



**Exploring performance management and employee development at  
a correctional facility in South Africa**

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## Declaration

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## Acronyms

DCS	Department of Correctional Services
HR	Human Resource
KPI	Key Performance Indicator
KRAs	Key Result Areas
KZN	KwaZulu Natal
MBOs	Management of Objectives
PM	Performance Management
PMDS	Performance Management Development System
PMS	Performance Management System

## **Abstract**

The study explored employee development and performance management at a Correctional facility in South Africa. The research focused on both performance management and employee development to find out how employees comprehend the performance evaluation tool used to measure individual performance. This included the tactics that the Correctional facility applied to improve their performance management system. The study aimed to evaluate the correlation between performance management and employee development, to ascertain the contribution of these to the achievement of the department goal. This study was to further ascertain why some employees have limited knowledge of performance management and they only participated because it is a mandatory framework required by human resource management. The primary data was collected, analysed and recorded to answer the two research questions of the study. This research applied case study techniques to the description and interpretation of quantitative research results using collected and analysed data. The study site is a Correctional facility in KwaZulu Natal South Africa. The study focused on quantitative research methodology, and a questionnaire was used as an instrument for data collection. The questionnaire was designed and distributed to the sample of respondents in the targeted Correctional facility. The anonymity of the respondents was maintained by not requesting respondents to identify themselves. The study findings suggested that the Correctional facility should use the PMS to improve the work ethics of employees by ensuring that all employees understand policies and procedures. Based on the conclusions, one of the recommendations is that employee training and development be used because is a useful strategy to break the cycle of poor performance in the Correctional facility.

*Keywords:* Appraisal, Development, Employees, Management, Performance

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# **Chapter One**

## **Introduction and the study background**

### **1.1 Introduction**

Performance management systems (PMS) in the public sector/organisation have gaps in implementation effectiveness. This study explored performance management and employee development at a correctional facility in South Africa. The main purpose of the study is to assist Correctional facilities and public organisations, including ministries, in improving PMS procedures and processes. The researcher decided to focus on the Correctional facility because other studies have focused on private organisations and other public departments. The author focused on the health facilities in KwaZulu Natal (KZN). The study focused on the Correctional facility because of the environment. Most investigators believe that Correctional facilities are dangerous, inaccessible places for researchers to conduct research. Cislo & Trestman (2013) outlined how challenges can be addressed to conduct research in Correctional settings are numerous but addressable.

The study site is the Correctional facility in KZN province. According to Singh (2005), the idea of incarceration was introduced with the aim of punishing convicted criminals. The Correctional Services Act No. 8 of 1959 introduced correctional facilities as a transformation of the correctional sector into a departmental priority to ensure a conducive environment for offenders. There were a number of improvements introduced after 1994, the amended Correctional Service Act 111 of 1998 was introduced to ensure several transformations, such as the introduction of development and care units that contribute positively to the rehabilitation of offenders. Social and psychological services support the mental improvement of offenders, nurses focus on the physical health of offenders, and educators ensure offenders are able to participate in the education system. The primary objective of formal education and training was made known to professional educators to ensure that the inmates' occupational needs are prioritised in the rehabilitation process. Skills development as part of formal education enables offenders to use the skills they acquire in the Correctional facility after serving their sentence. Formal education caters to all educational levels

and ensures that inmates are offered market-related programmes (Department of Correctional Services, 2021). The department is beginning to recruit educators, social workers, psychologists, and nurses who are well-trained professionals in their field of study with no prior knowledge of the security and correctional work environment.

The departmental human resources (HR) needs to ensure that they align with newly hired staff from the development and nursing departments, as these professionals have no knowledge of departmental processes. This study focused on an aspect of the relationship between performance management (PM) and improving the employee development. Performance management is the wide range of activities, procedures, policies, processes and interventions measured to support employee performance improvement in an organisation (Denisi & Murphy, 2017). Performance management is a critical, ongoing developmental objective in monitoring and developing employee behaviour to achieve a department's strategic goals for service delivery. Performance management and employee development are used as the tool to assess the performance of employees in private organisations and government departments (DPSA, 2002). The main goal of a PMS is to manage employee behaviour and ensure performance to achieve departmental goals and objectives.

## **1.2 Background**

The Correctional facility is a public organisation focused on the rehabilitation of criminal offenders so that they are psychologically fit to return to the community and change their behaviour towards other people. The Correctional facilities has various divisions within its departments with the purpose of assisting offenders with rehabilitation. Therefore, the number of employees varies, and the implementation of the performance agreement is the first priority in any department to monitor and evaluate the employee's performance and whether organisational objectives are successfully achieved. According to Tanke (2001), evaluating performance includes performance appraisals, ratings, and appraisals used to evaluate the progress of employees in an organisation. The main focus of performance appraisals is measuring and improving employee performance in the any facility. Performance management includes activities that ensure the department's strategic and operational goals are consistently effective and resourceful. It is mandatory for correctional staff

to participate in the performance agreement, and all staff must ensure they submit their final performance agreement before April 30 each year.

According to the DCS (2020), PM procedures require that the mid-year review, annual review and operational objectives and deliverables associated with the performance agreement have been censored and subsequently converted. The department is critiqued for not having any transparency into how they are currently dealing with or managing unsatisfactory performance. The public sector has experienced limitations across facilities, which have been recognised as having unproductive and incompetent PMS. Performance management is a tool that focuses on monitoring individual tasks that can be achieved through set organisational goals (Inyang & Esu, 2009). According to Dzimhiri (2008), Botswana has adopted a PMS to develop the importance of distributed services and to meet the customer needs of stakeholders in governmental organisations. Performance management is a systematic development of individual competencies, commitment and the alignment of individual performance with organisational goals (Khuzwayo, 2017). Employee performance management systems were introduced in 2002 throughout public organisations, including departments, but the concern has been that the public sector has had problems implementing the system effectively and ensuring there are also no ambiguities.

The process of PM is fraught with ambiguity and complexity, as HR management does not clearly explain it to new hired employees (Khuzwayo, 2017). For example, the HR department distributes the management document to all employees to fill out without explanation, and the key result area (KRA) are not clear. Dzimhiri (2008) suggested that PMS depend on performance evaluation, which helps make performance appraisals for individual/team incentive payments. Performance management and development systems regulate the professional work ethic of employees with the aim of achieving organisational goals and meeting deadlines (Singh, 2010). Managers use PM as a method of behaviour regulation systems, including performance agreements in conjunction with bonuses, to ensure employees achieve their full potential. The main goal of PMs is to make sure that a high quality of individual and team performance is maintained, in order to improve the contribution to the achievement of the organisational goals. In other words, they should empower, motivate, mentor, advice and reward employees to do their best (Armstrong, 2006). Performance management focuses on coaching and goal setting (Latham and Mann, 2006). Performance management evaluation is directly linked to the achievement of company goals, coaching and

feedback. Public organisations have several loopholes when assessing the PM processes, as they do it for records. In addition, the working environment has changed and is constantly radically changing. Rosen et al. (2010) and other authors suggested that organisations need to further increase dependency on teams as the basis of a successful organisational strategy. Performance measurements and Intellectual has a tremendous impact on reducing collaboration and, therefore, also contributes to the difficulties of managers' ability to evaluate the performance of their employees.

### **1.3. Research problem**

The Department of Public Services and Administration, (2007) defines a PMS as a purposeful mandatory framework for managing employee performance. It is embedded in a policy framework based on performance fundamentals such as performance cycle, planning, agreement, monitoring, review, control, assessment, facilitation and management of the conclusions of appraisals. 'The policy of the PMS has adopted the top-down method of implementation, as the final decision-making has been completed at the national level and is distributed to the lower management. This is the mandatory framework associated with the personal system. Hence, the system compels everyone in an organisation to participate in PMS' (Dzimbiri, 2008:53). Several employees who administer performance management systems have not been trained to manage or otherwise manage training projects and this has been identified as a limitation to achieving set goals. According to DPSA (2007) stated that employee performance appraisal is not effective and PMSs should not be the only tool to indicate employee incompetence.

### **1.4. Research gap**

A research gap is an identified area of research that has not been addressed. It therefore justifies a particular study focus for new research. Most previous studies focus on other departments, private companies and municipalities, while this study has addressed the problem by focusing on the Correctional facility. There were a number of loopholes in the execution of the PMDS. This study has explored performance management and employee development at a Correctional facility in South Africa. The main focus was on the development and care staff within Correctional facility.

### **1.5. Rationale of the study**

The study shows that the execution of PMS in a Correctional facility faces several challenges such that employees fail to meet submission deadlines. Performance management should provide feedback and ensure it addresses key concerns of limited skills development programmes in the workplace (Khuzwayo, 2017). In line with Khuzwayo's proposal, the link between PM and employee development needs to be addressed for the ultimate improvement in organisational performance. The purpose for conducting this study was to help law enforcement agencies and other government agencies to improve the procedure and process of employee performance management assessment. The correctional department must ensure that they provide feedback to their employees and allow them to participate in the development programmes to improve their individual performance.

### **1.6 Research aim**

The research seeks to explore PM and employee development at a Correctional facility in South Africa. The research site was identified because it is a convenient place for the investigator and the investigator is employed in this site.

### **1.7. Research questions**

1. How can PMS improve performance in a Correctional facility?
2. How can the development of skills contribute to improving performance of employees in a Correctional facility?

### **1.8. Objectives of the study**

1. To investigate how PMS improve performance in the Correctional facility.
2. To determine how employee development contributes to improving performance in a Correctional facility.

### **1.9. Research methodology**

The use of a quantitative approach to underpin the study with a purposive sample remained the primary methodology. Questionnaires were used as a data collection tool on online platforms such as Google Form. The PM cycle prototype was adopted to inform the research study and a

spreadsheet was adopted as the data analysis approach to evaluate the collected data. The PMS has been introduced in all organisations and there are several authors who have written research based on this topic. Views of different authors from the literature dealing with crucial aspects of performance management were also considered. The University of KwaZulu-Natal Research Office granted the ethical clearance, and the gatekeeper letter was obtained from the department, which gave permission to continue with research within the Correctional facility.

### **1.10. Structure of the study**

This section contains detailed information on each chapter.

Chapter One: This chapter sets out the study context and outlines in detail the process and procedure followed to complete the research. It is essentially the introduction to the study and provides all the necessary required information of the study.

Chapter Two: This chapter provides the theoretical framework of the study. The different literature from different authors on the subject is reviewed.

Chapter Three: Chapter three presents the methodology and methods of the study structure, the instruments and the data validation and clarifies the data handling and breakdown.

Chapter Four: This chapter is primarily concerned with data analysis based on the questionnaire responses of the respondents, and the analysis of the data using the spreadsheet package.

Chapter Five: This chapter contains the discussion that focuses on the triangulation of the primary and secondary data. The discussion deals with each study objective.

Chapter Six: Chapter six provides the conclusion based on the research and also suggests the recommendations on what could be done to resolve the presented problem statement.

### **1.11. The study limitations**

Deficient or limited information are study limitations such as only doing research in one small geographical area, the limited sample size would be considered a limitation, as participants may not have wished to disclose organisational information.

## **1.12. Conclusion**

In summary, the chapter focused on the study background, the research gap, the study rationale, the research questions, study objectives, the methodology and gave the detailed structure of the study. The primary focus of this chapter was based on the application aspect of the study and the procedures that were followed to ensure that the research was conducted ethically.

## **Chapter Two**

### **Literature review**

#### **2.1 Introduction**

The employee is the most valuable asset and backbone of an organisation. The employees have a very crucial role in an organisation because even powerful machinery cannot operate itself without human involvement. Organisations must invest in training and developing their workforce for them to become indispensable resources (Kroon, 2013). The employee development programmes benefit both employee and employer because successful implementation of innovative skills helps the organisation to achieve its objective. The success of any organisation is directly related to the characteristics of its people and their calibre. Employees are the lifeblood of any business, so their value is incalculable. They are critical for any organisation to achieve its stated vision and focus. Workers themselves are constantly looking for incentives that will make them work harder for the benefit of an organisation. According to Grote (2002), managers can use performance appraisal to 'motivate the successful, coach the unsuccessful, and recognise the need for individual training and development. Performance Management often expressed through the performance evaluation process, contains the organisation's primary purposes, goals, and objectives (Marchington & Wilkinson, 2005). An evaluation, or appraisal, is a formal procedure in which the supervisor evaluates an employee's work and the employee is then informed, typically, with their official grade (Angelo and Kevin, 2017). Managers and supervisors place a high value on employee growth, as it is one of the many benefits derived from PM.

