7.3 Statutory and regulatory framework underpinning performance management systems in South Africa

The implementation of performance management in the public service is regulated by various legislative frameworks. Its obligation is compliance with statutory and regulatory frameworks. The Republic of South African constitution of 1996 Chapter 9 states that the auditor general has the mandate to conduct an annual audit of departmental performance management, in an attempt to assess the level of compliance with legislation. All reasonable measures must be taken to improve the level of compliance. The department accounting officer should drive the implementation of performance management. Any official found to be directly or indirectly contravening the applicable legislation must be held accountable; therefore adopting consequence management in the public service.

2.7.4 Challenges facing performance management systems in South Africa

The South African public service has faced a number of challenges which relate to the implementation of performance management system. There is no ownership of the system by management. In most cases there is a widespread misperception that a PMS is the function of Human Resource Management. The Public Service Commission has several times in its reports raised a number of challenges on the implementation of PMSs. These challenges describe compliance with guidelines as erratic and inconsistent in the execution of PMS. Furthermore, one of the challenges in the South African context with regard to poor PMSs which contributes

to the absence of strong performance culture, is the dominance of monetary issues in performance management. This indicates that the South African public service has no substantive performance culture.

2.7.5 Challenges facing performance management systems in public service delivery in South Africa.

A well-implemented PMS might enhance service delivery. According to Mutahaba (2006, 280), performance management “aims at improving service delivery through a results-oriented management framework”. In this regard, the adoption of various guidelines and legal frameworks indicate government commitment to enhance and accelerate provision of service delivery (Republic of South Africa, 2007). However, a study by Cameron (2009) shows that South Africa has a poor performance management culture. Public Service Commission (PSC) (Republic of South Africa, 2004,16) found that performance management is “still a major challenge” in the public service in South Africa. Cameron (2009, 910) maintains that performance management has been an integral part of the reforms, although in most cases it has been “erratically and inconsistency applied”. However, it is noted that many government institutions are faced with a service-delivery crisis, including South Africa. As observed by Manning (2006), the provision of service delivery in South Africa is not a new issue. The previous provincial reports indicate that, in South Africa, a service-delivery crisis is still experienced in all provinces (Mkhabela, Mafela and Hamper, 2009).

2.8 Conclusion

This chapter has presented an overview of the associated benefits of a performance management system, causes driving ineffective implementation of PMS, the legal framework underpinning the implementation of PMS, and lastly, seeking to explore the literature on the mechanism that could possibly be adopted in the attempt to improve the application of the system. Despite various legislative frameworks supporting the implementation of performance management, the system has been poorly implemented because of various challenges discussed in the literature. There is still much which remains to be done in order to realise an effective and efficient PMS that improves individual and organisational performance.

CHAPTER THREE

THEORETICAL FRAMEWORK

3.1 introduction

The previous chapter presented the overview of the associated benefits of performance management system, causes driving ineffective implementation of PMS, legal framework underpinning the implementation of PMS, and lastly, exploring of literature on the possible mechanisms that could be adopted in the attempt to improve the application of the system. This chapter will give a broad overview of the goal setting theory, the origin of the goal setting theory, the benefits of the goal setting theory, the limitation of the goal setting theory, and the link between the goal setting theory and the performance management system.

3.2 The Goal Setting Theory

The study adopts a goal setting theory in an attempt to understand the implementation of the PMS. Locke's goal setting theory is a motivational tool that assists public service officials in decision-making processes towards the achievement of their goals; and in relation to suitable compensation in the forms of bonuses, wages, and salaries in the public service (Locke and Latham, 2006). Over the past four decades there has been more extensive research undertaken to understand the goal setting theory. Mitchel and Daniels (2003: 231), cited in Latham and Pinder (2005: 496), argue that goal setting "is quite easily the single most dominant theory in the field with over a thousand articles and reviews published on the topic in a little over 30 years". The concept 'goal', is the most used term that incorporates terms like "intention, task, deadline, purpose, aim, end and objective" and is deemed a "regulator of action" (Locke and Latham, 1990:45). Hale and Whitlam (1998) view goal setting as the way of attaining competitive advantage, while guiding employees in the right direction to achieve goals.

In 1993, the United States of America public service gave a directive to every federal agency to set goals and be evaluated on goal attainment which was driven by the Government Performance and Results Act (GPRA). Performance management systems have been adopted around the globe, especially in Europe, most prominently in Scandinavia and the United Kingdom (Kelman, 2006; Sundstrom, 2006). A study conducted by Selden and Brewer (2000) shows that having understanding and awareness on how to do what is necessary relates positively to high performance for public officials.

Performance management was adopted to improve individual and organisational performance in the public service. An empirical study has yielded results of laboratory and field studies on performance benefits, and the challenge of specific goals (Locke and Latham, 1990, 2002). These goals yield positive outcomes on individual performance (Baum and Locke, 2004), organisational components (Rogers and Hunter, 1991), groups (O' Learly-Kelly, Martocchio and Frink, 1994), as well as the entire organisation (Baum, Locke and Smith, 2001). Providing challenging goals can enhance individual, group and organisational performance. It is well acknowledged by academics (Locke and Latham, 2002) and professionals (Lathan, 2004) in the literature that explicit goals can enhance performance and motivation by driving employees to attend to specific objectives (Locke and Bryan, 1969), work hard to attain such objectives (Bandura and Cervone, 1983), persevere in the presence of challenges (Latham and Locke, 1975), and to advance strategies to overcome severe impediments to the achievement of goals (Wood and Locke, 1990).

The study adopts a goal setting theory which analyses the intricacies of PMS within the KZNDSR. The application of a goal setting theory assumes that employee effectiveness will improve staff performance, translating to higher productivity. This assumption is supported by Terpstra and Rozell (1994), who confirmed in research reviews, both quantitative (Mento, Steel and Karren, 1987; Tubbs, 1986 cited in Terpstra and Rozell 1994: 286) and qualitative (Latham and Lee, 1986; Latham and Yukl, 1975; Locke, Shaw, Saari and Latham, 1981 cited in Terpstra and Rozell, 1994: 286), that “goal setting theory applications increase levels of effort and performance”. The study by (Katzell and Guzzo, 1993, cited in Terpstra and Rozell, 1994) found that the application of the goal setting theory had led to an improved performance of about 95% on the experiment which was made. According to the KZNDSR Annual Report (2015-16: 213), there has been ineffective and problematic implementation of a PMS in the department. This imposes challenges to the organisational effectiveness. Price and Muller, 1986 (cited in Kraft, Jauch and Boatwright, 1996,:101) define effectiveness as “ the financial viability of an organisation”, utilising concepts such as return on equity, and return on assets. Steers (1975), cited in Hitt (1988), suggests that the goal setting theory is the most appropriate model for measuring organisational effectiveness. As has been noted on the KZNDSR Annual Report, there has been poor implementation of the PMS. It may therefore be concluded that the department has not yielded return on investment and return on assets.

3.2.1 Types of goal orientation

Mastery of goals emphasises completing the task at hand through learning and mastering the skills (Seijts, Latham, Tasa and Latham, 2004). Mastery of goals is believed to be an effective method of promoting the use of cognitive strategies for the increment of self-efficacy, persistence, learning improvement, and in encouraging the use of effective meta-cognition (Was, 2006). In achieving goal mastery, there is a need for effective use of cognitive strategies, including information, elaboration, and rehearsal (Was, 2006).

Mastery is divided into two sections, which include avoidance orientation, and approach orientation (Eliot, 1999). Mastery of goal theory is recognised as a situation in which individuals will distance themselves from participation in the particular task, because of lack of capability in completing the task successfully. Mastery of approach orientation is seen when the individual is dedicated to the task with the intention of knowledge improvement. Furthermore, Elliot (1999) differentiates mastery orientation into past-referential orientation and task-referential orientation. Individuals who use past-referential orientation seek to evaluate their past performance in an attempt to review their achievement. On the other hand, task-referential orientation individuals measure performance according to their understanding of the task being implemented; or to the level at which the task was completed. Individuals who use performance-goal orientation prefer tasks which allow them to demonstrate their capabilities at the expense of their learning new skills. They tend to place more emphasis on outcome, and on other's comments and views on their performance (Seijts *et al.*, 2004). Such individuals justify their failure or success as caused by external factors such as controllable or uncontrollable ability, luck, or difficulty of task (Was, 2006).

Performance goal orientation is divided into two. A performance approach is noted when individuals intentionally compare their performance with other people, viewing themselves as more capable than others, in an attempt to augment their self-esteem through self-recognition and approval (Was, 2006). Performance-avoidance individuals, on the other hand, see themselves as not having the potential to implement the task. They demonstrate their low commitment to the task, adopting strategies such as setting unrealistic goals, avoiding risks, making weak efforts, and procrastination of work. Furthermore, their negative efforts lead them to failure. They view failure as the outcome of low capability; and failure is viewed as a factor which cannot be stopped or avoided (Was, 2006).

3.2.2 Five principles of goal setting

Locke and Latham (1990) outline five crucial principles or characteristics of the goal setting theory (as cited in Mind Tools, 2013). For the motivation to be effective, it should consist of the following principles: clarity, challenge, commitment, feedback, and task complexity.

- 1) Clarity- goals should be clearly defined, productive, measurable, and unambiguous. Therefore, clear goals with deadlines and less misrepresentation of information on the anticipated achievement should be outlined (Johnson, 2012; Mind Tools, 2013).
- 2) Challenge- the goals that are set must be challenging in order to adequately drive individuals to strive for more energy in accomplishment of such goals (Johnson, 2012; Mind Tools, 2013). Setting goals that are either too easy or extremely difficult may lead to task avoidance; or individuals may become bored if a task set is too easy.
- 3) Commitment- individuals are likely to put in effort when viewing themselves as part of the achievement. The most-adopted mechanism is getting people involved in planning, setting, and the decision-making process for goal attainment (Johnson, 2012). Furthermore, there is a correlation between task difficulty and commitment. Individuals who view goals as challenging and difficult, would be motivated to strive to attain such goals (Johnson, 2012; Mind Tools, 2013).
- 4) Feedback- regular feedback will assist in tracking progress made, identifying challenges hindering progress, mitigation measures to overcome barriers, and any other resources required (Johnson, 2012). The inclusion of appreciation and praise would be important in ensuring continuous motivation of the executors to complete the tasks at hand, and be included in the rewards system (Johnson, 2012).
- 5) Task complexity- individuals should not be overwhelmed by goals with a high level of complexity (Johnson, 2012). Provision of training, and adequate time must be provided, with guidance given on achieving desired targets (Mind Tools, 2013).

3.3 The Origins of the Goal Setting Theory

The goal setting theory was used periodically as an intervention in “one-short”, a theoretical study towards the end of the 19th century continuing throughout the first 60 years of the 20th century. A study by Bryan and Harter (1897) discovered that working towards specific goals enhanced the performance of telegraph operators. Taylor (1911) encouraged the giving of individual subordinates tasks, which were clear, and a challenging volume of workload was to be finished within a specific time frame. The level of boredom decreased by providing factory

employees “definite aims” to accomplish certain task units within a certain time frame (Wyatt, Frost, and Stock, 1934).

Between the 1950s and 1960, there was not much recognition of motivation in the North American psychology. Behaviourists was dominating the field in psychology; and motivation was seen by behaviourists to lie outside of persons in the form of punishers and reinforcers. McClelland, who advocated the need for achievement, argued for the existence of internal motivation; however, this was declared to be subconscious (McClelland, Atkinson, Clark, and Lowell, 1953). Behaviourists agreed that introspection was not a suitable mechanism for studying human motivation. Ryan (1970,18) argued that “ it seems a simple fact that human behaviour is affected by conscious purposes, plans, intentions, tasks and the like”. This was the first-level explanatory concept by Ryan, in an attempt to understand driving factors of motivation of most human actions.

