PERFORMANCE MANAGEMENT AS A TOOL FOR SERVICE DELIVERY IN THE MBOMBELA LOCAL MUNICIPALITY: A CASE STUDY IN MPUMALANGA PROVINCE

BY

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(MINI-) DISSERTATION/ THESIS

SUBMITTED IN (PARTIAL) FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF

MASTERS DEGREE IN DEVELOPMENT (MDEV)

IN THE

FACULTY OF MANAGEMENT AND LAW

AT

TURFLOOP GRADUATE SCHOOL OF LEADERSHIP

SUPERVISOR: PROFESSOR K.G. PHAGO

MARCH 2015

ACKNOWLEDGEMENT

I wish to extend my gratitude and appreciation to the following people:

First of all I thank the Circuit Manager of White Hazy Circuit Mrs. M.B. Zwane for having allowed me to participate in the MDEV programme, without her nothing would have been possible. My supervisor Professor K.G. Phago, for his professional advice which he rendered to me, his contribution has made an everlasting mark in my life.

Ms. J. Sidell the speaker of the Mbombela Local Municipality for allowing me to execute my research in the Mbombela Local Municipality and all participants that contributed to the success of my data collection. Dr. L. Ackermann for his professional services. Members of my family, especially my family for the unconditional love and support during difficult times of the course, my colleagues and friends especially Vasnaar Mokoena for his motivation support and contribution to this Mini dissertation work. I should also thank God above all people who supported me, He protected us throughout the studies.

DECLARATION

I declare that the Performance Management (PM) a tool for service delivery in Mbombela Local Municipality (mini-dissertation / dissertation / thesis) hereby submitted to the University of Limpopo, for the degree of MDEV (degree & field of research) has not previously been submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.

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ABSTRACT

PERFORMANCE MANAGEMENT A TOOL FOR SERVICE DELIVERY IN MBOMBELA LOCAL MUNICIPALITY A CASE STUDY IN MPUMALANGA PROVINCE

This study was undertaken with the purpose of investigating the implementation of performance management in the Mbombela Local Municipality.

This is a quantitative case study. The objective is to assess how Performance Management is implemented and used as a developmental tool to ensure and speed up service delivery in the municipality.

Purposive and random sampling has been used to collect data and SPSS was applied to analyze data. The research revealed that Performance Management has not been implemented at all levels of employment. The study recommended that Performance Management should be implemented at all levels of employment and feedback should be given to employees promptly in order to improve their performance.

In-service training is offered to employees to improve their performance and bring about understanding of their appraisal system. All employees must be motivated, trained and encouraged to share the same norms, values and organization objectives. The Municipal Manager should be the engine in terms of ensuring that Performance Management is implemented throughout the municipality to ensure quick service delivery to the committees.

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CHAPTER 1

1. Background of the study

1.1 Introduction

The post-apartheid government in South Africa introduced a number of transitional councils which later became local municipalities. The purpose for the government to introduce these institutions was to make services accessible to the local communities. The Local Government: Municipal Structures Act 32 of 2000 requires municipalities to render a number of services to the local communities. Among other services, municipalities are expected to provide the following: water, sanitation services, electricity, maintenance of streets, roads, collection of rates, collection of taxes and facilitation of economic development programmes in the country.

Performance management is a human resources activity used within various institutions at different times to evaluate the performance of their employees to check progress made against the targets, and to determine training needs. Performance management assists employees to identify areas requiring more attention and to determine the correct intervention. Performance appraisals benefit both the employees and the employer to identify and measure their growth and career path (Joubert and Noah, 2000:17-20).

1.2 Statement of the problem

A number of priorities have been established by government with the overarching aim to improving and speeding up service delivery in the municipalities and public service at large. The government and the municipalities are required to prepare their own management plans to incorporate service delivery improvement plans (Public Service Regulation 2001:25). Performance management systems were introduced to incorporate employees pay progression, based on the performance of staff. They are used to provide direction on how to achieve targets (Layton, 2001:17-18).

The Local Government Municipal Systems Act, 32 of 2000 requires municipalities to render efficient services to the communities. There is a general perception that the municipalities are unable to execute their duties within the community. If

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Performance Management cannot be aligned to the IDP and individual performance agreements of the Section 54 managers and the inability of the Municipality to render effective services. This in turn will contribute to more protests and disturbances among the concerned communities, a fact that will further negatively impact on service delivery and development in the area.

According Grobler, Warnich, Carrell, Elbert, and Hartfield (2006:294), generally employees do not like performance management because it is seen as a stressful process to conduct assessments and give account of the work done of the subordinates. Joubert and Gordon (2000:17-20) state that a survey was conducted by Stellenbosch Business School, for nine organisations implementing performance management in South Africa, with the following findings of the study:

o   Most of the employees have a negative working culture in the workplace.

o   There is insufficient line management support of performance management.

o   Limited follow ups on performance reviews and support for poor performers.

o   Performance appraisal aspects have limited attention on personal development.

The study revealed a general bleak and negative picture about the implementation and the management of performance management and rewards.

1.3 Aim of the study

The aim of this study is to investigate the extent to which the Mbombela Local Municipality uses performance management systems and integrated development planning as developmental tools to improve or increase service delivery for the local communities.

1.4 Objectives

The objectives of the study are to:

o   Evaluate how performance management and integrated development planning are used in the Mbombela Local Municipality to ensure service delivery.

o To explore how Mbombela Local Municipality is implementing performance management and make recommendations if necessary.

1.5 Research question

The study will be guided by the following research questions:

o To what extent does the Mbombela Local Municipality use performance management systems and integrated development planning as developmental tools for service delivery?

o How do employees in the Mbombela Local Municipality perceive performance management systems and integrated development planning and their role in service delivery?

o What is the current status of the performance management and IDP in the Mbombela Local Municipality?

1.6 Research design and methodology

According to Antonius (2013:43), research design is defined as the careful planning of the operation to be done to collect data in a systematic way. It is also referred to as a blue print of how the research will be conducted, it focuses on the end product, formulates research problem as a point of departure of the research study (Devos, Delpot, Strydom and Fouche, 2011:132). The researcher will combine both a quantitative and a qualitative method for the purposes of this study.

Quantitative methods involve methodological techniques that represent human experience in numerical categories. A linkert scale questionnaire was developed; respondents were selected and required in their responses to choose one possible answer per question asked ranging between 1 to 6 options.

