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**Analyzing the effectiveness of performance management in Dr Pixley Ka Isaka Seme Local
Municipality**

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Master of Business Administration

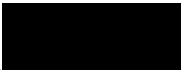
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ABSTRACT

This study investigated the effectiveness of performance management in Dr Pixley Ka Isaka Seme Local Municipality. The performance management strategies used by South African municipalities have not received much attention and studies tended to concentrate on the corporate level rather than the person level. The study investigated the impact of performance management within the Municipality. Qualitative methodology was employed and the research design was exploratory in nature. Semi-structured interviews with 15 participants from five sections in Dr Pixley Ka Isaka Seme Local Municipality were conducted as part of the study. A thematic content analysis was used to investigate the themes emerging from the data. The themes that were discovered were then analysed to draw meaningful results. The main findings of the study revealed that the current performance management system of the Municipality is dysfunctional as it only seems to be working only for leaders and senior managers. It was also revealed that there is a lack of formal and consistent performance management systems, rewards and recognition policies are skewed towards top management, and there is no constructive communication between the leaders and junior employees. As a result, junior employees are no longer motivated to work and they suggested that the current biased performance management system be dispelled. Based on these findings, the following recommendations were made: A performance management policy framework needs to be implemented, incentivising high performing employees, enforcing policies around performance management systems and communication between managers and employees.

Key words: Performance management, Performance Management effectiveness, performance management systems,

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CHAPTER 1: INTRODUCTION TO THE STUDY

1.1 Introduction

This study investigated the effectiveness of performance management at Dr. Pixley Ka Isaka Seme Local Municipality. The synopsis of the study is presented in this chapter. The chapter also describes the objectives of the study and specifies the problem statement, which informs the major research questions. The motivation and contributions of the study are presented, along with the study's main focus, and a brief methodological overview. Additionally, the outline for each chapter is presented.

1.2 Background of the study

Performance management is not a novel concept because it has existed in some capacity for a very long period (Neher & Maley, 2019). They further mention that the concept was initially reserved for managers, professionals and technical workers, but it is now commonly utilised in numerous parts of the world to evaluate personnel at all levels. According to Neher and Maley (2019), performance management has seen many variations since it was first implemented in the 1950s and 1960s, with the initial implementation of performance reviews. The improvement of performance appraisal with the more comprehensive employee performance management procedure is one such development.

Neher and Maley (2019) claim that performance management often promotes regular feedback, career advancement and employee rewards, clearly a shift away from technical controls toward the use of social controls. They further state that it was lauded as the solution to the shortcomings of the limited performance appraisal focused on technical measurement controls as a result. The outcomes of this move have been conflicting, and employee performance management emphasis on technical measurement continues (Neher and Maley, 2019). While it has always been argued that the technical control that focuses on performance evaluation has legitimate goals in terms of enhancing employee effectiveness and company performance, the process has never quite lived up to its original expectations and goals (Neher & Maley, 2019). Additionally, DeNisi and Murphy

(2017) highlight that performance management entails procedures, policies and activities which are created to support employees in improving their performance.

According to Armstrong and Taylor (2020), performance management is an ever- changing process aimed at enhancing performance and a way of obtaining better results by understanding and maintaining performance. This is accomplished through a planned structure of goals, quality and competency requirements (Armstrong and Taylor, 2020). By the same token, Pulakos, Mueller-Hanson and Arad (2019) state that organisations are re-addressing the efficacy and significance of performance management and are contemplating on repairing the current practices. Additionally, the desire for change is to grow future expertise, upgrade on existing performance challenges, and move the attention away from evaluating subordinates on previous performance. Recently, this is revealed by several organisations which already have shifted from formal procedures to embracing unofficial practices to enhance performance (Pulakos et al., 2019).

As stated by Cappelli and Tavis (2016), organisations which have deserted standard procedures have dedicated time to educating managers in communicating with workers regarding their growth. Traditionally, managers did a follow-up on employees to ensure that interventions took place. Cappelli and Tavis (2016) further state that some organisations that have regressed to traditional methods. This draws from their fondness for formal feedback which presents clear results and demands accountability (Cappelli and Tavis, 2016).

Based on a survey that was conducted in Australia, ninety six percent of organisations had executed a performance management system of some type. It was further reported that less than twenty percent of individuals in Australian institutions had witnessed their performance improving (Aguinis & Pierce, 2008). There was dissatisfaction on the side of the employees, with the standard of reviews and the number of times that they receive performance feedback from their seniors.

Khawaja and Khalid (2022) point out five lessons which are drawn from high-performing governments across all the levels in the United States of America (USA).

- The crucial role that technical developments and systems play in allowing the delivery of public services with the help of digital tools and systems.
- Governmental systems that respond quickly and effectively while providing public services have effective decision support systems to facilitate better planning and decision-making.

- Human resource management techniques and methods, such as rewards, recognition, promotions and bonuses are used to incentivise high-performing public servants as part of comprehensive talent recruiting, management and retention strategies.
- Governments hire, fire and could quickly create moments of glory, celebration, and learning from every service delivery encounter. Governments are actively engaged in strategic and tactical planning that creates a conducive environment for operational planning processes and activities to succeed.

Organisations are challenging the existing conditions pertaining to the performance effectiveness practices acquiring performance upgrade and development of individuals. A literature review was done to ascertain the factors which impact on the efficacy of performance management. In this view, three common aspects were noted: the managers, employees and system for performance management (Pulakos et al., 2019).

For performance management procedures to obtain an increase in commitment, it is reliant on the rate at which the employees recognise the procedures to be reasonable (Kehoe and Han, 2020). Additionally, scholars have found that perceptions have an effect on how employees behave. According to Kehoe and Han (2020), the task of senior managers in executing functions of human resources have been simplified by researchers.

According to Schleicher et al. (2019), practices of performance management have changed to deal with different purposes over a period, which is a fundamental issue in many organisations. When formulating the system, its purpose must be clearly stated, as having too many motives may lead to not satisfying the goals which have been established (Pulakos et al., 2019). If such has been clarified, the objectives of performance management will not conflict with each other. Pulakos et al. (2019) further declares that such can happen where the ratings of performance may result in employees concentrating on the incentives that correlate to their ratings. In such circumstances, appraisal goals may hinder fruitful development.

Pulakos et al., (2019) suggest studies in settings of organizations to ascertain if effective performance management can be managed. Okwir et al. (2018) claim that factors which are contextual can affect the framework of an organisation, which has an impact on the functions of human resources needed to line up along the appropriate procedure. Okwir et al. (2018) further

revealed that systems of performance management are effective in some organisations, as opposed to others, despite the systems having similar components. Their research demonstrates that organisations must review which system to execute by acknowledging the circumstances in which the system is functioning. This study is therefore an extended version of past research, as it can bring the possibility of bringing more insight which can eventually be utilised to alter the structure of performance management systems within the public sector of the developing world.

Schoeman and Chakwizira (2023) assert that in South Africa, performance management, service delivery openings and cracks have been a constant challenge for all spheres of government systems and structures. This issue has demonstrated itself as procurement setbacks and inefficiencies, maladministration and issues of integrity challenges, project execution and delays, as well as inefficient institutional decision and support systems (Schoeman & Chakwizira, 2023). The significance of developing improved performance management tools therefore remains critical.

Several municipalities in South Africa face harsh criticism for their poor performance because they have trouble ensuring that long-term strategic goals are implemented (Van Der Waldt, 2014). The issue with municipalities implementing performance management systems is that they run their Integrated Development Plan (IDP), budget, and performance procedures independently of one another. System integration suffers as a result. Processes must be completely integrated, and IDP goals must be in line with the municipal budget, the Service Delivery and Budget Implementation Plan (SDBIP), as well as other performance procedures and systems (Van Der Waldt, 2014). Dr Pixley Ka Isaka Seme Local Municipality is no exception, as it is also characterized by poor performance and challenges in attaining their objectives. In light of this, its performance management system calls for further investigation, hence, the need for this study.

1.3 Focus of the study

The study was confined to Dr Pixley Ka Isaka Seme Local Municipality, a category B municipality situated in the southern part of the Gert Sibande District Municipality. A category B municipality is one that shares municipal legislative and executive authority in its area with a category C municipality within whose area it falls (Constitution of the Republic of South Africa, 1996). The Dr Pixley Ka Isaka Seme Local Municipality borders KwaZulu-Natal and Free State Provinces respectively. Furthermore, the Municipality is framed by Mkhondo Municipality to the east, Msukaligwa Municipality to the north, and Lekwa Municipality to the west.

The study investigated the effectiveness of performance management within the municipality. As a local municipality, Dr Pixley Ka Isa Seme was chosen for this study as it is responsible for the establishment and the reviewing of the municipality's performance management systems and therefore, has a broader responsibility in terms of performance management.

1.4 Problem statement

Performance management in all countries serves a similar function, which is related to the attainment of the set of goals and objectives, according to a comparison of performance management in developed and developing countries (Schoeman & Chakwizira, 2023). One could claim that the poor standard of living in developing regions of the world is caused by the absence of performance management in local government service delivery.

Moreover, there is a general view that municipalities are not able to perform their duties in the community. According to the annual performance management report 2019/2020 for the Dr Pixley Ka Isaka Seme Municipality, the Municipality did not achieve the set targets within the time frame. These include some components within the corporate, human resources, financial, as well as the information and communication technology sections. Furthermore, the Dr Pixley Ka Isaka Seme Local Municipality has been consistently criticized for poor service. Despite the hope for better living conditions, following the Constitution of the Republic of South Africa in 1996, the Municipality has failed to effectively respond to the demands of the community. The lack of adequate service delivery is caused by poor performance management, which remains a vital issue in the Municipality. There is a need for training and development of individual employees to enhance the provision of essential services to citizens (Nama et al., 2022). Local government is crucial in South Africa, as it is closest to the people and responsible for delivering services at individual level. Thus, it is the existence of these numerous instances of non-performance which called for the need to analyse the effectiveness of the current practices of performance management used by Dr Pixley Ka Isaka Seme Local Municipality.

1.5 Purpose of the study

The study aimed to explore the effectiveness of performance management at Dr Pixley Ka Isaka Seme Local Municipality. Performance is the most important metric for assessing how well senior management, leaders, and other employees have contributed to the accomplishment of any

organization's objectives (Khunoethe, Reddy and Mthuli, 2021). Yet, it appears that bureaucrats mainly deployed performance management systems to ensure regulatory compliance, and managers were found to lack the essential skills for monitoring and analysing performance to fully benefit from these systems' benefits for managing performance (Khunoethe et al., 2021). Examining the effectiveness of a policy depends on a variety of factors, including knowing why and how bureaucrats respond to it (Hung, 2021). However, their opinions on the policy are also crucial because one's perspective affects one's response to anything.

According to Khunoethe et al. (2021), performance management systems were implemented to enhance the performance of government institutions at all levels and ensure that the government was more responsive to the needs of communities after the local government system underwent a transformation post-1994. Performance management systems are designed to improve local government service delivery and to make it easier to realise planned development as outlined in municipalities' IDPs. Khunoethe et al. (2021) further state that performance management systems therefore aim to enhance the delivery of public services at the local level. Moreover, the challenges facing public sector organisations in the past 20-plus years regarding the implementation of performance management systems in South Africa have been: lack of commitment to performance management, the role played by elected and appointed leaders in performance management (Swanepoel, 2019), the leadership styles used and the performance culture that exists. In addition, not enough skills and knowledge of performance monitoring and evaluating performance management systems by those in authority. However, these challenges which local government is most notorious for, are also spread across national and provincial levels of the public sector. The perceived reasons for an ineffective performance management system received little attention at provincial government level in South Africa (Mkhize, Nzimakwe, and Luthuli, 2021).

The monitoring and assessment of performance management systems and their deployment have not yet yielded the intended results. This study therefore aimed to find changes that can be implemented to yield the desired outcomes during the assessment of performance management.

1.5.1 Research Objectives

This study was aimed at fulfilling the following objectives, to:

- Explore the effectiveness of performance management in Dr Pixley Ka Isaka Seme Local Municipality.

- Investigate the factors affecting performance management in the Dr Pixley Ka Isaka Seme Local Municipality.
- Identify the changes which can be implemented to the current practices of performance management used by the Dr Pixley Ka Isaka Seme Local Municipality.

1.5.2 Research Questions

This study endeavoured to answer the following questions:

- How effective is performance management at Dr Pixley Ka Isaka Seme Local Municipality?
- What factors affect the effectiveness of performance management in Dr Pixley Ka Isaka Seme Local Municipality?
- What changes can be implemented to the current practices of performance management used by Dr Pixley Ka Isaka Seme Local Municipality?

1.6 Rationale of the study

In this century, communities demand quality service delivery and they are quick to vent their frustrations if their expectations are not met. In local governance, performance management has been shown to increase accountability and transparency. In accordance with the goals and set outcomes of performance management, organisations can establish the changes which can be made to the existing systems. One very critical component when modifying performance management is to make sure that it aligns with the policy of the organisation, to establish if it can be executed in the present context. Based on the existing challenges facing the South African municipalities, improving the performance of municipal employees will bring stability and sustainability for the future of the country. Thus, embarking on this study is an attempt to shed light on the state of performance management implementation in the local government sector. Bjurstrøm (2020) points to the limited research on the implementation and results of performance management, especially in developing countries. This study is therefore an endeavour to shed light on the best practices that can be implemented in local government. As reiterated earlier in this chapter, the annual performance management report 2019/2020 for the Dr Pixley Ka Isaka Seme Municipality, the Municipality did not achieve the set targets within the time frame. These include some components

within the corporate, human resources, financial, as well as the information and communication technology sections. Furthermore, the Dr Pixley Ka Isaka Seme Local Municipality has been consistently criticized for poor service, hence, the need for this study to establish the role of performance management in this regard.

1.7 Overview of the Methodology

The qualitative approach was adopted and the research design was exploratory in nature. The research utilised the use of semi-structured interviews which were conducted and involved participants who shared diversified perceptions and experiences (Saunders & Lewis, 2017). The population of the study included the leaders in executive management, managers, and junior employees at all levels who work in various sections at Dr Pixley Ka Isaka Seme local municipality. The participants were employees who are involved in performance management and could share their knowledge and experiences in this topic. The sample technique that was employed for this study was a purposive sampling technique which is non-probability sampling method. According to Vehovar, Toepoel, and Steinmetz (2016), purposive sampling is when the selection is based on the researchers' subjective opinions or arbitrary beliefs about what constitutes a representative sample. The sample consisted of 15 participants that were interviewed. The data was collected by means of semi-structured interviews. Thematic analysis was adopted for the data analysis. Clarke et al., (2015) states that thematic analysis is a technique utilized to comprehensively identify, organize, and give insight into guidelines of themes in the qualitative data gathered.

1.8 Organisation of the study

Chapter1

The study's context and background were provided in this chapter. Furthermore, the research problem was outlined. The rationale for the study was also substantiated, and the need for the research was explained. The research aim, objectives and research questions, were also outlined in this. An overview of all the chapters is given in this chapter.

Chapter 2

This chapter examines relevant literature on the research problem by various authors. The researcher looks at how much effort has been made by previous scholars to address the tentative research questions. The theoretical framework underpinning the research is also discussed in this chapter.

Chapter 3

The methodology and research design utilized to complete the study are presented in this chapter. The research instruments, sampling procedures, validity and reliability of the study, as well as ethical considerations are all covered in this chapter.

Chapter 4

This chapter presents and analyses the findings of the research.

Chapter 5

This chapter provides a discussion of the findings.

Chapter 6

This chapter concludes the whole study. It provides answers to the research questions of the study.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The literature review will enlighten and contextualise the study's research topic. To demonstrate that the specific subject was fully explored, this chapter offers an understanding of the theoretical framework of the study, whereby goal setting and expectancy theories respectively are discussed in detail. Thereafter, the empirical review follows, prior to describing the research gaps and lastly, the conceptual framework of the study.

2.2 Theoretical framework

According to literature, three prominent theories are typically employed for the planning, creation and implementation of performance management in organisations. These include the goal setting theory, as well as the public choice and expectancy theory (Caixote et al., 2020). For the purposes of this study, only the goal setting and expectancy theories were considered, as they directly relate to the study in question.