During 1968 Edwin Locke proposed the goal setting theory (Obasan and Sotunde, 2011). The goal setting theory placed more focus on the crucial relationship between performance and goals. A study by Armstrong (2006) indicates that motivation of employees is significant in striving to achieve individuals goals while achieving organisational goals. The theory presents employees with certain targets that individual staff should strive to achieve. More effort will be channelled into accomplishing specific set tasks and challenging goals, likely to increase motivation. In the event of employees accomplishing their goals, the achievement of the desired outcome of the PMS would be seen in improved performance (Salaman, Storey and Billsberry, 2005).

The goal setting theory was designed inductively from the outcome of an experimental study conducted nearly forty years ago. Latham, Borgogni and Petitta (2008) observed the following on the goal setting theory:

- 1) Personal commitment as well as ability; setting high standards yields higher performance.
- 2) Specific goals lead to improved performance over unchallenging goals: easy goals such as “make children healthy” or an encouraging to “ do one’s best,” or no goal setting.

- 3) Variables such as monetary incentives, competition, and participation in decision-making affects a person's attitude, which results in commitment to specific high goals being set.

A key feature of successful application for the use of goal setting is the effective coaching of staff. The main axiom of the theory is that clear, challenging goals result in improved performance rather than general goals, in which employees strive simply to "do their best" (Locke, 1996; Locke and Latham, 1990). The challenges of developing unambiguous goals at centralised government can be mitigated by setting high behavioural goals. Setting challenging goals in any sphere of government can be done when employees do not have the necessary knowledge on how to accomplish a given task; however, will be guided on how to achieve such a task (Latham, Borgogni and Petitta, 2008). The features which give the goal setting theory competitive advantage over other motivational theories are a strong empirical basis and continuity in development. This theory is crucial to analysing the intricacies of performance management systems in KwaZulu-Natal Department of Sport and Recreation.

The studies on the goal setting theory have garnered much interest through the emerging of Locke and Latham's (1990, 2002) study in the latter half of the 20th century, when there was a dramatic increase in studies in terms of quantity and quality. There is a large volume of published studies on the goal setting theory, estimated to be around 1 000 from the beginning of the 21st century (Mitchel and Daniels, 2003). Today, scientists and practitioners acknowledge motivational benefits of the goal setting theory which are now well known (Borgogni and Petitta, 2004; Latham, 2004). However, the theory content is still being investigated for further developments.

3.4 The Benefits of the Goal Setting Theory

Much literature has outlined the performance benefits of the goal setting theory, which have been explored in a number of studies undertaken in laboratory settings (Locke and Latham, 1990, 2002). Such goals have made a meaningful contribution to individual performance (Braun and Locke, 2004), organisational sections (Rogers and Hunter, 1991), teams (O'Leary-Kelly, Martocchio, and Frink, 1994), as well as overall organisations (Baum, Locke, and Smith, 2001), and within a time frame exceeding twenty-five years (Howard and Bray, 1988; Locke and Latham, 2002). Challenging goals usually direct members to valuable incentives such as increase in income from one's work, recognition, and/or promotion (Latham and Locke, 2006).

In certain circumstances, the goal setting theory may be one of the crucial instruments in motivating members of institutions. There are several practical suggestions that can be adopted by supervisors under the goal setting theory, with the effort to improve motivation and performance (DuBrin, 2012; Greenberg, 2011; Newstrom, 2011). A learning-goal orientation may lead to increase in performance compared with simple goal orientation. A considerable amount of literature has been published demonstrating the positive impact of learning-goal orientation on performance and work-related behaviour (Buttom, Mathieu and Zajac, 1995; VandeWalle, 2001; VandeWalle, Brown, Cron and Slocum, 1999; VaneWalle, Cron and Slocum, 2001; Van Yperen and Janssen, 2002). In a contemporary environment, the learning-goal orientation is necessary for employees to be open to new ideas, problem solving, remaining proactive, and adapting to new and ever-changing situations (Luthans, 2011).

The existing body of knowledge of the published literature indicates that setting goals reduces a lacklustre outlook towards those tasks which are perceived as boring, increasing task interest (Latham and Kinne, 1974; Locke and Bryan, 1967; Mossholder, 1980). Setting of goals relieves boredom by viewing work with a greater sense of purpose. Setting higher goals raises the standard through accomplishment of goals. This creates a heightened sense of efficacy, having a positive effect, self-satisfaction and a sense of well-being; more particularly when goals accomplished are seen as difficult and demanding (Wiese and Freund, 2005). Through receiving self-satisfaction, the attainment of desired objectives frequently enhances institutional commitment (Tziner and Latham, 1989). In return, this strongly contributes to institutional behaviour (Organ, Podsakoff, and Mackenzie, 2006), and further strengthens the correlation between performance and difficult goals (Locke and Latham, 1990, 2002). Prior research on statistical reviews has discovered that goal commitment is one of the most significant instruments that can lead to an improved performance, more particularly when goals are challenging (Klein, Wesson, Hollenbeck and Alge, 1999).

The adoption of team work in the contemporary environment develops a shift in how the 21st century managers understand and practise goal setting. Individual goal setting can be modified for certain team members. Group goals which are clear and challenging have positive outcomes on overall team performance (O'Leary-Kelly, Martocchio, and Frink, 1994). These challenging group goals enhance performance through similar instruments of increased persistence, effort, focus, and developing of new mitigation measures to respond to a complex task (Weingart, 1992). A study conducted by Cohen, Mohrman and Mohrman (1999)

investigated how institutions aligned goals among teams, and individuals with the overall organisation, scrutinising how clear and quantifiable the goals were. They discovered that goal alignment in the institution has a crucial impact which drives higher team performance.

Team efficacy can be defined as group confidence that a specific task can be performed successfully (Lindsley, Brass, and Thomas, 1995). A team that poses efficacy selects challenging goals, looking to enhance their task strategies. In an experimental study which included undergraduate scholars who partook in a computerised simulation of a tank battle, group efficacy demonstrated about fifty-five per cent of the variance in group-set challenging goals, with indirect results on performance via challenging goals (Durham, Knight and Locke, 1997). Challenging goals can improve group efficacy, as well as subsequent team performance and strategic risk taking (Durham, Knight and Locke, 2000). There is correlation between goal alignment and team efficacy which works together to increase team performance. The study by Gully, Incalcaterra, Joshi and Beaubien (2002) discovered that teams that had a high level of goal alignment, a high level of team rewards, as well as team efficacy, displayed the best performance.

3.5 Limitations of the Goal Setting Theory

In spite of associated positive outcomes of the goal setting theory, there are several shortcomings of the goal setting theory process (Locke and Latham, 2002). Firstly, linking monetary rewards and goals motivates a large number of members to set simple goals rather than challenging goals. Secondly, goal setting ignores aspects of job performance that are difficult to measure; while it stresses organisation members on a narrow subset of measurable performance indicators. The notion of “what gets measured is what gets done” applies in this situation. Thirdly, goal setting is more effective when it is applied in setting performance of already established jobs. However, it cannot be effective when the institution employees or members are in the early phase of understanding a new and complicated job.

Goals may have negative effects on the organisation’s members. Negatively framed goals can lead to lower persistence and performance, as well as leading to higher levels of anxiety, compared with goals that are framed positively (Roney, Higgins, and Shah, 1995). For example, negatively framed goals would be (“During the following year, try not to lose more than five out of your forty current customers”). During the times of Jack Welch’s leadership, his organisation was best known for his inspirational “stretch goals” which pushed members to

strive to accomplish goals when they did not have the means or know-how to reach them (Kerr and Landauer, 2004). General Electric was well known for having harsh policies based on dismissing the bottom 10 per cent of under-performing employees during the annual performance assessment.

While group goals have positive benefits, individuals also have their personal goals. Such may negatively affect the accomplishment of team goals, which might make goal setting more complex in team settings. Previous research has found that group performance may not reap positive outcomes when the group members' personal goals clash with other group members' goals (Mitchel and Silver, 1990). When individual members think that the accomplishment of team goals will hinder the attainment of personal goals, at times, this usually obstructs others' goal pursuits, as well as withholding information and ideas, in an attempt to set failure of team goals (Stanne, Johnson, and Johnson, 1999). The goal alignment is crucial in a team if there are team members who are pulling in the opposite direction to other group members: this may cause a decline in team performance.

The studies on the goal setting theory in the field experiment have not been able to show any constant effect on satisfaction. This may be because goals can be valued as well as devalued, having consequences (e.g., conflict, pressure, stress, punishment, failure). The field experimental study outcomes indicated that there was no change in satisfaction (Latham, Mitchell and Dossett, 1978), probably because positive outcomes (e.g., satisfaction with success, participation, role clarity) were counterbalanced by undesirable outcomes. Several goal setting programmes are associated (e.g., conflict, punishment, stress, overload, failure) and negatively linked to satisfaction (Lee, Bobko, Earley and Locke, in press).

3.6 Goal Setting Theory and Performance Management System

A considerable amount of literature has been published indicating a correlation between performance management and the goal setting theory. Goal setting is the most significant element of performance management (PM) (Paulakos, 2009; Rao, 1982). Goal setting is a tool used by management to ensure that there are clear roles, and that employees know the expected outcomes to be achieved in striving to improve their contribution towards the attainment of the overall goals (Williams, 1991). A well-set goal offers a meaningful contribution to employee results (Locke, 1968; Latham and Yukl, 1975; Matssuietal, 1987; Tubbs, 1986, 1993; Dweck, Hong and Chiu, 1993 and Sujan, Weitz and Kumar, 1994). Dedication to more difficult goals, high self-efficacy, sufficient feedback, and appropriate strategies, influence higher

performance (Locke and Latham, 1991). A study by Mone and London (2009) indicates that, when supervisors and employees work collectively in setting their desired goals, employees become more involved. Stretch goals can improve organisational effectiveness, employees' personal growth, as well as professional development (Kerr and Landouer, 2004). A goal is a crucial part of PM. Clear, challenging performance goals enhance behaviour of individuals (DeShon and Gillespie, 2005; Locke and Latham, 2004) influencing employee motivation and performance, which results in meaningfulness (Locke and Latham, 1991; Rosso, Dekas and Wrzeniewski, 2010).

Performance management (PM) can be described as a way of obtaining greater outcomes from teams, individuals, and organisations within planned expected performance standards, goals and objectives (Armstrong and Murlis, 1994). The concept of performance management has received considerable interest from various researchers over the past years and has been defined variously by many scholars. Efficiency and effectiveness are the primary focus of performance management (Neely, Gregory, Platts, 2005). Organisations obtain their function of effectiveness and efficiency through performance management systems, performance measures, and performance measurement (Neely *et al.*, 2005; Baron and Armstrong, 1998; Mone, Eisinger, Guggenheim, Price and Stine, 2011).

However, there has been criticism of performance management for being slow in adapting to the changing environment. Performance management often emphasise command and control, financial measures, laying more focus on attainment of targets through monitoring (Brudan, 2010). Furthermore, PMS has received criticism for being a more regressive method, in a dynamic, changing environment where institutions are more concerned about the competitive edge over one another in the near future (Harvard Business Review, 2014). Several other studies claim that PMS has been an exclusive process, not continuous, not dynamic, and not meaningful, raising the necessity to modify the PMS design (Society for Human Resource Management, 2015; Washington Post, 2015). In the 21st century, there is a need for most institutions to embrace performance management, in an attempt to have competitive advantage in a rapidly changing business environment.

Performance management is crucial in driving and emphasising performance, yet risks being misused; as a large number of appraisal schemes are narrow and individualistic in focus (Guest, 1996). In recent years there has been a remarkable effort to reinvent performance management, mostly stressing goals (Deloitte, 2016). In a dynamic environment in which focus on

performance management goals is being reinvented, and productivity and efficiencies are in demand, there is a necessity for more research (Mone and London, 2009; Armstrong and Baron, 2003). The existing body of knowledge shows that engagement and motivation are critical features directing employee performance (Locke and Latham, 2004; Smythe, 2008; Crawford, 2010). A limited number of empirical studies shows that a high rate of personnel involvement is linked to enhanced performance of the individual employee (Luthans and Peterson, 2002; Crawford, 2006; Smythe, 2008). However, other circumstances are often overlooked which relate to the work experience of employees (Rich et al., 2010). Previous research has established that goal setting is the cornerstone of PMS, correlating with motivation, involvement, work meaningfulness, and employee motivation (Pulas, 2009; Rao, 1982; Ryan and Deci, 2000; Locke and Latham, 2004; Klinger, 1980).