However, it is generally accepted that the reliability and validity of rating systems is threatened by a number of obstacles, the most significant of which is the existence of inherent biases within rating systems. For instance, when a manager's behaviour shows a preference for one person over another, a negative message is sent to other bright minds in the organisation. In addition, it has been argued that current assessment methods fall short of the requirements and ultimately undermine their original intent. Against this background, the present study aims to examine the connection between the performance agreement system and staff growth. Kevin (2005) emphasises that managers and supervisors have a crucial role in developing their subordinates' competences

to perform outstandingly by monitoring PM. Wilkinson (2005) agrees that PM is a powerful strategy for monitoring individual performance in an organisation.

## **2.2 Review of literature on performance management systems**

The performance agreement framework is designed to link performance appraisals to required outcomes that enable managers to recognise their strengths and identify areas for improvement and development. Several different approaches are used to explain how organisations manage employee performance. The terms performance appraisal, annual appraisal, and employee appraisal, all refer to forms of employee and employer evaluation used to encourage employees to improve their performance (Ndevu & Muller, 2018). Performance appraisal can be regarded as an orderly and systematic method to determine the present and future effectiveness of employees in an organisation (Kroon, 2013). Employees are encouraged to do their best work in the service of a department's goals through PM strategies such as goal setting, regular reviews and constructive feedback. This method makes it possible to effectively identify poor performance and reward good work (Schleicher et al., 2018). Management of an organisation's performance is defined as the process of creating, implementing and adjusting strategic plans to ensure stakeholder satisfaction (Azis & Azis, 2020).

Schleicher et al. (2018) define performance management as 'the process of directing the efforts of people towards the achievement of that organisation's strategic goals'. Azis & Schleicher (2018), emphasises that organisation depends to people (employees) for the successful attainment of organisational objectives. Effectiveness and a broader, more holistic, even qualitative, view of an operation and organisation are of great importance (Ndevu & Muller, 2018). A key component of effective PM is giving each employee goals that align with the company's overall mission (Azis & Azis, 2020). The literature states that PM is a strategy for developing the performance of organisations, teams, and individuals, by monitoring and adjusting efforts in accordance with predetermined goals and benchmarks, and established competency requirements. Ndevu & Muller (2018) define PM as an organic management process that benefits from the efficient management of individuals and groups to maximise organisational effectiveness.

The first step in revitalising and improving an organisation's performance and its efficiency in delivering services is to introduce an operative PMS (Azis & Azis, 2020). It is a method of PM

that relies on managers and employees reaching mutual agreement on goals, performance criteria, and improvement techniques. It uses a systematic approach to formally collecting and evaluating each employee's goals and objectives (Van Thielen et al., 2018). Performance management systems analyse inputs as well as procedures to determine the mandatory level of training and development, and these needs serve as the basis for performance improvement initiatives (Aguinis, 2019). Moreover, PMS directs its attention to the competency profiling process, which is a component of the performance assessment process for both organisations and individuals. Its purpose is to identify skill gaps that prevent individuals from effectively managing the responsibilities of their current position (Aguinis, 2019). The responsibility for determining whether individual skills need to be developed lies with this system. It consists of a variety of components that include competency models, leadership development, goal setting, performance planning, performance appraisal, recognition, and coaching (Borgonovi, Anessi-pessina & Bianchi, 2018). This is because the process can be so biased that managers set ratings and an individual person can benefit from the system for several years or sessions at a time.

An efficient PMS should serve as the basis for all organisational decisions, as well as the primary motivation for all organisational work activities and resource allocations (Aguinis, 2019). Responsibility for an effective PMS lies with managers, and its implementation is guided by the highest levels of the organisation (Schleicher et al., 2018). By recording these processes as part of company policy, the system has the potential to act as a binding legal agreement between the company and its employees (Ndevu & Muller, 2018). According to the research findings of Schleicher (2018), the PMS purpose focuses on facilitating the transformation of the culture in the field into a results-oriented culture. It should help to integrate individual aspirations with those of the organisation by communicating and repeating the organisation's strategy, purpose and values. This should be beneficial to both parties. If employees understand what is expected of them individually, this strategy will be successfully implemented. This is because it allows managers and employees to evaluate performance in relation to previously established standards. This ensures that each worker is evaluated using a methodology that is fair, objective and publicly available, and that incentives and recognition are given in an equitable manner. People, organisational strategy and overall performance are inseparable from the important role played by

the organisation. Through the use of the PMS, the department heads should be supported in achieving the goals of their departments. According to Azis & Azis (2020), they play an essential role in inspiring a person to a higher level of performance. According to the research conducted, the obligations set by the employer serve as an excellent guideline for the employees' PMS. This then acts as a catalyst and motivates employees to guarantee outstanding performance.

The PMS process is the systematic procedure that organisations use to improve their overall performance by ensuring the monitoring of both individual and team performance. According to Armstrong and Barron (2009), PM is the process of developing the competence and commitment of employees within an organisation to work toward achieving meaningful goals that are shared by the organisation as a whole. Performance management is a planned and comprehensive strategy to bring organisations sustained success. Establishing a high-performance culture is the overarching goal of PM. The main objective is to focus people's behaviour and ensure they act appropriately by achieving its goal. In addition, this purpose is about connecting individual goals with company goals and ensuring that employees follow core company values (Armstrong & Baron, 2009). Human resources invest a great deal of time and attention in developing and perfecting their PM processes. The PM objective is to make a positive contribution to achieving high individual and organisational performance. This is achieved when challenging goals for service delivery, quality, customer or community services, growth, profit, and stakeholder engagement are met and exceeded (Armstrong & Baron, 2005).

Two of the goals of PM are providing support and guidance to individuals to help them achieve excellence and developing their ability to achieve their own job-related goals and organisational achievement. It focuses on ways to encourage productive, discretionary employee behaviour. Maintaining an organisation's core beliefs and commitment to its goals is key to performance (Armstrong & Baron, 2005). A PMS serves as the foundation on which organisations build their decision-making processes, including the distribution of incentives, promotions, and assignments. Some companies use their PMS as a roadmap for employee development (Pulakos, 2009). This indicates that performance information is an essential part of development planning used to help workers improve their skills. Thus, the goal of PM is to ensure that organisational goals and

objectives are met while maintaining individual growth (Armstrong & Baron, 2009). According to DPSA (2007), the main goal of PM is to develop employee performance. The supervisor and employees work together to plan, monitor, evaluate, and review work objectives and overall commitment to achieve organisational goals. Performance management is an ongoing programme, so PM needs to be reviewed frequently, not just quarterly. Among the challenges is the lack of integration. The most important task for the organisation is to ensure the integration of the various systems in an organisation, including improvement strategies and the human resource management system that improve the appropriate performance delivery in an organisation. Second, the PMS will not be successfully implemented without leadership commitment. Senior leadership must ensure that they drive the PM process as an integral part of the management of the organisation.

The role of leaders is to reinforce the performance cycle by recognising and rewarding performance. They also help set strategies and performance measures and monitor and review performance across the organisation. Some managers do not participate in the PMS process, but do so because it is a mandatory framework and it has become a major challenge to assess their subordinates appropriately. The PMS is linked to other organisational policies and systems, so another challenge is incompetence. Key competencies required for effective implementation of the PMS include setting strategic goals, performance indicators, core competencies, and performance contracts (DPSA, 2007).

Other challenges include managing the performance system and poor performance. Managing PMS in an organisation involves a self-directed framework. The organisation needs an appropriate master plan and areas of responsibility. Responsible managers at various levels must clearly understand and consistently implement the contracting, measurement, development, and appraisal process. This statement is consistent with DPSA's assertion that PMS requires commitment from leaders who must clearly understand the PM processes in order to implement them effectively. The challenge of leadership and management not engaging in the process of PMS leads to difficulties in identifying poor performance and potential factors contributing to poor performance (Norton, 2007). Senior leadership involvement is necessary to ensure that they provide an appropriate

program to improve performance when poor performance has been identified. They have the authority to provide training and resources to help employees perform at their best.

### **2.3 Review of literature on Employee Development**

Performance management is a annual assessment of an employee's performance that helps to identify areas of needs in term training and development in the Correctional facility. However, employees tend to be very suspicious of the PM process, as they are generally dissatisfied with the subjective evaluations and with the resulting wage adjustments (Khuzwayo, 2017). It is not enough for a successful PMS to review employees' work annually and make adjustments to compensation based solely on these reviews. Employee development is the development of skills and involves individual employee growth (Elena, 2000). Moreover, the achievement of employee development is most important to employees, as the related activities carried out show that the organisation cares about them and invests in them by developing innovative new knowledge ideas (Elena, 2000). Many organisations invest in employee development because it benefits the organisation, enabling it to deliver exceptional performance through innovative ideas from the developed employees.

Employee development is the powerful joint initiative for both employees and organisation to keep employees abreast of innovative development in an organisation. It is beneficial for both employee and employer to upgrade the existing skills and knowledge amongst employees through training and development. Every organisation follows certain processes that develop both the professional and the personal growth of an employee. Employee development activities help an employee to work hard and produce quality work (Rosen, 2010). In private organisations, 'employee development' refers to a set of activities designed to contribute to an employee's development in all aspects of his or her professional life. There are several of these development activities and responsibilities. One is providing employees with sufficient opportunities by recognising their skills and giving them more responsibility, making it easier for them to advance to leadership positions within their respective organisation. Another is identifying employees who are not meeting expectations and establishing a plan to improve performance with the purpose of properly managing and training them for the future. Also important is determining if there are other causes for an employee's poor performance, such as problems with the equipment needed to

perform their duties, and then removing these barriers so that employees can perform their jobs effectively.

If a PMS places an emphasis on employee professional development, the yield on the venture of such a system is likely to be favourable for several reasons. Employees who receive appropriate training become more capable of performing their duties efficiently and they have no trouble meeting the goals set for them as part of the performance plan. When employees' professional growth is a priority, they also experience higher levels of satisfaction, which, in turn, lead to increased employee engagement and a decrease in turnover. In addition, by providing employees with the needed resources ensures the success of an organisation's goals.

The Correctional facility under research conducted the performance review half yearly and completes the process at the end of financial year. However, after the salary adjustment is made, the procedure is no longer continued due to the high workload and the associated burden. Managers' practices of tracking strengths and areas for improvement for annual reviews are therefore unnecessary. The aim is to obtain a continuous depiction of performance, competences and goals and to link these with specific measures.

These are the actions that need to be taken to empower managers to complete the feedback cycles at least once every three months, as it is their responsibility to provide feedback to members of their team and assess progress toward goals. The actions described here will relieve the burden over the course of the appraisal process. Additionally, managers, HR professionals and workers will all benefit greatly from this approach, and it will help them better understand the importance of the steps in the process outlined. Organisational performance involves evaluating the performance of an organisation based on its objectives. An analysis focuses on results such as shareholder value, financial and market performance. According to Mullins (2007), performance should be related to a factor that positively impacts profitability and improved performance in key areas of organisational activity. Organisational performance is closely linked to the McKinsey 7-S framework, which is described as an intelligent approach to achieving organisational goals, as it

addresses various aspects such as structure, strategy, people, leadership style, systems and processes, culture and skills focuses, all of which are cornerstones of organisational performance.

In public organisations there is a financial policy that determines the ethical handling of public finances. However, organisational performance, for the public sector, is mainly based on service delivery. Organisational performance and performance management are intertwined, as this involves employees for the organisation achieving goals and requires employees to perform their duties exceptionally. The structure clarifies the relationship between the variables as they improve organisational performance. An environment of increasing competitiveness, drastic change and technological innovation has highlighted the importance of development (Mullins, 2007). Mullins stressed that development also requires a combination of on-the-job training through various platforms such as delegation and empowerment, self-analysis guided by project work and stimulation. Research shows that employee development has positive effects on an organisation, so it is very important to ensure employees are developed constantly.