Qualitative methods are described as research methods that provide a detailed description and analysis of the quality or substance, of the human experience. In this case, frequencies were observed using a computer software tool of SPSS. Therefore the methodological approaches should not be seen as a diametrical opposite. Some of the researcher opts for what is called mix method (Mavarsti, 2004:7).

The researchers usually choose the mixed methods approach based on the following reasons: quantitative method will enable the researcher an opportunity to analyze data. Through SPSS data is presented in a simple format for the researcher to analyze, for example, data analysis report will indicate percentages of each variable; the report will give values for each number for all the respondents.

1.7. Population

The population of the study will include Mbombela Municipality staff members from all levels including all managers.

1.8 Data collection methods

According to Antonius (2013:43), data collection is regarded as one of the most important steps in the research process. It involves the actual collection of data, following the research design outlined. Data was collected through various methods. The researcher went through social interaction with the selected participants of the study. A questionnaire was used as a tool for data collection, it was distributed to the entire identified sample of the population to complete and return to the researcher.

1.9. Data analysis

A specific computer program (SPSS) was used for the following, data capturing, analysis and data processing and considered frequencies of the collected data. In the end the program produces reports, in different formats, charts, summaries, descriptive stats and complex statistical analysis. Once the raw data was collected, it was coded and prepared for data analysis through SPSS.

The process includes, data coding and data cleaning. The raw data was captured into an electronic file using computer software, which assist in the following areas: data capturing, analysis, processing and generating various reports in different formats, such as charts or summaries (Antonius, 2013:43).

1.10 Chapters layout

Chapters 1: The chapter addresses the following issues: the statement of the research problem, the aim of the research, the research design and methodology, and the outline of the study.

Chapter 2: Literature review on performance management.

Chapter 3: Deals with the research design of the empirical study. It includes the basic foundations of the study such as data collection, questionnaire and also data analysis.

Chapter 4: Data analysis and interpretation of the results, relevant tables were given and elaborated upon.

Chapter 5: Findings and the recommendations of the study.

CHAPTER 2

LITERATURE REVIEW AND THEORIES ON PERFORMANCE MANAGEMENT

2.1 Introduction

This chapter discusses performance management as a developmental tool for the South African Local Government, as stipulated by the Constitution of South Africa (Act 108 of 1996, Section 152). The purpose of the analysis of these mechanisms is to determine the extent to which the Mbombela Local Municipality uses performance management as developmental tool for service delivery and to establish a foundation for developing a performance management system framework, using Mbombela Local Municipality as the case study. Currently a broad vision is set out to by the national government to ensure a developmental local sphere of government.

2.2 Performance management

Performance management is the process of creating a work environment in which people can perform to the best of their abilities. Motivation plays an important role in the processes of encouraging employee through and implementation of performance management.

2.2.1 Benefits of performance management

According to Belgin (2007:96) performance management plays a great role and has got a positive impact towards staff performance. These benefits are identified below:

o It supports human resource planning requirements.

o Improved staff morale through feedback sessions.

o Assist organizations to meet their objects.

o Identifies individual's strengths and areas of development.

o Improve customer satisfaction.

o Improve staff communication and performance.

o Employees with potential for advancements are identified.

2.2.2 Performance management in local government

Performance management is a tool used to measure anticipated, desired outcomes of identified programmes, and to act as a directory on how, where and when to redress if targets, as set out in implemented programmes, are not fulfilled. Performance management is therefore designed to direct programmes and activities towards a progressive future. What this implies is that as this commitment is the collective sharing of those that lead the processes to have a continuously enthusiastic belief in performance driven organisations.

Improved service delivery at a local government level requires the measuring of performance of municipalities to ensure developmental outcomes in a transparent manner. In essence, the White Paper on Local Government (2000:21) visualizes a process where communities are involved in governance matters, including planning, implementation and performance monitoring and review. In this particular way, communities are empowered to identify their needs, set performance indicators and targets and hold municipalities accountable for their performance in terms of service delivery.

The White Paper on transforming public service delivery of 1997 also known as Batho Pele White Paper also supports the implementation of Performance Management in the public and private sectors. Communities should engage municipalities from an informed position; the transformation resulted in Municipalities being able to plan much better and more strategically while improving the way they work for accelerated service delivery. Performance management is defined as a tool for change in the conceptualization of local government transformation and it is not a new conclusion that the researcher has arrived at, but was initiated by the many essential contributions that were made by local government practitioners, human resources people from the private sector, academics, and leaders in the forefront of our developmental approaches that formulated existing policy in this regard, as well as social scientists and many others researchers. It is an obvious fact that municipalities need constant feedback from service-users in order to improve their operations.

The Local Government: Municipal Systems Act and Regulations 32 of 2000 add that involving communities in developing some Municipal key performance indicators increases the accountability of the local Municipality. Some communities may prioritize the amount of time it takes a municipality to answer a query; others will prioritize the cleanliness of an area or the provision of water to a certain number of households.

Although there are several reasons why the local government should consider measuring the performance of its employees programs and services, the most compelling reason is that citizens demand and deserve quality service from their municipalities. Citizens expect them to deliver services efficiently at least with the affordable cost. As a result, local government officials have a responsibility to ensure that programs meet their objectives in the most cost-effective manner. It is definitely clear that performance management helps improve the quality and cost of local government activities. A more formal definition of performance management is:

The use of performance measurement information help to set agreed-upon performance goals, allocate and prioritize resources, inform managers to either confirm or change current policy or program directions to meet those goals, and report on the success in meeting the goals. Performance management is a shared process between managers and the teams they manage, through its interactive nature, it creates a participative culture, and it assists in implementing the larger goals and strategies of an organization.

Whether in an international context or in a South African one, the introduction of performance management requires the systems-approach in order to operate, and aims to achieve the same purpose of improving organisational effectiveness. This will be achieved by identifying agreed-upon performance goals that inform decision-making at all levels of the organization to initiate a change of direction. Performance management should be aligned to the vision, mission and objectives of the municipality.

Performance management operates in a system approach and it requires all parties involved to be motivated in order to implement it successfully. Motivation plays an

important role during team formation, all stages of performance management, motivation is discussed below.