2.2.1 Goal-setting theory

According to Gogoi and Baruah (2021), today's organisations strive to achieve the highest degree of quality production and maximise the efficiency of their workers. The organisations must convert their organisational goals into goals at the individual and collective levels to accomplish these. A crucial instrument for accomplishing these goals is the performance management system. Successful goal setting will be prioritised by the organisation, which will achieve success in performance management, skill and confidence building for its staff, and business growth generally (Gogoi & Baruah, 2021). Establishing individual targets and goals constitutes a few of the essential factors of performance planning. It refers to the process of determining work-related tasks in the form of job objectives that coordinated with departmental or unit goals, along with connected to company goals and plans. To attain the required level of performance, the goal-setting procedure must be carefully planned and managed (Gogoi & Baruah, 2021).

The most popular conceptual foundation for goal-setting initiatives has been the goal setting theory. The correlation between the accomplishment of explicit objectives and task performance is explained by the goal setting theory, a theory of motivation (Jeong, Healy & McEwan, 2021). This theory was developed using an inductive methodology that looked at multiple empirical studies from a range of fields. As stated by Gogoi and Baruah (2021), in 1968, Locke laid the foundation for today's comprehension of goal setting and motivation. He emphasised that if individuals are given precise objectives and the right comments, they perform more successfully (Gogoi & Baruah, 2021). His conclusions were supported by research showing that performance improves right away after setting clear, challenging goals. Kim and Hamner (1976), cited in Gogoi and Baruah (2021) discovered that developing goals before receiving formal feedback can improve performance, and that performance was improved significantly when supervisors' input and commendation were added to a structured goal-setting system. Additionally, it was shown that when employees participated in goal setting, the targets they set were greater than when their managers assigned them.

Similarly, Jeong et al. (2021) maintain that goals are defined in goal setting theory as a final state that a person endeavours to achieve. They further profess that it has been demonstrated that goal-setting therapies utilising goal setting theory improve task-related performance, and it is hypothesised that this impact is brought about by four pathways. Setting goals first instructs people to target their energy into goal-associated tasks and to dismiss unnecessary ones. Secondly, defining goals motivates people, enabling them to exert effort in pursuing those objectives. Thirdly, commitment is impacted by goals, with harder goals requiring more effort to achieve. Finally, achieving goals makes it easier to find and create task-relevant methods (Jeong et al., 2021).

2.2.2 Expectancy theory

Expectancy theory is the basis for the widespread notion that performance management will increase public employees' motivation (Woo Lee, 2018). These three factors; valence, expectancy and instrumentality are what determine how powerful the human drive is. According to Woo Lee (2018), valence is the idea that possible incentives that can be received in exchange for meeting performance goals have some sort of personal significance. The subjective likelihood that an actor

believes he or she can meet the performance objective is known as expectancy. He further professes that when targets for performance are met, there is a subjective likelihood that the anticipated benefits will be granted, which is known as instrumentality. In this regard, employees' efforts are not rewarded for their efforts with traditional human resource management because compensation and promotions are largely determined by the amount of time an employee has worked for the firm. Instead, implementing a performance-based incentive system will give workers the chance to be commended for their duties and compensated for it, raising the expectancy of public workers, and enhancing their inspiration at the workplace (Woo Lee, 2018).

Additionally, Lloyd and Martens (2018) claim that there is a fourth component which requires consideration to affect the results and that component is the employees' social setting. They further noted that even though a worker can perform their duties and make an effort, ensure that goals are attained, and achieve an incentive for the relevance performance, they can still be influenced by a group to behave in a certain way, for example, joining a strike, hence, the need to include this element (Lloyd & Martens, 2018).

Expectancy theory is useful in examining why reforms have failed to motivate public workers by explaining why performance management is justified in the first place. Regarding the three components of expectancy theory, it was challenged for being nonsensical to support the performance management reform (Lee, 2018). He specifically notes that performance-oriented management of human resources reduces the apparent valence of public personnel, who tend to be more inspired by serving the public good than by receiving concrete benefits like salaries and promotion value.

Likewise, this study analysed the factors impacting the effectiveness of performance management in respect of the three components of expectancy theory. In a nutshell, the circumstances in which public workers are drawn to the incentives offered by performance management (valence), in which they expect their efforts to end up resulting in better ratings for performance (expectancy), and under which they anticipate that higher performance ratings will lead to more significant incentives (instrumentality), shall be studied (Woo Lee, 2018).

According to Nduati and Wanyoike (2021), in the expectancy theory, individuals act in ways they think will lead to favourable outcomes. Individuals make behavioural changes which are most likely to help them achieve these goals. It is further stated that the expectancy theory supports the

idea of performance management since it holds that performance is influenced by expectations for future events. Nduati and Wanyoike (2021) declare that if personnel fulfill certain obligations to an organisation yet fail to receive the projected results, they might reduce their goals concerning the relationship between their performance and the expected results and may choose to react differently as a result. If the outcomes are not what they expected, workers may also alter their assessments of the value of such results and take different actions. The expectancy theory emphasises how closely a project is related to its success, how success produces incentives, and how valuable rewards are (Nduati & Wanyoike, 2021).

Again, a study conducted by Nerstad, Dysvik, Kuvaas and Buch (2018) revealed that the department of human resources, as well as leaders, must consider aligning organisational factors like motivational climate to human resources practices. The climate is shown as having a stronger tilt towards the climate of mastery that relates to a goal-reward framework where people look for tough assignments, concentrate on personal growth, and enhance their abilities (Nerstad et al., 2018). Rewards must be mutually agreed upon and may be intrinsic, such as acknowledging work and advancement.

2.3 Empirical Review

2.3.1 Performance Management

Performance management is a continual process for recognising, evaluating, and improving an individual's or team's performance, as well as coordinating it with the strategic objectives of the organisation (Bubb, Early, Eddy-Spicer, Crawford & James, 2019). Bubb et al. further write that commitment, accountability, reward and appraisal are just a few of the steps that performance management systems go through as they operate in an interlinking, circular fashion. According to Chun, Brockner and De Cremer (2018), performance evaluations not only show how well employees are performing their tasks, but they also show how they are recognised and treated at work. Performance management is therefore a process in which a team's or an individual's goal-achievement is assessed (Chun et al., 2018).

Knowing when to implement performance management systems is equally critical to knowing how to manage performance. Organisations with low-cost strategies were less likely to gain from

performance management systems than institutions with diverse strategies (Galbreath, Lucianetti, Tisch & Thomas, 2022). The implication is that not all workplace environments lend themselves to the use of performance management systems to assess employee successes and that high-skilled individuals are more suitable for these measuring techniques than lower-skilled employees (Galbreath et al., 2022).

Schleicher, Baumann, Sullivan, Levy, Hargrove and Barros-Rivera (2018) claim that since there is now a more thorough understanding of what performance management is and where it needs to be put into effect, it is crucial to understand what effective performance management systems are. The effectiveness of workers in carrying out duties has been correlated with the effectiveness of performance management in assessing, monitoring, and assisting employees. Thus, it can be inferred that efficient performance management offers numerous advantages, including increased staff productivity. Schleicher et al., (2018) concluded that there must be a lot more research done on performance management systems in actual use. Furthermore, Toong (2019) also confirms this by stating that research is required on the contextual factors that improve employee performance management's effectiveness. He further affirms that to evaluate the effectiveness of performance management, it is preferable to evaluate both the appraiser and the appraisee. This study provided additional insight into the efficacy of performance management.

Performance management systems efficiency benefits both organisations and employees (Ndasana & Umejisi, 2022). Also, Boakye et al. (2014), cited in Ndasana & Umejisi (2022) claimed that the bonuses that organisations pay for effective employees serve as strong inducements for workers to improve performance. The writers went on to say that workers would associate their pay with the organisation's admiration of their labour. Similarly, researchers assert that cash rewards help employees work better together with words of support from their managers.

The performance management system has become popular in certain European nations. For example, a study from Belgium by Decramer, Smolders, and Vanderstraeten (2013) cited in Ndasana and Umejisi (2022), supports the idea that an integrated approach to performance management systems yields greater outcomes for an organisation. The study also discovered that performance management enables employers to observe instances in which workers go further than what is required of them. Additionally, a performance management system enables them to

keep track of their performance toward their objectives and individual growth and to take wise judgments regarding supplemental compensation, such as pay increases or incentives.

The information which is currently available on poor performance management in the South African public sector reveals that issues which contributed to the failing of the performance management comprised poor communication, staff misinterpretations of the performance management system, and ignorance of the merging of the performance management and development system (Ndasana & Umejisi, 2022). In South Africa, there is plenty of research on performance management in both the public and commercial sections, although there are not numerous investigations on local and provincial governments. Hence, it was necessary to investigate this gap in public sector studies of the relationship between efficiency in municipalities and performance management.

Tyokwe and Naicker (2021) investigated a public hospital in Cape Town, South Africa, and found that performance management systems enabled supervisors to spot a lack of knowledge in an organisation. Again, Ndevu and Muller (2018) conducted a study in the Eastern Cape's Joe Gqabi District Municipality where they revealed that the municipality's performance management system lacked transparency and was not shared with all municipal authorities. This emphasises the significance of this research, as is evident that many municipalities are still having issues with their performance management systems.

2.3.2 Performance management and performance appraisal

Performance management and performance appraisals differ in that performance management considers team, individual and organisational performance while performance appraisals are focused on a person's accomplishments (Edeh, Ugwu, Chimeziem, Chibuikwe, 2019). Edeh et al. further differentiate the two ideas as follows: performance appraisal is the formal evaluation and rating of employees by their superiors at, typically, a yearly meeting; performance management is an ongoing and broader, more in-depth, and more natural procedure of management which explains shared requirements, points out the supporting function played by supervisors who are obligated to behave as instructors as opposed to judges, and concentrates on the prospects for the future (Edeh et al., 2019).

Dixon (2009), cited in Edeh et al., (2019), clarified that performance appraisal is the technique through which an organisation evaluates the performance and growth of its personnel regarding their jobs. He further states that an official evaluation of each employee's performance is part of the performance management process and is known as performance appraisal. Edeh et al., (2019) made the distinction between performance management and performance appraisal, arguing that the former involves an ongoing activity, while the latter involves specific time intervals. Furthermore, performance management entails ongoing daily or weekly interactions and feedback to promote continuous progress; it is goal-oriented and regularly evaluates and modifies how the individual and team complete their duties. Additionally, they noted that performance appraisal systems typically depend on documents, apart from potentially online or automated appraisal forms, while performance management systems frequently use information technology to assist employers automatically monitor the performance of workers (Edeh et al., 2019).

2.3.3 Factors affecting the effectiveness of performance management

According to previous research, there are certain components that may influence performance management effectiveness. These components are explained below:

2.3.3.1 Employees

- *Involvement*

According to Valmorbida and Ensslin (2020), there are two categories of performance management procedures which can improve commitment among workers. The initial form involves employees taking a very personal interest in setting goals, receiving regular performance reviews and maintaining some control over compensation and perks. The second kind of worker is one who is aware of the possibilities for growth and development available to them, as well as the obstacles they must meet (Brown, O'kane, Mazumdar & McCracker, 2019). Employees are more likely to embrace performance management procedures and be less likely to consider leaving an organisation if they have a contribution to the procedure of establishing objectives and goals.

According to Brown et al's. (2019) hypothesis, intensive work methods frequently encourage extreme dedication. It was also explained that the expansion of high engagement must consider

that it fails to increase staff and supervisor stress levels. Furthermore, since workers may receive compensation that is beyond average, this type of practice may raise labor costs.

According to research by Pulakos et al. (2019), personnel defining inclusive goals helps them operate well. This finding is in line with recommendations by Farndale et al. Employees will participate to make sure they can accomplish a target, though, provided they know they shall be compensated for doing so (Pulakos et al., 2019). Although Brown et al. (2019) noted that if workers are knowledgeable about the development strategies offered to assist them, this may encourage their participation, it may also inhibit progress for employees.

- *Understanding awareness*

According to Bauwens, Audenaert, Huisman and Decramer (2019), employees' opinions of performance management may affect their actions and mindsets. It is crucial to consider the impact of employees' opinions of the integrity of management's performance management procedures. Performance management is accepted by personnel and affects how they behave and feel (Bauwens et al., 2019). This tolerance is dependent on how just results as well as treatment are under performance management. The organisational environment is influenced by the level of loyalty that employees place in the organisation and its leadership. Transparency, honesty, and trustworthiness are traits of successful working partnerships (Pulakos et al., 2019).

- *Communication*

Before formal assessments, individuals who are enthusiastic about their growth seek input from mentors as well as leaders (Dachner, Ellingson, Noe & Saxton, 2019). Workers in this situation take responsibility for this communication action as opposed to waiting for direction from their supervisors or the human resources department, that reflects their commitment to accountability. As employees ask for comments, they utilise the data to analyse internally and create a plan of action for learning fresh information and abilities (Dachner et al., 2019). Employees may benefit from a better understanding of their areas for improvement and motivation for future success.

Employees are likely to ignore the feedback they receive from their superiors if they believe the performance management system is unfair, the information sources are unreliable and the input is inaccurate. Employee participation in design and execution of the systems of performance management is often advocated to improve their opinions of justice and the efficiency of the system (Brown et al., 2019). Given that it is not harmful to one's level of confidence, is true, and

is acknowledged and focused upon by the individual, feedback is a powerful tool for increasing performance (Schleicher et al., 2018).

Direct reports and colleagues should be included, and feedback should be offered for developmental instead of administrative reasons for multisource feedback to be effective (Schleicher et al., 2018). The opposing viewpoint nevertheless holds that obtaining such input carries danger since biases and shortcomings in the evaluations could not be recognised or possibly exploited for compensation objectives, including wage hikes rather than growth for workers (Kehoe & Han, 2020). Individuals also have the power to harm or benefit workers. They go on to claim that employees may feel more comfortable criticising one another's work in a competitive setting, which could push some people to the bottom of the rankings.

- *Emotional intelligence*

Emotional intelligence is the capacity to comprehend, regulate and handle feelings which enhances awareness of oneself. Employee attitudes and behaviours could be affected by it. Employees who are emotionally competent are better equipped to deal with problems like disagreement and unclear tasks and are therefore less likely to be negatively influenced by them (Uslu & Uslu, 2019). Leaders can have uncomfortable talks regarding performance because employees at this stage of intellect and maturity are not afraid to ask for criticism and can do so. Additionally, Pulakos et al. (2019) profess that when people adopt a learning rather performance attitude, effective transformation is more likely to happen. They further confirm that such can be accomplished by using an individual's inner incentive to change rather than outside pressure.

2.3.3.2 *Managers*

- *Communication*

Leaders in an organisation are an important supplier of knowledge regarding performance since they can often assess performance in accordance with the planned company goals and established benchmarks.

Performance and employee responses get better in an environment where feedback initiatives are encouraged (Schleicher et al., 2018). Nevertheless, it is crucial that there be a culture that encourages ongoing, genuine comments, as this could help ensure its durability. Executives are viewed as role models who may change an organisation's culture by fostering a climate that

encourages employees to provide feedback frequently and openly. Managers should encourage the inclusion of higher regularity of management and employee meetings in performance management rules (Tseng & Levy, 2019). It might be suggested that time spent by managers can be significantly affected by how frequently they communicate about performance. Leaders will have to decide how to spend their time.

Management might find it hard to hold meetings for input and might avoid the unpleasant dialogues. Appraisers who are typically supervisors may cause the evaluation procedure to be inefficient by missing in feedback competencies, being terrible listeners, possessing bias in their judgements of others and delivering overly frequently and irregular comments. Additionally, a manager's efficiency may suffer if they concentrate more on giving constructive criticism than on making suggestions for changes (Schleicher et al., 2018). If an employee refuses to accept constructive criticism, managers may become disappointed and begin to doubt the individual's communication skills and competence. This may lead to an impasse and prevent having unpleasant dialogues.

A feedback-rich environment necessitates frameworks and perseverance, according to Gorbatov and Lane (2018). The researchers further noted that supervisors frequently have no idea what to recommend to staffing members to promote their growth. To give feedback skillfully and effectively, the manager might require enlisting assistance. Gorbatov and Lane (2018) emphasized that it is the human resources division's duty to give managers specific directions on how to give comments.

- *Management skills*

The application of procedures for human resources in organisations involves management in an explicit manner. Kehoe and Han (2020) discovered that experts had simplified the role of leadership in the administration of human resources. It is believed that this has hindered knowledge of the variables that influence the link between organisational performance and human resource management. Performance management, on the other hand, is a continual method of monitoring the organisation, guided by management. Performance appraisal is a yearly process that is overseen by the division of human resources. Technical and social traits that executives possess influence the way they operate and react. An essential quality executives exhibit and that has an impact on how they supervise personnel is their leadership styles and abilities (Kehoe & Han,

2020). Additionally, it shapes the way they go about achieving their objectives and as organisations go through significant shifts, excellent management abilities become increasingly essential.