A number of extensive researches in management literature have been presented on goal setting as the instrument that can be adopted to enhance employee motivation (Medlin, Green, 2009) and performance (Locke, 1968; Latham and Yukl, 1975; Matsui, Kakuyama, Onglatco, 1987; Tubb, 1986, 1993; Dweck, Hong, Chiu, 1993; Sujan, Weitz, Weitz, 1994). Goal setting is a pivotal instrument in a process made to enhance performance, and is an integral part of a management system (Odiorne, 1978; Walton, 1986; Zabaracki, 1998; Muczyl and Reimann, 1989). Performance management and the goal setting theories are recognised and valued in a summary of research presented over a 25-year period (Locke and Latham, 1990). Goals play an important role in the organisation in driving productivity, desired behaviour, and effectiveness, while also positively affecting actions.

Goals are transformed to incorporate tasks and work activities for personnel; and well-set goals have positive results on the employees (Locke, 1968; Latham and Yukl, 1975; Tubbs, 1986; Matsui et al., 1987, 1993; Dweck *et al.*, 1993; Sujan *et al.*, 1994). A large number of management processes, such as total quality management, continuous management by objectives, and continuous improvement initiatives, regard goal setting as the most important mechanism to drive success (Odiorne, 1978; Ivancevish *et al.*, 1978; Walton, 1986; Zabaracki, 1998; Muczyk and Reimann, 1989). A study by Locke (1990) discovered that employees who set precise, challenging goals managed to improve performance beyond those individuals who set easy or basic goals.

Recent research underscores that people are goal driven by nature (Ebner and Hastings, 2013). Goals can be “personalized choices that individuals make as they direct their lives towards

certain outcomes and away from others” (Emmons and Kaiser, 1996: 81). Dedication to more difficult goals, high self-efficacy, sufficient feedback, and appropriate strategies influence higher performance (Locke and Latham, 1991). The goal setting theory is one motivational instrument; influence on individual behaviour has an impact on task performance (Locke and Latham, 2013). This theory is amongst the most dominant in the field of psychology in terms of practicality and validity of employee’s motivation (Lee and Earley, 1992; Miner, 1984; Pinder, 1998).

3.7 Conclusion

This chapter has comprehensively outlined the relationship between the goal setting theory and performance. Locke and Latham are scholars who have provided much research on the goal setting theory of motivation. Most desired outcomes of goal setting are realised when goals are perceived to be specific and challenging, rather than when utilised to assess performance, being linked to constant feedback on outcomes. This will probably increase goal acceptance and commitment. The goal setting theory further provides several benefits for organisations which should be engaged to provide an edge over competitors; however, it is crucial to take into consideration the limitations of the goal setting theory, in an effort to mitigate such shortcomings.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

The previous chapter presented a theoretical framework informing the performance management system by examining an overview of the origins of the goal setting theory, the benefits offered by the theory, limitations of the theory, and the correlation between the goal setting theory and the performance management system. The main aim of this chapter is to present methodology adopted for this study, which includes the research design, the target population, the sample, sampling strategies, sampling techniques, sample size, data-collection methods, data quality control and analysis. Below, the researcher will attempt first to outline the definition of research and further present various types of research in the academic world.

4.2 What is Research?

There is a great need to understand the terminology of research. Some people might misunderstand the meaning of research, having a wrong understanding of the concept. For example, one might think that research is merely the task of collecting data, seeking for information, and documenting facts (Leedy and Ormrod, 2001). Research can be described as a systematic way of gathering, scrutinising, and construing data in an effort to obtain more insight into a particular phenomenon (Leedy and Ormrod, 2001). The research methods was applied systematically and data collected was comprehensively interpreted in an effort to obtain more understanding and analyses about the intricacies of PMS within KZN Department of Sport and Recreation. Furthermore, Leedy and Ormrod definition are supported by Cresswell (2003) qualitative design can be defined as an instrument that is more suitable when the investigator wants to obtain in-depth data in a natural setting, by being involved in the actual experience. Hence the study was more focus on collecting, scrutinising and construing data in relation to performance management system in understanding its complexities. According to Guthrie (2010), research is a systematic way of gathering and interpreting data to solve a particular phenomenon that concerns human beings. Keyton (2001) maintains that research is a systematic way of interaction which involves asking questions and gaining response.

4.2.1 Types of research

In an academic discipline, there are two types of research which include pure and basic research, differing from one another in terms of their purpose (Davis, 2014). Cohen, Manion, Morrison (2007) define applied research as process of inquiry which requires individual effort in an attempt to enhance professional practices and social reform. An applied researcher is more concerned with solving practical problems. Fundamental questions might arise from applied research questions, such as: What am I doing? and: How do I improve it? (McNiff and Whitehead, 2006). Kumar (2011) believes that pure research is more concerned with the generation of new knowledge, which will make a valuable contribution to research methods or the existing body of knowledge. Kumar (2011, 10) further states: “Pure research is also concerned with the development, examination, verification, and refinement of research methods, procedures, techniques and tools that form the body of research methodology”. In real life, very limited research is undertaken for the sake of producing knowledge.

4.3 Research Methodology

According to Kumar (2011), research design is defined as the method and plan that is employed by the researcher to respond to the question accurately, objectively, validly, and economically. On the other hand, Rajasekar, Philominaathan and Chinnathambi (2013: 5) define research methodology as: “the procedures by which researchers go about their work of describing, explaining and predicting phenomena”. The research design outlines the whole plan of the study. Research design further presents what the researcher is going to do in the final analysis of data when writing up the hypotheses and the final consequences of the study (Kerlinger, 1986). Moreover, Thyer (1993) defines research design as a strategy that provides comprehensive details on how the study will be completed; including choosing appropriate sample methods of the study to be used, and data-collection methods to be adopted to operationalise variables so that such can be measured as the basis of analysing the results and testing hypotheses. The research approach will outline the problems, potential risks, ethics, and the limitations of the approach (Dawson, 2002). The research design outlines the whole plan of the study; and in this regard, the research design will be presented as a point of departure below.

4.4 Research Design

This study adopted a qualitative research design which is informed by an interpretivist world view. Denzin and Lincoln (2000) maintain that qualitative design is a naturalistic and

interpretive approach: “This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them” (Denzin and Lincoln 2000: 3) Strauss and Corbin (1990) posit that qualitative study is the kind of research that arrives at a conclusion or findings without using numbers. This means that qualitative research does not seek to adopt quantitative or statistical models when presenting findings of the study. Furthermore, qualitative design can be defined as an instrument that is more suitable when the investigator wants to obtain in-depth data in a natural setting, by being involved in the actual experience (Creswell, 2003).

Qualitative design offers an effective way of interpreting meanings of the participants’ actions, feelings, experiences, opinions, providing a thick description of participants’ feelings (Denzin, 1989). Moreover, a qualitative study enables the researcher to work out how meanings are shaped through participants’ inner experiences (Corbin and Strauss, 2008). Another advantage of qualitative study, as explained by Gay, Mills and Airasian (2009), is that it allows the researcher to gather data directly from the research participants. Researchers can then gain understanding of a phenomenon from their perspective, while giving the researcher the opportunity to interact with participants. Data-collection tools, such as direct observation, describing records, participant observation, and unstructured interviews are commonly used in qualitative research (Cohen, Manion and Morrison, 2011). There is direct interaction between the researcher and participants, more specifically, through interviews.

4.5 Research Strategy

The research strategy method is an integral part of research design (Cresswell, 2009). Bryman (2008) outlines the general strategy for the researcher to go about undertaking the study. The strategy indicates how the researcher will respond to the research questions. Creswell (2014) defines research strategy as the tool that outlines the entire direction of the process of the study. Some research strategies are presented in the table below:

Table 4.1 Various Strategies for Triangular, Qualitative, and Quantitative approaches

Triangular Approach	Qualitative Approach	Quantitative approach
Transformative	Ethnographies	Non-experimental approach
Concurrent	Narrative research	Experimental approach
Sequential	Case study	
	Phenomenology	
	Grounded theory studies	

Figure 4.1 Various Strategies for Triangular, Qualitative, and Quantitative approaches.

Source: Creswell (2009: 12)

The approaches presented on the table above can be adopted in various study research approaches (Creswell, 2009). For this study, the researcher used a phenomenological strategy under qualitative design. A phenomenological strategy is defined as research which aims at describing, analysis, and understanding of experience.

4.6 Target Population

A population can be defined as the entire number of entities or people from which data was collected (Wiid and Diggins, 2013). Burn and Grove (2005) define a population as an instrument, such as any substance, event, person, or object with the necessary prerequisite to be considered for the study. Keyton (2011) defines population as all the people, units, or things which have certain features that can draw the researcher's attention. Furthermore, Busha and Harter (1982) comment that a population can be any sets of objects or people that share some common features. The population includes all the KZNDSR officials who are affected by the execution of the PMS, whether directly or indirectly. The number of employees within the KZNDSR is estimated as 385 personnel (KZNDSR Annual Report, 2016-17:123). The targeted population was made up of 15 employees, including representatives who sit on the Intermediate Review Committee. The population of 15 employees was triggered by the fact that it included people who have pre-requisite expertise and knowledge about the implementation of PMS within KZN Department of Sport and Recreation. Furthermore a small population was chosen because the researcher lacked financial resource to travel to the entire eleven districts with KZN Department of Sport and Recreation.

4.7 Sample

Sampling can be defined as a predetermined portion of a statistical population which is going to be targeted, in an attempt to obtain data about a study (Webster, 1985). The researcher has to reduce his or her research participants, not being able to acquire data from the entire population. This means that the researcher has to choose from various types of sampling strategies and techniques in order to undertake the study. It is impossible for the researcher to conduct the study on the entire population. Frink (2003) defines a sample as a subset or proportion of the bigger set called the population. Frink (2003) further believes that a good sample of population should be manageable as a smaller version.

4.7.1 Sampling Strategies

Creswell (2009: 95-108) defines sampling strategy as “the framework that is implemented in research to guide the selection of participants to participate in the study from a given population”. There are two types of sampling strategy: non-probability and probability (Kothari and Garg, 2014). This study adopted non-probability sampling as this strategy is used in qualitative research. Kumar (2011: 27) avers that, in “non-probability sampling” the research population does not have an equal chance of being selected. This may be informed by the fact that the researcher feels confident to work with a research population that is easily available (Kumar, 2011). Non-probability sampling examines real-life phenomena which tend to focus on the small sample and does not adopt quantitative interpretation in relation to the broader population (Yin, 2003).

4.7.2 Sampling Technique

The study adopted purposive sampling. Purposive sampling is popularly known as selective, judgemental, or subjective sampling. It consists of group sampling methods that are selected by the researcher from the units (e.g., organisations, people, animals, pieces of data, events) to be investigated in the study (Kish, 1965; Fowler, 1993). In this type of sampling, the researcher intentionally selects research participants rather than randomly selecting them (Morgan and Sklar, 2012). Maxwell (1996) believes that purposive sampling is engaged when the researcher deliberately targets a certain population or group of persons or objects to acquire data which cannot be obtained from other choices. The researcher normally believes that such research participants chosen for the sample warrant this inclusion.

This type of sampling is mostly utilised in qualitative study for outlining and choosing of data-rich cases for the utilisation of scarce resources (Patton, 2002). Purposive sampling consists of choosing individuals or groups that possess experience and knowledge about certain phenomenon (Cresswell and Plano, 2011). Malhotra and Birks (2006) provide the following benefits of using purposive sampling: it is ideal for exploratory research, is not time consuming, is convenient, and costs little. The selection of purposive sampling is based on the credibility of the research findings. The researcher has confidence that respondents have the required experience and knowledge to afford data pertaining to the study. This viewpoint is supported by Krysik and Finn (2010), who maintain that, in purposive sampling, participants are selected based on their educational background and the special knowledge they possess.