2.3 Motivation

Robins and Judge (2013:288) define motivation as the process that accounts for an individual's intensity direction, and persistence of effort towards attaining a goal, while general motivation is concerned with efforts towards any goal. It is a force that account for the level and persistence of a person's efforts expanded at work to achieve the desired goals. Motivation is one critical topic in human sciences that provides different approaches used to motivate employees. Recently an organisation in general exposes employees to different environments that require motivation in order to enhance the employee's performance and to attain the company goals.

2.3.1 Maslow hierarchy of needs theory

This is the most commonly known theory of motivation developed by Abraham Maslow, commonly called Maslow hierarchy of needs theory. He discussed his theory based on five basic human needs. Werner (2011:86) discusses the Maslow's basic fives needs as follows in the next section.

2.3.1.1 Physiological needs

This is the initial level of needs based at the lowest level of people needs that they require for survival on a daily basis, these needs include amongst the following needs such as food, water and shelter.

2.3.1.2 Safety needs

Safety needs are only activated once the basic needs of human beings has been achieved or met. These types of needs include needs such as safety and a secure environment.

2.3.1.3 Social needs

This is the third level of needs that follows the safety need and it includes the needs to associate, belong and to be accepted as an employee in the work place or within society.

2.3.1.4 Esteem needs

Esteem needs include the internal factors such as self-respect, autonomy and achievement,   the external factors like the personal status and recognition one receives from others.

2.3.1.5 Self-actualization needs

Self-actualization needs are at the highest level of the individual's needs. It is activated after all the other needs have been activated. It refers to the need for self-fulfillment and desire for one to become what one is capable of becoming.

Figure 2.1 Maslow's needs of hierarchy

Self

Evaluation

High level needs to

Esteem
Need for esteem of others, respect, prestige, recognition, self esteem and personal sense of competence

Social

Need for love, affection and a sense of belonging

Safety Needs

Need for security, protection and stability in the physical and

Physiological needs

Most basic human needs, such as the need for biological maintenance, food,

Source: Kreitner, R., & Kinicki, A., 2013.

The implementation of Maslow`s hierarchy of needs theory in the Mbombela Local Municipality is important to all stakeholders .Esteem needs, social needs, safety needs and lastly employee's physiological needs which include basic needs to survive such as simple shelter and food can lead to effective service delivery.

2.4. Process theories of motivation

Process theories of motivation are concerned with how a person becomes motivated to perform in a certain way. These theories also tell only one part of the story as they need to be integrated with aspects of the needs-based theories to understand human motivation better (DeNisi, & Griffini, 2008:428). A discussion of a number of process theories will follow.

2.4.1 Process-based theories of motivation

According to Shields (2007:76) process based theories of motivation focus on how a person or employees becomes motivated to perform or behave in a certain way in the workplace.

2.4.2 Reinforcement theory

The theory contends that managers do not need to identify the needs and understand them. Instead managers need to understand the relationship between behaviors and the results thereof. For example, the reinforcement theory encourages employees to perform their duties to the best of their ability. A positive reinforcer becomes a stimulant which, when added to the situation, strengthens the probability of a behavioral response. (Spector, 2008:204)

Thus if the positive reinforcer has value to the person it can be used to improve performance. However a positive reinforcer may not have a value to all employees. A negative reinforcer refers to an increase in the frequency of a response following the removal of the negative reinforcer immediately after the response (Ivancevich, Konospaske, Matteson, 2008:187).

2.4.3 Expectancy theory

The expectancy theory was developed by Vroom, Porter and Lawler in the early 1960's; it clearly points out those individual efforts to increase its meaningful rewards when they are offered to the employees. According to Turner, (2006:23-40) expectancy theory describes the employees motivation as a function of the individual expectancy of successful performance, valance of the rewards and the belief that performance, will lead to results.

The expectancy theory is regarded as one of the widely accepted theories of motivation, for an employee. The theory further states that employees tend to behave in a certain way which is dependent on the level of the strengths of the employees' expectations of a given outcome and its attractiveness. For example, employees are likely to be motivated and to exert a high level of effort when they believe it will lead to a good performance and rewards, such as bonuses, salary increase or promotion of the employee (Robins & Judge 2013:259).

2.4.4 Equity theory

According to Daft (2012:505), the equity theory explains how people perceive equity or how they are fairly treated in the exchange of their labor versus the rewards for the job done, for example, the actual pay raise for the year, the perception has a great influence towards employee's motivation. The equity theory argues that employees compare their efforts with the rewards of the people doing similar work. The theory bases its argument on the assumption that individuals are motivated by the desire to be equitably treated at work.

2.5 Other important theories of motivation

There are other two important motivation theories in literature that deserve some attention. These are the goal setting theory and the agency theory.

2.5.1 Goal setting theory

Edwin Lock proposed the goal setting theory in the late 1960's. This theory has shown that job performance can be increased through goal setting, when different individuals are given measurable goals rather than vague performance standards,

employees tend to focus on the targets and work hard to achieve according to the desired results. In cases where the goals are not clear it confuses employees and this may result in non achievement of the organisational goals.

The theory tells an employee what needs to be done and how much effort is needed. Specific goals help the organisation to increases performance and productivity (Daft, 2012:505).

2.6 Performance improvement techniques

Performance improvement plans include the following dimensions: job design, job enrichment, job enlargement and alternative work schedule. Schultz,(2007:27) states that a successful performance improvement plan requires more than the discovery of a workable solution to poor performance. The solutions need to become part of daily routines and practices, for both the employer and the employees should be ready not to revert to old methods that were less productive for the organisation. The strategies include, amongst others, the following: job redesign, job enrichment, job rotation alternative work schedules and incentives.

2.6.1 Job enrichment

Job enrichment is regarded as an attempt to make the job much more desirable or satisfying to the employees by modification of the current incumbent's job. The employees tend to experience more job satisfaction as the job motivator. An enriched job gives the employee a greater opportunity to experience achievement and take additional responsibility. He/she is interested in their work and experiences great responsibility and tends to produce high quality products (Reece, 2013:163).

2.6.2 Job design

Job design is described as the way positions and tasks within that position are organised, this includes how and when the tasks are done and any factors that affect the work such as in what order the tasks are completed and the condition under which the tasks are completed (De & Griffini, 2008:455).

2.6.3 Job rotation

The process of job rotation allows employees an opportunity to move through various jobs in the same organisation, in a predefined and coordinated manner, for example, a technical assistant might have been attached to wheel assembly, one week can be placed in the parts units, the following week placed in another unit and later returned to the original position (Daft, 2012:505).