The shifting of human resource management duties to line managers is referred to as "human resource devolution" (Kehoe & Han, 2020). It is also noted that the requirement for supervisors to receive proper knowledge transfer from the human resources division to facilitate the passing on of duties. Assistance from the human resources division helps supervisors to believe more strongly in the benefits of using performance management. Executives must receive considerable training for carrying out evaluations of performance and define performance goals and targets to execute performance management effectively (Kehoe & Han, 2020). According to literature, managers who are actively involved in human resource management may have a good impact on their staff members' assistance, which boosts their internal drive, dedication and productivity.

- *Emotional intelligence*

A manager can respond adversely when there appears to be a drop in performance for an activity to identify the root of the issue. Instead of concentrating on criticising the person, the leader will have to regulate their emotional state to effectively tackle the problem. A manager with a high degree of emotional intelligence will be able to provide comments and evaluations to staff members in a way that is both informative and positive, while also fostering intrinsic motivation. Employees actively participate in performance appraisal discussions when managers incorporate relational leadership approaches, such as by providing interpersonal recommendations (Tseng & Levy, 2019). As a result, the behaviours of leaders can increase the advantages of the system for performance management.

- *Influence and motivation*

Managers can influence staff members by encouraging self-regulation habits that may lead to alterations in behaviour. Workers can request input or engage in reflections as an outcome of these behavioural changes. By encouraging open and transparent communication, being accessible to employees so they feel comfortable requesting feedback, and offering mentoring, leaders can create a feedback culture (Tseng & Levy, 2019).

- *Transparent, respectful, and fair*

According to their capabilities, setting and outcomes, managers may use the human resources procedures of an organisation or adopt alternative methods (Kehoe & Han, 2020). Therefore, by using diverse human resource management strategies inside the organisation, executives become an origin of variation. Performance evaluations and management's ineffective use of performance management procedures can have a direct effect on staff engagement (Smith & Bititci, 2017). Consequently, if people are disconnected, they can get comfortable in their jobs.

According to Cappelli and Tavis (2016), managers who offer workers unfairly poor ratings engage in a significant level of bias. Employees' opinions of the legitimacy of performance management and their thoughts, attitudes, and behaviours may be impacted if managers apply performance management strategies differently (Bauwens et al., 2019). Additionally, personnel may take offense if their supervisors treat them unjustly or harshly, which can be unpleasant and affect ties between employees and managers.

Employee trust and participation in the fairness and openness of performance management systems can be increased by treating employees equally and giving them the information that they need (Bauwens et al., 2019).

- *Reward and recognition*

According to Kehoe and Han (2020), there are discrepancies across leadership, with some managers failing to invest energy into giving evaluations that accurately represent performance variances or putting much effort into finding outstanding individuals. The study further highlights that there are other kinds of executives who actively pursue top talent, compensate people according to their achievements, and evaluate their strategic initiatives. Some businesses discovered that their managers successfully distributed compensation based on merit without using appraisal rankings (Cappelli & Tavis, 2016). To support their merit-based pay, managers must closely monitor their staff's performance throughout the year.

2.3.3.3 System

Setting corporate, departmental, team, and individual goals as well as using PA systems, appropriate reward systems, training and development plans, coaching, feedback, and communication, career planning for each individual, tools for tracking the success of interventions and performance management systems, and even culture management are all part of performance management (Schleicher et al., 2018).

- *Alignment*

Bourne (2000) suggested a three-phase strategy for establishing performance management techniques. The design of the performance measurements, that must be in line with the organisation's strategy is the first stage. Techniques and procedures for performance management and evaluation are put in place during the second phase. The third stage involves ensuring that the measurements are used in making decisions and that their applicability is often questioned. The tools utilised to connect an organisation's strategic goals with each staff member include communication and goal cascading. This helps the staff members comprehend how their efforts impact the accomplishment of the objectives of the organization (Pulakos et al., 2019).

- *Purpose*

The systems of performance management may be rooted on procedures like competences and skills-based structures, monitoring performance outcomes, or behaviours related to how job duties are performed. Pulakos et al. (2019) noted that a worker's achievement is attitude related and this influences how they produce outcomes.

According to Smith and Bititci (2017), modifications to social constraints resulted in modifications to the technological features of the performance management system. Consequently, staff participation and efficiency significantly improved. Social control systems, varying from regulated management to participative leadership, are cultural and behavioural techniques used while employing the performance management system (Smith & Bititci, 2017). The regulated part has to do with controlling work, enforcing strict controls, and giving and receiving incentives. The autonomous, creative, and enriching aspects of participation are jobs.

The organisation must define the goals it wants to achieve with its performance management system. Organisations may have trends towards a performance orientation or a growth orientation, as Almohtaseb et al., (2020) noted. The plan that managers hope to accomplish frames the purpose. As an illustration, if a company wants to keep its edge in the market, it may adopt a development perspective and put talent management at the forefront (Almohtaseb et al., 2020). Systems for performance management shall be created with this objective in mind.

- *Formal and informal systems*

A system consists of two parts. Schleicher et al. (2018) pointed out that there are regulated procedures that include frameworks and guidelines created and recorded for people to follow in accordance with strategy. Secondly, there are unofficial procedures that consider contextual factors like modifications to the corporate environment. Performance management systems have been rejected by some organisations because they believe they are too lengthy, an administrative load, and do not provide much benefit (Schleicher et al., 2018). Setting targets and leading people to attain them are still important parts, though.

2.3.3.4 Context

- *Alignment*

The performance management system is shaped by external factors such organisational culture, distinctiveness of company performance and strategy. It is crucial that performance management systems and the organisational environment be compatible. Performance management comprises a number of interrelated factors that alter and adapt as time goes by, as the internal environment changes. The organisation might have to think about the tactics it employs to achieve coherence if the metrics it utilises are not in line with the plan and environment (Okwir et al., 2018).

- *Structure*

The degree of autonomy in decision-making that managers have inside an organisation is determined by its structural circumstances (Kehoe & Han, 2020). This demonstrates the degree of how managers can affect both employee management and strategic efforts. Managers may be the principal source of performance information in hierarchical organisational structures. In contrast, where there are less formal organisational frameworks, leaders may also stray from human resource best systems (Kehoe & Han, 2020). There may be few variations when the manager's working environment and human resource procedures are effectively matched (Kehoe & Han, 2020).

- *Performance management design*

Contextual factors including the external environment, culture, strategy, organizational structure, and scale have an impact on how performance management systems are developed (Schleicher et al., 2018). The efficiency of performance management can vary depending on the situation (Schleicher et al., 2018). Performance management techniques may be helpful for an organization

operating in a specific location and for certain reasons, even while what works for one organization might not work for another (Schleicher, et al., 2018). Consequently, context-related factors may operate independently of performance management techniques, even in cases when the architecture of the performance management system is sound.

2.4 Performance Management in South African Local Government

The dawn of democracy in South Africa brought about major changes in the spheres of governance. The Constitution (1996) of the country clearly states that:

“...public administration must be governed by democratic values and principles, amongst others to promote and maintain high standards of professional ethics, efficient, economic and effective utilisation of resources, and the cultivation of good human resource management and career development practices to maximise human potential”.

In view of the above, in the interest of an economical and efficient public service delivery, all government entities are mandated to formulate strategic plans, allocate relevant resources for the implementation of those plans, as well as to monitor and report the results. Despite the Incentive Policy Framework 2003, as well as the Employee Performance Management and Development system stating that employees performing satisfactorily should be rewarded, many government departments are still battling with the implementation of the performance management and development system, which to some extent affects service delivery. In light of this assertion, this section is discussed in the context of the new public management framework.

The New Public Management (NPM) framework was introduced in the South African public sector to prescribe new ways of performance management in municipalities. As one of the tools introduced in the operations of municipalities, performance management saw the development of the municipal Performance Management System (PMS). Nonetheless, since its initiation, effective implementation of the PMS tool in the local municipalities continues to pose a myriad of challenges, demonstrated by the ever-increasing cases of service delivery protests being experienced across the country, oftentimes characterised by violence.

The introduction of the NPM brought about new ways of public management- it is anticipated that the private management systems should also be implemented in the public sector, hence, the

institutionalisation of performance management in the public sector (Ndlovu & Muller, 2018). However, since the introduction of these mechanisms, for most of the municipalities, the anticipated performance and quality service delivery still seem to be subtle and difficult to achieve. Various legislative pieces point to the fact that all citizens of the country are entitled to good quality public services, hence, the need to manage, measure and improve the performance of those entrusted with the responsibility (van der Waldt, 2006).

In local government, the implementation of a PMS is very critical, because the allocated public funds ought to be spent in line with the legal mandates of municipalities, to ensure high-quality service delivery to the residents (van der Waldt, 2006). As indicated earlier, instances of service delivery protests are related, inter alia, to a poor performance culture, lack of competencies, political interference, as well as poor financial management (Govender, 2011 cited in Kariuki & Reddy, 2017; Monkam). In addition, poor financial management is continuously causing many of the municipalities to fail to achieve clean audits and good performance. One Auditor-General's (2022:4) Report indicated that:

The country's aspirations to improve the quality of life of all citizens should be most evident at the municipal level through the provision of water, sanitation, electricity, refuse services, roads, and infrastructure, as well as through enabling economic development. Unfortunately, this is not the case.

The above assertion simply summarises the state of service delivery in South African municipalities. In this view, Gumede and Dipholo (2014) argue that the move to the NPM as an alternative was imperative, as it creates a conducive environment for restructuring government bureaucracy, thereby promoting productivity, competitiveness, efficiency, as well as effectiveness (Gumede & Dipholo, 2014). The NPM led the government being divided into three spheres of management and accordingly, the proclamation of several legislative pieces, some of which are described in the following section. It became necessary for the country to introduce PMS as a means to ensure efficient and effective service delivery to the citizenry.

2.5 The legislative and regulatory framework of Performance Management in South African Local Government

The previous section indicated that in South Africa, the Constitution is the basis of practice of the NPM in the public sector. It has also been noted above that PM is one of the resultant practices of the NPM. Therefore, this section is a discussion of the legislative framework of PMS in South Africa.

2.5.1 The Constitution (1996)

The Constitution of the Republic of South Africa (1996) highlights that:

...public administration must be governed by democratic values and principles, amongst others to promote and maintain high standards of professional ethics, efficient, economic and effective utilisation of resources, and the cultivation of good human resource management and career development practices to maximise human potential.

As the supreme law of the country, this implies that all institutions (public and private), including municipalities, ought to abide by the Constitution which serves as the foundation for the objectives of all the three spheres of government- the national, provincial and local government. Chapter 7, Section 152 of the Constitution stipulates the objectives of municipalities, which must be achieved within their financial and administrative capacity. Similarly, Section 153 provides that it is the developmental duty of municipalities to manage and structure the budget, administration, as well as the planning processes, in ways that the communities' basic need are prioritised, thereby promoting the socio-economic development of the community. In doing so, Section 195(1) of the Constitution thus requires that municipalities observe the basic principles and values governing public administration. Despite these principles in the Constitution not directly speaking to PM, it is apparent that they should underline the South African municipalities' PM practices. What this implies is that municipalities, inter alia, should guarantee the efficient, economic and effective use of resources, so as to fulfil the needs of the communities. Moreover, municipalities are mandated to be accountable, responsible for cultivating effective human-resource management and career-development practices, for maximum human potential (Constitution, 1996).

The above assertions resonate with the Batho Pele (People First) principles which are aligned with the Constitution as they emphasise the constitutional principles and values described above. Similarly, the Batho Pele principles reminds the public service to be service-oriented, to strive for excellence in their endeavours, as well as to commit to endless service delivery improvement (Local Government Action, n.d.). in this regard, Adonis and van der Walt (2017) argue that Batho Pele principles should be the basis for evaluating the effectiveness of municipalities in service delivery.

2.5.2 The Local Government Municipal Structures Act (Act No. 118 of 1998)

Section 19 of the Municipal Structures Act (Act No 118 of 1998) highlights the priorities of municipalities as set out in Section 152 of the Constitution. It is further provided in this Act, that on an annual basis, municipalities must review the community's needs, priorities them, process for community involvement, organisational processes to meet the community needs, as well as their overall performance in attaining constitutional mandates. The Act further highlights the functions and powers of the municipal executive committees and executive mayors. For example, Section 44 (3) and 56 (3) direct the executive committee and executive mayor to effectively identify and develop criteria on which progress in the implementation of strategies, programmes, and services should be assessed, including identifying and developing the key performance indicators (KPIs) common to local government in general, but specific to their respective municipalities.

2.5.3 The Local Government Municipal Systems Act (Act No. 32 of 2000)

Section 38 (a) of this Act clearly stipulates that municipalities must establish PMS that commensurate with their resources; that are best suited to their respective circumstances; and are in line with the objectives, priorities, indicators, as well as the targets underlined in their integrated development plans (IDPs). Similarly, Section 57 highlights that the Municipal Manager and those managers who are directly accountable to the Municipal Manager must have in place, performance agreements which should be concluded annually and must include the performance objectives, as well as the targets to be met. On the other hand, Section 67(1) indicates that municipalities must develop and adopt the most appropriate procedures and systems to ensure transparent, fair and

effective personnel administration which include monitoring, measuring, as well as evaluating staff performance.

2.5.4 Municipal Planning and Performance Management Regulations (2001)

Performance management is described in Chapter 3 of the regulations and specifically, Regulation 7 clearly highlights the nature of PMS, suggesting that the system should serve as a framework describing and representing how the municipal cycles and processes of performance planning, monitoring, measurement, review, reporting, and improvement should be conducted, organised, as well as managed. Regulation 8 stipulates the circumstances under which PMS should be adopted, noting that the adoption should happen before, or at the same time when municipalities embark on the processes of setting the KPIs and targets, according to their IDPs. Regulation 9 provides for the setting of the KPIs- municipalities must set KPIs, including input, output and outcome indicators, in line with the development objectives and priorities. Furthermore, Regulation 11 stipulates the review of KPIs, indicating that, as part of the performance review process, municipalities must review their KPIs annually. With regards to the setting of performance targets, Regulation 12 directs municipalities to set annual performance targets for each of their KPIs, while Regulation 13 prescribes the monitoring, measurement, as well as the review of performance. The regulation further requires municipalities to consult with the local communities, prior to developing and implementing mechanisms and processes for monitoring, measuring and reviewing of performance in respect of their KPIs and the set performance targets. Likewise, Regulation 14 states the matters relating to internal auditing of performance measurements, where municipalities are mandated to develop and implement systems, mechanisms, and processes for auditing the results of performance measurements. This should be part of their internal auditing processes.

2.5.5 The Local Government Municipal Finance Management Act (Act No. 56 2003)

Section 53 of this Act regulates the budget processes and other similar matters. The Act requires that annual performance agreements (as required in terms of Section 57(1)(b) of the Municipal Systems Act for the Municipal Manager and all Senior Managers), should be linked to measurable performance objectives that are approved with the budget, and according to the service delivery, as well as the budget implementation plan.

2.5.6 The Local Government Performance Regulations for Municipal Managers directly accountable to Municipal Managers

Regulation 4 defines the establishment of performance contracts of Municipal Managers, as well as those managers accountable to the Municipal Managers. Regulation 23 describes performance agreement and indicate that they should specify the objectives and targets, they should be based on IDP, SDBIP, and the municipal budget. In the same way, Regulation 26 stipulates the conditions for Municipal Managers and those managers reporting to them, that they must agree to participate in the PMS of municipalities.

Deducing from the legislative pieces described above, it is evident that the success of the public service in delivering its mandate primarily depends on the efficiency and effectiveness of the employees, in terms of carrying out their duties. Performance management is therefore an integral part of the process. Having said so, the section that follows describes the research gap.

2.6 Research Gap

As the literature review highlights, there is less research exploring the factors that affect performance management and how these factors work with each other. Previous research mainly focused on how performance management can be measured effectively to accomplish organisational goals, and less emphasis has been placed on how performance management can be influenced by addressing the factors of performance management and how they work with each other to ensure their effectiveness within an organisation. This research was therefore an extended version of what the previous studies have focused on.