4.7.3 Sample size

The sampling technique selected for the study was purposive sampling which was informed by certain features. These features relate to the broad understanding of performance management systems by targeted research participants within the KZN Department of Sport and Recreation. The researcher intentionally targeted this sampled population because it would not be easy to acquire data from another population (Maxwell, 1996). Furthermore, the selected population had certain characteristics in terms of experience and knowledge of the particular phenomenon (Cresswell and Plano, 2011). In this regard, the participants clearly understand intricacies of the performance management system.

The sample size of the study is 15 participants in the research. The sample is made up of employees who sit on the Intermediate Review Committee (IRC). This committee includes component heads and Human Resource Directorate personnel, including the employees who are recipients of PMS. Data was collected by interviewing 15 officials from KZN Department of Sport and Recreation. A small sample size was selected because the researcher anticipated challenges of obtaining research respondents across the KZN Department of Sport and Recreation, and financial constraints associated with travelling while conducting interviews. The sample size is outlined in the table below:

Table 4.2 Sample Size Table.

No.	Institution	Position	Number of Interviews
1.	KZN Sport and Recreation (Head Office)	General Manager (Sport Coordination)	1
2.	KZN Sport and Recreation (Head Office)	Acting Senior Manager Human Resources Management	1
3.	KZN Sport and Recreation (Head Office)	Human Resource Practitioners	4
4.	KZN Sport and Recreation (Head Office)	Senior Manager Administration	1
5.	KZN Sport and Recreation (ILembe District)	District Operations Manager	1
6.	KZN Sport and Recreation (King Cetshwayo District)	District Head	1
7.	KZN Sport and Recreation (UMkhanyakude)	District Head	1
8.	KZN Sport and Recreation (Zululand District)	District Head	1
9.	KZN Sport and Recreation (Amajuba District)	District Head	1
10.	KZN Sport and Recreation (Harry Gwala District)	District Head	1
11.	KZN Sport and Recreation (EThekwini District)	Labour representative	1
12.	KZN Sport and Recreation (ILembe District)	Labour representative	1
Total number of interviews			15

Figure 4.2 Sample Size table

The KwaZulu-Natal (KZN) Department of Sport and Recreation is situated across KwaZulu-Natal geographically, which covers eleven districts. For that reason, the researcher selected purposive sampling. Malhotra and Birks (2006) provides the following benefits of using purposive sampling: it is ideal for exploratory research, not time consuming, convenient, and not costly. The researcher was able to take into consideration financial constraints and time required to complete the study.

4.8 Data Collection Methods

Data collection can be defined as the process of collecting information which relates to research questions, objectives, or the hypothesis of the study (Burn and Grove, 2005). Secondary data and primary is discussed below, together with the data-collection method adopted for the study.

4.8.1 Secondary data

Secondary data can be defined as the existing data that has been presented by other sources before being collected by the latest researcher (Mesly, 2015). The study used secondary data in an attempt to understand the PMS and the execution of the PMS. The use of secondary data provides certain benefits such as convenience and cost effectiveness (Dale, Arbor and Procter, 1988; Smith, 2008). The secondary data is already available from academic journals and books. Official government publications was used in the literature review. This kind of data collection will not only add to the literature on the topic, but according to Hakim (1982), it will enable emerging researchers to build capacity for empirical research. Even those researchers who are unfunded can have access to such data.

4.8.2 Primary data

Primary data can be defined as that which the researcher has first-hand information on, in collecting data (Mesly, 2015). The study attempts to find people's opinions, perceptions, and in-depth understanding; therefore primary data was collected using interviews, which was appropriate in achieving the study purposes. An interview guide/schedule was used for this study. An interview schedule/guide can be defined as a number of questions the researcher is going to ask in the interview process (Patton, 2015).

- Interviews

Schostak (2006) considers the interview as an exchange of views between people, in which a phenomenon could be interpreted in terms of meaning, with an attempt to gain in-depth information on a certain subject. Brown (2001) highlights the benefits of adopting interviews for data collection as follows: they can involve reality, there are fewer incomplete answers, there is a controlled answering order, they are relatively flexible, and they have a high return rate. Robson (2002) and Ho (2006) are of the opinion that the interview is the best method of data collection in gaining insight into respondents' perceptions. However, it can be used in conjunction with other methods "providing in-depth information about participants' inner beliefs" (Ho, 2006: 11). Allan (2003) and Berends (2006) maintained that interviews provide the researcher with a chance to make the question more understandable by clarifying ambiguous questions and gaining the additional elaboration from research participants to help clarify answers.

- Semi-structured interviews

Semi-structured interviews may be used for a comprehensive interview guide where there is adequate objective knowledge about the phenomenon or experience; however, there is a lack of subjective knowledge (Merton and Kendall, 1946; Morse and Field, 1995). Semi-structured interviews provide a distinct dimension of interview methods. They provide a high degree of relevance on the subject matter, while remaining responsive to the research respondents (Bartholomew, Henderson, and Marcia, 2000). This kind of qualitative data-collection method is usually known by comparing research-participant items. The respondents are asked systematically; and the same questions and data collected are compared. The semi-structured interview was chosen because the researcher then has the privilege of rephrasing questions, or providing clarification on the participants (Irvine, Drew, and Sainsbury, 2013). Moreover, it gives the researcher the opportunity of probing each research participant (Berg, 1989). These dual qualities of flexibility and replicability afford rich data. The semi-structured interview was appropriate for this study because it adopted qualitative research; therefore the researcher will interpret the meanings of participants' actions, feelings, experiences, and opinions, and provide a thick description of participants' feelings (Denzin, 1989).

4.9 Data Quality Control

The researcher ensured data quality control through trustworthiness: transferability, dependability, conformability, and credibility, the core origins of trustworthiness in qualitative research. Guba (1981) highlighted four considerations that any researcher should seek to address, regardless of the research paradigm.

- i. How do we know whether the findings presented are genuine? or: How can a researcher establish confidence in his or her findings? (truth concern)
- ii. How can you correlate research outcomes of the inquiry with other settings? (applicability concern)
- iii. How can someone know the level of consistency of the research findings were it to be repeated with the same respondents in a similar situation? (consistency concern).
- iv. How does one know whether the research outcome derives solely from respondents, the study not being informed by motivation, interest, and bias of the researcher? (neutrality concern).

Trustworthiness is one of the most important instruments in research in establishing confidence in research findings. Trustworthiness is one of the ways that a researcher can convince readers to believe that research outcomes are worthy of attention (Lincoln and Guba, 1985). Lincoln and Guba introduced the notion of trustworthiness through the following concepts: dependability, transferability, credibility, and confirmability: equivalent quantitative assessment principles of reliability and validity.

This study ensured data quality control through credibility, which relates to the real meanings of research respondents, or “truth value” (Lincoln and Guba, 1985). Guba and Lincoln (1989) maintained that credibility can be recognised when the readers or core researchers acknowledge research findings through their experience. Lincoln and Guba (1985) propose several techniques to address credibility, including persistent observation, prolonged engagement, researcher triangulation, and data-collection triangulation. Credibility can be demonstrated through use of multiple sources of data or methods (Padgett, 2008); sharing findings with peers who provide an additional perspective on analysis and interpretation. Furthermore, the findings of the research will be returned to participants to ascertain whether the research outcomes reflect their experiences (Creswell and Miller, 2000; Padgett, 2008).

4.10 Data Analysis

Data analysis includes systematic grouping of data with an effort to respond to the research questions (Polit and Hungler, 1995). Le Compte and Schensul (1999) describe analysis as the method used by the researcher to minimise data to a story and interpretation. It is a method in which the researcher reduces the large quantity of data collected into a meaningful data. Le Compte and Schensul (1999) are furthermore of the view that data analysis can be executed in the field, as soon as data is collected, both while the study is still being conducted in the field and later on, when the researcher has left the field. A study by Poggenpoel (1998) indicates various methods involved in qualitative research during data analysis, namely, Morse and Field’s approach, the approach of Huberman and Miles, constant comparative of Lincoln and Guba, the method of Marshall and Rossman, and Tesch’s approach. This study adopted thematic analysis.

4.10.1 Thematic analysis

Boyatzis (1998:4) describes thematic analysis as “a way of seeing” and “making sense of seemingly unrelated material”. This type of qualitative analysis is used to present themes that

relate to data; and further to analyse classifications. It presents data in great detail via interpretation of diverse subjects (Boyatzis, 1998). Thematic analysis provides a platform on potentially wider issues (Marks and Yardley, 2004). This qualitative data analysis method is useful for describing, organising, analysing, and presenting themes discovered in a set of data (Braun and Clarke, 2006). Boyatzis (1998) described thematic analysis as a translator to those researchers who adopt triangular methods of data analysis, making it possible for researchers who adopted distinct research methods to communicate with one another. This method can provide insightful and trustworthy findings (Braun and Clarke, 2006).

Thematic analysis provides several benefits during data analysis in research. Thematic analysis can be modified according to the needs of the study, providing a high level of flexibility, while giving comprehensive and rich, yet complex accounts of data (Braun and Clarke, 2006; King 2004). Braun and Clark and King further maintained that thematic analysis is appropriate to the understanding of viewpoints of various research respondents, outlining differences and similarities and producing unanticipated insights. Moreover, King (2004) believes that thematic analysis is appropriate in reducing the larger set of data, helping to produce a clear and organised final report. Such forces the researcher to take a well-structured approach to handling data.

4.11. Summary of Research Methodology

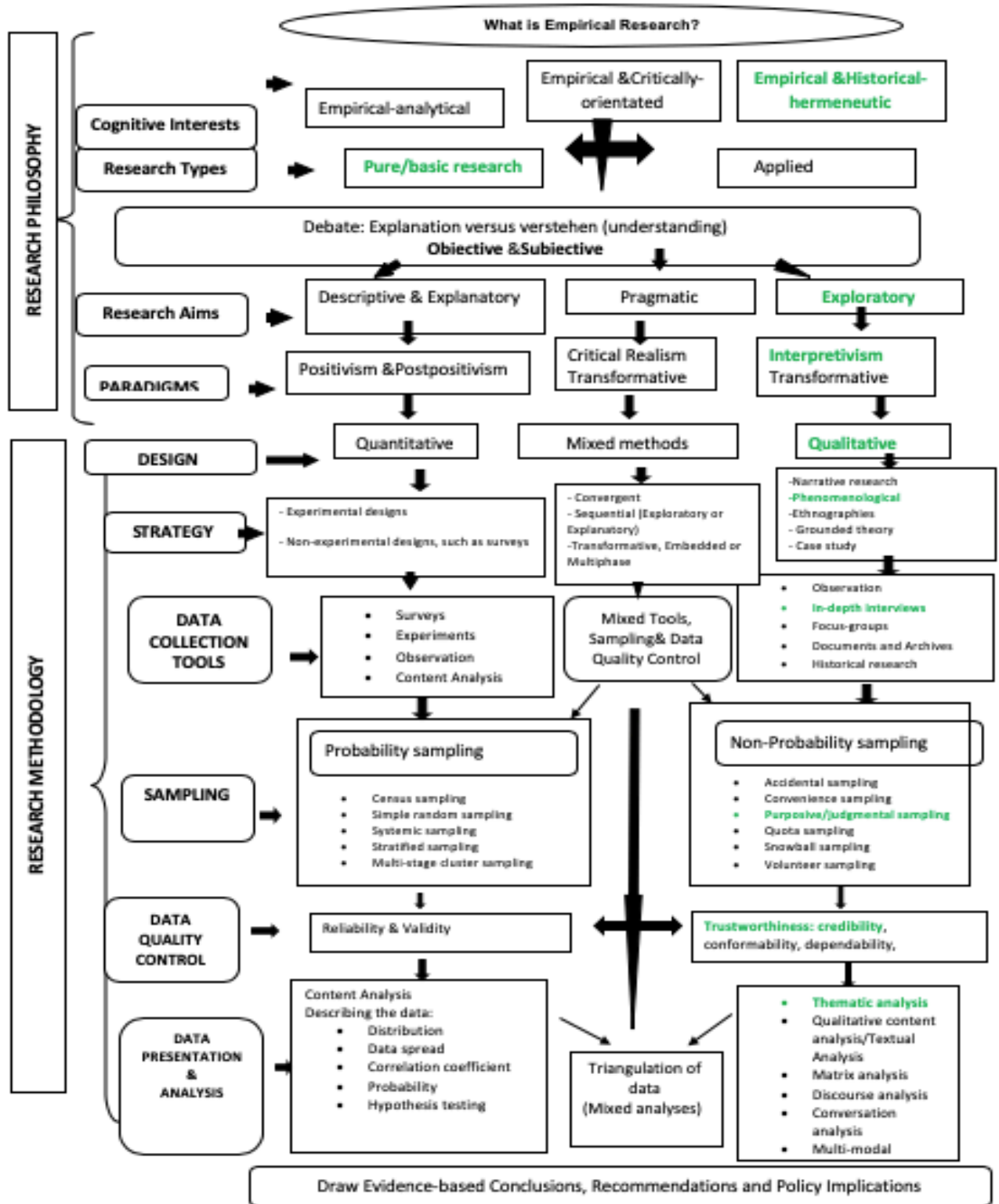


Figure 4.3 Summary of the research application process

Source: Mthuli (2018:214)