2.6.4. Job enlargement

According to Wemer and Desimone, (2006:51) job enlargement means expanding the employees scope of work, duties or responsibilities, for example, if the job become stale, motivation can often be increased by encouraging the employee to learn new or take new responsibility, for example, In a bank setup a teller might develop expertise in the area of loan services or opening new accounts.

2.6.5. Alternate work arrangements

Alternate work arrangements is another approach to performance enhancement, it involves the process that allows employees greater flexibility in their working arrangements. There are different approaches to alternative work arrangements and a number of the most popular ones will be discussed briefly in the section.

2.6.6 Expanded leave

Many organisations such as universities and research companies offer their employees sabbatical leave, to go and study or conduct research to benefit their organisations. In some instances such leave are taken to provide community service. The employer guarantees the payment of the employee's salary with all the benefits upon return of the employee to work (Daft, 2012:505).

2.6.7 Flexible working hours

Flexible working hours is regarded as one of the latest approaches introduced by the organisations to give their employees a greater opportunity and managed freedom to take care of personal concerns while still getting the work done. Here the employees decide what time they will be at the office and when they will leave.

The employees work time is designed in such a way that there is sufficient employees available in the workplace when they are needed at any time to perform their core businesses in the organisation, for example between 9:00 and 15:00 every day. Flexi-time results in improved employee morale, working parents' needs are accommodated and it reduces the level of lateness due to traffic congestion during peak time (Quick, & Nelson, 2013:569).

2.6.7.1 Telecommuting

The new technological opportunities such as emails and groupware networking have created new alternative work arrangements called telecommuting. Employees use terminals or 3G internet connections to link up with their respective offices. In this instance the employer allows employees to work from home on specific days. Employees are connected to the office via telephone, or blackberry, faxes and emails.

The programme needs to be well managed to ensure that proper control and supervision of the subordinate's work takes place. Studies have shown that the implementation of telecommuting leads to increased productivity of employees (Grobler, 2011:158).

2.6.7.2 Compressed work week

Grobler, et al., (2011:157) discuss compressed work weeks as the fewer the schedule with fewer days than the traditional 5 working days. The arrangement favors both the employees and employers. Employees work the required hours but do so in less than five days. For example, this option allows the organisation to operate for 10 hours a day 4 days in a week, while Friday becomes a free day for the employees.

2.7 Benefits of flexible working and times arrangements

Leopold and Harries (2009:37) identified the benefits of flexible times.

o The process contributes in the reduction of the level of absenteeism.

o Organisations adapt to accelerated technological changes.

- It increases productivity and competitiveness of both the employees and company.

- Reduced stress level and burn out from employees.

- Improved balance of work and family life.

- Improved job satisfaction, morale, and productivity.

- Enhanced employee recruitment and retention.

2.8 Incentives and performance-based rewards

Organisations use incentive bonus scheme approaches to enhance employees' performance in the workplace by tying the rewards to the individual or team performance. There are many different bonus plans. For example, incentives, individual incentive pay plans or team incentive plans. Incentives are counted amongst the oldest and most popular payment method.

The individual standard of performance is established in advance to determine the individual is rewarded according to the results obtained (Moorhead & Griffini, 2012:162). Incentives are regarded as a once off payment by the organisation to employees for good performance. The main purpose of incentive pay is to equate pay to the contribution made by the employees in the achievement of the organisational goals.

2.8.1 Individual incentive pay plans

The next section discuses different individual incentive plans such as commissions, piece rate, merit pay and bonuses which can be found in the literature. A brief discussion of each of these will be provided.

2.8.2 Merit pay

Dessler (2013:422) defines merit pay as any salary increase warded to an employee based on his or her individual performance during a specified period of time. This is a permanent pay increase paid to the employee linked to the individual's performance, this normally occurs once a year.

2.8.3 Piece rate incentive

Piece rate incentive is regarded as the oldest incentive plan. Here an employee is paid a fixed rate for each task completed. For example, people are given a piece of land to work on and when finished they are paid for the completed task by the company (Moorhead & Griffini, 2012:162).

2.8.4 Sales commissions

Commission is a type of pay plan based on a percentage of the total sales in the different units. This includes a straight commission paid to employees plus bonus and the basic salary for the work done, and the commission is paid for exceeding the set target for a particular month (Luthans, 2008:101).

2.8.5 Performance bonuses

A performance bonus is an incentive payment given to an employee in the form of a lump sum payment for exceeding the required target. This is a once-off payment and is normally seen as the fourteenth cheque (Schermerhorn, 2011:133).

2.8.6 Team incentive plans

There are two types of plans that can be distinguished under team incentives namely: profit sharing and gain sharing plans.

2.8.6.1 Employees gain Sharing plans

Gain sharing is designed by the organisations for the employees and the company to share the cost savings from productivity improvements with employees. The underlying assumption of gain sharing is that employees and the employer have the same goals and thus should share in the incremental economic gains (Schermerhom, 2011:133).

2.8.6.2 Profit sharing

In a profit sharing plan, employees receive a share of the company's profit. The profit share is paid in addition to the employee's regular salary and is generally intended to increase their incentive to work (De Cenzo & Robbins, 2010:299).

2.9. Performance appraisals

Different people used the term performance evaluation and performance appraisals interchangeable at the same time referring to staff performance evaluation or assessment at the end of the semester or annually. It is regarded as the pillar of performance management systems. Both the supervisors and managers evaluate an employee's performance by checking the employee's job performance and compare it with the set standards outlined in the performance agreement of the employee and the supervisor should provide feedback.

Performance appraisal is one of the most important management functions and tools used by management to evaluate individual staff member's performance to determine whether they have achieved their individuals or organizational goals (Grobler, et al, 2011:299).

Performance appraisal in many organisations is used once at the end of the financial year to encourage the employees' performance, and to identify areas of needs. It plays a significant role in the achievement of the overall business objectives; it provides feedback to the employees by identifying acceptable and unacceptable work behaviour to achieve high employee's performance (Armstrong, 2006: 501).

In most cases some of the line supervisors together with their line managers consider performance appraisals as a waste of time because it is not relevant to their situation; the process is implementation from top down to the employees.