The features and guiding theories of effective performance management were covered in this chapter. Positive individual behaviour and relationships among coworkers, particularly with their superiors, may be supported by effective performance management. These qualities might help individual employees enhance their performance results. Performance management thus constitutes more than just a theory. It is a practical tool for understanding what is important, namely a technique to formulate more effective and pertinent inquiries.

It must be emphasised that performance management places significant value on identifying a person's weaknesses and strengths to facilitate better individual performance results. An efficient

performance management system nonetheless must consider the significance of making sure that the results of better individual performance do not get overlooked. Employees and their behaviours, dedication, levels of motivation, involvement and ongoing interaction between themselves and their line managers, are essentially what make effective performance management possible.

Consequently, all relevant variables, including motivation, communication and evaluation, as well as rewarding positive performance, must be included in an efficient performance management system if managers are to oversee people efficiently and increase employee performance. As an integral component of a successful performance management system, leaders must be familiar with these helpful factors. The information in this chapter also demonstrated how an absence of continuous assistance, feedback and commitment from managers may result in unfavourable impressions of performance management.

2.7 Chapter summary

The literature reviewed in this chapter emphasised that performance management serves the dual functions of measuring and developing individual performance and assisting in the attainment of goals and objectives of the organization. The goals were expanded to include the organisation's desired outcomes. Studies indicate that the objectives of an organisation influence the procedures that are carried out and reveal whether an entity is development or performance focused. According to the literature, factors and associated factors that affect performance management's effectiveness were outlined. This study includes ideas of performance management that were thought to be relevant, research gap, as well as the conceptual framework of the study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the selected research approach used for this research study is described. The strategy used was exploratory and qualitative in nature. The research methodology, study design, sampling of data and data analysis served as the foundation for this.

3.2 Research design

Babbie and Mouton (2008:74) describe the research design as a “plan or blueprint for conducting research”. The research design serves to provide the researcher with the basis that guides the research process. The study design was exploratory in nature since it consisted of learning more about a subject where there are knowledge gaps and fresh perspectives may be gained (Saunders & Lewis, 2018). The exploratory design was chosen by the researcher as it is very adaptable in the sense that data collection is ongoing and takes place concurrently with data analysis, allowing the research strategy to be changed as necessary (Mello, 2021). Using a case study, the research design is thus an “an in-depth exploration from multiple perspectives of the complexity and uniqueness of a particular project, policy, institutions, programme or system in a ‘real life’ context” (Simon, 2009: 21). This design therefore afford the researcher a well-grounded, contextual and comprehensive understanding of a specific real-world phenomenon- performance management.

3.3 Research paradigm

A research paradigm (sometimes called research philosophy) refers to a set of commonly held beliefs and assumptions regarding how to conduct research. Saunders et al (2016) describe the different paradigms as positivism, interpretivism and pragmatism, with each of them offering “differing assumptions of reality and knowledge which underpin their particular research approach which is reflected in their methodology” (Scotland, 2012: 9). This particular study draws from the interpretivism philosophy or school of thought which considers how things like events and objects affect people's behaviour and the significance that they give those things (Funk, 2019). In relation to the principles of Funk (2019), standards and assessment, interpretivism school of thought focuses on the participant's standpoint as opposed to that of the researcher. This backs up the

methodology of Kumatongo and Muzata (2021), who argue that the interpretative approach requires the purpose of comprehending the subjective meanings of people in researched contexts. The central tenet of interpretivism is to use subjective meanings as theoretical frameworks by rebuilding, comprehending and using them. The ontological assumption of interpretivism is relativism- simply implying that reality is socially constructed and there is no pre-existing objective reality (Scotland, 2012). The interpretivists therefore assume that all truths can be relative, while objective observations of the social world are not absolutely achievable, as assumed by the positivists. The interpretivist assumption is that there exist multiple realities in the social world, which can be constructed through the eyes of those experiencing the phenomenon. In this view, Alharahsheh and Pius (2020) posit interpretivism seeks to discover how different individuals make sense of their social worlds in the natural environment. The interpretivist philosophy thus becomes relevant for this study which seeks to gather various employees' perceptions of a phenomenon- performance management systems, in their workplace. The study seeks the lived experiences of those participating in the performance management system of the municipality, thereby producing first-hand information in this regard.

3.4 Research Approach

Research may employ qualitative, quantitative, or a blend of the two methodologies, based on the focus of the study. The qualitative methodology was adopted for the purpose of this study. The qualitative approach entails “a systematic enquiry of concepts that enable one to understand social phenomenon in its natural settings, giving due emphasis to experiences, views, perceptions and meanings of the participants” (Teherani, Martimianakis & Stenfors- Haye, 2016: 669). The approach is most suitable when the aim of the study is to obtain an in-depth understanding and familiarise with the phenomenon of interest- in this regard, performance management.

Bazen, Barg and Takeshita (2021) state that the usefulness of qualitative research resides in its capacity to gather data about the emotions, convictions and values that drive behaviour by generating responses to how, what and why inquiries. They further write that inductive analysis is frequently used in qualitative research to develop overarching themes or fundamental principles that serve as the foundation for the generation of hypotheses regarding an interesting phenomena or action. In its very nature, qualitative research is not likely to be widely generalisable because it collects detailed data from a very limited number of people (Bazan et al., 2021).

Additionally, Mohajan (2018) declares that qualitative research is a type of social activity that focuses on the way individuals analyze and make meaning from their experiences to comprehend the broader world of particular people. By the same token, qualitative studies are primarily methods of investigation in which researchers gradually develop a meaning from a social trend by comparing, contrasting, duplicating, categorising, and identifying the topic subject matter (Creswell & Creswell, 2018). Mkandawire (2019) adds that qualitative design serves as a subjective approach of evaluating beliefs, conduct, attitudes and interpersonal relationships. In the case of this study, the aim is to establish the effectiveness of the performance management system, from the perspectives of those experiencing it.

3.5 Study Area

This research was conducted at Dr Pixley Ka Isaka Seme Local Municipality. The researcher chose this specific study area because municipalities are the backbone of South Africa's economy and therefore, investigating this particular municipality was deliberate, as the aim is to add to the effectiveness of municipal employees, thereby boosting the country's economy.

3.6 Population and Sampling

For the purposes of this study, the relevant population were the employees of the Dr Pixley Ka Isaka Seme Local Municipality. The sample entailed leaders in executive management, managers and junior employees at all levels, who work in various sections of the Dr Pixley Ka Isaka Seme Local Municipality. Research participants were chosen based on the following criteria: they were employees of the Dr Pixley Ka Isaka Seme Local Municipality, they were affected by performance management issues (as they sign performance agreements yearly with their respective managers), they worked in different departments within the municipality, and they had years of experience in their roles.

Since performance management is implemented throughout the organisation, the selection of diverse sections was crucial. There are five sections in the Dr Pixley Ka Isaka Seme Local Municipality. These are corporate services, financial services, human resources services, Information and communication technology (ICT), as well as technical services. From each section, one executive leader, one senior manager, and one employee were selected to represent

that particular section of the municipality, hence, the study would have been able to include representatives from all the relevant sections. This brought the total of participants to 15.

3.6.1 Sampling techniques

The sampling technique that was employed for this study was the non-probability, which entailed purposive sampling techniques. According to Pace (2021), purposive sampling is when the selection is based on the researchers' subjective opinions or arbitrary beliefs about what constitutes a representative sample. In identifying the sample, researchers may even intentionally pursue diversity, occasionally add units consecutively until the chosen participants meet certain requirements. Furthermore, in purposive sampling, participants are chosen for their specialised knowledge and for their professional training or education (Pace, 2021). This study employed purposive sampling because it gave the researcher the chance to choose individuals who are most likely to offer in-depth data that is pertinent to the research objectives. The selected individuals were therefore those that are directly involved in the municipality's performance management system. This technique was selected so that the researcher could gather qualitative data from a small sample.

3.6.2 Sampling size and unit of analysis

The sample consisted of 15 participants that were interviewed. Amongst these were employees, leaders, as well as senior managers. From each of the five sections in the municipality, three participants were selected. These were one executive leader, one senior manager, and one employee, making a total of 15 participants.

The information obtained from the semi-structured interviews with the sample population served as the basis for the unit analysis. The study objectives outlined in Chapter 1 to understand the impact of the primary factors on performance management, and an investigation of possible improvements to the practices presently employed in performance management were confirmed by the participant responses.

3.7 Research instruments

According to McGrath, Palmgren and Liljedahl (2019), a wide range of data gathering techniques are available in qualitative research. Interviews with participants are among the most popular techniques for gathering qualitative data and can be utilised with several study designs.

Interviews are typically used to acquire qualitative data from small samples of participants (McGrath et al., (2019)). Interviews were therefore the first mode of data gathering in this study. According to Bazen et al., (2019), an interview entails face-to-face interaction with participants who are asked to provide information about the study problem.

The primary data was collected by means of semi-structured interviews. Flexibility and adaptability were the main reasons semi-structured interviews were used. As a result, responses can be examined, followed up on, explained, and expanded to produce precise answers with a variety of individuals (including visually challenged people). The semi-structured interview permits a researcher to incorporate some crucial inquiries about the subject and gives the participant and interviewer the freedom to deviate and deeply investigate a problem or solution (Evans & Lewis, 2018). This makes it more adaptable than formal interviews.

In a semi-structured interview, the researcher might provide suggestions or contact the person being questioned on what to discuss, which is especially useful when the interviewee veers off the intended subject. As a result, this technique allows the interviewer and the interviewee to focus on the matter at hand (Islam & Aldaihani, 2022). Additionally, they allow the interviewer a chance to encourage responses, which boosts the response rate significantly (McGrath et al., 2019)

Interviews with participants come in a variety of formats, such as focus groups and semi-structured interviews (McGrath et al., 2019). Islam and Aldaihani (2022) further state that semi-structured interviews are typically conducted one-on-one with the study topic, and they entail the use of a research interviewer who poses wide-ranging questions regarding predetermined subjects. Although semi-structured interviews can vary significantly based on the interviewer and the participant's answers, interviews should adhere to an interview guide that was created by researchers and contains an overview of the questions to be covered to ensure the highest level of reliability in data collection (Islami & Aldaihani, 2022).

There was a total of 15 interviews which were conducted with employees, leaders, and senior managers across all sections at Dr Pixley Ka Isaka Seme Local Municipality. Depending on the person, and what they had to say in response to the interview questions, the interview time varied. The longest interview was 48 minutes, while the shortest was about 30 minutes.

The researcher stressed the need for transparency while posing the questions, and the analysis was verified by summarizing the response of the participants. When the participant's feedback was insufficient, or an in-depth comprehension was necessary, extra questions were posed. Participants were asked to ask further questions or make remarks after the saturation point was reached in the interview. The researcher reviewed the notes taken during the interviews and made detailed notes immediately after the interviews.

3.8 Pilot Study

To evaluate the interview schedule, two pilot interviews were done ahead of the actual interviews. The interviews were done in an environment designed to simulate a real interview. Pilot participants responded to the interview questions while the interviews were being recorded. Once finished, the pilot interviews offered helpful input. The findings from the pilot interviews suggested that the interview fit within the participant's maximum available time (45 minutes) and that the wording was comprehensible.

3.9 Data Analysis

To analyse the participants' perspectives, the textual summaries of the interviews are examined for recurring themes throughout the data analysis process (Ndevu, 2019). These overviews of the field use a variety of pertinent, theoretical notions. According to Morgan (2022), thematic analysis is a technique used to methodically locate, arrange, and offer an understanding of patterns or concepts in the qualitative data gathered. Due to the challenges involved in mixing several versions of this technique, researchers may be confused as to which version of thematic analysis will best suit their study objectives (Braun et al., 2019). For example, performing a reflexive thematic analysis requires employing a strategy connected to an entirely qualitative paradigm, but other iterations require using postpositivist techniques (Clarke & Braun, 2018).

By the same token, subjectivity is regarded an advantage when a fully qualitative approach is adopted (Braun et al., 2019). Additionally, the coding scheme is not decided upon before a researcher reviews the data. Rather, an inductive strategy is typically used to execute it. To analyse the gathered data, Braun & Clarke's (2006) six-phase thematic analysis methodology was used. The researcher conducted the data analysis utilizing the interview notes and analysed the data as follows:

- **Getting acquainted with the information:** extensive notes were taken during the interviews to compile the information.
- **Creating initial codes:** the data was systematically coded based on its constituent parts.
- **Searching for themes:** codes were arranged based on potential topics.
- **Examining the themes:** a map of the data analysis was created and the themes were verified in terms of codes.
- **Defining and naming themes:** the themes were examined to refine and reduce the groups to get closer to the central ideas, each of which was given a clear description and name.
- **Writing the report:** the themes were subjected to a final examination, and linkages were made between the themes and the study questions and findings. A report that included analysis was then put together.

3.10 Ethical considerations

Research ethics regulates the standard of conduct for academic researchers. Protecting the privacy and integrity of study subjects requires adherence to ethical standards. The study of every human subject should be examined by the ethical committee to make sure that appropriate ethical guidelines have been adhered to (Hasan, Rana, Chowdhury, Dola & Rony, 2021).

It was intended that the researcher would be led by the following ethical principles, which applied to all research endeavors, to achieve the study's objectives. These consist of anonymity and privacy, free will and no damage to participants, as well as informed consent.

3.10.1 Confidentiality and anonymity

According to Dougherty (2021), confidentiality refers to the researcher holding the data in secrecy and preventing its release to anyone else, whilst anonymity assures that an individual stays unknown and unidentified. Moreover, the idea of anonymity is connected to secrecy. The term "anonymity" refers to the requirement that a participant's data not be quickly and visibly linked to their name or any other identification (Tamminen, Bundon, Smith, McDonough, Poucher & Atkinson, 2021). Information submitted by participants ought to be kept private and only accessible to the researcher, especially if it contains critical or sensitive data (Tamminen et al., 2021). The researcher ensured the participants' privacy and security by making sure the data was always stored in a safe environment.

3.10.2 Voluntary Participation and no harm to participants

. The participants of the study were informed that participation was voluntary, and they could withdraw at any point during data collection, without any negative consequences. Therefore, the researcher emphasised informed consent and protected participants' privacy by ensuring that their identities were not disclosed to others, nor written in the final report.

3.10.3 Informed consent

When a potential participant freely and fully understands the research, they give their informed permission (Dougherty, 2021). As a result, the researcher created a letter that explained to the individuals who the researcher is, the purpose of the study, the rationale behind the participant selection, and who will have access to the data collected. The researcher obtained a gate-keepers letter from the municipality, as well as the ethical clearance approval from the University of KwaZulu Natal's Research Office- Humanities and Social Sciences Research Ethics Committee (HSSREC).

3.11 Trustworthiness

According to Coleman (2021), reliability is an estimation of how accurate and consistent a measurement instrument is, while validity indicates the extent to which the research evaluates what it promises to measure. Likewise, Middleton (2021) declares that the term "reliability" in research relates to the uniformity of a research study or evaluating test. He further writes that to rate the quality of study, the phrases validity and reliability are utilised. They explain the precision with

which a technique, strategy, or test measure something. Whilst reliability is associated with a measure's consistency, validity is focused on a measure's accuracy (Middleton, 2021). It is essential to note that the quality of qualitative studies is established through trustworthiness, through the four aspects namely: credibility, dependability confirmability and transferability (Berg, 2016; Hammarberg, Kirkman & Lacey, 2016).

3.11.1 Credibility

Credibility in qualitative studies speaks to the extent to which the data, as well as the data analysis, are believable and trustworthy (Berg, 2016). This is the equivalent of internal validity in quantitative studies, in the sense that the findings of the study are expected to match reality. In this view, Hammarberg, Kirkman and Lacey (2016: 500) posit that “qualitative study is credible when its results, presented with adequate descriptions of context, are recognisable to people who share the experience and those who care for or treat them”. Echoing the interpretivism philosophy underpinning this study, reality is therefore relative to the meanings constructed by people within social contexts. To ensure the credibility of this study, the research method underpinning the study was clearly described for value truth purpose.

3.11.2 Dependability

Dependability echoes reliability that is observed through a clear link between the research tools used and the consistency of the findings of the study. Dependability thus entails the extent to which the findings of the study can be replicated (Berg, 2016). Reliability in qualitative studies cannot be clearly practical because the variables can be dynamic due to influencing factors. Cope (2014) therefore underpins that the dependability of a qualitative study should be measured in terms of the findings of the study being consistent with the data collected. Similarly, Hammarberg et al, (2016:500) point to the fact that the aspect of consistency of the findings “does not mean that the same result would necessarily be found in other contexts but that, given the same data, other researchers would find similar patterns. Thus, in ensuring dependability in this study, the theories informing the research problem were clearly described, in an effort to establish the link with data collection method employed.