4.12 Ethical Considerations

It is important for researchers to adhere to ethical considerations when conducting research. A gatekeeper's letter was requested from the KZN Department of Sport and Recreation; after which the researcher applied for ethical clearance from the institution. Once the ethical clearance (EC) certificate had been issued, and before data collection took place, research participants were informed that their participation in the study was voluntary. No penalties would be incurred in the event that they decided to withdraw from the study (Denzin and Lincoln, 2005). Informed consent can be described as the research respondent's voluntary agreeing to the terms of the research objective (Hennik, 2007).

Schinke and Gilchrist (1993) outlined important standards set by the National Commission for the Protection of Human Subjects. The following criteria must be met when conducting informed consent: adequate information must be provided to allow for a reasonable decision; participants must be competent to give consent; and consent must not be coerced: it must be voluntary.

The participants were requested to sign the consent forms prior to participation in the study. They were informed that no monetary benefit or any other reward would be received from participating in the study. The research deals with collecting data from people; therefore human life and human rights must be respected and protected. Human safety should under no circumstances be compromised by the researcher during the research process (see Diedericks and Lategan, 1995). No participant will be mentioned by name in the study, thus maintaining a high level of confidentiality and anonymity. Henn (2006) maintains that confidentiality is shown when the researcher keeps data away from public scrutiny; whereas anonymity is seen when the researcher keeps participants unidentifiable and nameless.

4.13 Conclusion

This chapter presented an overview of the research methodology, which was adopted to respond to research questions and to meet research objectives. The chapter presented the links between various research methods in the study. Qualitative research design was employed to gain participants' opinions, perception, experience, and more insight into the study. The chapter followed the systematic approach of research methodology: target population, sample, sampling strategies, sampling technique, sampling size, data-collection method, data quality control, data analysis, and ethical consideration. Research methodology is at the heart of research and cannot be undertaken in isolation.

CHAPTER FIVE

DATA PRESENTATION, ANALYSIS AND DISCUSSION

5.1 Introduction

The previous chapter presented the methodology adopted for this study which includes research design, target population, sample, sampling strategies, sampling techniques, sample size, data-collection methods, data quality control, and analysis. This chapter will provide the data presentation, analysis and discussion, in order to analyse the intricacies of performance management systems at the KwaZulu-Natal Department of Sport and Recreation. The data presentation, analysis and discussion will be discussed below.

5.2 Overview of Findings

Table 5.1 Overview of Findings

Research Objectives	Interview questions	Themes
<p>To explore the benefits of the PMS at the KZN Department of Sport and Recreation.</p>	<ul style="list-style-type: none"> • What are the associated benefits of the PMS at KZN Department of Sport and Recreation? • What must be done to have an effective and efficient PMS at the KZN Department of Sport and Recreation? • Can the PMS lead to improved customer satisfaction? If yes, how? or if not, why not? 	<ul style="list-style-type: none"> • PMS enhances individual, team and organisational performance • Leadership style and commitment. • Customer needs satisfaction.
<p>To examine the causes of ineffective implementation of the PMS at KZN Department of Sport and Recreation.</p>	<ul style="list-style-type: none"> • Is the PMS ineffective? If so, what are the driving factors? • Does the line function take full ownership of the PMS? If yes, how? or if no, why not? 	<ul style="list-style-type: none"> • The PMS is inconsistent and erratic. • The PMS is more HR driven. • The PMS is monetary driven.

To explore employees' views on the statutory and regulatory framework of the PMS at KZN Department of Sport and Recreation.

- What are the obstacles to the implementation of the PMS at the KZN Department of Sport and Recreation?
- What gaps result in the ineffectiveness of the PMS at the KZN Department of Sport and Recreation?
- Which statutory framework underpins the PMS at the Department of Sport and Recreation?
- What is the regulatory framework supporting the PMS from the Department of Sport and Recreation?
- What are other challenges that are experienced by the legislative frameworks supporting the implementation of the PMS at the KZN Department of Sport and Recreation?

- Lack of perceived fairness of the PMS.
- Clear, legislative and regulatory frameworks
- Lack of proper implementation

To provide a mitigation mechanism for successful implementation of PMS at the KZN Department of Sport and Recreation.

- What can be done to improve PMS implementation at the KZN Department of Sport and Recreation?
- Can dissemination of feedback lead to improved PMS? If yes, how? or if not, why not?

- Training and Development.
- Monitoring and Evaluation.
- Sharing /providing of feedback.

5.3 Data Presentation, Analysis and Discussions

This section presents the analyses of the entire thesis outcomes in line with research objectives of the study. The opinions of the interviewees are presented, analysed, and discussed using thematic analysis. In accordance with the study objectives, the findings of the research are as follows:

5.3.1 Benefits of the PMS at the KZN Department of Sport and Recreation.

To fully comprehend the benefits of the PMS at the KZNDSR, this research interrogated the benefits necessary for effective and efficient implementation of a PMS within the KZN Department of Sport and Recreation. The findings show a variety of views on the benefits of performance management systems at the KZN Department of Sport and Recreation. A PMS provides several benefits, ranging from monetary rewards for employees, to serving as a proper tool to trace poor performance and good performance, improving individual employee performance. However, a common view amongst the interviewees was that performance management systems improve the organisational performance because the main intention of the system is to improve individual, team and organisational performance. It was also found that it also dependent on the existing leadership style, as well as commitment in the organisation and satisfying its customer needs.

5.3.1 (a) PMS enhances individual, team, and organisational performance.

The increase in the individual and team performance is critical in driving overall organisational performance. One of the interviewees was of the view that the PMS focuses on the overall performance of the organisation, indicating the importance of collective performance which is necessary in improving overall performance of the organisation. **Interviewee 3:**

“Performance management systems improve organisational performance of the KZN Dept. of Sport and Recreation”.

Interviewee 8:

“The public service is now putting more emphasis on teamwork which is more beneficiary in achieving desired goals for the government of the day. In the KZN Dept. of Sport and Recreation teamwork has also been very significant, especially during projects implementation at all levels”.

This finding is consistent with other research, such as that of McDonald and Smith (1995) which shows that the PMS improves the organisational performance. A PMS also improves team performance (Kenett, Waldman and Graves, 1994; Lawler, 1994). These factors may explain the relatively good correlation between individual and team performance in achieving overall organisational goals. It is crucial to note that individuals’ goals should not be overlooked: people will strive to achieve individual goals prior to attaining team performance. Constant team performance will be maintained if individuals have achieved their personal goals within the organisation.

5.3.1 (b) Leadership style and commitment.

The interviewees believed that the significance of stakeholder participation, (a culture which is seen as a way of improving and identifying good performance, and not a way of punishing those who have performed poorly) and dissemination of feedback was necessary for effective and efficient implementation of the PMS within the KZN Department of Sport and Recreation. However, most interviewees admitted that all the mentioned features will be fruitless if there is lack of leadership support in the implementation of the PMS.

Interviewee 1:

“There is a need for leadership commitment in order to realise effective and efficient implementation of performance management system within the KZN Department of Sport and Recreation”.

Interviewee 6:

“Leadership style is one is significant in improving PMS because the team leader should seek to treat all employees equally and use various leadership styles depending on the situation at hand. Team leaders’ style should not seek to create factions amongst his or her subordinates”.

This finding is in line with the findings of other studies, that a PMS requires effective leadership commitment (Wang and Berman, 2001; Waal, 2003; Franco and Bourne, 2003; Fryer, Antony and Ogden, 2009).

5.3.1 (c) Customer needs satisfaction.

There was also a strong belief amongst the interviewees that a PMS in the KZN Department of Sport and Recreation is necessary to ensure improved provision of service delivery which would satisfy customer needs. For example, one of the interviewees said that, over the past two decades, there have been public outcries about poor provision of public service. An interviewee further suggested that this had led to the adoption of various legislation in the public service that would ensure that the citizens are not only treated as consumers of services but are treated as clients who are entitled to these public goods and services.

Another interviewee suggested that a well-implemented PMS ensures that customer needs are responded to on time. Yet another interviewee identified that, in spite of the shortage of operational resources, the department has made more effort in ensuring that clients are satisfied with the service standard provided. One interviewee argued that there is not much evaluation conducted by the department on customer satisfaction surveys. However, the interviewee indicated that, when a PMS is properly implemented, it can inspire improved performance, which will lead to meeting clients' needs. Furthermore, it was pointed out that the system should be taken seriously, rather than be seen as a compliance exercise.

Interviewee 4:

“Performance management systems provide customer satisfaction in KZN Department of Sport and Recreation because it seeks to strive to improve individual, team and organisational performance which will ensure that customers' needs are responded to”

Interviewee 2:

“Significant improvement in the application of Batho Pele principle drive all eleven principles of the policy in ensuring that citizens life is improved”.

These results match those observed in a study by Bilgin (2007), which discovered that a performance management system improves customer satisfaction. A common view amongst interviewees was that the PMS had been adopted mainly for improvement of performance either aimed at employees or the organisation. This translates ultimately to much better service

delivery, which will result in clients' needs being responded to, leading to customer satisfaction.

5.3.2 Causes of ineffective implementation of the PMS at KZN Department

Sport and Recreation.

The research also aimed to examine the causes of ineffective implementation of the PMS at the KZNDSR. There were numerous causes of ineffective implementation of the PMS. The main challenge which has faced the KZNDSR since its inception in the year 2004, has been the lack of compliance with rules and guidelines by the department. This affects how it pays its employees. In this regard, officials do not receive their performance bonuses and pay progression before the 31st December every year; this goes against the PMS rules and guidelines. The study also found that the PMS was conducted in a inconsistent, erratic manner, seen as a human resource/HR concern, as well as being monetary-driven and lacking fairness.

5.3.2 (a) A PMS that is inconsistent and erratic.

It was identified that the departmental PMS policy clearly specifies the required timeline for performance rewards to be paid. One of the main challenges which has contributed to lack of compliance is that employee performance management and development system (EPMDS) documents were found to be erratic and inconsistent according to the Intermediate Review Committee (IRC). The IRC has then required the human resource practitioners to return documents for correction, according to an interviewee. Such a situation causes work pressure at IRC as they need to deal with abundant returned documents for correction within a short period of time.

Some interviewees acknowledged the commitment of the newly appointed Accounting Officer in improving the implementation of the PMS. Interviewees indicated that, for the first time in the history of the department, pay progression was received before the 31st December 2019.