2.9.1 Purpose of performance appraisal/evaluation

According to Bohlander and Snell (2013:324), performance appraisal is used for a number of reasons or purposes, for example it is used for developmental purposes and administrative purpose. It plays a significant role in performance management processes, used for different objectives by organisations at different times; for example to provide an employee with feedback about his or her performance. Reid, Barrington and Brown (2004:166) identified the purposes of performance appraisals and provide basic information for management to take key decisions such as:

o   Identify training and development needs of the employees for future development.

- Process used to identify poor performers.

- Determine salary increase, promotion or termination of contracts.

- Use it to record staff performances in organisations.

- Provide concrete feedback of the employee performance.

2.9.2 Who should conduct performance evaluation?

This is a big challenge for many organisations each person is asking the same question: who should be the appropriate person to appraise an employee? This becomes a management decision to decide who should conduct the performance assessment for the subordinates. Different companies and government use their own discretion as to who should evaluate employees and how to keep the data about the employees' performance (Casio & Aguinis 2011:79).

These are the most common people who are used to rate staff.

2.9.2.1 Immediate supervisor

The employees' supervisors are the people who work directly with the subordinates and tend to know their performance best since they are familiar with the environment and the subordinates and since they see the employee job performance on a daily basis. Finally, supervisors make recommendations for the employees reward or punishment, depending on the employee's performance (Casio, 2013:349).

2.9.2.2 Subordinates

This is one of the performance appraisal methods that allow the subordinates to conduct evaluation of their supervisors and to provide important information to the organisation about the supervisor's performance. The challenge will be the cynical attitude of supervisors who may not be ready to accept bottom up feedback received from the subordinate or refuse to take action as a result. Managers who meet with their teams and discuss their performance, they stand a good chance to achieve better results (Ivancevich, 2010: 258)

- **Advantages of employee /subordinate rating**

– The process will help to identify competent managers.

- It serves supervisors and managers to be more responsible for employee's performance.

- Contributes to the career development of managers.

o **Disadvantages of employee / subordinate rating**

- It leads to negative reactions from staff towards managers after negative ratings.

- Assessment ratings are used only for self-improvement purposes.

2.9.2.3 Self appraisal

According to Ivancevich (2010:258) self-appraisal method allows organisations to give the subordinates opportunity to assess their individual performance and later discuss the final score with the supervisors. It improves the ratter's motivation and reduces defensive approach to scores allocated. Self-rating is more effective because scores tend to be less when compared with other ratters'.

2.9.2.4 Peers rating

Fellow employees are used to assess their colleagues and to provide important information on the peer's performance, since they give a better view than the one of the supervisor. Peers are encouraged to avoid biasness in the assessment of their peers and friendship, they need know exactly what to evaluate and provide feedback (Shields, 2007:145).

o **Advantages of peers rating**

- The process of peer appraisals focuses on individual contributions to teamwork and team performance.

- It helps to improve the performance of lower-rated employees.

- Peers are awarded an opportunity to evaluate other peer's performance.

o **Disadvantages of peers rating**

- It can hinder the development of teamwork.

- The process creates negatively affected working relationships amongst the peers.

- Creates difficulties for managers in determining individual performance.

2.9.2.5. 360- degree feedback

The newly developed performance evaluation approach in performance appraisal methods is the usage of 360- degree feedback. Employee's performance information is obtained from other people who interact with the employee. It is used by many organisations to improve the accuracy of performance appraisals information, since it uses multiple sources of rating of the employee's performance (Quick & Nelson, 2013:190).

2.10. Performance appraisal problems

According to DeCenzo and Robbins (2010:244) performance management systems and performance evaluation are associated with challenges emanating from the human errors committed by the raters during the assessment or evaluation of staff performance. If performance evaluation problems cannot be well managed it might have a very serious and negative impact in the morale of the staff.

2.10.1 Horns effect

The horn effect is the opposite of the halo effect. In this case supervisors or mangers have a tendency to downgrade employees performance on all the dimensions due to a poor performance, based on one dimensions that the subordinate might not have performed well (Armstrong, 2006:458).

2.10.2 Strictness and leniency

This is one of the most problematic challenge, supervisors or managers tend to be so strict towards the subordinates during the assessment, or become too lenient in cases where they feel that employees did not perform well in order to qualify for merit awards or performance bonus and tend to give more scores where

subordinates do not qualify or deserve them (Byars & Rue 2011:222).

2.10.3 Contrast error

This is an interesting deficiency in performance evaluation, for example, if an average employee works in a group where the individuals are rated below average performers, the individual may appear to be a better performer than what he or she really is because of the other employee's performance (Bohlander & Snell, 2013:340).

2.10.4 Projection

DeNisi and Griffini (2008:337-338) describe projection as the tendency of managers to see themselves in others employees' characteristics. As a result of this, they tend to judge people to be higher performers than they do people that are less like themselves.

2.10.5 Central tendency

In this case raters find it difficult to rate employees, or feel unpleasant to evaluate subordinates higher or lower than others. Supervisors feel that it is better to give all the scores at the middle points; they are not sure to give more or less than that (Byars & Rue, 2011:222).

2.10.6 Halo effect

Supervisors and managers have a tendency to allow the one rating aspect of the employee's performance assigned to one performance dimension to overshadow the entire assessment process of the subordinate. The rater may rate the employees high or low on the basis of one performance, that is predetermined because the job performance is high or low in some aspect (Swanepoel, Erusmus & Van Wyk, 2008:7).

2.10.7 Recency

According Bohlander and Snell (2013:340) supervisors have a tendency to be influenced by the employee's recent incidents of their performance. This tends to influence the supervisors overall judgment of the individual performance. A possible

solution to this problem is to have regular performance meetings. Recency usually happens when appraisals are conducted after long time.

2.11 Performance appraisal methods

Byars and Rue (2011:225) state that whatever performance rating method any organisation chooses to use it should be work related. Different methods and techniques are used to evaluate employee's performance.

2.11.1. Forced distribution rating method

This is the performance appraisal method which distributes the employees in a distribution curve. The system classifies them into three main levels such as best performers (which are placed at 20 percent from the top), employees meeting expectations (which are placed at the following 70 percent), and finally poor performers which are placed at the bottom 10 percent; (Mondy, 2010:251).

o **Advantages of the forced distribution rating method**

- The method of forced distribution contributes to rater's deficiencies such as leniency and central tendency errors.

- The ratings require relatively simple comparative judgments by the rater without considering the actual performance of the employees.

- Performance raters know in advance the actual outcome of the ratings.

o **Disadvantages of the forced distribution rating method**

- Rating method is not readily applicable to small groups of employees.