#### **2.4 Review of literature on performance management and employee development**

Performance measurement refers to the way an organisation keeps track of important facets of its various practices, programmes and systems (Gunasekaran et al., 2005). In addition, performance is evaluated in relation to the company's goals. Performance measurement results provide information on how well an organisation's current programmes are performing and how its resources could be used to take full advantage of the productivity and efficacy of the programmes. According to Hinton et al. (2005), an employee's compensation, job status, or promotion opportunities can be determined by measuring the individual's performance. For these reasons, PMS must consist of methods that enable accurate and fair assessments of employee performance. Setting performance standards is the first step employers take in measuring performance. What employees need to meet or exceed in the organisation's performance goals is described in the organisation's performance standards (Gunasekaran et al., 2005). Epstein (2006) suggests that management by goals, often known as MBOs (Management by Objectives), is an effective tool for assessing the job performance of individuals holding supervisory or managerial positions. These arise from identifying employee goals, and the manager lists the resources needed to achieve those

goals. The Balanced Scorecard, often called the BSC, is essentially an individualised performance measurement system that goes beyond traditional financial metrics and is based on the organisation's strategy. Therefore, it is important for the manager to be able to monitor and take notes on a number of different instruments and metrics at the same time.

The financial metrics, the customer perspective, the organisational perspective, and the innovation and learning perspective are the four perspectives offered by Kaplan and Norton (Whetton, 2001). The United States Office of Personnel Management (2006) found that accurate performance measurements can affect an organisation's overall success. Performance measurement is an extremely important component in the process of translating corporate strategy into actual results. Executives in today's modern economy use balanced measurement systems to monitor not only the satisfaction of their customers and employees, but also their financial performance and the effectiveness of their operations. The process of developing an effective measurement system is tedious but ultimately rewarding. According to the findings of the research, the objectives set serve as a basis for performance monitoring within the Department of Local Government. Employees are evaluated and ranked to determine whether or not they have achieved the targets set for them in relation to the fulfilment of their duties before the end of a given financial year.

The implementation of innovative technological systems in the Correctional facility is very difficult because this might compromise the security measures of an organisation. Monitoring employee performance in an organisation serves as an integral part of the growth and development of subordinates to facilitate the organisation's expansion and the achievement of its goals. If an organisation's human resources management does not monitor the valid performance of its employees well, the organisation's money will be wasted, leading to internal losses for the company in the long run (Hinton et al., 2005).

According to the South African Minister of Local Government (2003), the appraisal process can create gaps between the employee's self-portrayal and the manager's perspective. During the appraisal interview, the appraiser should ensure, among other things that the appraisee's past performance, future action plan and development and training needs are discussed. In turn, the

appraisee should make sure, among other things that he or she participates effectively in the discussion and asks questions about things that are unclear. Both management and employees can benefit from using performance appraisal as a tool for their professional development. The manager is better able to align the employee with the company's progress and the employee has a better understanding of what is required in their day-to-day job duties as a result of management's guidance. Performance appraisals have a wide range of impact on workers, which managers are responsible for identifying and understanding (Stajkovic & Luthans, 2001). An assessment of a person's performance can serve as a source of inspiration and drive for that person to increase their productivity. When an employee recognises that their goals have been clearly established, that their performance difficulties have been addressed, and that there are career development solutions to help advance their career, the result is that the employee is motivated to achieve those goals (Hinton et al., 2005). It is possible to inspire employees to higher levels of productivity by developing a thorough employee growth strategy and providing them with specific goals to work toward.

The effect of showing an employee clearly defined goals, identifying performance difficulties, and implementing career development solutions to advance the individual's career is motivating the employee to achieve those goals. It is important that during a performance review, a manager takes the time to show an employee how their job impacts the overall productivity of the entire company. It is easier for an employee to place their own job responsibilities within the larger context of the organisation when that individual understands how the performance of other employees affects their ability to perform their duties. It helps increase the employees' sense of collaboration and can also stimulate collaboration to achieve the organisation's goals (Kaplan & Norton, (2002). Performance appraisal clearly serves this purpose. In addition, it shows that the employer is willing to give praise where it is deserved.

The most typical argument or justification an organisation makes for implementing an appraisal system is to provide a feedback mechanism (Swan, 2012). It is very important that employees have a feedback system in place, as they will then be better able to analyse their own actions and attitudes in the light of the organisation's stated goals. Consequently, an employee who receives an incentive from the organisation for his/ her performance in the form of feedback and

recognition will improve his or her performance. This is especially true in situations where productivity is associated with certain perks or bonuses.

The PM and its employee development program is a powerful initiative that helps the organisation with an implementation of innovative ideas. The successful attainment of organisational objectives will depend on the continuous employee development programs in the Correctional facility.

## **2.5 Conclusion**

The chapter concentrated on the literature review, which included various reviews of what other authors have said about performance management and employee development. Furthermore, it included various theoretical discussions on performance management and employee development and performance appraisal.

# **Chapter Three**

## **Research methodology**

### **3.1 Introduction**

Investigation is a method of gathering information with the aim of answering an unanswered question or pushing the boundaries of organisational ignorance (Goddard & Melville, 2007). 'Research methods' refers to procedures that researchers choose to describe the information, analyse it, and predict results. This chapter provides more details on the processes and procedures of the research and focuses on a detailed overview of how the data was collected.

### **3.2 Research design**

The required data for this study involved the collection and analysis of what was relevant to answer the research questions. The main purpose of research is to validate evidence to solve a research problem. Case study is a research design commonly used to evaluate and develop an in-depth case analysis. Researchers use a variety of data collection methods to focus on a group or individual participants (Yilmaz, 2014).

### **3.3 Research approaches/paradigms**

According to Yilmaz (2013), qualitative research studies phenomena in their natural environment and bases their interpretations of the data on the interpretations that the research participants have of the phenomenon (Yilmaz, 2013). On the other hand, quantitative techniques focus on generating numerical values through the use of statistical methods. The use of numerical estimates is at the centre of quantitative research that attempts to explain why and how the studied deposits vary (Tavakol & Sanders, 2014). The main goals of quantitative research are the characterisation and extrapolation of future manifestations (Lichtman, 2016). Quantitative research is conducted to validate hypotheses (Tavakol & Sanders, 2014). The collection of data is absolutely necessary for quantitative hypotheses that have been previously tested in a logical manner using numerous mathematical and numerical techniques (Venkatesh, 2013). Moreover, the goal of quantitative methodology is to obtain accurate statistical matches between variables. The use of mixed methods

in research requires researchers to deliberately combine multiple methods during the data collection phase, data processing, and interpretation of results (Venkatesh, 2013). Researchers have the opportunity to get a more complete picture of their topic by looking at it from different angles and using a wide range of research lenses (Tavakol & Sanders, 2014).

Based on the justifications of these approaches, the researcher decided to use surveys as a research method. The quantitative research focuses more on collecting numerical data and analysing the statistical data. This study chose the quantitative research approach because the data analysis focused on numerical data. According to Blanche, Durrheim & Paint (2006), the quantitative research approach is an appropriate research paradigm for this study. Quantitative research helps researchers discover data through investigation.

### **3.4 Study site**

The study site is the place where the study takes place, and for this study, it is Newcastle Correctional facility situated in the northern part of KwaZulu-Natal. The Correctional facility was nominated for the researcher's convenience as saving time and costs. The research included all professionals such as educationists, nurses, social workers and human resource management employees.

### **3.5 Target population**

According to Trochim (2006), a target population describes a group of individuals with certain physiognomies that the researcher aims at. The participants for this research included the Correctional facility staff working in the development and care department. The Development and Maintenance Department employs approximately 100 people (DCS, 2021).

### **3.6 Strategy of sampling**

Blanche (2006) defines a sample as selected participants drawn from a specific population group. Purposive sampling was used for this study because it targeted a particular group of employees,

which included executives and staff in the Correctional facility Development and Maintenance. Fifty-six (56) employees participated in the study because they completed the questionnaire.

### **3.7 The sample and sample size**

This study chose a purposive sample because it focuses on specific perspectives that the researcher wished to explore. The sample included five executives in the development and nursing departments because they are involved in critical decisions. The sampling also included all development and care staff at the Correctional facility. The population size at the correctional facility is approximately 300 staff per centre. The research sample size was 50% of the actual population.

### **3.8 Research method**

The primary data were collected with the help of a questionnaire, which served as a survey instrument for the quantitative research methodology that was the basis of this study (Churchill, Brown & Suter, 2010). Questionnaires are data collection methods aimed at collecting information from individuals/groups based on designed questions. The self-completed questionnaires were specifically distributed to participants in the Correctional facility. The primary data was collected between 25 September 2022 and 10 October 2022. The researcher chose this method to find out how many employees have difficulties with performance management and employee development. There are several advantages to this tool, including the fact that the questionnaire could be easily distributed via a Google electronic form. Additionally, the administration of the questionnaires was relatively inexpensive as it was distributed electronically. They also offered anonymity to protect the identity of the participants. The demographic information of respondents was presented in at the form of a table 4.1 that helped to identify the majority age group of the working class. The summary of objectives linked with questions is outlined on figure 4.7 in chapter 4.

The researcher used different types of sources to collect information such as books and journals. Reading material used for the literature research included books, book chapters, journal articles, and the department's website. The referencing convention used in this study is the Harvard referencing style.

## **3.9 Quality data control**

### **3.9.1 Reliability**

Reliability is one of the main concerns in quantitative research. Quantitative research methods allow the researcher to ask specifically constructed questions and collect measurable data from participants (Maxwell, 2013). Various research focuses on the validation and reliability of quantitative data, and a review of various studies revealed an effective and trustworthy tactic for content analysis.

### **3.9.2 Validation**

It is important to ensure that the data will be validatable before collecting it for actual studies. Goundar (2012) defines validity as an appropriate procedure that must be applied in order to find solutions to a problem. Trustworthiness is the value of a capacity practice that offers repeatability and accuracy. To be unbiased and objective means that the researcher has taken each step in a neutral manner and has reached each conclusion to the best of their knowledge and belief, without compromising their own interests. The researcher ensured that a pilot study was conducted to identify ambiguities in the questionnaire questions. A pilot study in research is useful for testing and clarifying ambiguous questions that may cause confusion when submitted to participants. Before the main research is conducted, a pilot test is used to check if there are any underlying issues that need fixing. Prior to interacting with research participants, a pilot study is a crucial task to determine the feasibility and usefulness of data collection techniques in order to make the necessary adjustments (Gass & Mackey, 2005:43). The reliability of the data collection tools was checked, and the researcher chose a pilot test and ran it with a number of collaborators.

Five potential participants, including supervisors and subordinates, received the questionnaire via the electronic link, and each promptly completed and returned it. These participants were initially contacted via email with an invitation to take the survey with details of what was expected of them, as the survey took time to complete. The researcher also tried to ensure that the circumstances put in place to improve the validity of the measurement equipment, as well as the datasets themselves, were reasonable. The pilot study was conducted on September 15, 2022, with participants from a

population that was not part of the actual study: a supervisor and four subordinates in the training component. The researcher had to rephrase some of the questions and correct a few errors to address the vagueness of some questions before the validated modified questionnaire was created.

### **3.10 Analysis of Data**

After completion of the questionnaire, the data were analysed by organising and interpreting the responses of the different participants. To perform statistical analysis of the data for the quantitative methodology of this study, the data were analysed by exporting survey data to an Excel spreadsheet. The variables to be analysed were named and identified numerically. Text was used to identify nominal data, numbers were used to identify ordinal data, and interval scales were used to identify continuous data. The researcher first had to carefully check the collected data for correctness and completeness as well as readability, comprehensibility and completeness of the required information. The data analytics used statistical formulas to analyse the raw data, including mean, mode, and standard deviation. Statistical graphs were used to analyse data such as pie charts, bar charts, and comparison line charts.

### **3.11 Ethical consideration**

The investigator obtained clearance for the research, which was arranged by the UKZN Research Ethics Committee for Humanities and Social Sciences per Protocol: HSSREC/00004203/2022, ensuring the upholding of ethical considerations. The researcher ensured that ethical considerations were upheld by collecting signed informed consent forms from the participants in the research. The ethics of privacy and confidentiality were maintained by informing participants of their right to withdraw their participation at any study stage. Teddlie & Tashakkori (2009) define informed consent as participants' consent to participate in the study. Participant anonymity was maintained throughout the study. A gatekeeper letter was approved by the Research and Ethics Committee. All data were kept in an appropriate spreadsheet and word document for safe storage which was protected by password.

### **3.12 Conclusion**

In summary, this chapter focused on the methods used to conduct the study. This included topics such as sampling tactics, the method used to analyse the data collected. This chapter outlined the methods applied to study procedures and ensured that all research processes were followed appropriately. The chapter outlined the method that this study implemented to ensure the data collection from the participants was ethical.