3.11.3 Transferability

Transferability implies the extent to which the findings of the study can be generalised to similar contexts. Thus, qualitative studies are regarded as fulfilling the criterion of transferability “when its findings can fit into contexts outside the study situation and when other researchers view the findings as meaningful and applicable in their own experiences” (Hammarberg et al, 2016: 500). By focusing on a single case study, the researcher ensured generalisation by providing rich contextual information (about the case study), as well as the evidence of the data collection method employed to justify that the findings can be generalised to similar contexts. This echoes Guenther and Falk (2019:1012), noting that “based on a review of modern and historical approaches to generalisation, it can be achieved in qualitative research through defensible research design and methods”.

3.11.4 Confirmability

Confirmability speaks to the objectivity of the study, describing the extent to which the findings of the study can be verified by others. In this view, Cope (2014) highlights “the researcher’s ability to demonstrate that the data represent the participants’ responses and not the researcher’s biases or viewpoints”. To ensure confirmability, the data analysis chapter depicts the direct excerpts derived from raw data provided by the participants, to generate themes (thematic analysis) and subsequently, the findings of the study. Moreover, the collected data were stored, such that it can be made available upon request by anyone who might want to challenge the findings of the study.

In addition to the above, member checking, which entails the researcher explicitly verifying the reliability of their knowledge with participants during the data collection process, was also done to support the notion of conformability (Gray 2018). By repeating, rephrasing, and asking for additional explanation when participant statements are confusing, researchers can use member checking in interviews to provide the participants a chance to affirm or rectify the researcher's understanding of their statements. Gray (2018) emphasises that researchers should also pay attention to the focus and tone of their own words, as well as those of the participants.

3.12 Chapter Summary

Every phase of the research process was described in this chapter, from the overall scheme or design, to the specifics of how every phase was carried out. This chapter described the research design and methodology utilized to achieve the study's goals. The study employed a qualitative methodology, which led to the utilization of semi-structured interviews as data collection techniques. Additionally, it described the sampling technique and size, data analysis, and ethical consideration guidelines that were used in this research.

CHAPTER 4: DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents the following: a presentation and analysis of the data collected, as described in the preceding chapter. The findings are aligned with the research questions listed in Chapter one. Thematic analysis was employed to make sense of the qualitative data collected, while the results are presented using themes, backed by direct quotes extracted from collected data. The theme that each research question attempted to address served as the framework for presenting the findings of this study.

4.2 Description of the sample

The participants were divided into groups based on the positions they held within the municipality, the department they work in, and the number of years they have worked in that sector. Table 4.1 presents this information.

Table 4.1: Information of participants from the sample

Participant	Level within the Municipality	Sector	Experience (in years)
P1	Senior management	Corporate services	11
P2	Leader in the executive	Corporate services	27
P3	Administrator	Corporate services	4
P4	Senior management	Human resources	7
P5	Middle management	Human resources	18
P6	Administrator	Human resources	3
P7	Leader in the executive	Community services	15
P8	Administrator	Community services	9
P9	Administrator	Community services	5

P10	Middle management	Financial services	12
P11	Senior management	Financial services	19
P12	Middle management	Financial services	5
P13	Administrator	Technical services	6
P14	Middle management	Technical services	6
P15	Senior management	Technical services	17

4.3 Presentation of results

After the data was coded, similar views produced categories and themes which were then grouped together. Various opinions were obtained by carefully analysing the data from the participants. To support the ideas, different quotes from the participants are presented. Moreover, a comprehensive analysis of various prominent themes and their corresponding sub-themes is discussed. The research questions and responses from the participants were used to meticulously create the themes, and related themes were grouped together. Sub-themes were produced by the other related themes, with the most prominent theme emerging as the main theme. Table 4.2 outlines the themes.

Table 4.2: Themes and sub-themes

	Theme 1	Theme 2	Theme 3
	Enhancing the effectiveness of performance management in Dr Pixley Ka Isaka Seme Local municipality	Factors affecting the effectiveness of performance management in Dr Pixley Ka Isaka Seme Local municipality	Changes which can be implemented to the current practices used by Dr Pixley Ka Isaka Seme Local municipality
Sub-theme 1	Purpose of Performance management	Important factors that have an impact on the effectiveness of performance management at Dr	Reflections on current performance management system used by Dr Pixley ka

		Pixley ka Isaka Seme Local municipality	Isaka Seme Local municipality
Sub-theme 2	Current management practices		Improvements that can be done do the current performance management system

4.2 Enhancing the effectiveness of performance management in Dr Pixley Ka Isaka Seme Local municipality

The first theme relates to the data obtained from the participants who responded to questions that were designed for the first objective: to establish the effectiveness of performance management at Dr Pixley ka Isaka Seme Local Municipality. Two sub-themes emerged during the analysis.

4.2.1 Understanding the purposes of performance management

Setting the stage for the discussion of performance management was the first step in the interview process. Before determining the essential components of performance management, the goal of the first interview question was to comprehend the functions that performance management satisfies from the standpoint of an employee subjected to the performance management system. Regarding the goals of performance management, individual opinions within an organisation may differ. When compared to other opinions, some were extensive while others were brief and focused.

Most of the senior participants could express their opinions in detail. Many participants viewed assessment, monitoring, and management of employee performance as the main purpose of performance management.

In examining the responses, it was found that most participants agreed that performance is either assessed, appraised, or evaluated on an individual basis. The participants described these evaluations as occurring in relation to instruments like job descriptions to further understand this. Furthermore, it was stated that performance would be followed, examined, and evaluated to make sure the desired outcomes were obtained. The various perspectives of using performance

management as a management strategy were portrayed as it is applied to control and guide the efforts of workers as well as their behaviours to guarantee that duties are executed effectively and efficiently. In light of the above, the participants had this to say:

"In my view, the main objective of performance management process is to assess and evaluate the employee's performance in light of their job description in terms of the duties assigned to them. (P5).

"I think the main purpose of performance management is to evaluate and monitor the way in which employees perform their daily duties and how their performance contributes to the growth of the organisation" (P9)

"In my view, performance management is done to gauge how employees do their work and whether they achieve the goals of the company. Actually, I think it is done to evaluate the performance of the organisation" (P2)

According to Pasha and Jacobson (2022), performance management enables public managers to examine both quantitative and qualitative performance data to arrive at decisions that are supported by facts and will enhance overall performance. Ndevu (2022) adds that performance management is a basis for greatness and a foundation for truthful, open, and efficient service delivery that is based on integrity, cohesion and dedication. He further emphasises that this kind of policy is based on the goals and objectives of a framework for performance policy, which helps to identify the steps that should be taken to provide direction. Such direction is directly related to the municipality's schedule and procedures. This pertains to establishing the institutional performance's foundation and growth through careful planning, close observation, reviewing and assessment, calculation and measurement, reporting and communication, and quality and control procedures (Ndevu, 2022).

The improvement of the organisation, which is another response, was identified by participants as being connected to the first response. According to the participants' comments, employee performance vouches for the accomplishment of the organisation's strategies, intended objectives and results. P2 offered a straightforward viewpoint, arguing that performance management can lead to a mutually beneficial situation in which the organisation gains if the person performs better. This is what she had to say:

“...you know this can be a win-win situation, if the employee performs well that means the image of the organisation also improves. So, I’m saying that the purpose of performance management is the development of the organisation” (P2).

Top management P7 and P4, the leaders of their respective sections, focused their responses on measuring and monitoring the organisation's performance per predetermined goals to improve the performance of the municipality. Considering the above, this is what they had to say:

“The end goal is to develop the organization, so it is crucial to monitor the performance of the municipality against predetermined goals. This gives a clear indication of whether there is progress or not” (P4).

“...we have seen it in other municipalities, the assessment of performance remains important. One can safely say that an organization that does not closely monitor its performance management system, is just a ticking bomb, it will never grow” (P7).

The participants' descriptions of how personal efforts are integrated into the organisation showed a common understanding of how employee performance is matched to the accomplishment of corporate targets and objectives. The participants recognised the value of coordination between the municipality and its employees, which is why it was mentioned as another purpose of performance management. A few participants indicated that after the organisation sets its goals, aims and objectives, they are communicated and transmitted down to departments and employees to analyze performance. P9, who had previously emphasised the significance of organisational performance, summarised the municipality management strategy.

“The first step is to bring the team together at all levels and across all departments to go in the same direction and pursue one common goal” (P9).

In addition to this, participant P12 had this to say:

“Teamwork conquers all obstacles, if only leaders can learn to unite with the junior employees as one solid team, all municipal objectives can be accomplished. It makes no sense to have one person pulling north and the other pulling south because at the end the performance will be nil” (P12).

It is essential to note that most of the participants emphasised performance monitoring, evaluation, and management in their comments. The developmental objective of performance management

was only mentioned by four individuals. These people acknowledged that performance management is an instrument for training personnel and fostering personal development. Training, growth strategies, and plans for succession, were a few ideas of the solutions that certain individuals provided.

P10 raised an interesting issue when he noted that the goals of the organisation will determine how performance management is used.

“... it is greatly dependent on how we would utilize it; however, it can be used from a developmental perspective or from an evaluation perspective” (P10).

Development of managers and employees was viewed as a goal that can foster knowledge for the growth of the municipality. The importance of feedback is a key response that follows this one. It is necessary to communicate mechanisms, goals, and objectives to set expectations and offer an understanding of them. Furthermore, it was determined that an approach for providing feedback is necessary for a person to understand the level of their performance. P13 remarked that feedback can be very helpful. Two additional people's opinions underscored the importance of using feedback as a tool between managers and employees more frequently. In light of the above, this is what they had to say:

“It provides an opportunity for someone to get constructive criticism from the management team, who can then say things like, “This is what I would prefer to see you do a lot more of as my employee and this is what I would like to see you do less of.” (P13).

“...as it would make us learn from our mistakes, improve and do better next time. So, you see, if feedback is not given, we won't know whether we are doing right or wrong, and that means we will also not grow professionally” (P4).

Drawing from the participants' responses on the purposes of performance management, it can then be concluded that most of the employees of Dr Pixley Ka Isaka Seme Local Municipality believe that the purpose of performance management is to monitor an organisation to assist it in fulfilling the organisation's developmental mandate.

4.2.2 Improving the current performance management practices

It is crucial to comprehend the existing performance management procedures used by the municipality and to identify their similarities and variations. According to Jena (2020), role clarity is the most crucial step towards operational effectiveness and organisational performance. It outlines the roles and responsibilities, as well as the task's content, work methodology, functional priority, and timescales, promoting teamwork and boosting process effectiveness and multidisciplinary dependability. Similarly, Nduati and Wanyoike (2022) assert that performance management means doing everything possible to constantly enhance every employee's performance in relation to their status, team and the whole organisation in the context of the organisation's short- and long-term goals. Aguinis (2019) adds by stating that when aligning performance with the tactical goals of the company, performance management recognises measures and continually improves both individual and team performance.

Most of the participants noted that determination of the municipality's objectives per department is one of the current performance practices at Dr Pixley Ka Isaka Seme Local Municipality and is executed by the leaders and managers discussing what is expected from the organisation. This is what they had to say:

"...so, the objectives of the organisation are listed on an agenda during collaboration meetings. The demands of several stakeholders, including the community, are laid out and thoroughly debated. The subject matter also includes the compliance requirements. This procedure is being followed to offer a comprehensive picture of the numerous expectations that the municipality must strive to meet (P1).

Setting clear objectives of the municipality highlights overlapped components and adds simplicity to a complicated public environment. (P2).

"Everyone has a deadline for finishing their work and must meet a certain standard of quality" (P4).

P11 indicated that the organisation's performance is closely monitored. They meet for an hour once a month to talk about the performance and challenges. The participant also added that it is important for department managers to clarify outcomes and objective discrepancies so that

appropriate steps can be taken to reduce the gap. *“Such is called performance management.” (P11).*

This implies that the municipality does have objectives that are set and are expected to be met by both leaders and employees. However, the question on whether the objectives are met remains.

- *Performance appraisal system*

Most senior management and participants in leadership positions proved to have a broader understanding of the process of performance appraisal. The appraisal process starts with the municipality rolling out the main performance sections and stating its objectives. The leaders and the senior managers make up the executive team, which chooses the organisation's main performance areas. The important performance areas are then transmitted down to the various organisational hierarchies. Senior managers indicated that the main performance measures are evaluated throughout the year to see if they are still relevant, considering certain organisational changes. P5 knows of no changes from previous years. The participants had this to say:

“The goal is to deliver on what matters to each member of the community in a way that is sustainable and appropriate and exceeding their expectations”. (P7)

“To be quite honest with you, it was managed and implemented terribly. From a human resources perspective, there was a push to try and reintroduce or roll out some sort of common performance management system” (P5)

P9 noted that although the performance evaluation materials are submitted, neither management nor the human resources division provide any follow-up feedback. The participant expressed her disappointment at how the human resources department is involved in the process of performance management, which is run by the leaders. Most of the municipality's junior employees criticised the performance management system currently in place, saying that it solely benefited management and did not support subordinate staff. The following captures the feelings and perspectives of the given statement.

“My sister, I am very disappointed in how the performance management system works here, if it exists even. We are requested to fill in some evaluation materials and that's the end of it. No one ever comes back to us or anything, nothing” (P9).

“For compliance reasons, we are only filling out performance agreement paperwork; otherwise, this won't be of any use to me.” (P8)

“Since I started working for the municipality, I have only completed one performance agreement form, and this doesn't even pay us; you just fill out the paperwork for absolutely nothing.” (P3)

Additionally, junior interviewees highlighted that the municipality council had not established any performance management policy frameworks. A manual system was being used by the municipality rather than an electronic one. On the other side, a few individuals felt that the performance management system did not recognise or compensate workers who put out excellent effort in their duties.

According to Rana and Singh (2022), the basic goal of any performance appraisal system is to fairly reward talent while ensuring justice and openness. They further state that performance appraisal system is a vital human resource function that has been the subject of extensive research. Since performance appraisals are a crucial component of outstanding performance work practices, they aid in boosting the efficiency of an organisation. Other previous scholars emphasise that a performance appraisal system that is successful allows for ongoing progress in an organisation (Rana & Singh, 2021).

To the contrary, management noted that junior employees do not acknowledge performance management system and they do not take it seriously as they always demand bonuses or incentives related to performance.

“Performance management is not taken seriously by employees. They do it to comply with municipality policies, therefore it appears that the system is ineffective and inefficient for the municipality's overall success”. (P7)

“The performance management system of this municipality is generally known to employees, but many don't take it seriously; some claim that it is ineffective because it doesn't offer incentives for performance”. (P15)

The key conclusion drawn from these narratives is that the participants frequently lacked comprehension of the significance of performance management system, and how it affects

organisational effectiveness. It is implied that employees do not take it seriously, therefore it is unlikely that the practice influenced their work.

- *Reward and recognition*

The researcher brought up the subject of incentives during the interviews to ascertain whether rewards are related to performance. This is what the participants had to say:

“At the leadership level, performance incentives are awarded. No rewards exist lower than the executive level (P9).

Furthermore, it was revealed that there is no connection between accolades and incentives and genuine performance evaluations. Although Participant P8 acknowledged that executives receive rewards, no mention of incentives for other levels was made.

“There is nothing for the junior employees. We are treated as though we don’t work for Dr Pixley, yet we are the ones doing all the hard work. Let me tell you, if it wasn’t for us, this municipality would be in a crisis by now.” (P8)

“It’s very disturbing. No bonuses, no rewards nothing. They keep on promising us sweet nothings” (P3).

“We work like horses, but the benefits go elsewhere. I have never heard of an employee like me getting a reward ever since I joined this organisation. Its’s all about leaders. There is nothing for us here” (P6).

P14, also a junior employee, revealed how dissatisfied he was with the rewards and incentives system of the municipality.

Touma (2022) states that compensation and benefits are provided to entice skilled workers and inspire them to carry out their responsibilities as effectively and efficiently as possible. He further declares that human resources department oversees motivating individuals in the relationship between the organisation and each worker, which should be a mutually beneficial relationship. Recognising an employee's efforts is a powerful motivator. As a result, it is possible to alter employee behaviour and improve employee performance as necessary (Touma, 2022). Drawing from the above, it is safe to conclude that the system of the municipality with regards to rewards and recognition is skewed towards the leaders and executive, while it ignores the junior employees.