- Resistance by managers to placing individuals in the lowest or highest groups.

- Assumes a normal distribution of employees' performance in a curve.

- Forced distribution does not provide specific information for the purpose of appraisal feedback and performance coaching.

- Ratings cannot be compared across groups.

- There is no limited evaluation in terms of the real performance appraisal.

- Providing explanation for placement in a higher or lower grouping can be difficult.

2.11.2 Graphic rating scale

The graphic rating scale method lists all the employees' traits and range of performance for each employee to be rated. It helps to assess both the quantity and quality of work done and it evaluates employee's dependability, employee's job knowledge, attendance and accuracy of the work items (Wright, 2004:136).

o **Advantages of the graphic rating scale**

- It is less time consuming.

- Scale allows the rater to indicate an employee's performance on a continuum scale.

- The method is highly accepted.

o **Disadvantages of the graphic rating scale**

- Any rating deficiencies may limit the effectiveness of the appraisal.

- Poorly designed scales encourage rater errors.

- Different interpretations of scale items and meanings give different results.

- Restrictions on the range of possible rater responses.

2.11.3 Ranking

The ranking method ranks the employees' jobs. One way to achieve this ranking is to pair and compare all the jobs until they can be ranked from most to least valuable to the highest valuable level. The ranking method is the quickest, easiest, and least costly method to use. It is can be used in smaller firms with limited number staff and different jobs. The evaluators need to be familiar with all the jobs in order to make

reliable comparison between jobs for purposes of evaluation (Nel, Werner, Haasbroek, Poisat, Sono &Schultz, 2008:415).

- o **Disadvantages of the ranking method**

  - It is time consuming.

  - Ranking data does not allow for a determination of the relative distance among the rate.

  - Ranking cannot be compared across different groups of raters.

2.11.4 Essay rating method

According to Bohlander and Snell (2013:344) the essay method is the most commonly used technique, it provides a structured form of appraisal, the assessor or evaluator compile an essay to describe the character of the subordinate being appraised.

It provides an excellent opportunity for the appraiser to spell out the characteristics of the employee, to highlight the prospects for promotion, skills and talent search.

- o **Advantages of the essay rating method**

  - It is easy to use and less complicated than other methods.

  - The method minimizes the "central tendency rating" by the evaluator.

- o **Disadvantages of the essay rating method**

  - The performance appraisal rating score may be influenced by the writing skills of the supervisor.

  - It is time consuming to compile the essay.

  - Depends on the managers' writing skills and their ability to express themselves.

  - It is subjective and it may not focus on the aspect of the job.

2.11.5 Critical incident

Dessler (2013:321) states that the critical incidents rating method gives the supervisor an opportunity to keep a log book, to log for example, both the positive and the negative job behaviour of the employee. The manager compiles a list of actual job experiences and keeps a written record of highly favorable and unfavorable employee actions.

- o **Advantages of the critical incident method**

- – Help to specify what is right and wrong about the employee's performance

- – Forces supervisor to evaluate subordinates ongoing basis.

- o **Disadvantages of the critical incident method**

- – The process identifies important job dimensions.

- – It is difficult to rate or rank employees relative to one another.

- – Time involved in documenting employee actions.

- – Consists of a series of scales.

2.11.6 Behavioural checklists rating method

In the check list method the evaluator uses a list of behaviour descriptions that apply to the employee. It contains yes and no answers. After completion the information is sent to HRM. This reduces the level of biasness by the evaluators (Bohlander & Snell, 2013:345).

- o **Advantages of the checklists rating method**

- – Performance appraisal tool that uses a list of statements that are checked by raters.

- – Can be quantified by applying weights to individual checklist items.

o **Disadvantages of the checklists rating method**

- Interpretation of item meanings by raters.

- Weighting creates problems in appraisal interpretation.

- Assignment of weights to items by persons other than the raters.

2.11.7 Behaviorally anchored rating scales (BARS)

According to Mullins (2010: 513) BARS is a common rating method and easy to use by completing the template. A BARS is an appraisal tool used by the supervisor to anchor numerical rating scale for examples, good or poor performance etc. The method uses a combination of rating scales hence preferred most by many organisations and researchers.

o **Advantages of BARS**

- Provides clear standards.

- It is a more accurate rating scale than others.

- It provides effective feedback of the employees performance

- It is consistent in measuring performance.

o **Disadvantages of BARS**

- It is difficult to develop BARS.

2.12 Results approach methods or outcome-based criteria

Results approaches are classified into two main categories i.e. productivity and management by objectives.

2.12.1 Productivity measures

Organisational performance is measured based on a number of results measured that are available to evaluate performance. Different employees such as sales people are assessed differently; for example some are assessed on the basis of the

sales volume (both the number of units sold and the amount generated in revenue) while another group of production workers is evaluated differently on the basis of the number of units produced and the scrap rate or number of defects detected. Finally the executives are evaluated according to profit raised for the organisation (Bohlander & Snell, 2013: 348).

o **Advantages of productivity measures**

- The rater cannot influence the performance results

o **Disadvantages of productivity measures**

- Results can be contaminated by the external forces.

- Both the results and method should be looked in performance evaluation.

2.12.2 Management by objectives

According to Byars and Rue (2011:216) management by objectives is commonly used to evaluate the performance of professional staff members and management in the organisation. The process specifies performance goals that an individual and his or her manager agree to achieve over a period of time.

- Employee involvement creates higher levels of commitment and performance.

- Encourages employees to work effectively toward achieving desired results.

- Performance measures should be measurable and should define results.

- Performance appraisal and the law.

2.13 Concluding Remarks

Performance appraisal as part of performance management is used for two major purposes, for developmental purpose and evaluation. It helps employers in terms of taking decisions such as salary increase for performing employees, termination of services for the poor performing employees. It also assists organizations to identify staff weaknesses and develop strategies to improve organizational performance. The chapter indicates who should conduct performance appraisal, its benefits and motivation theories were discussed.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter aims to explain how the research was conducted. Research design deals with the main questions of the study, data collected and how data was analyzed. Research methodology considers the steps followed in the study, procedures, techniques and specific activities followed in the implementation of the research design the methods and instruments used to conduct the empirical research for this study will be discussed.