## Chapter Four

### Presentation and Analysis of the Results

#### 4.1 Introduction

Chapter three focused on the methods of the research processes and procedures of the study. This chapter particularly focuses on the data analysis and the main focus is on three sections of the data collection tool (questionnaire): the first section focuses on the demographics of the participants, and categorises and presents the various statements made by the respondents; the second section presents the research goals that the study aimed to achieve; the last section presents the summary of the chapter. The analysis uses the Excel spreadsheet to analyse the raw data collected.

#### 4.2 Demographic samples

The demographic samples show the sample composition of the demographic information collected from the study respondents. Table 4.1 illustrates the summary of the demographics of the participants.

<b>Race</b>	<b>Gender</b>	<b>Age</b>	<b>Educational level</b>	<b>Number of years of service in Correctional Facility</b>	<b>Position</b>
Black	Female	31-40	Master degree	0-5 years	Level 7-8
Black	Female	31-40	Master degree	0-5 years	Level 7-8
Black	Female	31-40	Master degree	0-5 years	Level 9-12
White	Male	41-50	Grade 12	11-15 years	Level 9-12
Coloured	Male	41-50	Grade 12	More than 16 years	Level 9-12
Indian	Male	41-50	Diploma	More than 16 years	Level 7-8
Black	Female	41-50	Honours degree	0-5 years	Level 7-8
Black	Male	31-40	Bachelor degree	6-10 years	Level 7-8
Black	Male	31-40	Bachelor degree	0-5 years	Level 7-8
Black	Female	31-40	Master degree	6-10 years	Level 9-12

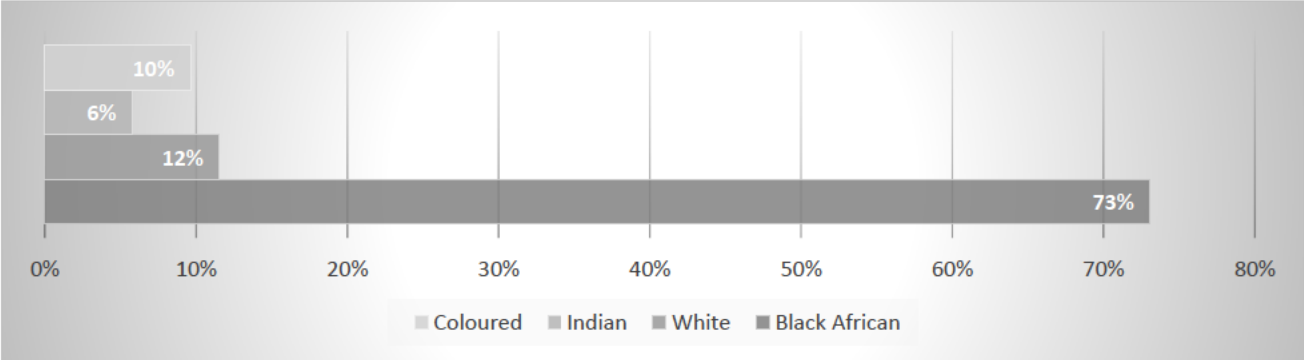
Black	Female	18-30	Bachelor degree	0-5 years	Level 7-8
Black	Male	51+	Grade 12	More than 16 years	Level 7-8
Black	Female	51+	Grade 12	More than 16 years	Level 7-8
Black	Male	31-40	Grade 12	More than 16 years	Level 13& above
White	Female	51+	Diploma	More than 16 years	Level 13& above
Black	Male	51+	Diploma	More than 16 years	Level 13& above
Coloured	Female	41-50	Bachelor degree	More than 16 years	Level 13& above
Black	Male	41-50	Bachelor degree	6-10 years	Level 9-12
Indian	Female	41-50	Grade 12	More than 16 years	Level 13& above
Black	Female	41-50	Diploma	6-10 years	Level 9-12
Black	Male	31-40	Honours degree	More than 16 years	Level 13& above
White	Male	18-30	Honours degree	More than 16 years	Level 13& above
Black	Male	41-50	Grade 12	11-15 years	Level 7-8
Black	Male	41-50	Higher certificate	11-15 years	Level 7-8
Coloured	Male	41-50	Honours degree	11-15 years	Level 9-12
Black	Female	31-40	Honours degree	11-15 years	Level 9-12
White	Female	51+	Honours degree	More than 16 years	Level 7-8
Black	Female	41-50	Honours degree	11-15 years	Level 7-8
Black	Female	41-50	Grade 12	11-15 years	Level 9-12
Black	Male	41-50	Higher certificate	11-15 years	Level 7-8
Black	Female	41-50	Diploma	11-15 years	Level 4-6
Black	Male	41-50	Diploma	More than 16 years	Level 4-6
Black	Female	31-40	Higher certificate	0-5 years	Level 9-12
White	Male	31-40	Higher certificate	0-5 years	Level 9-12
Black	Female	41-50	Grade 12	11-15 years	Level 9-12
Black	Male	51+	Grade 12	More than 16 years	Level 9-12
Black	Female	41-50	Grade 12	11-15 years	Level 4-6
Black	Female	41-50	Grade 12	More than 16 years	Level 4-6
White	Female	41-50	Higher certificate	11-15 years	Level 7-8
Black	Female	41-50	Higher certificate	11-15 years	Level 7-8

Black	Male	41-50	Grade 12	11-15 years	Level 7-8
Black	Female	41-50	Grade 12	6-10 years	Level 7-8
Black	Female	41-50	Higher certificate	11-15 years	Level 9-12
Black	Female	41-50	Higher certificate	11-15 years	Level 7-8
Coloured	Female	41-50	Grade 12	6-10 years	Level 4-6
Black	Female	41-50	Diploma	6-10 years	Level 9-12
Black	Female	41-50	Grade 12	6-10 years	Level 9-12
Coloured	Male	41-50	Grade 12	6-10 years	Level 9-12
Black	Female	51+	Bachelor degree	11-15 years	Level 7-8
Black	Female	41-50	Bachelor degree	11-15 years	Level 7-8
Indian	Male	31-40	Bachelor degree	0-5 years	Level 7-8

**Table 4.1: Summary of demographics**

**4.2.1 Race**

The respondents provided demographic information pertaining to their race. Figure 4.1 summarises the sample based on race.

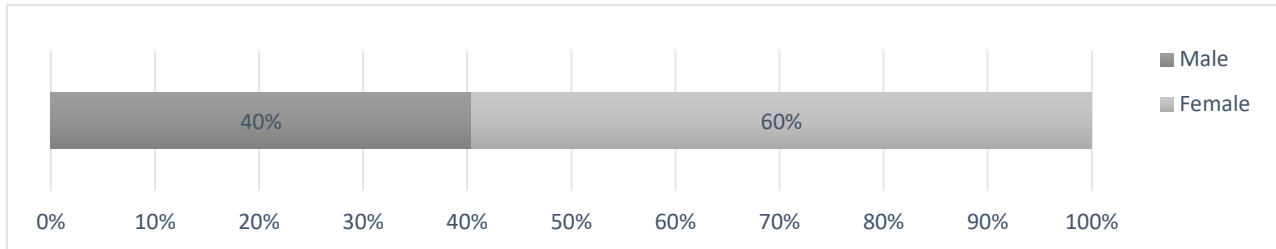


**Figure 4.1: Race Sample**

Figure 4.1 shows that 73% of respondents are black African, followed by 12% white and 10% coloured. The remaining 6% are Indians.

## 4.2.2 Gender

The information on the respondents' gender demographics is provided in Figure 4.2, summarising the sample based on gender.

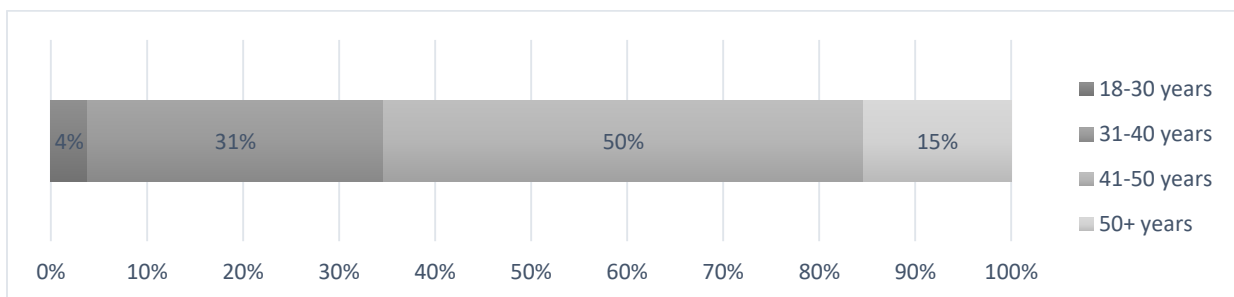


**Figure 4.2: Gender sample**

Figure 4.2 shows that the majority of respondents are female (60%) and the remaining 40% are male. The DCS (2021) emphasised that more needs to be done to ensure gender equality, stating that the male officers exceed the female officers in the organisation. However, the composition of the sample by gender contradicts the DCS (2021) assertion, as the majority of respondents are in fact female.

## 4.2.3 Age group

The information on the age of the respondents is provided in Figure 4.3 in the summary sample based on age.

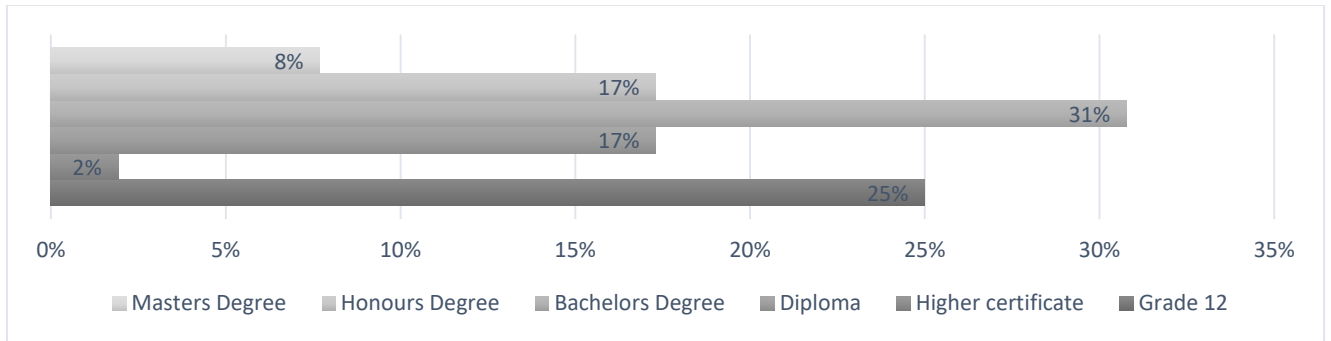


**Figure 4.3: Age sample**

Figure 4.3 shows that 50% of respondents are in the 41-50 age group, followed by 31% in the 31-40 age group, and then 15% who are 51 or older. The remaining 4% are between 18-30 years old.

## 4.2.4 Educational level

The information on the highest level of education held by the respondents is shown in Figure 4.4.

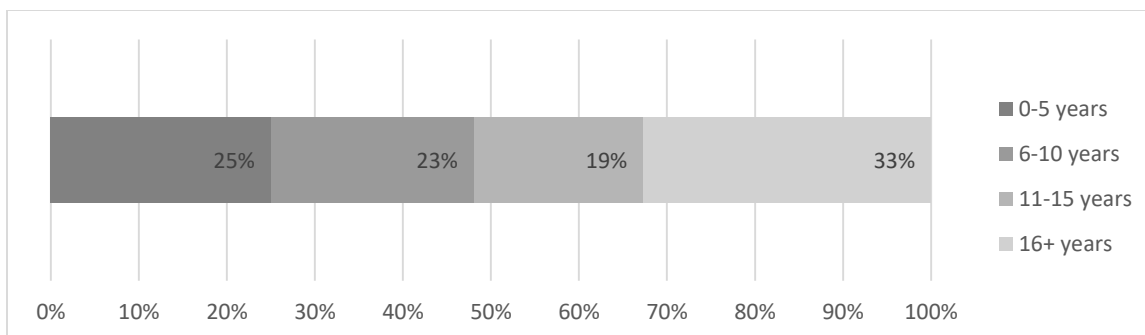


**Figure 4.4: Educational Level**

Figure 4.4 shows that 31% of the respondents hold a bachelor’s degree followed by 25% with grade 12, 17% hold an honours degree and 17% hold a diploma. A further 8% of the respondents have a master’s degree and the remaining 8% hold a higher certificate. The minimum requirement for a security departmental official is grade 12. The department also offers bursaries to encourage employees to improve themselves academically. This may explain why 75% of the respondents hold a tertiary education qualification.