This therefore leads to the ineffectiveness of performance management system in the organisation as incentives motivate employees to work harder.

4.3 Factors affecting the effectiveness of performance management at Dr Pixley Ka Isaka Seme Local Municipality

The purpose of the second objective was to help the participants focus on performance management. Also, it was intended to lay the groundwork for subsequent exploration of the critical factors most responsible for the effectiveness of performance management. Participants were aware of the shared components, managers, employees, and the performance management system. Nevertheless, some of the participants found it difficult to comprehend the broader component and how it affected the efficiency of performance management. The researcher answered the participant's questions about context while also elaborating on each component to increase each participant's understanding of what was asked. One sub-theme emerged (being the important factors that have an impact on the effectiveness of performance management at Dr Pixley Ka Isaka Seme Local Municipality).

Most participants revealed that employees have a huge impact on the effectiveness of performance management at Dr Pixley Ka Isaka Seme Local Municipality. They also indicated that since an employee's performance is evaluated, they must be involved in the process of performance management. The participants understood the value of the employee in achieving management goals or supporting organisational performance. The idea that the employee should be at the core of performance management prompted a lot of discussions. Some of their views are as follows:

"...the employee is ultimately the focus of management. The emphasis is on how the employee responds to performance management". (P4).

"The system can still be operated without managers, yet without the employees, you won't benefit from it. Employees are crucial for this reason" (P10).

"There's no performance management without the employee, I mean whom are you evaluating if there's no employee? Hence, I'm saying, employees have a significant role to play in performance management and not only here at Pixley but in all organization" (P2)

The terms inclusive and participation were frequently used by the participants. Participants supported their position by emphasising how crucial these factors are, as enablers for effective performance management. Employee significance was highlighted by P7. This is what he had to say:

“Employees are a crucial component of the process, but they must agree to participate” (P7).

Two participants stated that workers are responsible for their own growth. According to P3, the employee is the one who is most impacted because they are aware that their work is evaluated. Employees are expected to take a very personal interest in goal setting, receive regular performance assessments, and exercise some degree of influence over pay and benefits. One who is aware of both the opportunities for growth and development that are open to them, as well as the challenges they must overcome, is a second kind of worker (Brown, O'kane, Mazumdar & McCracker, 2019). If employees contribute to the process of establishing goals and objectives, they are more likely to accept performance management systems and are less likely to consider quitting an organisation.

- *Managers*

The significance of managers establishing an environment for performance reviews and performance management was emphasised. Some participants offered comments regarding the technical skills possessed by the manager, such as establishing goals, measures, and key performance indicators. One participant accepted that leaders have the power to run the process, but they regarded employees as having more influence than leaders. *The "significant role the employee has in adopting and becoming involved in the process”* was cited as the justification for this. One participant maintained the opposing viewpoint, which put management ahead of employees.

"In my opinion, performance management works best when the manager and the employee have a positive working connection. The rest of the procedure will be much simpler if the manager fosters an environment that encourages communication.” (P12)

P14 added justification for the influential role by designating the manager as having the greatest impact. The individual said that leaders are aware of what is expected of them, as well as what the organisation's future function would be. Further remarks from the participant indicated that;

“Leaders have a bigger and clear picture of the future” (P14).

When feedback initiatives are encouraged, performance and workers’ responses improve (Schleicher et al., 2018). Nevertheless, to maintain its longevity, it is imperative that there be a culture that promotes regular and sincere feedback. Executives are seen as role models who have the power to alter the culture of an organisation.

According to Tseng and Levy (2019), managers should promote the inclusion of more frequent management and staff meetings in performance management guidelines. It may be argued that managers' time commitments are strongly influenced by how frequently they discuss employee performance. The best use of their time will be decided by the leaders.

Some participants pointed out the relevance of the organisational framework in which performance management is carried out. The other two factors, in the opinion of P7, are of greater importance compared to the performance management system. The justification for this response was that if the goal of the performance management system is recognised and is in line with the other components, it will be accomplished. This response contradicted P10's viewpoint. The participant said this:

“the significance of guidelines and regulations in terms of setting clear expectations and requiring participation in performance meetings should not be overlooked” (P10).

P11 supported this point by saying this:

“..... therefore, having well stated policies and guidelines is useless if no one knows what they are or how to apply them. Everything else in performance management is built upon this basis. And if we don't succeed in that area, everything will collapse”. (P11).

P15 emphasised that performance management is a supporting instrument that may foster higher performance and increase access to performance management data. But it was indicated that anything that comes out depends on what goes in. This is what she had to say:

“...If it's not used properly, you won't gain the most benefit from it. For the whole thing to function at its best, three parties must be in place.” (P15).

The organization must outline the goals for its system of performance management. According to Almohtaseb et al. (2020), there can be organizational trends towards either a performance-oriented

or growth-oriented approach. The plan that management anticipates putting into action defines the objective. For example, an organization that wants to stay successful can prioritize talent management and take a development perspective (Almohtaseb et al., 2020). It is necessary to create performance management systems with this objective in mind.

The performance management system is influenced by external factors such as organizational culture, approach, and the distinctiveness of the organisation's performance. It is critical that performance management systems work with the organizational environment. According to Okwir et al. (2018), performance management is made up of several interdependent factors that change and evolve over time in conjunction with the internal environment. These components are used by different organizations in different circumstances. The organization may need to reassess its coherence-creating tactics if the evaluations being utilized are at contrast with the objective and the context around them (Okwir et al., 2018). In light of the above, the participants had this to say:

“The municipality must be understood in terms of its goals and the context in which it wishes to attain them” (P15).

Both P9 and P4 discussed the influence leaders can have on organisational culture.

“Everything in an organisation is influenced by its culture. Top management is to blame for everything...Thus, if your organisation has a culture that you are aware loves its employees and appreciates people...All those factors will affect how your employees respond to procedures that are implemented” (P9).

“The municipality's culture is not inclusive. It is an unsuccessful culture that is tremendously disengaged...It must begin with transparency within the organisation” (P4).

P1 provided an intriguing viewpoint on the municipality's insufficient understanding of how laws affect performance management. Instead of considering performance, selections are made based on employment equality. Additionally, certain employees are taken to training before other workers because of their demographics. There are people who have been with the organisation for a lengthy period, according to P2 who stated that, *“despite being rated as great achievers, these employees only have a matriculation, making them unpromotable”*. According to the participants, these factors have a negative effect on employees and have a detrimental impact on performance management.

Most of the participants highlighted the importance of human resources for performance management to be successful. Some participants were adamant that human resources were not being used effectively.

“Human resource department may have a significant effect on performance management, but I find that there isn't enough openness or even direction in this municipality. This is why it's disturbing” (P8)

“Due to their belief that it had no actual significance, several leaders and staff viewed this as a sort of paperwork game. The human resources department wanted to implement a simple compliance measure...How would this performance evaluation be applied, specifically? Plus, there wasn't much clarity in the agreement and communication especially at employee level” (P13)

- *The leadership style*

The leadership style was also regarded as being significant since it shapes the culture and motivates staff, both of which can enhance organisational performance. P1 noted the necessity for "decisive leadership" in organisations to handle poor performance and have difficult conversations. This management approach was thought to be necessary for organisations to be competitive.

Employees were found to have the greatest influence on the success of performance management. The performance management system, managers and employees were closely ranked. Human resource management and leadership were two additional aspects mentioned by the participants, that were not listed as factors in the literature. All the essential components of the study were addressed in the responses to the organisations' existing performance management procedures, with leadership and human resources being highlighted.

4.4 Changes which can be implemented to improve the current practices of performance management used by Dr Pixley Ka Isaka Seme Local Municipality

The third theme addresses questions related to the third objective of the study, which analysed the changes that can be implemented to the current performance management practices used at Dr Pixley ka Isaka Seme Local Municipality. To identify these changes, it was important to first understand the positive impacts and negative impacts of the practices currently used, as well as the

performance management practices used locally and internationally. These sub-questions were essential as they allowed the participants to give a broader view when giving their opinions on research question 3. Two sub-themes therefore emerged, one presents reflections on the current practices used by the municipality, and the second one presents changes to improve the current performance management practices.

4.4.1 Reflections on the current performance management used by the municipality

The participants shared their views on the current performance management system used by the Dr Pixley Ka Isaka Seme Local Municipality, where they shared the advantages and disadvantages of the system. Notably, there are many disadvantages, as opposed to the advantages of the system currently in use and most employees are dissatisfied about how the municipality addresses the issue. Several responses were captured, with performance management system coming out stronger, followed by the rewards and recognition system of the municipality, communication, and the human resource's function. Disadvantages border along the lines of no rewards and incentive system utilized by the municipality.

4.4.2 Improvements that can be done to the current performance

Senior manager P4 did not believe that the current performance management procedures needed to be improved. This is what he had to say:

"No, I wouldn't want to change anything about that since it's currently effective for us and is highly interactive. It is a fair and effective system" (P4).

"Look at who the organisation's upcoming leaders will be. That is not clear using this poor method" (P9).

"Leaders must understand their employees' demands for professional growth and training by doing an appropriate development gap analysis" (P5).

P14 advised the implementation of a clear policy. Regarding the use of performance management in the many organisational sections in which the participant worked, including the community and finance sections, a clear practice needs to be made.

P14 recognized the need for an official appraisal system and recommended that, once one was in place, the frequency of appraisals be increased from yearly to quarterly.

“...and there must be a precise and official appraisal system, and these must be done on a quarterly basis...” (P14).

P5 said suggested a set incentive, which could be a percentage depending on the salary of the employee. P12 concurred with the notion of a financial incentive. This proposal's history is based on the participant's prior employment with another organisation.

P4 proposed performance-based pay adjustments but was extremely hesitant about the execution part of these adjustments.

“If there was a means to make a little wage adjustment in accordance with it, you could do so, but your performance management must be strong to ensure that it is reasonable. And every employee in the municipality, in my opinion, thinks they go above and beyond what their fellow workers do” (P4).

A better level of communication between management and employees was suggested by P12. Similarly, P6, who believed that the uneasiness amongst executives and employees must be resolved so that they may start communicating more honestly and authentically, acknowledged this.

According to P11, leaders must enhance communication and raise public understanding of performance management.

“...so, you see, it is upon the leaders to improve communication between themselves and us as employees so that we may fully understand what this performance management is all about” (P3)

P1 emphasised inclusiveness of workers through initiatives like listening to individuals and gathering their opinions. To offer employees feedback, management will be given a variety of tasks. This is intended to promote staff involvement in finding improvements.

P7 recommended education regarding the performance management system to increase knowledge. P2 supported this notion, stating that he believed the human resources department should train both management and staff on the positive aspects of performance management.

“It really just involves pushing it via the management team and workforce to gain assistance from leaders who can support the project and then support from staff members who have resisted performance management” (P2).

P5 stated that everyone should embrace their position in leading the performance management talks, which contrasted with this.

“It is a collaborative effort that will strengthen the municipality and assist us in achieving greater performance and better impression by the public. It will lose its value if it turns into a test for one department only” (P5).

P6 shared the same opinion, stating that leaders must receive feedback from the human resources department for them to be held accountable for performance management.

4.5 Chapter Summary

This chapter presented and analysed the outcomes of the interview questions. The literature on performance management supports the themes that were discovered when the information gathered from the comprehensive interviews was analysed. Furthermore, new perspectives gained through this process will help in identifying the factors that are most likely to affect how effectively performance management is implemented in organisations, with particular focus on Dr Pixley ka Isaka Seme Local Municipality.

CHAPTER 5: DISCUSSION OF RESULTS

5.1 Introduction

Chapter five discusses the main findings that were drawn from this study. The findings are further examined in respect of the literature review which was presented in Chapter Two. The ideas and frameworks offered in the literature review have a connection to the study's key findings. In addition to evaluating the contributions they make to the performance management literature; the goal is to provide answers to the research questions indicated in Chapter One.

5.2 Summary of results

The research questions of the study were employed to organize the findings from the qualitative research when summarizing the findings of the study. For convenience, the research questions have been restated below.

Every research question will be examined in the order they are listed:

- How effective is the performance management at Dr Pixley Ka Isaka Seme Local municipality?
- What are the main factors affecting the effectiveness of performance management at Dr Pixley Ka Isaka Seme Local municipality?
- What changes can be made to the existing performance management system used by Dr Pixley Ka Isaka Seme Local municipality?

5.2.1 Enhancing the effectiveness of performance management at Dr Pixley Ka Isaka Seme Local Municipality

The data from the interviews provided backing for a thorough comprehension of the participants' perceptions of the objectives of performance management. Managing, monitoring and measuring individual performance was the purpose that came out stronger.

According to Govender and Bussin (2020), performance management entails the detection, assessment and enhancement of both team and individual performance as well as the integration

of performance with organisational strategic goals. This definition was used to summarise the themes that were evaluated and to establish how they relate. In contrast, the responses from the participants were mostly focused on the individual rather than the organisation. The fact that employee performance helps the organization realise its strategy and goals was appreciated by the participants. Most participants explicitly expressed their wish for the alignment of performance in the municipality, and participants from several sections agreed with this opinion.

It is crucial to communicate about the organisation's goals to achieve alignment. The participants indicated the necessity of translating and distributing techniques, objectives and goals. It is essential that knowledge is effectively disseminated within the organisation. Employees want to be able to see how their contributions fit into the larger picture of the organisation. Individual performance evaluation and a clear understanding of objectives are additional requirements for organisational communication. The qualitative data indicates that staff members need to know what is necessary to perform their duties. Furthermore, feedback is necessary for employees to get as they strive towards the achievement of goals. According to some participants, managers and employees should both receive feedback, which necessitates a two-way communication.

The participants' descriptions of performance management's purpose seem to be in accordance with the body of existing literature. This is clear, considering Aguinis and Burgi-Tian's (2021) reflection that one goal of performance management is to convey the priorities of the organisation, maintain a competent staff, foster employee growth, and compile data on the organisation's talent pool.

5.2.2 Factors affecting the effectiveness of performance management in Dr Pixley Ka Isaka Seme Local Municipality

The purpose of the second research question was to establish the essential components that the participants believed had the greatest influence on performance management effectiveness. Employees, managers, the performance management system and the context through which management takes place, were some important components outlined by the literature review (Kehoe and Han, 2020). The goal of the study was to identify additional factors that might be influential, as well as to verify the accuracy of these factors influencing performance management

effectiveness. Participants were asked to explain their knowledge about the existing performance management procedures in response to the second interview question.

Numerous components and procedures were identified from the responses given, while others revealed that the system is completely dysfunctional and favours only a few, and others demonstrated satisfaction with the current systems. When the participants gave a thorough overview of the performance management procedures currently in place in the municipality, several factors were found to be critical: employees, managers, the performance management system, the operational context, leadership, and the human resources department. Two significant themes that emerged strongly when participants were asked to think of other factors that they believed affected the effectiveness of performance management, these were leadership and the human resource department. The findings demonstrate how the concepts are included and explored.

- *Employees*

The findings indicated that employees were the one of the main factors which have an impact on performance management effectiveness. Individuals are automatically a part of the process because their performance is what is evaluated, controlled, and monitored, according to the participants who identified themselves as the "subject of management." Additionally, the performance management procedure includes employee development. Whether the manager or the employee initiates this development action, it is up to them. The outcome is improvements in performance and helping the organisation align with its plans and goals.

Employee participation and buy-in into human resource practices are crucial because they affect how well employees perform the tasks required by the organisation. This is evident in the performance management literature. Employee participation in setting goals and targets can result in high levels of commitment (Temel, Lozano & Gen, 2022). The establishment of the organisation's key performance indicators must entail employees, managers, and leaders. This procedure enables a thorough comprehension of the requirements and a broader perspective of the organisation.

The results also highlight how performance of employees affects organisational performance. Apart from top management and leaders, there are no increases related to performance. According to Grund and Titz (2021), people have the option to work successfully and efficiently, and regular

feedback and strict monitoring can boost motivation. Although participants unambiguously feel that there should be incentives for shown efforts, high participation and tight monitoring might lead to employee buy-in without being incentivised. According to Pulakos et al. (2019), if workers know they will get payment for reaching their job goals, they may be performance-driven, which hinders personal growth. Liu and Liu (2021) expressed a similar belief that performance-based remuneration will divert employees' attention from professional growth.