Interviewee 5:

“The KZN Department of Sport and Recreation is faced with inconsistent and erratic filling of PMS documents which over the past years has led to delays in processing employees pay progression and performance bonuses”.

Interviewee 6:

“The PMS has been partially ineffective because of the lack of compliance over the past years which has resulted in the failure by the DSR to pay performance bonuses and pay progression on time.

The PSC (2004) also describes compliance with guidelines as erratic and inconsistent in the implementation of PMS. Furthermore, there are a number of reasons for lack of compliance with performance management regulations which can be attributed to work pressure, unforeseen emergencies, administrative leadership changes, and political restructuring which create organisational instability, according to South Africa’s Department of Public Service and Administration (2008).

5.3.2 (b) PMSs are more HR driven.

It was identified from the interviewees that the Human Resource Management Section from KZNDSR has worked hard over the past years. Currently, the department aims at instilling a performance culture amongst its employees across the province of KZN at all levels, by conducting road shows prior to the start of the performance cycle. The KZNDSR emphasises the necessity for taking ownership of people management. However, despite tremendous efforts made, there is still much to be done in order to ensure that line managers or section heads take full ownership of the PMS for their respective employees, according to some of the interviewees.

Interviewee 1:

“Performance management system is human resource driven”.

Interviewee 11:

“There seemed to be lack of understanding on the clear roles between who should be driving PMS especially from various section heads which has cause the system to be more driven by human resource section”.

This finding is in line with Ngcelwane (2008), that there is a perception that PMS implementation is a human-resource core function, and line managers are not included in the process. Scholars such as Armstrong and Baron (2005) insist that PMS implementation is the responsibility of line managers; and they should take ownership of the system. However, it is noted that, with a small sample size, caution must be applied, as the findings might not be transferable to the larger population.

5.3.2 (c) *The PMS is monetarily driven.*

The study has also found that the challenge currently facing the KZNDSR is seemingly a misunderstanding of the main aim of a PMS. This is because most employees are more interested in the monetary rewards, the study has found. Yet the system is mainly designed to improve performance for both employees and the organisation.

Interviewee 6:

“One of the biggest challenges of the PMS in the department is the strong dominance of monetary culture”.

Interviewee 15:

“There is a huge gap in understanding the main goal of PMS in the Department of Sport and Recreation which causes the employees to be less concerned about shortcomings identified in their performance evaluation but more concerned about monetary rewards”.

This finding is consistent with that of Seychelles (2009) who found that one of the contributing factors to the absence of a strong performance culture in South Africa public service is the dominance of monetary issues in performance management. This finding suggests that more needs to be done in an attempt to instil performance culture into the South African public service in general. The country would then be recognised, in line with countries such as New Zealand, the United States of America, and the United Kingdom, who have implemented PMS successfully.

5.3.2 (d) *Lack of perceived fairness.*

An interviewee outlined the need for an PMS to be as fair as possible in order to achieve its goals. There is a perception among employees of the KZNDSR that the awarding of performance rewards such as monetary bonuses, was unevenly conducted. Interviewees identified that there were cases in which people who were not deserving of bonuses were given such rewards. This was causing factions amongst the employees, who viewed such as favouritism and bias: an employee who performed below par might unfairly be rewarded. An interviewee identified that those who are ‘good in writing in comprehensive English’ are the ones who more readily obtain performance bonuses.

Interviewees 9 and 14:

“There are strong views on the lack of fairness in assessment and evaluation in KZN Department of Sport and Recreation”.

Interviewee 7:

“PMS is undertaken as a compliance exercise to such an extent that there are employees who have stopped motivating for their PMS and assess themselves with a scores which does not require motivation for performance bonuses”.

According to the Institute of Public Administration Australia (2001), previous studies have demonstrated that the assessment and evaluation of employees’ performance is observed as biased and subjective. Furthermore, prior research by Latham and Mann (2006) points out that employees believe that management implements a PMS to hold them accountable and further to open a route for disciplining them. The findings by Latham and Mann (2006) do not support the current findings of the study, but are somewhat similar in relation to perceived fairness of the PMS. It is important to bear in mind the possible bias in these responses as the employees might have their own personal agenda that they would want to fulfil by being subjective in their responses.

5.3.3 To explore employees’ views of statutory and regulatory frameworks of PMS at the KZN Department of Sport and Recreation.

The study also aimed to explore employees’ views of statutory and regulatory frameworks of the PMS at the KZN Department of Sport and Recreation. The findings show that the interviewees had various views on the statutory framework underpinning the PMS at KZN Department of Sport and Recreation. They stressed the importance of the highest legislation in the land. There is no legislation above the Constitution of the Republic of South Africa of 1996. The statutory and regulatory framework of the PMS is clear but lacks proper implementation.

5.3.3 (a) Clear legislative and regulatory frameworks.

The study found that there was more emphasis on Chapter 10 of the Constitution governing public administration, which supports effective and efficient use of resources; insisting that the people’s needs must be responded to.

Interviewee 1:

“The Republic of South African constitution of 1996 is the first legislation that seek to support PMS in the public administration more specifically chapter 10 of the constitution”.

Interviewee 10:

“There was a necessity for rules and regulations which seek to ensure effective and efficient use of department resource and the consumption of such resources should be known to the public at large. All these legislations should be enforced with an attempt to ensure that government performance and compliance improved”.

This finding was in accordance with Section 195(1) of the Constitution (Republic of South Africa, 1996). The PMS, as a concept, was derived there from. Basic principles and values governing public administration are outlined as follows:

- Good human-resource management and career development practices must be enforced to realise human potential
- There must be effective, economic and efficient use of resources
- Public administration should respond to public needs
- There must be transparency in providing information
- There must be an accountable public administration.

The research participants/interviewees were of the view that PSR was amongst the most important piece of legislation supporting the implementation of PMS; it compelled the department to manage performance of all employees in an inclusive manner. Furthermore, it encourages capacitation of officials to acquire prerequisite skills for the improvement of performance.

Interviewee 6:

“The Public Service Act 103 of 1994 was one of the mandatory legislation significant for the implementation of PMS”.

The findings of the study were interrelated with the provision of the Public Service Act 103 of 1994. Chapter 1 of the Act encourages training and development of the officials. Chapter 3 of the Act provides for the establishment of the specialised service delivery component within the

department, in an effort to identify service delivery pitfalls in the public service. The AO may be given specific duties and powers under Section 7(3) (b). This includes promotion of good labour practices, proper development and training of staff, and effective and efficient utilisation of state resources. The Act regulates the overall working conditions in the national and provincial government by examining all aspects of the working conditions in the public service. The PSA Part 8 specifies that government institutions must manage personnel performance in a compassionate and inclusive way, to promote institutional effectiveness and efficiency. PMS should be crafted and implemented with an attempt to promote accountability in relation in ensuring effective and efficient use of resource allocated.

There was strong consensus amongst the interviewees that Batho Pele principles under the regulatory framework supporting the implementation of PMS was one of the most popular frameworks supporting improvement in service delivery. The interviewees believed that the Department of Sport and Recreation promoted the execution of Batho Pele Principles, as this framework seeks to put the needs of the people first, and at the centre of every strategy. It was also identified that more focus was placed on the necessity for higher service standards within the KZNDSR. This would improve service provision; and the service provided can be quantifiable.

Interviewee 1:

“The White Paper on Transforming Public Service Delivery (WPTPS) (Batho-Pele), 1997 was one of the most predominant legislation supporting the implementation of PMS and seek to put people first through improved service provision within KZN Department of Sport and Recreation”.

This finding was in line with the conceptualisation of Batho Pele Principles by Moran (2002:7): the concept was derived from the Sesotho meaning ‘people first’. The Batho Pele principles seek to promote strategies within all government institutions in all spheres which offer service delivery, ensuring continuous improvement of quality and inclusive services (Van der Waldt and Du Toit, 1999). Furthermore, the White Paper on Transformation of the Public Services (1997), Section 4.2.1, specifies that “standards must also be precise and measurable so that users can judge for themselves whether or not they are receiving what was promised”. Moreover, distributing outcomes of service standards is an effort to promote a high level of accountability (Smith, 1990). The intention of publishing performance standards is to empower clients on the level of services clients should expect from service centres. Allen-Ile, Ile and

Munyaka (2007) maintained that there is a strong need for public servants to take responsibility in promoting improved service delivery.

5.3.3 (b) Lack of proper implementation of legislative and regulatory frameworks

The findings show that the KZN Department of Sport and Recreation has a number of legislative frameworks, which are necessary for effective implementation of the departmental PMS. These legislative frameworks are enforceable for all employees who are employed by the department. However, some of the policies are formulated at a national level by the Department of Public Service and Administration, and cascaded to provincial level for execution. All the policies are formulated in line with the Constitution of the Republic of South Africa; any other legislation inconsistent with the provision of the law in the land is declared invalid. One of the interviewees indicated that the public service has also adopted consequence management for those officials who fail to adhere to the rules and regulations of the statutory and regulatory frameworks for PMS.

Interviewee 7:

“Performance management is facing implementation challenges especially with regards to enforcement and ownership of the system as legislation prescribed”.

Interviewee 5:

“...one of the interviewees stressed that in South Africa there are good policies in place, but most public service department are faced with implementation failure”.

These findings are in line with the study of Cooper (2008) which indicated that a PMS that is poorly formulated and executed has negative implications for those who are part of the system. Pulakos (2009) furthermore maintains that challenges of poor execution of PMS will have negative outcomes on managers, employees, stakeholders, and organisations. There are distinct driving forces that may cause barriers to the PMS execution, according to Ammons (2001). Pace (2011) claims that most implementation challenges of PMS are related to poor executive commitment. Pace (2011) further insists that most implementation challenges of PMS are related to poor executive commitment. Very little was found in the literature supporting this finding, especially in relation to lack of proper implementation of legislative and regulatory frameworks.

5.3.4 Mitigation mechanism for successful implementation of the PMS at the KZN Department of Sport and Recreation.

The final objective was to provide mitigation mechanisms for the successful implementation of a PMS within the KZNDSR. According to the interviewees, for the PMS to improve, there are many areas which should be targeted. One interviewee provided the perspective that, because of the complex work environment in the 21st century, there will always be a need for improvement. Individuals, the team, and the overall performance of an organisation must harness available technology to maximise the benefits of the PMS.

5.3.4 (a) Training and Development.

The interviewees said that there is a need for training and development within any organisation in order to maximise its human resource potential. The interviewees stressed the significance of bridging the skill gaps in order for the public service to maximise service delivery. Some interviewees argued that filling Employee Performance Management and Development System (EPMDS) documents under the personal development plan (PDP) is a compliance exercise; this was because over the past years no training intervention was provided to address training needs as per reflecting on the employee PDP; rather stressing the need for continuous training and development in ensuring improved service delivery.

Interviewee 5:

“Training and development of KZN Department of Sport and Recreation employees including those who sit in the Intermediate Review Committee, in order for them to fully understand how to assess employee performance and for the employees to understand the purpose of the system”.

Interviewee 11:

“There is a need to do comprehensive skills audit within KZN Department of Sport and Recreation in order to identify skills gaps so that necessary intervention can be undertaken”.

These findings are consistent with other studies, such as that of Grobler, Warnich, Carrell, Elbert and Hatfield (2002), that training and development have several objectives. A PMS helps towards desired outcomes, which includes job orientation, preventing obsolescence, updating skills, solving problems, personal growth, and career advancement. Furthermore, development

places more emphasis on a variety of skills and training, primarily concerned with addressing technical skills which are prerequisite for employees to perform given tasks (Grobler *et al.*, 2002).

5.3.4 (b) Monitoring and Evaluation.

The interviewees also emphasised the importance of tracking poor performance as early as possible before the first assessment conducted mid-year, normally referred to as the ‘September review’. Ongoing monitoring and evaluation is crucial in order to conclude failure or success. Informal assessments before the ‘September review’ are also vital, so that poor performance can be noted as early as possible. Interviewees went further by stating that, if the department cannot measure performance, it cannot reward success; and cannot take corrective measures to address unsatisfactory performance.