#### 4.2.5 Service in years

The respondents provided demographic information pertaining to the number of years worked in the Correctional facility. Figure 4.5 summarises the sample based on the years of working in service.

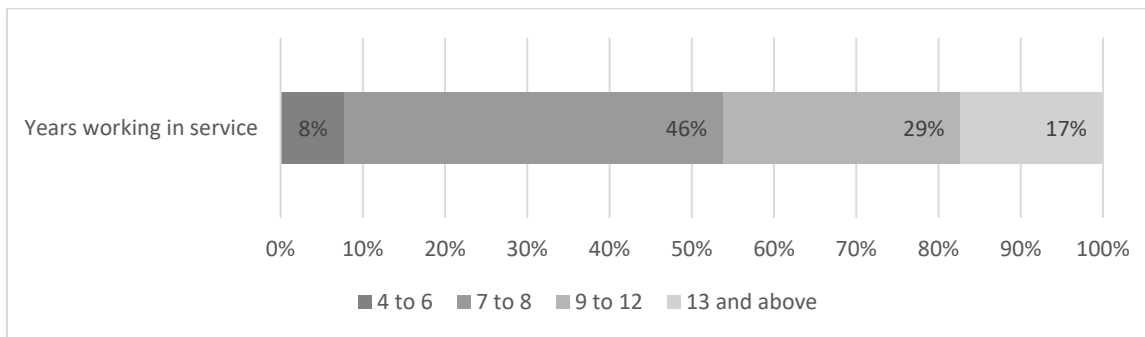


**Figure 4.5: years working in service**

Figure 4.5 shows that 33% of the participants have 16 years of service in the Correctional facility, or more, followed by 25% who have worked for a period between 0 and 5 years and 23% who have worked for the Correctional facility for a period of 6 to 10 years. The remaining 19% have worked for the Correctional facility for a period of 11 to 15 years.

#### 4.2.6 Position level

The respondents provided demographic information pertaining to their positional level in the organisation. Figure 4.6 summarises the sample based on positional level.



**Figure 4.6: Position level**

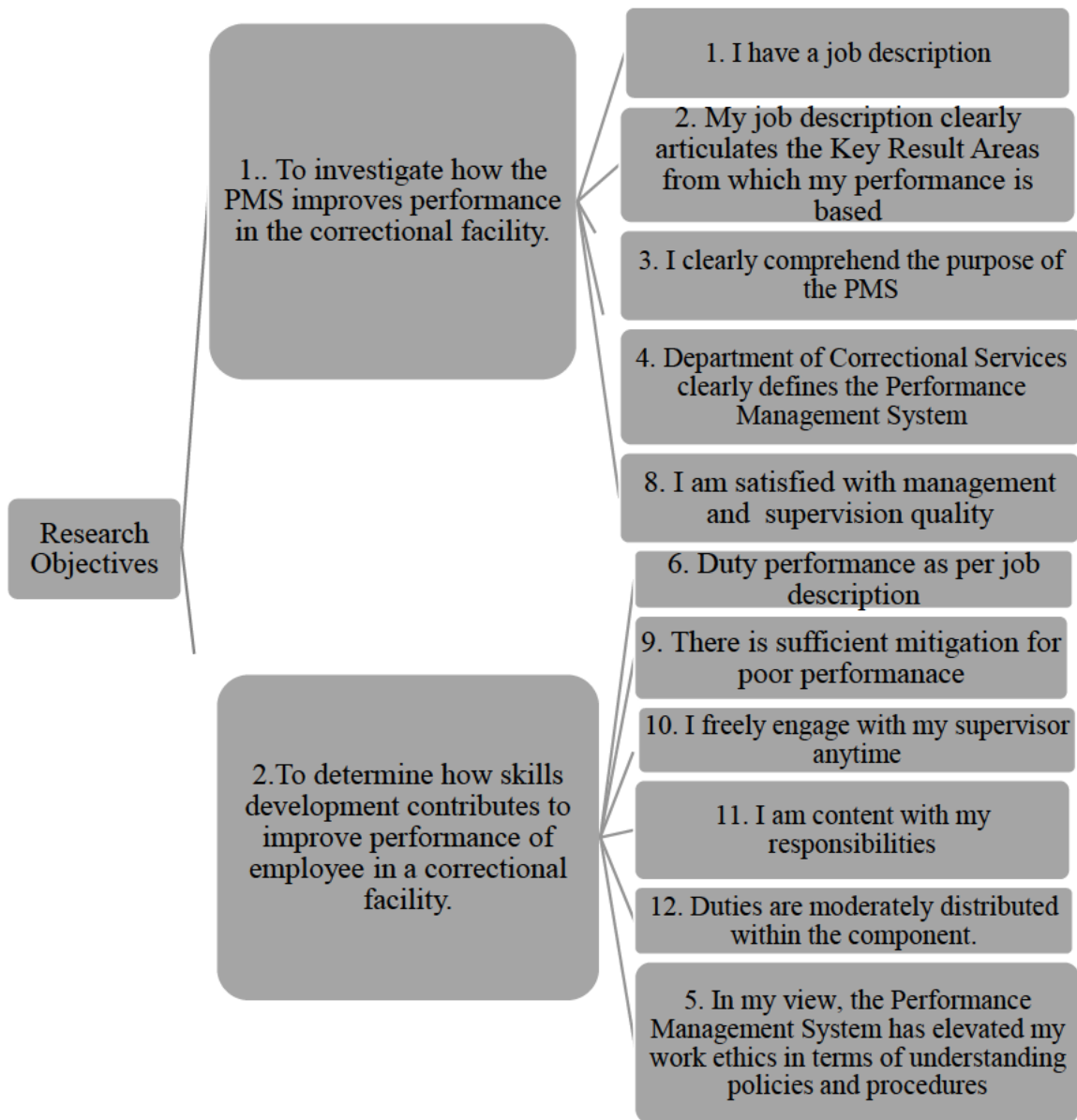
Figure 4.6 shows that 46% of the respondents are in the positional level 7 to 8 followed by 29% in the positional level 9 to 12, and 17% who are in the positional level 13 and above. The remaining 8% are in the positional level 4 to 6.

### 4.3. Presentation of results

This section presents the research findings resulting from the use of a quantitative research methodology to fulfil all research procedures and the use of a questionnaire as a data collection tool to achieve the research objectives. The research objectives are:

1. To investigate how the PMS improves performance in the correctional facility.
2. To determine how skills development contributes to improve performance of employees in a correctional facility.

The questionnaire questions, created with the goal of obtaining relevant data, were derived from the study objectives. Figure 4.7 shows the relationship between the study objectives and the questions in the questionnaire.



**Figure 4.7: Summary of Objectives**

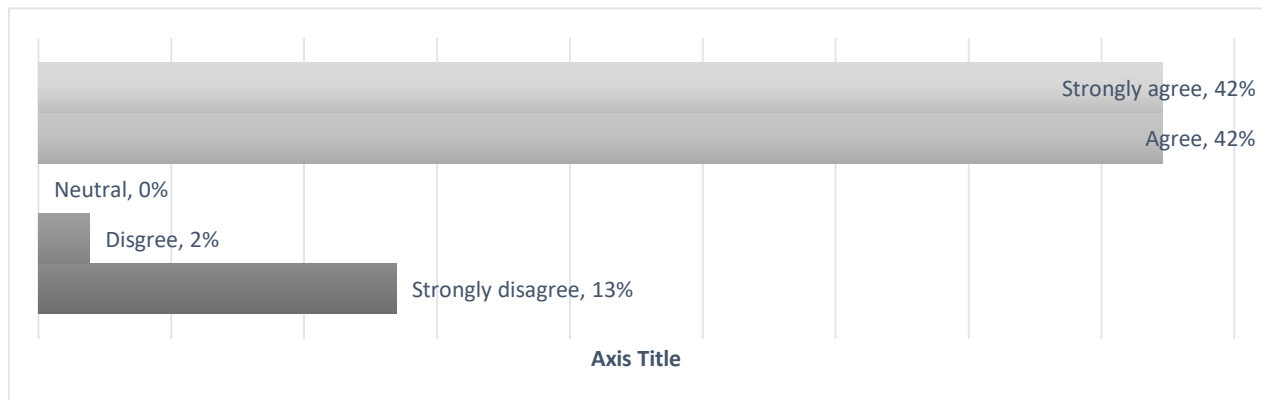
Figure 4.7 shows that each objective has a set of related questions. In order to effectively present the results of the study, there is a need to follow a comprehensive and logical format.

### 4.3.1 Influence of the performance management system on organisational performance

The first objective sought to determine how the PMS can influence performance in the correctional facility. Five sub-sections, aligned to the research objective one, are presented.

#### 4.3.1.1 Job description

Question 1 of the questionnaire: I have a job description

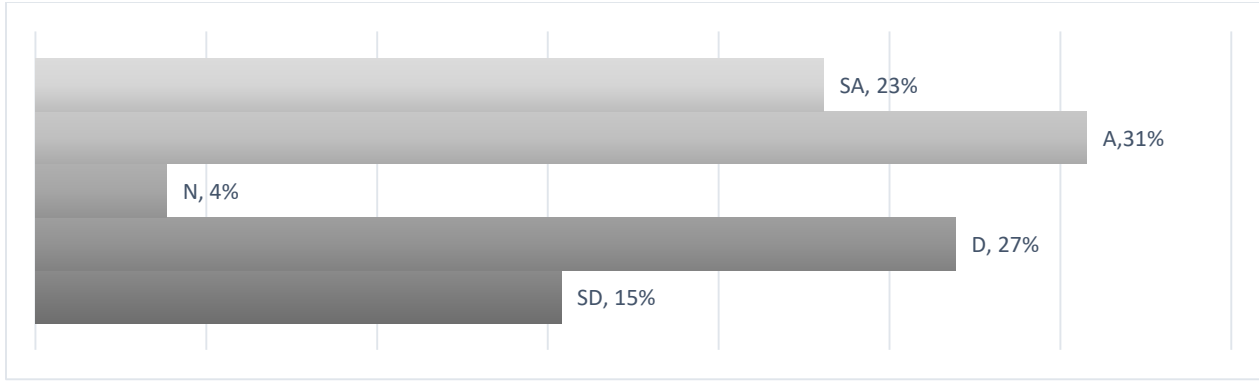


**Figure 4.8: Job description**

The results in Figure 4.8 show that 42% of the respondents agreed and 42% strongly agreed that they have a job description, whereas 13% strongly disagreed and 2% disagreed. The study findings show that respondents have a job description.

#### 4.3.1.2 Articulation of key result areas

Question 2 of the Questionnaire: My job description clearly articulates the Key Result Areas (KRAs) on which my performance is based.

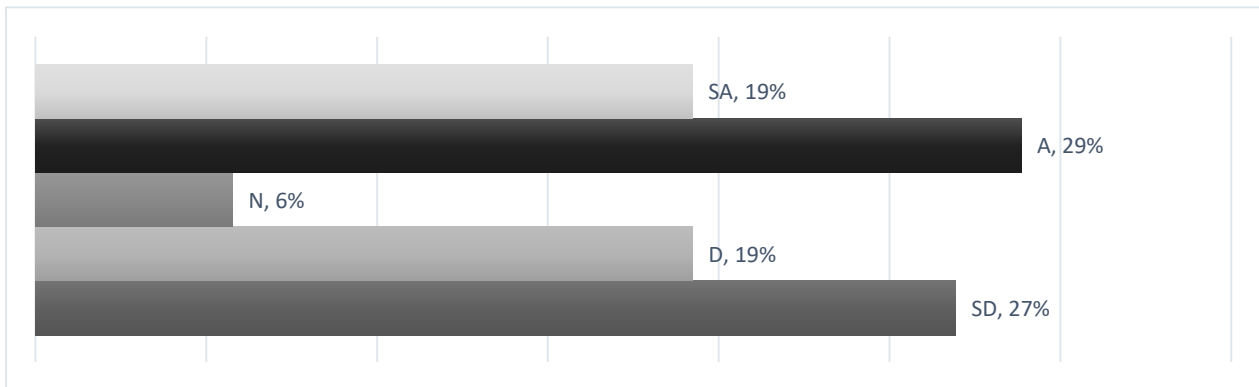


**Figure 4.9: Articulation of key results**

The results in Figure 4.9 show that 31% of the respondents agreed that the job description clearly articulates the Key Result Areas (KRAs) on which their performance is based, whereas 27% disagreed and 23% strongly agreed. A further 15% strongly disagreed and 4% were neutral. The study findings show that the job description articulates the Key Result Areas (KRAs) on which employees’ performance is based.