3.2 Research method used

The researcher may collect data through various data collection methods such as surveys, interviews, questionnaires, emails, telephone, observation, experiments and the Internet. For this research, it was decided to use the questionnaire method, which will be discussed below (Aaker, Kumar & Day, 2007:234).

3.2.1 Questionnaire

The questionnaire is a written, structured document containing a set of questions and designed for the sole purpose of data collection for the research purposes. The advantage of a questionnaire is the fact that it can be sent to a large number of people at different times and different places to obtain their inputs about the research topic under investigation. Researchers can use either structured or unstructured questionnaires. Structured questionnaires provide different options to each question and the respondent is simply required to select and mark the applicable answer (Babbie, 2010:256).

3.3 Research design and methodology

According to Antonius (2013:43), research design is defined as the careful planning of the operation to be done to collect data in a systematic way. It is also referred to as a blueprint of how the research will be conducted, it focuses on the end product, formulates research problem as a point of departure of the study (Devos, Delpot,

Strydom and Fouche, 2011:132). The study adopted a quantitative approach in order to properly address the research problem.

The researcher chose quantitative approach based on the following reasons: a quantitative method will give the researcher an opportunity to use SPSS to analyse data. Through SPSS data will be presented in a simple format for the researcher to analyse frequencies from the collected data. For example, data analysis reports indicate percentages of each variable, the reports will give values for each number for all the respondents.

3.4 Sampling

Sampling is a commonly known concept used on a regular basis by researchers in selecting people to participate in surveys on a daily basis. Sampling is a process of selecting a portion of participants from the main population (Maree, Creswell, Ebershn, Ellof, Ivankova, Jansen, Nieuwenhuis, Pieterson, Clark and Van der Westhuizen, 2007:79). For economic reasons it is not possible to conduct research with the whole population, the purpose of sampling the participants is reduce the numbers of the people who are going to participate in the study. The selected sample from a population will represent the entire population of the study area.

In the random sampling each number of the population has the same chance of being included in the sample and each sample of a particular size has the same probability of being chosen. In research, sampling refers to the technical accounting device that is used to rationalise information (Maree, et al, 2007:79).

When sampling a researcher sets out to choose in an appropriate manner a restricted set of objects, persons, or events from which he/she draws the actual information.

In the case of this study the population consisted of the managers in the Mbombela Local Municipal Council concerned with performance management and Integrated Development Planning from which a purposive sample of 10 managers was chosen thus purposive sampling was used in the study.

3.5. Data collection

Antonius (2013:43) describes data collection as one of the most significant steps in the research process; it entails the actual collection of data, from the sample population (participants). Data has been collected through various methods. The researcher interacted with the selected participants of the study. Questionnaire and interview have been used as data collection tools. Welman, Kruger & Mitchell (2005:5) define interview as list of questions read by an interviewer to a respondent. The interviewer will write down the respondent's answers on the schedule.

6. Data analysis

A computer program (SPSS) was used to do the following: data capturing, analysis and processing. At the end of the process the program produced reports, in different formats, such as charts, summaries, descriptive stats and complex statistical analysis. In this regard, once the data was collected, it was prepared for analysis. The process included, data coding and data cleaning. The raw data were captured into an electronic file using computer software, which assisted in data analysis processing and generated various reports, in different formats, such as charts, summaries (Antonius, 2013:43).

3.7. Validity and reliability of the measuring instruments

Devos, et al. (2011:132) describe validity as the measure of the extent to which the empirical research will measure accurately what it is intended to measures and reflect the accurate results of the variables of what it was suppose to measure. Validity of instruments was ensured by testing the questionnaire through a pilot study, with a small sample of the population before the main study, to test its consistency, correctness, relevance of questions to the study, checked the level of understanding of educators, support staff about inclusive education. All questions in the questionnaire were made specific and clear to avoid ambiguity (Welman, et al. 2005:142).

3.7.1 Content validity

The process is concerned with the representativeness of the measuring instruments. Successful measuring instruments should be able to cover the full range of forms of variables being measured (Devos, et al., 2011: 161).

3.7.2 Criterion validity

Criterion validity compares the scores on the instrument with the external criteria used to measure the concept of the research study. It is important that validation is done to compare the scores with the external criteria. The criteria used should be valid and reliable, to obtain reliable information about the study. If one chooses the unreliable criteria one will be unable to validate the instrument accurately (Devos, et al. 2011:193).

3.7.3 Reliability

Reliability refers to the accuracy and consistency of the measuring instruments. These should give the same results, even if it is used more than once to measure the same variable, i.e. the same variable is measured under the same condition with the same measuring instrument. Reliability is concerned with the administration of the same instrument by various independent evaluators, to the same sample. It should be able to give the same results or to be seen as consistent in providing the same results (Welman, et al. 2005:139).

3.8. Ethical considerations

Research of this nature is usually guided by a set of principles or rules that govern the involved parties. Ronsow and Rosenthal, (2013:43) noted rules and guidelines that are acceptable to individuals or groups of individuals involved in the research project. These rules are called the ethics of research. Indeed if a researcher disregards such ethics it becomes harmful or potentially harmful to the involved parties.

The following are therefore the ethics that have guided the researcher.

o Permission from the municipal management to allow me conduct the research was requested. See Annexure A

o Consent to audio record all the involved respondents was sought.

o The research participants were assured that the given information would remain anonymous and that the collected information would not in any way be used against them: and that such information was for purely the completion of the research only. Participants were thus requested not to fear any victimization from the authorities.

3.9 Concluding remarks

In this chapter, the research design and the methods of data collection were discussed. A brief description of the procedure of data analysis was also given. It was indicated that the methods used to collect and analyze data were informed by a quantitative approach. Thus, it was revealed since the inquiry is quantitative in nature, the methods of data collection and analyses used were consistent with the requirements of quantitative research. The ethical considerations that guided the researcher throughout the investigation were also explained.

CHAPTER 4

DATA ANALYSIS AND DISCUSSION

4.1 Introduction

In this chapter the critical data collected and analysed, will be discussed in details, and will be supported by the graphs. The purpose of data interpretation is to make the presentation of the report easy and understandable. The questionnaires were completed by 72 respondents with Male 49% Female 51%. The survey indicated that respondents acquired less than Std 10 / Grade 12, 6% qualifications, only 15% of the respondents obtained Standard 10 / Matric / Grade 12, 15% some 18% obtained a (1 year), certificate 22% of the respondents obtained a 3 years Diploma qualifications however B degree 8% followed by those respondents with honours degree, 5% Masters degree, 8% and Doctors degree, 3%.