Interviewee 1:

“Monitoring and Evaluation is one of the key features necessary to improve PMS implementation in the KZN Department of Sport and Recreation”.

Interviewee 10:

“...monitoring is the integral part of PMS because it seeks to look for improvement where there is shortcoming and argued that evaluation can be fruitfully if monitoring can be done properly on daily basis. Evaluation will have no significant impact because is done towards the end of performance circle which is concern with identifying failure or success”.

These results are consistent with other studies, and suggest that monitoring and evaluation is one of the most crucial tools that can be used to trace employee and organisational performance. Monitoring and evaluation responds to the fundamental question, ‘so what?’ (Kusek and Rist, 2004: 15). Moreover, this finding is supported by Moon and Wells (2003), that what drives monitoring and evaluation of performance is the collecting of data that can be used to enhance workforce performance.

5.3.4 (c) Sharing/providing of feedback.

The interviewees acknowledged the significance of information sharing within the department in relation to employees’ performance. Those who have done well can be recognised and be encouraged to keep doing well. For those who are struggling with poor performance, corrective

measures must be adopted in an attempt to improve performance. Interviewees stressed the need for transparency on the status of performance of the organisation. However, they highlighted that there should be no such transparency on individual performance, as this may affect the privacy of employees. There was consensus amongst interviewees that providing/sharing of feedback can lead to an improved performance management.

Interviewee 10:

“One on one session between supervisor and supervisee does not only strive for improvement of performance it motivates employees to do more knowing that their supervisor care for their wellbeing discussing work related issues in an attempt to improve employee performance”.

The findings of the current study are consistent with those of other studies.

Fenwick and de Cieri (2001) suggest that continuous feedback is crucial to the performance management system for improving productivity. The focus should not be on assessing personal characteristics of the individual – rather, more emphasis should be placed on assessing performance. The findings of the current study concur with those of Mujtba and Shuaib (2010): providing timeous feedback will drive employees to greater performance and employ more innovative approach.

5.4. Goal Setting Theory And Performance Management In The KZNDSR

The KZN Department of Sport and Recreation (KZNDSR) has goals and objectives which it strives to achieve. Each unit in the department is given performance targets to achieve. Public service in South Africa now stresses on the significant of teamwork, which is seen as more beneficial in achieving desired goals of the government of the day. In the KZNDSR, teamwork has also been flagged as imperative, especially during the implementation of projects at all levels, the findings reveal.

Interviewee 8:

“There is strong relationship between PMS and goal setting theory especially if the entire team clearly understand what is expected outcomes on the set goal”.

The setting of goals during the implementation of a project ensures division of duties, each official being in charge of certain tasks. There is evidence that the goal setting theory is a

management tool used to ensure clear roles. Employees must know the expected outcomes to be achieved in striving to improve their performance in attaining the overall goals (Williams, 1991).

Interviewee 12:

“A well-structured goal setting will have a tremendous improve on employee performance, however, the challenge with DSR is that goal setting is applied using top down approach”.

However, the findings point out that the challenge with the KZNDSR performance targets, is that they are set at head office (high management level). In most cases they cascade to district level (middle management level) in a classic top-down approach to performance management.

In an ideal environment, supervisors (low, middle, and top management) should work hand in hand in setting targets to be achieved. A study by Mone and London (2009) indicates that supervisors and employees should collectively set desired goals. Performance indicators that are set to achieve desired goals make a meaningful contribution to employee performance, because they challenge employees to think ‘out of the box’. Thus, the existing body of knowledge indicates that a well-set goal makes a meaningful contribution to employee results (Locke, 1968; Latham and Yukl, 1975; Matssuietal, 1987; Tubbs, 1986, 1993; Dweck, Hong and Chiu, 1993 and Sujana, Weitz and Kumar, 1994).

5.5 Conclusion

This chapter has responded to the research questions which seek to analyse the intricacies of performance management systems within the KwaZulu-Natal Department of Sport and Recreation. The following are the benefits of a PMS within the department of KZN Sport and Recreation: enhancing team performance, providing competitive advantage, and satisfying customer needs. Leadership commitment was found necessary for effective implementation of the PMS within the department. The following challenges were discovered during the implementation of the PMS: the PMS is more human-resource driven, there is strong monetary dominance for the employees. The PMS should rather be seen as a tool for improving performance. Employees are of the opinion that the PMS lacks fairness. The chapter further explored the statutory and regulatory framework underpinning the PMS. Lastly, mitigation measures for successful implementation of a PMS were presented. These include training and development, sharing of feedback, and monitoring and evaluation.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The previous chapter outlined data presentation, analysis, and discussions on the intricacies of performance management systems within the KwaZulu-Natal Department of Sport and Recreation. This chapter, Chapter 6, draws upon the entire thesis. It draws conclusions on research objectives, the contribution of the study, recommendations, and areas for future research to be identified. Finally, concluding remarks are presented.

6.2 Conclusion

6.2.1 Conclusion aligned with Objective One: To explore the benefits of the PMS at the KZN Department of Sport and Recreation.

The research objective of the study aimed at exploring benefits of the PMS in the KZNDSR. Much effort must yet be made in an attempt to realise distinct benefits of PMS within the KZNDSR. It is important to note that the human resource management (HRM) of the department has worked hard over the years to instil a PMS culture within the organisation's employees.

The benefits associated with the PMS within the KZNDSR include improved individual, team, and organisational performance; while customer needs are satisfied. Furthermore, leadership commitment was noted as one of the most important features of realising effective and efficient implementation of a PMS. Leadership, in most cases, is critical for driving any organisation's strategy.

6.2.2 Conclusion aligned with Objective Two: To examine the causes of ineffective implementation of the PMS at the KZN Department of Sport and Recreation.

This study's objective aimed at examining the causes of ineffective implementation of the PMS within the KZNDSR. There has certainly been tireless intervention by the KZNDSR to improve performance management system implementation; however, there are some challenges which require further intervention. It has been noted in the literature that there are various challenges associated with PMSs around the world.

The study findings show various challenges in relation to the implementation of the PMS which are as follows: the PMS is inconsistently and erratically applied in filling PMS forms; it is more human resource driven; there is a strong dominance of monetary culture and a perceived lack of fairness. These challenges need a considerable amount of intervention in order for the department to improve the provision of service delivery to stakeholders.

6.2.3 Conclusion aligned with Objective Three: To explore employees' views on statutory and regulatory frameworks of the PMS at the KZN Department of Sport and Recreation.

The study objective was to explore the views of employees on the statutory and regulatory framework supporting the implementation of PMS within the Department of Sport and Recreation. The South African public service has promulgated various legislative frameworks underpinning the implementation of a performance management system. These legislative frameworks are classified into two: statutory, and regulatory frameworks. Various legislations supporting the PMS are enforceable and mandatory for implementation.

The study findings reveal that there are a number of legislations within the KZN Department of Sport and Recreation. Employees are aware of such; however, it was noted that the Constitution of South Africa, Public Service Act and Batho Pele principles, under the statutory regulatory frameworks, are one of the legislative frameworks on which interviewees showed common understanding.

6.2.4 Conclusion aligned with Objective Four: To provide mitigation mechanisms for successful implementation of the PMS at the KZN Department of Sport and Recreation.

The final study's objective was to provide mitigation mechanisms for the successful implementation of the PMS within the Department of Sport and Recreation. Improving the implementation of the system will enhance the provision of service delivery. All stakeholders who are involved in the implementation of the performance management system are equally important for the PMS to maximise its potential. In any new initiative or tasks introduced, there will always be room for improvement; even if the system is performing well. Managers and employees at all levels, and the accounting officers of a department, are crucial in the team effort to realise the PMS objectives.

The study findings reveal that, in an effort to counteract various challenges to the implementation of the PMS within the KZN Department of Sport and Recreation, the following recommendations are provided below.

6.3 Recommendations

6.3.1 Recommendation aligned with Objective One: To explore the benefits of the PMS at the KZN Department of Sport and Recreation.

The study findings reveal that within the KZNDSR the following benefits are yielded by the PMS: it enhances individual, team, and organisational performance, and customer satisfaction. Leadership style and commitment is noted as the most significant feature in achieving the PMS objective. This is an indication that there is still much to be done in order to realise a fully effective and efficient PMS.

There are several PMS benefits which the department should seek to gain in the future, in order to improve the system: the PMS should seek to improve quality of supervision. The PMS should provide a competitive advantage and should seek to improve processes within the organisation. This will ensure extensive service delivery with positive outcomes and positive performance. To realise these benefits of the PMS there is a need to instil a strong performance culture into the employees of Sport and Recreation.

6.3.2 Recommendation aligned with Objective Two: To examine the causes of ineffective implementation of the PMS at the KZN Department of Sport and Recreation.

The study's findings reveal that the KZN Department of Sport and Recreation is faced with implementation challenges which have resulted in a problematic PMS. The findings show that the PMS is being inconsistent and erratic in filling PMS forms; it is more human-resource driven; there is a strong dominance of monetary culture, and a lack of perceived fairness. The recommendations will be outlined below, which could be adopted in an attempt to improve the system.

6.3.2.1 Continuous training and development.

There is strong need to emphasise to all supervisors and section heads that the implementation of PMS is their duty. This is outlined in their job description in the following manner: 'supervise staff', or 'manage the effective and efficient utilisation of resources'. The enforcement of this key results area will ensure taking ownership of the system. The Human

Resource Management conducts road shows prior to the beginning of the performance cycle to various components or divisions/ sections. However, those road shows should not only seek to remind officials of the need to adhere to timelines for submission of various annexures. The workshops should first seek to clarify that the PMS is the responsibility of supervisors at all levels. The purpose of the PMS should be comprehensively outlined. Such should instil performance culture into the employees, rather than observing the system as a money-making tool. The benefit of the PMS should be properly presented in order for employees to see the value in the application of the performance management system. The Accounting Officer must make it compulsory for employees to attend PMS workshops. Such would minimise instances where the wrong templates for the PMS are used, reducing the number of errors on the PMS documents.

Prior identifying and auditing of training and development needs apropos of employees' skills should be conducted, in order to identify skills gap within the department. It is important to assess whether the department has PMS specialist personnel and any related profession that could be useful in advising all EPMDS committees. The whole world is adopting the use of technology. South Africa is gradually moving towards adopting the fourth industrial revolution (4IR). Such innovation can also assist in assessing performance, which can be observed as an objective by employees superior to manual assessment.

6.3.2.2 Monitoring and evaluation.

The monitoring and evaluation (M and E) process persists throughout the department. The departmental specific goals must constantly be monitored and evaluated, including specific outcomes. The supervisors are entrusted with people management; therefore from time to time specific goals must be monitored to ensure the accomplishment of specific outcomes. A performance management system is an ongoing process. Monitoring and evaluation should be conducted on a quarterly basis with an attempt to identify poor performance, so that corrective measures can be taken to improve performance. Furthermore, identification of good performance is necessary to encourage, compliment, and inspire consistency throughout the whole performance cycle. Aspects which monitoring and evaluation should focus on are short-, medium-, and long-term or effects, whether negative or positive, on tasks, costs, as well as projects. Any dispute arising from monitoring and evaluation must be dealt with fairly and in a transparent manner.

6.3.2.3 Dissemination of feedback.

Continuous feedback is crucial to providing employees with the status of their performance. Prior research has discovered that supervisors normally do not feel comfortable giving feedback to underperformers. They delay providing feedback, misrepresenting information to make performance seem more acceptable than it is (Yariv, 2006). Such conduct would lead to stagnation of individual performance: employees will not gain a true reflection of their performance. It is advisable that supervisors provide constructive feedback with an attempt to encourage good performance. Negative feedback can hamper individual self-efficacy if not communicated in a proper manner. Supervisors should find effective ways of communicating feedback, persuasively conveying such in a friendly manner.

6.3.3 Recommendation aligned with Objective Three: To explore employees' views on the statutory and regulatory framework of the PMS at the KZN Department of Sport and Recreation.