**4.3.1.3 Comprehension of PMS**

Question 3 of the questionnaire: I clearly comprehend the purpose of the performance management system.



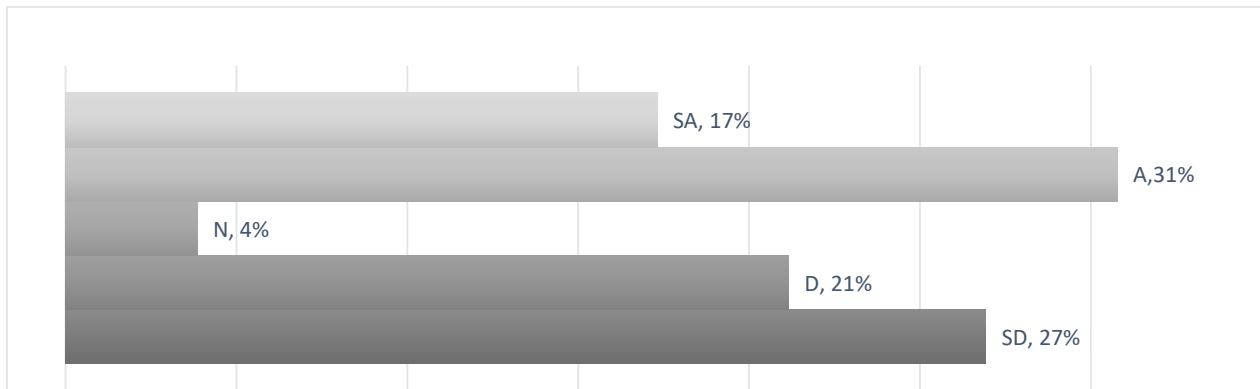
**Figure 4.10: Comprehension of performance**

The study findings in Figure 4.10 show that 29% of the respondents agreed that they clearly comprehend the purpose of the PMS, whilst 27% strongly disagreed and 19% disagreed. Another

19% of the respondents agreed and 6% were neutral. The study findings show that respondents clearly comprehend the PMS purpose.

#### ***4.3.1.4 Clearly defined performance management system***

Question 5 of the questionnaire: The Correctional facility clearly defines the performance management system.

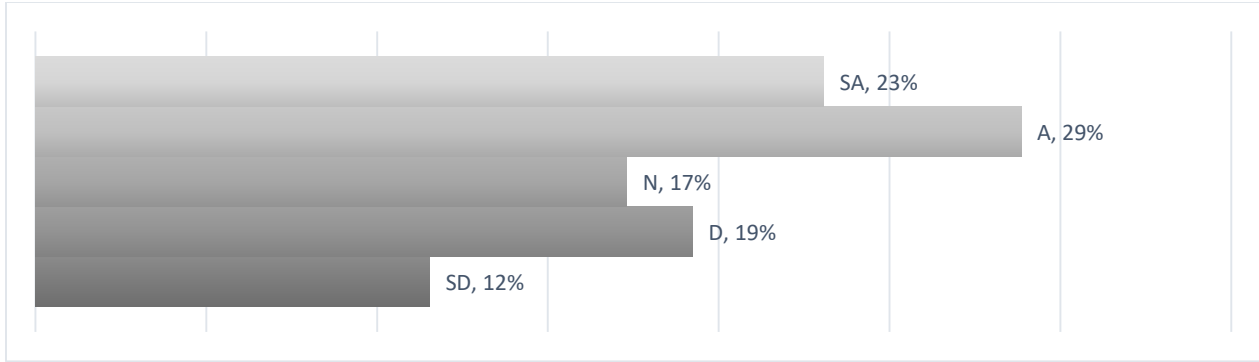


**Figure 4.11: Clearly define performance**

The study findings in Figure 4.11 show that 31% of the respondents agreed that the Correctional facility clearly defines the performance management system, whilst 27% and 21% strongly disagreed and disagreed respectively. A further 17% of the respondents agreed and 4% were neutral. The study findings show that Correctional facility neither clearly nor ambiguously defines the performance management system.

#### ***4.3.1.5 Duty performance is as per job description***

Question 6 of the questionnaire: Is duty performance as per job description?



**Figure 4.12: Duty performance**

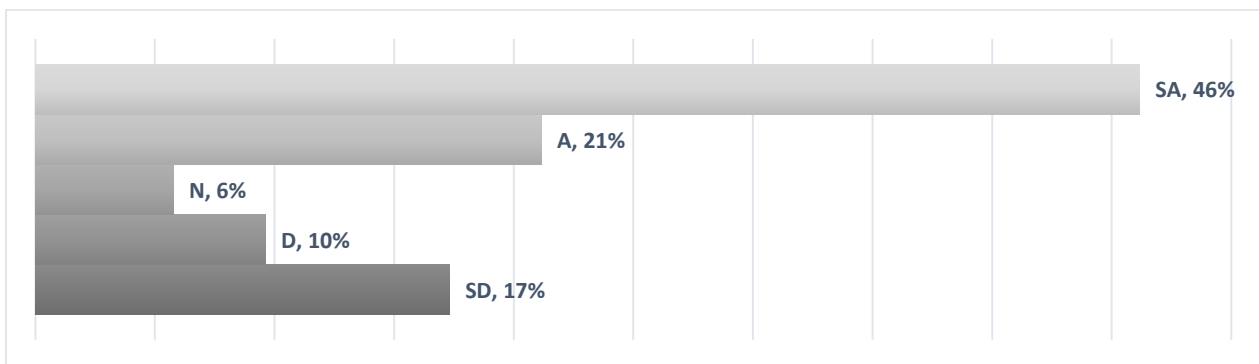
The results from Figure 4.12 show that 29% and 23% of the respondents agreed and strongly agreed respectively that task performance measurement is according to the job description, while 19% disagreed and 17% were neutral. The remaining 12% disagreed. The results of the study show that task performance measurement is done according to the job description.

### 4.3.2 Contribution of employee skills development to employee performance

The second objective sought to determine how employee skills development contributes to employee performance achievement of organisational goals in the Correctional facility. Six (6) sub-sections addressed the research objective 2 are presented.

#### 4.4.2.1 Elevated work ethics

Question 5 of Questionnaire: In my view, the performance management system has elevated my work ethics in terms of understanding policies and procedures.



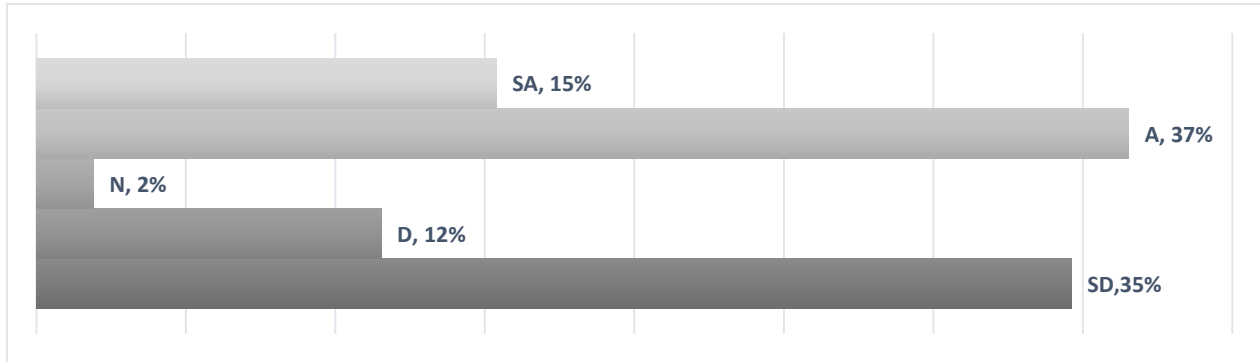
**Figure 4.13: Elevated work ethic**

The survey results in Figure 4.13 show that 46% and 21% of respondents agreed and disagreed, respectively, with the statement that the PMS has improved their morale in terms of understanding

policies and procedures, while 10% strongly disagreed respectively, with this statement. The remaining 6% were neutral. The study result show that the PMS has improved the morale of the respondents in terms of understanding policies and procedures.

#### ***4.3.2.2 Satisfaction with management and supervision quality***

Question 8 of the questionnaire: I am satisfied with management and supervision quality.

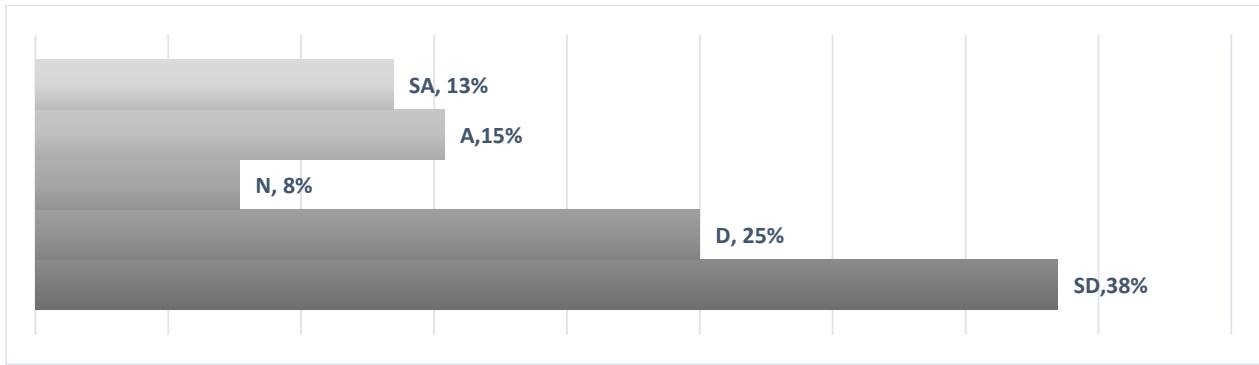


**Figure 4.14: Satisfaction with management**

The survey results in Figure 4.14 indicate that 37% of the participants agreed that they were satisfied with the leadership and management supervision, while 35% disagreed and 15% strongly agreed. Another 12% disagreed and 2% were neutral. The results of the study show that respondents are satisfied with the quality of leadership and supervision.

#### ***4.3.2.3 Mitigation for poor performance***

Question 9 of the questionnaire: There is sufficient mitigation for poor performance.

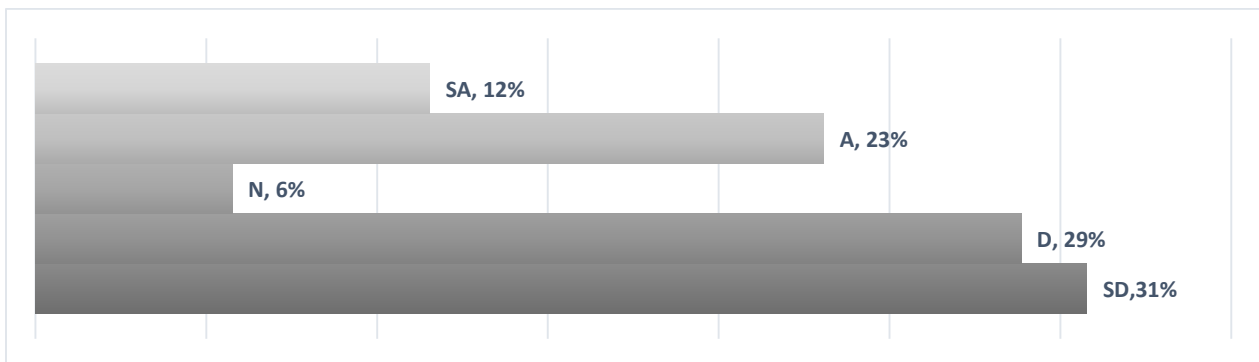


**Figure 4.15: Mitigation of poor performance**

The study results in Figure 4.15 indicate 38% and 25% strongly disagreed and disagreed respectively, that there is sufficient mitigation for poor performance, whereas 15% and 13% agreed and strongly agreed respectively. The remaining 8% were neutral. The study results show that there is not sufficient mitigation for poor performance in the organisation.

#### ***4.3.2.4 Engagement with the supervisor***

Question 10 of the questionnaire: I freely engage with my supervisor anytime.