- *Managers*

Participants frequently brought up the manager's participation in performance management procedures. The role of managers in human resource procedures cannot be understated, as Kehoe and Han (2020) pointed out. According to Mashavira, Guvuriro, and Chipunza (2022), managers are responsible for performance management, while human resources lead performance appraisal. According to the findings, managers should be aware of both the expectations they have of each employee and the organisation's vision. This is in line with Van Dr Hauwaert, Hoozee, Mussen and Bruggeman's (2022) assertion that management shapes and directs the organisation's future. This emphasises how crucial the manager function is.

According to the participants, from a technical standpoint, managers take part in discussions about creating organisational performance metrics, deciding on departmental and individual goals, evaluating and monitoring performance, as well as training people. Managers serve as the go-betweens for employers and employees. According to Kehoe and Han (2020), managers are the origin of how employees engage with human resource systems. As a result, management directs the employees' actions.

The participants emphasised that managers have a bearing on employees because they shape the workplace. The ability to communicate is a crucial skill for managers to possess. Corporate objectives will be communicated by managers who also give feedback on each employee's performance and arrange frequent meetings to review the state of work operations. According to Schleicher et al. (2018), performance may be less successful for leaders who place more emphasis on positive feedback than on performance improvements. Therefore, managers must assess the level of communication within the organisation.

- *Performance management system*

According to the findings of the study, the employees at Dr Pixley ka Isaka Seme Local Municipality are unclear about the system that they need to follow. Most top management participants mentioned rules, processes and guidelines that steer the organisation and support the use of human resources. The results show that the employees would prefer formal performance management systems for enhancing the necessary behaviours and actions. The participants highlighted the vital importance of employee development as well. Participants stated that having policies, processes and guidelines promotes the required commitment. Mashavira et al., (2022) proposed that when an organisation has internal policies, this can lead to buy-in for execution. Additionally, formal policies and procedures are used to build employee trust (Temel et al., 2022).

Performance appraisal is a component of performance management and is included mainly in human resource tasks (Rana & Singh, 2021). Most of the participants focused on performance appraisal when they were asked to describe current performance management procedures. Focused descriptions of the procedure and the online system were used as a demonstration of how much people rely on performance reviews. This backs up the claim made by Mangipudi, Prasad, Vaidya and Muralidhar (2021), that performance management is not typically used by organisations and that performance appraisal is more common.

Schleicher et al. (2018) distinguished between informal and official frameworks, where procedures and guidelines are designed to link people with policies, and informal structures, which are not written and take contextual factors into account. When acknowledging performance management systems at the municipality level, it displays that the current system in place is not effective as it seems to be only beneficial to the leaders and the top management of the municipality. Furthermore, the structures and the procedures in place are informal and as stated by the participants, there is less focus on the development of employees.

The performance management system's structure is crucial since it must be compatible with all other components. Context is also vital because it may determine the organisation's human resource policies. According to Mangipudi et al., (2020), systems of performance management can be tailored to either improve competences and abilities or performance measures. The organisation may have a dual emphasis or one that combines the two. Depending on the organisation's needs, performance reviews may be conducted every quarter or every two years. Despite the promotion of both formal and informal feedback expressed by certain participants from Dr Pixley Ka Isaka

Seme Local Municipality, other Participants disclosed that informal feedback is focused on attaining organisational success and automatically evaluates individual performance.

Numerous participants regularly brought up rewards and recognition. Most participants desired a relationship between performance and compensation. This calls for precise, established rules for rewarding and recognising performance. An adequate compensation management system encourages employees to enhance their performance (Liu & Liu, 2021).

Performance agreements, service agreements, growth strategies and key performance indicator documents, are just a few of the methods used in the performance management techniques. However, what matters is how well these systems are used. Managers and employees must make sure that performance review tools are used correctly.

- *Context*

The environment in which organisations operate is undoubtedly crucial. According to Camilleri (2021), the performance management system is shaped by external factors including corporate strategy. If there is a lack of environmental alignment, the organisation will evaluate the strategies to be used to bring about environmental alignment (Okwir et al., 2018).

According to the participants, the municipal setting is hectic and fails to encourage fruitful conversations amongst the leaders and employees. Although there may be performance management procedures in place, how well they are used and how effective they are, depends on the context. Performance management approaches for an organisation may be useful, and their adoption may be successful for a single organisation but not for another, as stated by Schleicher et al. (2018). There will be a variety of contexts for organisations, which could have a bearing on their strategy and outputs. This in turn affects the procedures that organisations use.

Organisational structure is another element that may prevent the leadership from concentrating on performance management. For instance, a flat management structure in an organisation could make it more difficult to implement initiatives for development. According to Kehoe and Han (2020), structural settings have an impact on the manager's autonomy. Regarding the internal environment, a leader can support employees' inclusion by transparent and efficient communication. Since they are in positions of authority and should be setting an example, leaders have the power to alter the culture of their organisations.

- *The human resource functions*

According to previous studies on human resources, human resource practices are of greater importance than human resource policies (Sinambela, Darmawan, Mendrika, 2022). Consequently, it is imperative that human resource procedures are functional. The necessity of the human resource division acting as an organisation's strategic partner was emphasised by human resource participants. According to Participant P4, the human resource department oversees developing and implementing human resource management strategies and procedures to meet the organisation's goals. This is in line with the argument made by Gorman et al. (2017), that the professionals of human resource create human resource management systems. The creation of policy, process and guidelines is another responsibility of human resources. Through utilising training, it is key to guarantee that comprehension and awareness are generated when creating this (Sinambela et al., 2022).

- *Leadership*

The key performance areas for an organisation are decided by the leaders, who are also in charge of disseminating this information to the rest of the organisation (McCance et al., 2020). The management of human resources is a vital component of how leaders influence the course of the organisation. Several participants indicated that the municipality's failing leadership was responsible for its performance management system. It was also noted that even while leaders may be preoccupied with the organisation, they should not neglect the growth of individuals.

The participants of the study believed that culture may influence performance management. Management and leadership positions give them the ability to shape the atmosphere and encourage involvement. One participant brought up the possibility that performance management principles could be lived in the culture. Another participant mentioned the need to consider the leader's perspective on performance management to have an impact on culture. This might not happen if the organisation's executive leader lacks focus on ensuring that performance management is implemented.

The findings of the research question one indicated that measuring, monitoring and managing individual performance are the primary goals of performance management. The attainment of organisational performance, whereby individual performance consistency is crucial, came in second. Compared to individual performance measurement, individual development did not

receive much attention. The results also showed that there are additional factors that affect performance management effectiveness at Dr Pixley ka Isaka Seme Local Municipality, in addition to the ones already mentioned. These had to do with management and the human resources division.

5.2.3 Possible changes to the existing performance management systems at Dr Pixley Ka Isaka Seme Local Municipality

The purpose of the third research question was to evaluate the applicability of existing performance management procedures which are widely used in organisations. Results for this research question were presented by way of participant recommendations for how to make improvements, along with the benefits and drawbacks of current performance management approaches.

- *Performance Appraisal*

According to Tahiri, Kovaci and Krasniqi (2020), performance management is less common in firms than performance appraisal. This, according to Levy et al. (2017), restricts the capacity to consider future performance by just considering past accomplishments. When describing the performance management procedures, participants frequently emphasised the appraisal process and interpreted the term "performance management" quite broadly. Participants talked less about development and more about measures.

Most participants believed that performance appraisal was crucial since it is focused on evaluating individual performance. They did however confirm that the municipality lacks a legitimate appraisal procedure. The only people who assert to have an efficient appraisal procedure are leaders. Whether the performance review procedure is relevant depends on how performance at the organisational level is affected. According to Pulakos et al. (2019), firms have incorporated short-term goals and real-time feedback because performance appraisals have been found to be of less importance.

The study also found that the performance appraisal system in place discourages workers, rather than assisting them in identifying their areas of strength and weakness. It was discovered that the Dr. Pixley Ka Isaka Seme Local Municipality only conducts appraisals for top managers. Therefore, the results of the feedback on performance appraisals showed that most managers in

the municipality occasionally hold meetings without the participation of subordinate members before and after their performance review process.

Other ideas put forth by the participants included adopting a formal appraisal system where none already exists. Additionally, if appraisal procedures already exist, it may be crucial to increase their frequency, such as from yearly to quarterly.

- *Reward and recognition*

According to Govender and Bussin (2020), employees desire to be respected and acknowledged, as well as recognised for their work. They further claim that effective relationships are critical to keep positive and beneficial connections amongst employees and managers. There must be respect for one another and open communication in a trusting relationship. By granting them more freedom, managers can demonstrate their confidence in their staff. An atmosphere of trust must be fostered within the organisation. Employee consultation and voice-inclusion in decision-making are required in two-way communication (Govender & Bussin, 2020).

At Dr Pixley Ka Isaka Seme Local Municipality, performance incentives are given at the top level, as participant P9 pointed. There are no prizes below the executive level. It was also discovered that there is no connection between real performance appraisal, and rewards and incentives. Participant 8 confirmed that prizes are given to executives, but he made no mention of incentives for other levels.

- *Communication*

This was suggested as a way forward. It was advised that management and staff communication be improved. Transparent and honest conversational quality is required. At the corporate level, it was suggested that management should share information and promote knowledge of performance management. To accomplish an organisation's primary objectives, performance management generally entails continual communication between employees and their managers. An organisation needs to have this management because it can assist in coordinating resources with people to best fulfill the goals of the organisation (Aguinis, 2019).

- *Function of the Human resources department*

The necessity for training and education on performance management from human resources was acknowledged by the participants. To carry out performance management, it was advised that the

management and human resources departments work together. Tahiri et al., (2020) state that people with an array of expertise, skills and abilities are often found in human resource departments and must carry out tasks that will help the firm achieve its goals. They further declare that the primary focus of human resource department is on the need for management to provide and develop human resources.

Employees have the power to make or break an organisation's claims. A consumer is more likely to return if they have a good experience with an employee. Negative interactions almost often result in a consumer's permanent withdrawal. Finding suitable individuals and choosing those who best meet the goals of the organisation are necessary steps in attracting qualified employees (Tajiri et al., 2020).

The findings displayed insufficient effort on performance management systems in the municipality. The participants emphasised the necessity for growth and acknowledged that monitoring performance, management and measuring should be implemented officially. Performance appraisal systems seem to be only effective on top management. Considering that municipalities are formal organisations by nature, individuals require structure, therefore formal performance appraisal systems must be maintained. It has been suggested that the frequency as well must be more consistent. Most participants want to be recognised for their achievement; hence rewards and recognition are a necessity.

5.3 Discussion of the findings as per the theoretical frameworks

The main conclusions from the study offer perceptions into performance management that have a strong connection with the main theoretical principles of the literature of performance management. Goal-setting theory (Locke, 1968) and the expectancy theory (Vroom, 1964) served as the foundation of the study. These are explained below.

- *Goal-setting theory*

The municipality's atmosphere is one that is highly stressful and demanding. People may have to choose between contrasting objectives to meet commitments. By giving employees clear instructions, feedback and assistance to reach their goals, the goal-setting theory may help to focus their efforts (Gogoi & Baruah, 2021). The management must outline what is expected so that expectations, objectives and measures are clear. Thus, the manager's element of feedback and

motivation will be necessary to help the worker comprehend expectations as well as initiatives that must be implemented. As a result, employees may be more creative as they evaluate alternative strategies for achieving objectives.

According to some participants from the municipality, the performance appraisal procedure entails a planning stage at which the objectives are established. Managers can improve performance, according to Lunenburg (2011), by establishing goals that are precise, difficult but doable, and have a deadline for completion. The employee and leader must agree on performance standards and objectives. Interviewees at Dr Pixley ka Isaka Seme Local Municipality demonstrated a significant focus on performance. As a result, there will be an emphasis on clarifying expectations and objectives. The setting of goals and the establishment of metrics for gauging achievement against them have been emphasised by participants.

Setting difficult goals can be a technique to help people grow, as was mentioned in one of the interviews. This supports the theory put forth by Konstantara and Galanakis (2022) that performance could be enhanced when the focus is on learning as opposed to performance goals.

Participants complained that leaders applied performance management in an uneven manner. To make expectations clear, communication and support of employees must be more consistent. This calls for leaders to become involved and put performance management into practice. Employees view performance management as supportive, rather than controlling, when they believe they have a good relationship with their leaders (Audenaert et al., 2019). Through their management strategy and style, leaders can have an impact on their subordinates.

Tahiri et al., (2020) emphasised performance management frequency and coherence, which is promoted through the technique of consistently communicating with employees. It might be difficult for leaders in the municipality to regularly follow up and review outcomes. The leader should not have to deal with pressure because of the obligation to raise the frequency. Thus, it is crucial to prioritise what needs to be done. Employees recognize the work that needs to be done and are motivated to accomplish it through efficient systems of performance appraisal and rewards (Tahiri et al., 2020). Employees will be motivated to work hard because they will see results.

- *Expectancy theory*

According to Vroom (1964), people would choose what will offer them the best results. According to this motivational theory, a person must believe that exerting a particular amount of effort will result in the required performance that would be rewarded (Lloyd & Mertens, 2018). Employees will work hard because they believe their efforts will be rewarded if a raise based on merit or bonus pay is related to their performance (Lee, 2018).

The participants discussed rewards and recognition. They mentioned that what is required and what will be rewarded must be made clear in the expectations. The performance of the person will be assessed by executives. The performance indicators that are employed should be just, accurate, and consistent with performance variations (Lee, 2018). Morale among employees may be negatively impacted by leaders who are seen as prejudiced and preferring one employee over another. To better comprehend employee performance, leaders must be involved. Furthermore, management must foster a culture in which workers are aware that poor performance has repercussions.

For the municipality to eliminate any uncertainty and increase employee confidence in the process, reward policies must be clearly specified. Furthermore, employees must agree to the standards by which they will be evaluated. Additionally, the organisation's viewpoint is crucial because merit raises, and bonus pay come at a financial cost. Financial incentives may be impacted if the environment does not encourage performance.

5.4 Chapter Summary

This chapter's objective was to provide the most important findings made during the data collection process, and to integrate these to accomplish the main objective of the research, which is to analyse the effectiveness of performance management at Dr Pixley Ka Isaka Seme Local Municipality. The overview of the findings, which employed qualitative data, involved going through each research question, considering the findings that were reached.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter offers the conclusion and recommendations to provide a summary for the entire study. The aim of this study was to establish the factors that influence the effectiveness of performance management. The factors that have been found to affect performance management's effectiveness, together with their relative importance and degree of influence, are considered in this concluding chapter. The chapter evaluates the study's objectives, and the research questions to determine whether it was successful or unsuccessful. The chapter also outlines contributions of the study to literature. Lastly recommendations, limitations and directions for future researchers will be outlined as well as the conclusion of the study.

6.2 Main Findings of the study

This section outlines the key findings relating to the research questions.

6.2.1 How effective is the performance management at Dr Pixley Ka Isaka Seme Local Municipality?

The findings of the research indicate that the employees of Dr. Pixley ka Isaka Seme Local Municipality are unsure of the procedures they must adhere to. Most top management attendees cited policies, procedures and directives that direct the business and facilitate the utilisation of human resources. The findings indicate that formal performance management systems are what employees would prefer to use to improve their behaviours and actions in the workplace. The participants also underlined how crucial employee development is. According to the participants, having procedures, regulations and guidelines encourages the necessary dedication.

The participants indicated that the hectic environment of the municipal setting hinders managers and employees from having productive interactions. Even though performance management techniques might exist, their effectiveness and usage vary, depending on the situation. Schleicher et al. (2018) states that performance management techniques for an organisation may be helpful, and their adoption may be beneficial for one organisation, but not for another. Organisations will

operate in a range of circumstances, which may impact their approach and results. This consequently influences the protocols that entities employ.

The findings of the study on this research question reveal that there is an ineffective system of performance management in the Dr Pixley Ka Isaka Seme Local Municipality. It can be reiterated that an effective performance management must be inclusive of all leaders, employees and top managers within the organisation.

6.2.2 What are the factors affecting the effectiveness of performance management at Dr Pixley Ka Isaka Seme Local municipality?

Six factors were found to influence the success of performance management. These were managers, employees, the performance management system, context, human resources department, as well as leadership styles; four of these (managers, employees, performance management system, and context) were identified in the literature review. A brief overview of the other two factors' supportive roles for the other aspects was made. All the factors that have been identified have an effect on whether performance management is more effective or less effective.

The recommendations take these effects into account so that the factors function as a whole and produce the intended results for performance management. Moreover, better employee performance might result from alignment of the factors, which will increase the effectiveness of the organisation.