The KZNDSR indicates that there is a clear need for understanding various statutory and regulatory frameworks underpinning the implementation of the PMS. The interviewees showed broad understanding of the following statutory and regulatory frameworks: Constitution of South Africa, Public Service Act, and Batho Pele principles.

It is recommended that all officials be well capacitated on the various statutory and regulatory frameworks underpinning the PMS. A high level of compliance will result when employees have broad insight into the rules and regulations. On the mentioned statutory and regulatory frameworks, it is recommended that more emphasis be laid on understanding the Skills Development Act, the Public Finance Management Act, the Public Service Regulations, the Labour Relation Act and the Senior Management Services. The department should assist with the interpretation of various legislative frameworks to ensure that officials do not have deficiencies in understanding the meaning of various statutes.

6.3.4 Recommendation aligned with Objective Four: To provide mitigation mechanisms for successful implementation of the PMS at the KZN Department of Sport and Recreation.

The study's findings reveal that various mechanisms could be adopted with the aim of improving the implementation of the PMS. The interviewees recommended the following from the KZN Department of Sport and Recreation: training and development, monitoring and evaluation, lastly, providing/sharing of feedback. In addition to the mentioned recommendations, there are several measures which could be adopted to improve PMS implementation, which will be outlined below.

6.3.4.1 Appointment of PMS specialist.

The appointment of a PMS specialist will assist in providing all PMS committees with advice on the assessments being made. The PMS specialist will not replace the committee; however, he or she should seek to provide better insight into prerequisites for employees to be awarded performance bonuses and pay progression. The specialist will work in conjunction with the Human Resource Directorate in collating statistics of individual development plans. The various officials must ensure integration so that areas which need intervention can be taken into serious consideration. The PMS specialist can assist in providing the following duties, amongst others:

- 1) Maintain and communicate the annual calendar for the department's performance management process
- 2) Assist in the development of policies, guidelines, and tools to support managers throughout the performance management process
- 3) Develop work plans for specific talent initiatives
- 4) Support performance management programme design and strategy
- 5) Provide professional advice to PMS evaluation committees
- 6) Support the design and implementation of career development and performance management programmes strategies, processes, and tools.

6.3.4.2 Recognition and rewarding good performers.

There is recognised diversity in the work environment: employee behaviour is influenced by various factors happening around them. There are employees who find their work more meaningful because of the impact they have on the society they are working in. They are likely to perform better because the supervisor constantly acknowledges good performance, apart

from adopting monetary incentives. Continuous appreciation or encouragement, compliments, and motivation must not be overlooked. Such makes a massive contribution to employee performance, which can translate to good team and organisational performance. The KwaZulu-Natal government has adopted austerity measures in an attempt to ensure effective, efficient, and economic utilisation of scarce resource; therefore other forms of reward should be considered. However, it is important to acknowledge that there are employees who find joy and motivation through monetary rewards. Such employees should also be compensated accordingly, to maintain a high level of constant performance.

6.3.4.3 Alignment of the performance management system with other strategic documents supporting service delivery.

The performance management system should be aligned with and be integrated into the Service Delivery Improvement Plan, the Department of Sport and Recreation Strategic Plan and Batho Pele Principles. The system should not be implemented in isolation from other important service delivery strategies. The achievement of improved individual, team, and organisational performance leads to enhancement of service delivery provision. Such integration may provide comprehensive insights into the strategic direction of the department. If all employees are fully involved in the strategic planning, their opinion will be taken into account, rather than offering them only tokenism.

6.4 Contribution of the Study

The study could assist the KZNDSR in identifying shortcomings in the execution of their performance management system. The department could develop mitigation measures in responding to such shortfalls. The research would create grounds for future research on the knowledge generated in bridging the gap in the existing body of knowledge. As has been noted by Sanger (2013), there is inadequacy of research into how performance management can improve performance. Other scholars might use this study to improve knowledge generated, thereby bridging the gap in the existing body of knowledge. To the KZNDSR, the study would assist management to carry out continuous monitoring of performance management; and, where necessary, modifying it to suit the organisation.

6.5 Areas for Future Research

Based on the findings of the study, it is recommended that further research should be undertaken to investigate the relationship between performance management systems and

public service delivery at KZNDSR. This is an important issue for future research in critically analysing factors allowing top management to think well of their performance management system. Top management commitment is crucial as the strategy driver in any organisation. Lastly, there is abundant room for further progress in determining the required features for successful formulation and implementation of PMS. Little is known on how a PMS can improve performance.

6.6 Concluding Remarks

This chapter presented a review of research thesis, recommendations on the improvement of the PMS, and areas for future research. It is important to acknowledge the tireless efforts made by the Human Resource Section to instil a performance culture through conducting road shows prior to the beginning of a performance cycle. In spite of such a remarkable effort to improve the implementation of the system, there remains much to be done to realise PMS objectives and goals. The following mitigation measures may be explored in an attempt to enhance the system: continuous training and development, appointment of a PMS specialist, recognition of and rewarding good performers, alignment of the performance management system with other strategic documents supporting service delivery, monitoring and evaluation, and lastly, dissemination of feedback.

7. REFERENCES

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APPENDIX

Consent Form

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL For research with human participants

Information Sheet and Consent to Participate in Research

Date:

Greetings,

My name is Langelihle Nkululeko Mkhize from University of KwaZulu-Natal. My contact details tel / cell number respectively 032 552 2276 and 083 5390 533 and my email address is Langa.mkhize@kzndsr.gov.za.

You are being invited to consider participating in a study that involves research. The aim and purpose of this research is to investigate the "Analysing the intricacies of performance management systems in the KwaZulu-Natal department of Sport and Recreation". The study is expected to include 15 participants and will be conducted in Zululand, ILembe, King Cetshwayo, UMkhanyakude District and Durban Head Office. It will involve collecting data through interviews. The duration of your participation if you choose to participate and remain in the study is expected to be 45 minutes. The study is self funded.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number-

.....).

In the event of any problems or concerns/questions you may contact the researcher at 083 5390 533, 032 552 2276 or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban 4000 KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor at the numbers listed above.

Sincerely

(Researcher name and signature)

CONSENT TO PARTICIPATE

I (Name) have been informed about the study entitled "Analysing the intricacies of performance management systems in the KwaZulu-Natal Department of Sport and Recreation" by Langelihle Nkululeko Mkhize.

I understand the purpose and procedures of the study which are as follows.

- To explore the benefit of PMS at the KZN Department of Sport and Recreation;
- To examine the causes of ineffective implementation of PMS at the KZN Department of Sport and Recreation;
- To examine the statutory and regulatory framework of PMS at KZN Department of Sport and Recreation; and
- To provide mitigation mechanisms for successful implementation of PMS at the KZN Department of Sport and Recreation.

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 083 5390 533.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion YES / NO

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

1/1/1

Signature of Translator
(Where applicable)

Date

Ethical Clearance



05 December 2019

Mr Langelihle Nkululeko Mkhize (218074015)
School of Management, IT & Governance
Westville Campus

Dear Mr Mkhize,

Protocol reference number: HSSREC/0000686/2019
Project title: Analysing the intricacies of Performance Management Systems in the KwaZulu-Natal Department of Sport and Recreation

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 22 October 2019 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. **PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.**

This approval is valid for one year until 05 December 2020.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

Yours sincerely,

Professor Urmilla Bob
University Dean of Research

/ms

Humanities & Social Sciences Research Ethics Committee
Dr Rosemary Sibanda (Chair)
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Website: <http://research.ukzn.ac.za/Research-Ethics/>

Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

INSPIRING GREATNESS



sport and recreation

Department:
Sport and Recreation
PROVINCE OF KWAZULU-NATAL

OFFICE OF THE HEAD OF
DEPARTMENT

Private Bag X 9141
Pietermaritzburg, 3200
Tel: (+2733) 897 9452
Fax: (+2733) 8979422

Enq: P L Majola
Pretty.majola@kzndsr.gov.za

MEMORANDUM

To : Mr L. N. Mkhize

From : Dr C.T. Sifunda
Head of Department

Date : 26 November 2019

Subject : LETTER OF CONSENT TO CONDUCT RESEARCH ON EPMDs WITHIN THE
KWAZULU NATAL DEPARTMENT SPORT AND RECREATION

Dear Mr Mkhize

CONSENT TO CONDUCT RESEARCH ON EPMDs WITHIN THE KWAZULU NATAL
DEPARTMENT OF SPORT AND RECREATION (DSR).

Your letter of request dated 05 November 2019 has reference.

I have pleasure of granting you permission to conduct research on the EPMDs within the KZN DSR for the purpose of fulfilment of a Master programme in Administration with the UKZN on *"Analysing the intricacies of Performance Management System in the KwaZulu Natal Department of Sport and Recreation"*.

I wish you success with a hope that your work will be shared with and benefit the academic fraternity, the Department and the people of KwaZulu Natal, in general.

Your Sincerely

DR C.T. SIFUNDA
HEAD OF DEPARTMENT

3/12/19

DATE

Interview Schedule

Interview Schedule/Guide

ANALYSING THE INTRICACIES OF PERFORMANCE MANAGEMENT SYSTEMS IN THE KWAZULU-NATAL DEPARTMENT OF SPORT AND RECREATION

Objective No. 1 (To explore the benefits of Performance Management Systems (PMS) at the KwaZulu-Natal (KZN) Department of Sport and Recreation)

- What are the associated benefits of PMS at KZN Department of Sport and Recreation?
- Can PMS improve team performance, if yes how or if not why?
- Does PMS lead to greater competitive advantage, if yes how or if not why?
- Does PMS improve quality for supervision, if yes how or if not why?
- Can PMS lead to improved customer satisfaction, if yes how or if not why?
- What is necessary to have effective and efficient PMS at the KZN Department of Sport and Recreation?

Objective No. 2 (To examine the causes of ineffective implementation of PMS at the KZN Department of Sport and Recreation)

- Is PMS ineffective, if so what are the driving factors?
- Is PMS inefficient, if so what are the causes of that?
- Do line functions take full ownership of PMS, if yes how or if not why?
- What are the obstacles in the implementation of PMS at the KZN Department of Sport and Recreation?
- What are the possible gaps that result in the ineffectiveness of PMS at the KZN Department of Sports and Recreation?

Objective No. 3 (To examine the statutory and regulatory framework of PMS at KZN Department of Sport and Recreation)

- Which statutory framework underpins PMS from Department of Sport and Recreation?
- What are regulatory framework supporting PMS from Department of Sport and Recreation?
- Do employees including senior officials at the KZN Department of Sports and Recreation comply with the legal framework supporting PMS, if not why?
- What are other challenges that are experienced by the legislative frameworks supporting the implementation of PMS at the KZN Department of Sports and Recreation?
- Are the current PMS legislative frameworks effective mechanisms necessary for the successful implementation of PMS at the KZN Department of Sport and Recreation?

Objective No.4 (To provide mitigation mechanisms for successful implementation of PMS at the KZN Department of Sport and Recreation)

- What can be done to improve PMS implementation in the KZN Department of Sport and Recreation?
- Does stakeholder involvement have meaning contribution to PMS, if yes how or if not why?
- Can dissemination of feedback lead to improved PMS, if yes how or if not why?

Turnitin Report

Analysing the intricacies of Performance Management Systems in the KwaZulu-Natal Department of Sport and Recreation

ORIGINALITY REPORT

3%	%	3%	%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Jacob Olufemi Fatile. "Performance Management Systems Productivity in the Public Sector: Wither African Public Administration", Africa's Public Service Delivery and Performance Review, 2014 Publication	1%
2	Soma Pillay. "Development Corruption in South Africa", Springer Science and Business Media LLC, 2014 Publication	<1%
3	B. Esu, Basse, and Benjamin J. Inyang. "A Case for Performance Management in the Public Sector in Nigeria", International Journal of Business and Management, 2009. Publication	<1%
4	Edwin A. Locke. "Building a practically useful theory of goal setting and task motivation: A 35-year odyssey.", American Psychologist, 2002 Publication	<1%