**Figure 4.16: Engagement with supervisor**

The study results in Figure 4.16 indicate that 31% and 29% strongly disagreed and disagreed respectively, that they freely engage with their supervisor at any time, whereas 23% and 12% agreed and strongly agreed respectively. The remaining 6% were neutral. The study results show that respondents do not freely engage with their supervisor at any time.

#### ***4.3.2.5 Contentment with responsibilities***

Question 11 of the questionnaire: I am content with my responsibilities.

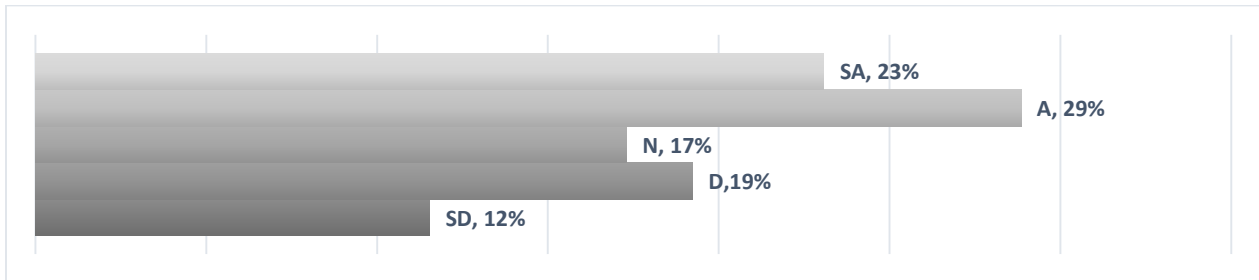


**Figure 4.17: Contentment with responsibilities**

As shown in Figure 4.17, 50% and 42% of the respondents agreed and strongly agreed respectively, that they are content with their responsibilities, whereas 6% strongly disagreed and 2% were neutral. The study results show that there is contentment with responsibilities.

#### **4.3.2.6 Distribution of duties**

Question 12 of the questionnaire: Duties are moderately distributed within the component.



**Figure 4.18: Distribution of duties**

The results in Figure 4.18 show that 29% and 23% of respondents agreed and strongly agreed respectively, that duties are moderately distributed within the component whilst 19% disagreed and 17% were neutral. The remaining 12% strongly disagreed. The study results show that duties are moderately distributed within the component.



#### ***4.3.3.1 Other questions about the performance management system and competence development***

This question was an open-ended question that allowed respondents to share their views on the PMS. One of the participants said, "I need personal training on the PMS, and I have unanswered questions about how PMS incentives are paid," and she suggested that, "The Correctional facility needs to make sure that we as staff are trained on the ambiguities of the performance management system." Responses indicate that 95% of respondents need training on the PMS because they do not fully understand the purpose and process of the system, especially newly appointed staff. They are also concerned about skills development programmes because some employees do not benefit from such programmes. One of the respondents said, "The PMS policy needs to be revised and the skills development programme needs to benefit all employees."

#### **4.4 Conclusion**

According to the study results presented in this chapter, the discussion has been based on the quantitative data compiled from the respondents' answers to the questionnaire. The research results were presented and analysed in accordance with the research objectives to ensure logical consistency in the presentation. The results themselves, as well as an interpretation of those results, have been offered in this chapter. The results have been presented graphically, based on the frequency count of the respondents' answers. The next chapter discusses the results presented in this chapter.

# Chapter Five

## Discussion

### 5.1 Introduction

The presentation and analysis of the results in the previous chapter, comparisons are made and similarities and differences relating to previous literature are highlighted. The study examines the relationship between PM and employee development in building a climate of trust. The focus of the study is on the PMS and how it relates to competency development in correctional settings.

### 5.2 Discussion of the objective one results

The first objective was to explore how the PMS can influence outstanding performance in a Correctional facility. The study results show that respondents have a job description. Thus, the job description is a fundamental tool that makes it possible to implement an operative PMS in the organisation. A study by Arif et al. (2019) found that almost all organisations explicitly or implicitly provide workers with job descriptions to facilitate effective performance management. The study results agree with the study by Arif et al. (2019), as the results indicate that a job description is provided by the Correctional facility. Additionally, the results show that the job description articulates the key result areas (KRAs) upon which employee performance is based. The job description should include a list of activities, responsibilities, and key performance indicators (KPIs) to educate the candidate about the tasks expected of them (Johari & Yahya, 2019).

A job description provides objective standards against which an employee's performance is further evaluated after hiring by providing a comprehensive description of key areas of performance (Nisar & Rasheed, 2020). The KPIs are the quantifiable outcomes related to the specific tasks that should be detailed in the job description (Nisar & Rasheed, 2020). A study by Ramzy et al. (2019) emphasised that poor service exists in the public sector because job descriptions do not sufficiently specify an employee's key performance areas. Similarly, Perry & Ritz (2019) highlighted that the public sector employment process is problematic, with inadequate job descriptions, lack of guidance to employees, and failure to highlight key performance areas. The study results however, contradict the studies by Perry & Ritz (2022) & Ramzy et al. (2019), as they show that the job

description articulates key outcome areas on which performance is based. Understanding the PMS enables employees to use performance management tools to change work processes, propose new approaches, and make other decisions that improve performance. The goal of performance management in the public sector is to get employees and managers to improve organisational performance and thereby successfully deliver services. The study results support this because they show that respondents understand the purpose of PMS.

The results show that the Correctional facility does not define the PMS either clearly or in an ambiguous manner. The PMS provides tangible standards and organisations should communicate them effectively to employees to reduce stress in the workplace (Kearney, 2018). The results suggest that the PMS needs to be clearly defined in the Correctional facility. As mentioned in Chapter Four, the study results suggest that there is a duty that must be performed according to the job description. A job description is psychologically motivating because it describes the distribution of tasks to groups and individuals within an organisation for the purpose of managing their performance (Koch, 2021). A key benefit of job descriptions is that they increase employee productivity, eliminate ambiguity around positions and the impact of overlapping tasks in the workplace, and ensure that employees perform their duties as intended (Kasztelnik & Gaines, 2019).

A study by Novianti & Roz (2020) found that public sector workers are inefficient and do not perform their duties according to established job descriptions. Similarly, Koch (2021) concluded that inefficient performance is due to role ambiguity and employees not performing as intended in the job description. The study results contradict the studies by Koch (2021) & Novianti & Roz (2020), as they show that there is a duty to be fulfilled according to a job description.

The majority of South Africa's population is Black African, while the Indian population is the greatest minority (Madhi et al., 2022). The composition of the sample by race is consistent with the Madhi et al. (2022) study, in that the majority of respondents are Black African and the minority are Indian. According to Masiya et al. (2019), the average age in the government departments in South Africa is 42 years of age. The sample by age supports Masiya et al.'s (2019) study, as the majority of respondents are in the 41-50 age group, which includes the average age

of 42. One of the most common logical methods for presenting the results of a study is for the investigator to organise the results by research objectives, describe the results for each, and use statistics to show how the research objectives were met (Perera et al., 2022). The results of the study link with the research objectives thus showing how they were achieved in accordance with the concept of Perera et al. (2022).

### **5.3 Discussion of the objective two results**

The second objective of this study sought to determine how staff skills development contributes to staff performance and the accomplishment of correctional facility performance goals. The PMS has improved respondents' work ethics in terms of understanding policies and procedures. It instructs employees to follow the organisation's core principles and allows them to respect the organisation's policies and processes (Hartinah et al., 2020). The PMS is intended to make its operations transparent, and all parties involved are expected to respect each other's requirements, values and concerns while improving employee morale (Khalid et al., 2018). Individual accountability for personal decisions, behaviours and actions is prioritised over group responsibility, and work ethic and compliance with business rules are both enhanced through the system (Helmold & Samara, 2019). A strong PMS provides its employees with a fair and unbiased environment that allows them to review the basis on which important decisions has been made and promotes motivation and improved morale (Hartinah et al., 2020).

The study findings suggest that the Correctional facility should use the PMS to improve the work ethics of employees by ensuring that all employees understand correctional DCS policies and procedure. The consequence of quality management and monitoring is a well-designed system that allows for frequent manager-employee interaction, a policy for assigning clear, quantifiable performance goals, and an opportunity for mentoring, all of which have a direct impact on performance (Van der Kolk et al., 2019). While the qualities of mediocre managers can vary widely from poor communication to a lack of ethics or courage, their impact on morale, performance and satisfaction can be devastating (Dal Mas et al., 2019). A study by Paais & Pattirohu (2020) concluded that the quality of management and oversight in the public sector is very poor and

inefficient, resulting in low job satisfaction. This study's results contradict their study and show that prison staff are satisfied with the quality of leadership and supervision.

However, the results also show that there is not enough mitigation for poor performance in the organisation, strategies which all organisations should ensure are in place. Public sector organisations have consistently underperformed due to lack of action to improve employee performance (Okeke & Ikechukwu, 2019). Poorly conducted performance reviews do not highlight the strategies that can be implemented to ensure poor performance is eliminated in the organisation (Abdirahman, 2018). This study's results are consistent with Abdirahman's (2018) study, suggesting that sufficient mitigation strategies for poor performance should be implemented in the organisation. To improve the quality of public services, this vicious cycle of underperformance must be broken, and public officials should be held accountable through the implementation of a variety of performance-enhancing strategies.

Moreover, the study results show that the respondents do not always voluntarily deal with their superiors. Constant and free engagement with the manager is one of the factors that motivates employees and leads to better performance in the organisation (Eldor, 2018). Frequent managerial engagement is critical to attracting and retaining the best employees, which is particularly important in the current job market where public sector firms are locked in an increasingly fierce battle with the private sector for the best workforce (Nasurdin et al., 2018). A lack of free oversight engagement can cost the organisation its trust and performance, and deprive employees of the opportunity for effective learning and development (Ali et al., 2018). Manager engagement fosters an environment in which employees feel empowered, developed and supported, increasing their commitment to the organisation and improving their performance (Eldor, 2018). The study results suggest that there is a need to ensure free and frequent contact with supervisors in the Correctional facility.

The results show that employees are satisfied with their responsibilities. Employees are more engaged and satisfied with their tasks when they are challenged and encouraged to use their skills (Razzaq et al., 2018). Responsibility satisfaction can be seen as a crucial factor that indirectly promotes commitment, loyalty and dedication, as well as motivation and productivity (Al Ahabbi et al., 2018). Satisfaction with delegated responsibility is crucial as it correlates with performance

and employee motivation. As happiness increases, the organisation's production will also increase. Organisations should create increased opportunities for employees, recognising the skills they bring and giving them additional responsibilities, as facilitated through employee development (Razzaq et al., 2018). The findings of the study suggest that action should be taken within the Correctional facility to ensure that there is always satisfaction with responsibilities.

The study results show that the tasks within the component are distributed moderately. Performance appraisal is an effective way to improve performance because it allows for the transfer of expectations, the definition of roles, and the fair allocation of responsibilities (Miao et al., 2018). By offering training and development opportunities that equip employees with new skills and prepare them for increasing levels of responsibility and satisfaction, the ability to distribute roles throughout the organisation is enhanced (Manzoor, 2019). Performance management and human resource development are responsible for determining whether a more equitable distribution of responsibilities is needed (Miao et al., 2018). A study by Lin & Kellough (2019) emphasised that the tasks of the Correctional facility are complex, requiring a wide spread of responsibilities. This study's results support the study of Lin & Kellough (2019), as they show that the tasks are moderately distributed within the Correctional facility.

#### **5.4 Conclusion**

In summary, this chapter has presented a discussion of the study results organised according to each study objective. In the discussion of the results, the findings were commented on and placed in the context of the study. The chapter summarises all previous sections and allows the reader to see the relationships between each aspect of the study. Literature was used to triangulate and strengthen the discussion of the results, highlighting similarities and differences with previous empirical studies.

## **Chapter Six**

### **Conclusions and recommendations**

#### **6.1 Introduction**

The conclusion and recommendation is the primary basis for this chapter. It contains the study summary, conclusions, and recommendations. The study summary provides a brief overview of the study that incorporates all previous chapters. The recommendations include actions and strategies to develop and improve the PMS within the Correctional facility. The study provides recommendations to improve the current system to ensure better staff engagement in the process of achieving PMS goals. Emphasis is placed on discussions based on lessons learned from the data collected.

#### **6.2 Study summary**

The summary of the results is discussed based on the literature from different authors and the summary from the empirical study.