According to the findings of the study, the employee is the primary element in the performance management process. As such, the impact of an employee on performance management effectiveness is considerable. The findings show that a high level of participation in performance management will result in employee commitment. Furthermore, employees will recognise expectations more clearly. This might cause a shift in perspective and mindset, which would then have an impact on how employees behave and think.

Employees are urged to interact with management and take responsibility to ask for constructive input since communication is a crucial tool. The employee must take accountability for their own development. Rewards and recognition are often found to be motivating strategies in studies, and they can be reinforced by a well-defined strategy that is applied equitably by management.

On the other hand, managers are actively involved in human resource management and are on the front lines. The structure in terms of methods, procedures and systems is supplied by the human resources department of the organisation. The important responsibilities of managers include implementing and overseeing the workforce in the organisation. Additionally, to properly manage employees' performance, managers' qualities must be improved. Qualities encompass the manner and strategy employed, equality and the degree of knowledge and aptitude possessed by the managers. Regarding their impact on performance management, they received a high ranking. Managerial and employee interactions can be enhanced through communication. Two-way feedback and 360-degree evaluations are regarded as effective communication tools that should be promoted. These support systems enable the development of managers as subjects.

Also, it is well acknowledged that the system of the performance management system is crucial. The structure of the system needs to be in line with the goals of the human resources procedures. Also, the objective of performance management should include this criterion as it pertains to individual development. Additionally, formal structures are provided by the system for conducting performance management. People who work in the municipality need clear regulations, processes and guidelines because they are accustomed to working with systems. The organisation's policy will mandate participation, as well as performance management conversations between employees and managers. The expected outcome is receiving results for the effort put forth and the performance, whether attained or not. Also, a well-defined rewards and recognition policy is essential.

This will establish the expectation that an employee's performance, whether outstanding or bad, will have either positive or negative impacts. The system of performance management assists executives in shaping culture and setting clear objectives. It also makes it possible to create an operational structure that incorporates both formal and informal methods of performance management.

The concept of leadership was also discussed closely with that of culture. According to Sahibzada, Afshan and Khalid (2021), leaders have a crucial role in setting the standards for ethics, values and conduct within their organisations. As a result, they have an impact on the culture in their organisations, which influences how effective performance management is (Cappelli & Tavis, 2016). Leaders set the long-term goals and targets of the organisation, and it is important to make

clear what is expected of everyone. Since strategy dictates human resource practices, leaders' support is necessary to achieve successful execution of strategy. Although individuals may not comply with what is expected of them, leaders can promote performance management by encouraging compliance. Leadership determines the course that the organisation should set an example that poor performance will not be tolerated and will be dealt with (Sahibzada et al., 2021).

The Human Resources department has a primary responsibility of designing the systems, policies and practices related to human resources (Tahiri et al., 2020). Creating the performance management system and its array of secondary methods falls under this category. Tahiri et al., (2020) assert that training in performance management is essential to raising awareness and comprehension. This has an effect on the culture of performance management and may resolve any negative views that employees and managers could have. The human resources department can help execute and carry out development programmes. Managers oversee performance management, while the human resources department oversees performance reviews (Tahiri et al., 2020).

By the same token, the organisation's internal and external context influences its aims and strategy (Camilleri, 2021). The organisation has no influence over some of the events that occur in the outside world. According to Camilleri (2021), aligning the internal environment of the organisation is essential to meeting the performance standards of the municipality. Also, the themes that have an impact on the contextual aspect are culture and clear expectations. Performance management's effectiveness is influenced by the culture prevalent in the workplace. Moreover, it is evident that effective and transparent communication is necessary.

It is possible to cultivate an atmosphere in which regular and high-quality feedback is accessible, leading to the natural integration of performance management into the organisation's culture. It also makes possible a setting in which actions have consequences. It is important to note that poor performance is not acceptable to management, and those who do it will be held responsible. In contrast, an organisation's established practices either formally or informally reward outstanding performance. An employee is empowered and motivated when performance management places a strong emphasis on personal growth. Managers and leaders have the power to impact culture positively or negatively (Sahibzada, Afshan & Khalid, 2021).

The organisation's strategies specify its human resource practices. These methods include performance management, which requires the establishment of clear expectations. The organisation will establish objectives, which will then be interpreted and reflected in all the established structures. People need to be able to recognise what is required of them, thus managers and leaders need to communicate clearly.

The six factors of the performance management system perform best when they are combined. To achieve a better relationship, managers and employees' qualities must be enhanced. Employee perceptions of performance management, which could deal with attitudes and behaviours, are influenced by managers, human resource departments, and organisational leaders. Each element's connections with the others must support the organisation's efficient operation. Furthermore, there is a need to establish facilitators, while barriers should be eliminated. An organisation's culture can be shaped by its human resources department, effective leadership, and the performance management tools in place. Nonetheless, the structure would not function as intended if management and employees disagree. Therefore, efficient cooperation is essential to performance management.

6.2.3 What changes can be implemented to the current practices of the performance management system at Dr Pixley Ka Isaka Seme Local Municipality?

In as far as this objective is concerned, the results from the research questions indicate that the current practices of performance management at Dr Pixley Ka Isaka Seme Local Municipality is not functional as it seems to be skewed towards top executives and excludes the junior employees. Therefore, the employees noted that development needs to be given the highest priority to achieve performance management's goals. Measuring, monitoring and managing individual performance should not be the main priorities. Moreover, the employees reiterated that important measures such as strong participation in performance management procedures, rewards and recognition, as well as communication, should be implemented. The outside world exerts a lot of pressure and demands, yet organisations' and individuals' growth is crucial to their ability to compete and thrive. In light of this, the participants suggested the following, as a way of improving the municipality's performance management system:

- *Working together with the management and human resource department*

To fully integrate performance management into the organisation's culture, leaders and the human resources department should consider working together. As a result, everyone in the organisation will be able to implement the performance management culture. Furthermore, employee perspectives should be considered when establishing or executing a practice since employee engagement is crucial for influencing employees. Consequently, employee perception will be positive, and inclusiveness will be fostered by this cooperative management style.

- *The system of performance management in use*

It is imperative that managers implement the policy of rewards and recognition systematically and in an unbiased fashion while overseeing performance appraisals. Leaders should engage in open conversations and offer honest feedback to their subordinates. According to Gorbатов and Lane (2018), the human resources department may provide help to managers who are experiencing difficulties in offering feedback. In addition, managers need to make sure they have an in-depth understanding of the policies they are putting in place, and a genuine interest in the professional growth of their employees. Understanding employees is crucial to their growth. Sufficient development gap analysis needs to be carried out, followed up on, and dealt with until progress is observed. Since employee development is a shared responsibility, managers should welcome input from employees to improve their skills and competencies.

Managers need to confront possible negative perspectives of performance management. Individuals must understand the advantages of the criteria against which they are assessed and the development mechanism. A change in views and employee behaviour may result from this. Additionally, responsibilities must be understood and specified precisely to the employees. Giving employees feedback and assistance is a key strategy. There might be some people with a bad attitude, therefore, leaders must think about how to respond. Finding employees who will provide value that a manager can develop, nurture and keep is very important. As such, this needs to be considered when recruiting employees.

6.3 Recommendations for the municipality

6.3.1 The need for a Performance management policy framework

The findings of the study noted that the municipality does not have a performance management policy framework in place. In light of this, it is recommended that the municipality authorizes one.

This recommendation echoes Mangipudi et al., (2020), who argued that performance management systems can be tailored to either improve competences and abilities or performance measures.

6.3.2 Incentivising high performing employees

The participants noted that incentives and rewards are only given to the managerial team, and not everyone in the organisation. It is therefore recommended that incentives or rewards must be given by the municipality to staff members who accomplish the desired goals. This can be achieved by using management-created guidelines and rating scales. Organisations have developed distinctive identities of their own. This is causing new conventions and practices to quickly emerge and change the workplace. Employees have a responsibility to conduct themselves in a way that is compatible with the organisation's purpose, vision and values, especially leaders and top management. Strategies for recognition are essential for the success of this transitional process. For a values-based performance management system to succeed, individuals must feel that there will be incentives for following the organisation's culture.

Rewards and recognition programmes, whether financial or non-financial, can help the organisation by encouraging its organisational values and main strategy through positive reinforcement, which will be advantageous to the organisation. According to Wiraeus and Creelman (2019), it is critical that employees who openly exhibit new behaviours and who support the plan receive public recognition, celebration and rewards for their achievements. This procedure needs to be supported by the senior leadership.

6.3.3 Enforcing policies around the performance management system

Leaders are responsible for ensuring that each employee adheres to the policy structure of the performance management system. It is therefore recommended that every employee in the municipality must have a quarterly assessment of performance. This will benefit the municipality and make it possible to distinguish between employees who are performing well, and those who are not.

6.3.4 Communication between managers and employees

In performance management, communication is crucial. To improve performance management practices in organisations, Indrasari et al., (2019) contend that more attention should be paid to improving communication between the employee and the manager, as well as some aspects of the relationship between a manager and an employee. This is accomplished by creating an environment where managers and staff members engage in regular communication to establish expectations and share knowledge about the organisation's strategic goals, purpose and core values. As a result, there is a shared knowledge of what needs to be done and a framework for effectively managing employees to make sure the goals are reached.

6.4 Limitations of the study

The main research limitation was that the findings centered around the opinions of participants who were susceptible to emotions and other factors that could affect the accuracy of the information. The sample population chosen included managers, employees and directors from various sections of the municipality. The goal was to gather a wide range of perspectives. Nevertheless, the opinions were restricted to a small sample size of fifteen participants, and the results might not be applicable to others, or may not represent a bigger population. Due to this limitation, the following suggestions for future studies have been made.

6.5 Recommendations for future researchers

Increasing the sample size and using a quantitative methodology which involves a larger sample could be helpful in analysing the effectiveness of performance management in municipalities as broader views and opinions can be obtained.

6.6 Contribution of study to literature

According to literature, performance management is a crucial human resource technique that must be implemented in order to enhance employee performance. Most managers and organisations have focused on efficiently measuring, managing and monitoring individual performance to meet organisational goals. As a result, individual growth has received less attention. This study added to literature by using empirical research to shed light on the main factors of performance management and the way in which they relate to each other. The study thus exposed the performance system within the municipal environment, revealing that the system is not geared

towards enhancing the performance of the municipality and the improvement the future audit results, but simply for compliance purposes.

6.7 Conclusion

This section concluded the study. To remind the reader of the most crucial goals considered when carrying out this research, the problem statement and the research questions were revisited. The objectives of the study were achieved by determining that the performance management systems utilized by the Dr Pixley Ka Isaka Seme Local Municipality currently is not effective enough. This research found that there are currently no formal systems in place, as the current systems either favour the top management, or do not exist at all.

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APPENDIX A: TURNITIN REPORT



APPENDIX B: ETHICAL CLEARANCE



22 June 2023

Priscilla Manzi (222035917)
Grad School Of Bus & Leadership
Westville Campus

Dear P Manzi,

Protocol reference number: HSSREC/00005712/2023

Project title: Analyzing the effectiveness of performance management at Dr Pixley Ka Isaka Seme local municipality

Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 07 June 2023 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 until 22 June 2024.

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.

HSSREC is registered with the South African National Health Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hialele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag 354001, Durban, 4000, South Africa

Telephone: +27 (0)31 200 8350/4557/3507 Email: hssrec@ukzn.ac.za Website: <http://www.ethics.ukzn.ac.za/research-ethics>

APPENDIX C: INFORMED CONSENT FORM

Informed Consent Letter

UNIVERSITY OF KWAZULU-NATAL

Graduate School of Business and Leadership

Information Sheet and Consent to Participate in Research

Date: 19 May 2023

Dear Respondent

My name is Priscilla Manzi from the University of KwaZulu Natal, school of Business and Leadership.

You are being invited to consider participating in a study that involves research analyzing the effectiveness of performance management at Dr Pixley Ka Isaka Seme local municipality. The aim and purpose of this research is to explore the effectiveness of performance management in Dr Pixley Ka Isaka Seme local municipality, investigate if there are elements that affect performance management in the Dr Pixley Ka Isaka Seme local municipality, and identify the changes which can be implemented to the current practices of performance management used by the Dr Pixley Ka Isaka Seme local municipality.

The study is expected to enroll 15 participants, there are five sectors in the Dr Pixley Ka Isaka Seme local municipality. These are corporate services, financial services, humanresources services, information and communication technology (ICT), as well as technical services. From each sector, one executive leader, one senior manager, and one employeewill be selected to participate. It will involve non-probability sampling that entails a mixtureof snowball and purposive sampling techniques, and the participants will be interviewed by means of semi-structured interviews. The duration of your participation if you choose to enroll and remain in the study is expected to be approximately 30 minutes.

The study will provide no direct benefits to participants.

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 222035917@stu.ukzn.ac.za or [REDACTED] or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

: On  Accessibility: Investigate

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

Participation in this research is voluntary and participants may withdraw participation at any point, and in the event of refusal/withdrawal of participation the participants will not incur penalty or loss of treatment or other benefit to which they are normally entitled.

The confidentiality of personal information will be ensured as follows: Shared Drive on MS teams, the data will be provided to the Supervisor and stored in accordance with the UKZN Research Policy.

An invitation

.....
CONSENT (Edit as required)

I (Name) have been informed about the study entitled (provide details) by (provide name of researcher/fieldworker).

I understand the purpose and procedures of the study (add these again if appropriate).

I have been given an opportunity to answer 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 (provide details).

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

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date

APPENDIX D: GATEKEEPER'S LETTER



Tel : (017) 734 8100
Fax : 098-630-2209
E-mail : Records@pixleykaseseme.co.za
Website : <http://www.pixleykaseseme.local.gov.za>

DR. PIXLEY KA ISAKA SEME LOCAL MUNICIPALITY

Private Bag : c/o Adelaide Tambo Street
Private Sak X9011 : 8 Dr Nelson Mandela Drive
VOLKSRUST : VOLKSRUST
2470 : 2470

All correspondence to addressed to

THE OFFICE OF THE MUNICIPAL MANAGER

Alle korrespondensie moet gerig word aan

DIE KANTOOR VAN DIE MUNISIPALE BESTUURDER

Yonke imibhalo kumele iqondawe

EHOVISINI LOMPHATHI KAMASIPALA

TO : WHOM IT MAY CONCERN

I, Muzi Ngwenya, Municipal Researcher of DR. Pixley Ka Isaka Seme Local Municipality, hereby confirm that Manzi Priscilla (ID: [REDACTED]) employed as Office Manager at the Office of the Sheriff, registered at the University of Kwazulu-Natal (Student Number: 222035917) is permitted to complete academic research at DR. Pixley Ka Isaka Seme Municipality for the purpose of her MBA dissertation.

The research topic covers:

Analyzing the effectiveness of performance management at Dr. Pixley Ka Isaka Seme Local Municipality

[REDACTED]
Muzi Ngwenya

Researcher :Dr Pixley Ka Isaka Seme Local Municipality

APPENDIX E: EDITOR'S CERTIFICATE

EDITOR'S CERTIFICATE

28 November 2023

Re: LANGUAGE EDITING STATEMENT

I, THE UNDERSIGNED, hereby confirm that I have edited a **THESIS** titled:

Analyzing the effectiveness of performance management in Dr Pixley Ka Isaka Seme Local Municipality, by Priscilla Manzi



Hatikanganwi Mapuzi

Associate Member

Membership number: MA002

Membership year: March 2023 to February 2024

toediting@yahoo.com

www.editors.org.za



Postgrad Certificate (Higher Education); PhD (Communication);
M.A (Journalism & Media Studies); Postgrad Dip (Media
Management); B. Soc Scie (Hons, Communication); B. Applied
Comm. Management.

Senior Lecturer; Chartered Public Relations Practitioner; Freelance Editor

APPENDIX E: INTERVIEW QUESTIONS

Research question 1: What is the effectiveness performance management at Dr Pixley Ka Isaka Seme local municipality?

- a) What is your understanding of the purpose of performance management?
- b) In your organization, what are the current performance management practices being used?

Research Question 2: What are some factors which influence the effectiveness of performance management in your organisation?

- a) What are the advantages and disadvantages that each of the factors have on the performance management practices?
- b) Which performance management practices do you believe strengthen employee performance?

• Research question 3: What changes can be implemented to the current performance management practices at Dr Pixley Ka Isaka Seme local municipality?

- a) What are the positive and negative impacts of the current management practices in your organization?
- b) What improvements can you suggest to your organization to enhance performance management practices?