##### **6.2.1 Summary from the literature**

Organisations use PM to improve the overall performance of their organisation by monitoring the performance of individual employees and teams. This is achieved through the use of a PMS. Armstrong & Barron (2009) defined PM as the process of increasing the competence and commitment of employees within an organisation to work toward the achievement of important organisation-wide goals. Performance management is a deliberate and comprehensive approach to achieving long-term organisational success. In achieving the overall objective of PM, the primary objective is to focus on employee behaviour and ensure that they are doing the right thing. The objective is also to align individual aspirations with corporate goals and ensure that personnel follow the company's fundamental values (Armstrong & Baron, 2009).

Implementing an effective PMS is the first step in revitalising and improving an organisation's performance and efficiency in service delivery (Azis & Azis, 2020). The focus of a PMS is for managers and employees to reach consensus on goals, performance criteria, and improvement strategies. It is described as the practice that uses a systematic method to formally document and

evaluate each employee's goals (Van Thielen et al., 2018). It evaluates inputs and processes to define training and development requirements that serve as the basis for performance improvement activities.

The evaluation of an organisation's performance based on its goals and objectives represents organisational performance, which consists of outcomes related to expected performance. The study focuses on key outcomes such as shareholder value, financial success, and market performance. There is a connection between the organisation performance and performance management, because for an organisation to achieve its goals, personnel must excel at their jobs. The development of an organisation depends on the development of its personnel, as the introduction of new systems and technologies requires the expertise of employees. A climate of increased competition, radical change, and technological advancement has underscored the importance of development.

### **6.2.2 Results of the empirical study**

The results of the empirical study are presented based on the following research questions:

1. How can the PMS improve performance in the correctional facility?

The results show that task performance is in accordance with the job descriptions. Thus, organisational performance can be improved through a well-articulated job description. The research question was answered because results reveal that performance management improves performance in a correctional facility through job description. Employees understand what is expected from them.

2. How can the development of skills contribute to improve performance of employees in a correctional facility?

The results from the respondents show that job responsibilities are moderately distributed within the component. However, the results of the study also show that there are insufficient remedies for poor performance in the organisation and respondents do not have the opportunity to talk to their

supervisor at any time. The research question 2 was answered but information was insufficient to fully understand how skills development can improve performance.

The results of the empirical study are presented based on the following research objectives:

1. To investigate how the PMS improves performance in the correctional facility.

Research objective one was achieved because the performance management system has improved performance through ensuring that all employees have a job description, and they understand what is expected from them.

2. To determine how the skills development contributes to improve performance of employees in a correctional facility.

Research Objective two was not completely achieved because the study does not clearly state how skills development of employees can contribute to improve performance.

### **6.3 Recommendations for the Correctional facility**

The results of the study show that the PMS in the Correctional facility is clearly defined and that only a small number of officers do not clearly understand the process and procedures of the PMS.

#### ***6.3.1 Training and development***

The results reveal that there are insufficient remedies for poor performance in the organisation. The training and skills development in the organisation are recommended. This will counteract poor performance. Skills development can also be accompanied by a policy that prohibits the employee from leaving the department for a certain period of time if the department feels it is losing employees after giving them certain skills. For example, if the department has trained personnel officers in an advanced training course, it should ensure that they will work at HR for at least three years. Training and development is the most important part of the PMS and must provide a contingency plan to help improve poor employee performance. In order for the

department to achieve its goal of effective service delivery, ongoing training and development programmes are required.

### ***6.3.2 Voluntary Engagement with the supervisor***

According to the results, employees are not free to talk to their supervisor at any time. The study recommends that the organisation create an environment where employees can speak freely with supervisors. Talking with the supervisor allows employees to address performance issues and thus serves as part of PM. In addition, talking to the supervisor gives employees the opportunity to be mentored, which serves as a training and development activity to improve performance.

## **6.4 Conclusion**

The purpose of this study was to investigate the relationship between PM and employee development in a Correctional facility. The first objective was to examine how the PMS can influence organisational performance thus providing productive service delivery in the department and building trust. The study objective was met, as it was revealed that the PMS has an influence on organisational performance. The second objective was to determine how employee skills development contributes to employee performance and commitment to achieve organisational goals of the Correctional facility. The second objective of the study was not completely achieved because the study does not clearly state how skills development of employees can contribute to improve performance.

The research is related to the existing literature in examining the relationship between PM and staff development in the KZN Correctional facility .The study offers management implications and provides recommendations that can be applied by correctional managers in establishing effective PM and employee development systems. The research concludes that a PMS is important because it ensures that organisations provide feedback to their employees and offer them the development training they need to improve their individual performance.

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# Appendices

## 1. Amended Ethical Clearance



23 August 2023

Silungile Jali (206519044)  
Grad School Of Bus & Leadership  
Westville Campus

Dear S Jali,

Protocol reference number: HSSREC/00004203/2022

Project title: The nexus between performance management and employee development in building a climate of trust

Amended title: Exploring performance management and employee development at a correctional facility in South Africa

Degree: Masters

### Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 10 August 2023 has now been approved as follows:

- Change in title

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an 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.

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

Best wishes for the successful completion of your research protocol.

Yours faithfully



Professor Dipane Hlalele (Chair)

/dd

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Humanities & Social Sciences Research Ethics Committee  
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building  
Postal Address: Private Bag X54001, Durban 4000  
Tel: +27 31 260 8388 / 4557 / 3587

Website: <http://research.ukzn.ac.za/Research-Ethics/>  
Funding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

INSPIRING GREATNESS

## 2. Ethical clearance



20 July 2022

Silungile Jali (206519044)  
Grad School of Bus & Leadership  
Westville Campus

Dear S Jali,

Protocol reference number: HSSREC/00004203/2022

Project title: The nexus between performance management and employee development in building a climate of trust

Degree: Masters

### Approval Notification – Expedited Application

This letter serves to notify you that your application received on 20 May 2022 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 20 July 2023.

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 Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlahele (Chair)

/dd

### Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8150/455773587 Email: [hssrec@ukzn.ac.za](mailto:hssrec@ukzn.ac.za) Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

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### 3. Informed Consent Form

## UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL  
For research with human participants

### INFORMED CONSENT RESOURCE TEMPLATE

Note to researchers: Notwithstanding the need for scientific and legal accuracy, every effort should be made to produce a consent document that is as linguistically clear and simple as possible, without omitting important details as outlined below. Certified translated versions will be required once the original version is approved.

There are specific circumstances where witnessed verbal consent might be acceptable, and circumstances where individual informed consent may be waived by HSSREC.

#### Information Sheet and Consent to Participate in Research

Date:

Greeting: Dear sir/madam

My name is Silungile Jali my contact email is 206519044@stu.ukzn.ac.za from University of KwaZulu-Natal doing the research on the project called "The nexus between performance and employee development". My supervisor is Prof Ana Martins her contact email is: [MartinsA@ukzn.ac.za](mailto:MartinsA@ukzn.ac.za)

You are being invited to consider participating in a study that involves research (The nexus between performance and employee development). The aim and purpose of this research is to evaluate the relationship between performance and employee development. The study is expected to enroll 50 participants in Waterval Management area in Newcastle). It will involve the following procedures: the online link to the questionnaire will be sent out to the participant to complete via an online platform. ). The duration of your participation, if you choose to enroll and remain in the study, is expected to be 10 minutes to complete the questionnaire). The study is not funded.

The study will not involve the any risks. This study will not provide any 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 (0611740647 Email [206519044@stu.ukzn.ac.za](mailto:206519044@stu.ukzn.ac.za) ) or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

**HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION**

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

State clearly that participation in this research is voluntary (and that participants may withdraw participation at any point), and that 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. Describe the potential consequences to the participant for withdrawal from the study and the procedure/s required from the participants for orderly withdrawal. Under what circumstances will the researcher terminate the participant from the study?

State clearly if any costs might be incurred by participants as a result of participation in the study. If there are incentives or reimbursements for participation in the study, state how much and why they will be given. N/A

Describe in detail the steps that will be taken to protect confidentiality of personal/clinical information, and the limits of confidentiality if applicable. Describe the fate of the data and stored samples.

---

**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.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

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](mailto:HSSREC@ukzn.ac.za)

Additional consent, where applicable

I hereby provide consent to:

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

\_\_\_\_\_  
Signature of Participant

Date

\_\_\_\_\_  
Signature of Witness  
(Where applicable)

Date

#### 4. Gatekeeper permission letter



### correctional services

Department:  
Correctional Services  
REPUBLIC OF SOUTH AFRICA

Private Bag X136, PRETORIA, 0001 Poyntons Building, C/O WF Nkomo and Sophia De Bruyn Street, PRETORIA  
Tel (012) 307 2770, Fax 086 539 2693

Dear Ms S Jali

**RE: THE NEXUS BETWEEN PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT IN BUILDING A CLIMATE OF TRUST**

I wish to inform you that your request to conduct research in the Department of Correctional Services has been conditional approved

You are expected to meet the following conditions for **full approval** to be granted:

- As per DCS Research policy, you cannot do research where you are currently working, therefore it is recommended that you identify an alternative site, and not Waterval
- Please submit the KZN Research Ethics Letter
- Review your recruitment and sample strategy, explain how you will select the participants. There are no inclusion and exclusion criteria
- Submit the questionnaires with your proposal, and clarify whether your study is qualitative or quantitative
- You are required to use the terminology used in the White Paper on Corrections in South Africa (February 2005) and Correctional Services Act (No.111 of 1998) e.g. "Offenders" not "Prisoners" and "Correctional Centres" not "Prisons"

Should you have any enquiries regarding this process, please contact the REC Administration for assistance at telephone number (012) 307 2895/94/ 0723271937

Thank you for your application and interest to conduct research in the Department of Correctional Services.

Yours faithfully



ND MBULI  
CHAIR: RESEARCH ETHICS COMMITTEE  
DATE: 03/05/2022

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C

## 5. Research instrument

### Questionnaire

#### The nexus between performance management and employees development in building a climate of trust

#### General instructions

Please fill in the appropriate box with a tick(✓). To ensure confidentiality and anonymity, you are not required to write your name or sign on the questionnaire.

#### Part A

The following questions are for categorization purpose only and be used for individual identification. Kindly make one selection of response per question.

Race

Black	Coloured	White	Indian	Others

Gender

Female	Male

Age

18-30	31-40	41-50	51+

Educational Level

Grade 12	Higher certificate	Diploma	Bachelor Degree	Honours Degree	Masters Degree	PHD	Professor

Number of years working of service in DCS.

0-5 years	6-10 yrs	11-15 yrs	More than 16 yrs

Position

Level 4-6	Level 7-8	Level 9-12	Level 13 & above

**Part B**

Kindly select the most appropriate personal description from the subsequent range of choices ( select from the where 5- strongly agree, 4-agree, 3-neutral ,2- disagree and 1-strongly disagree )

	Organizational Commitment	1	2	3	4	5
1	I have a job description					
2	My Job Description clearly articulate the Key Result Areas (KRAs) from which my performance is based					
3	I clearly comprehend the purpose of Performance Management System					
4	Department of Correctional Services clearly define the Performance Management System					
5.	In my view , the Performance Management System has elevated my work ethics in terms of: Understanding Policies and procedures					
6.	Duty performance as per job description					
7.	Do I freely express my options with regards to appraisals during the assessment period?					
8.	I am satisfied with management and supervision quality					
9.	There is sufficient mitigation for poor performance					
10.	I freely engage with my supervisor anytime					
11.	I am content with my responsibilities					
12.	Duties are moderately distributed within the component.					

13. What other issues that have not been addressed above and that you would like to share with regards to Performance Management System and skills development?

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Thank you for your participation in this survey

## 6. Letter from the Editor



St Charles College, The Coach House  
Harwin Road, Scottsville  
Pietermaritzburg  
3201  
Tel: 083 593 2855  
admin@kznlanguageinstitute.com  
www.kznlanguageinstitute.com

Registration number: 131 804 NPO

Certificate of editing

28 September 2023

Name: Silungile Jali

Title: Exploring performance management and employee development at a Correctional facility in South Africa

This serves to confirm that the above document was edited substantively by members of the KZN Language Institute's professional English language editing team. The document was returned to the author with tracked changes and comments intended to correct errors and to clarify meaning. It was the author's responsibility to attend to these changes.



Ms J. Kerchhoff

Director of the KwaZulu-Natal Language Institute

*KZN Language Institute - Transforming Words*

## 7. Turnitin report

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