Figure 4.1 Gender
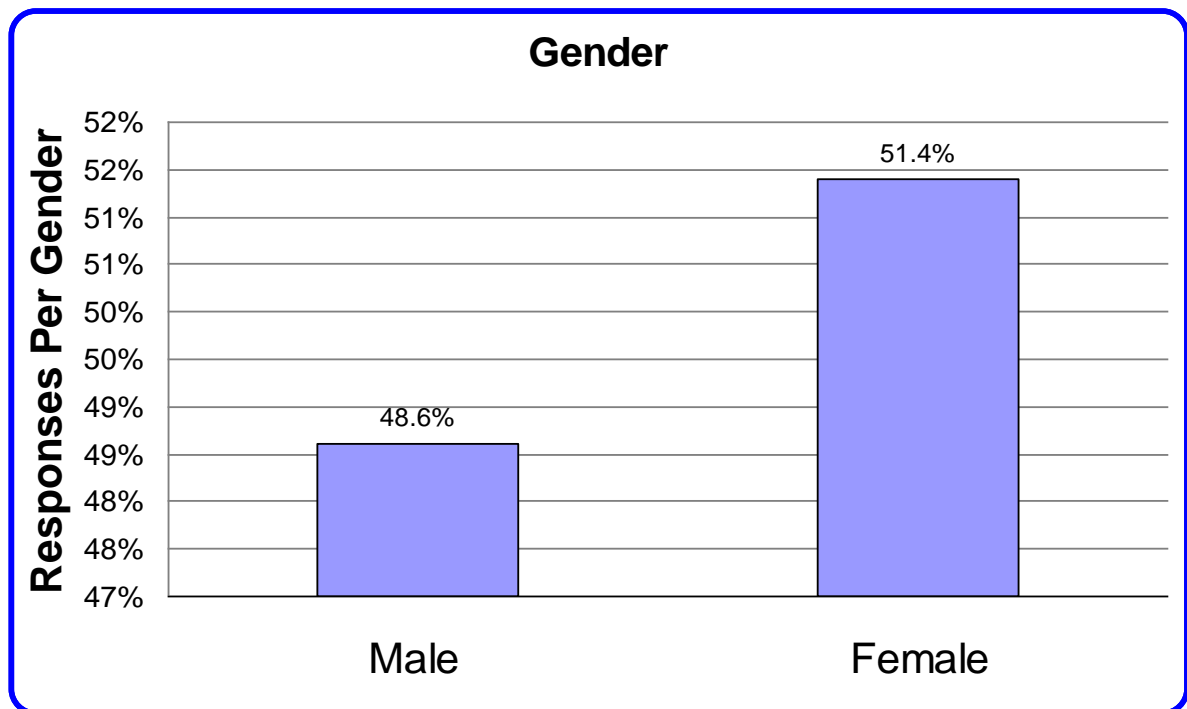
Figure 4.2: Highest educational qualification
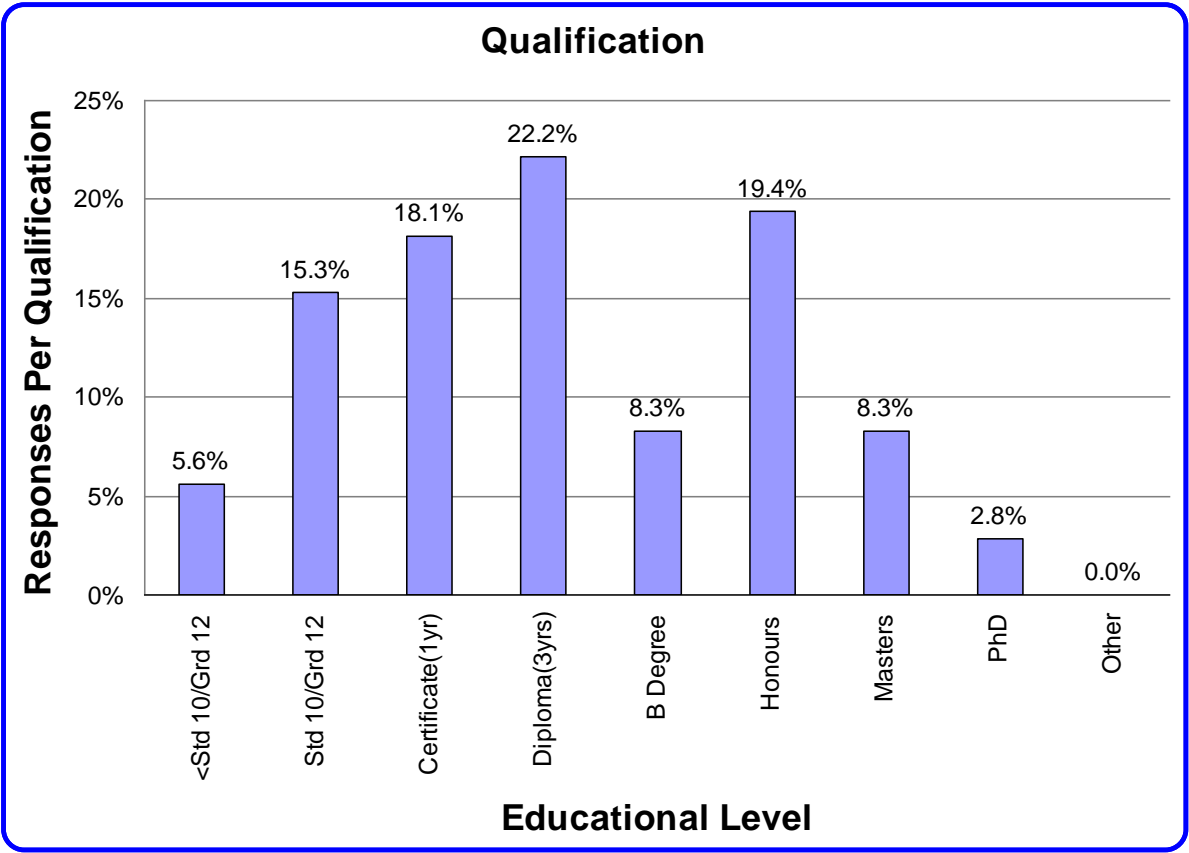
Figure 4.3 Status of your employment
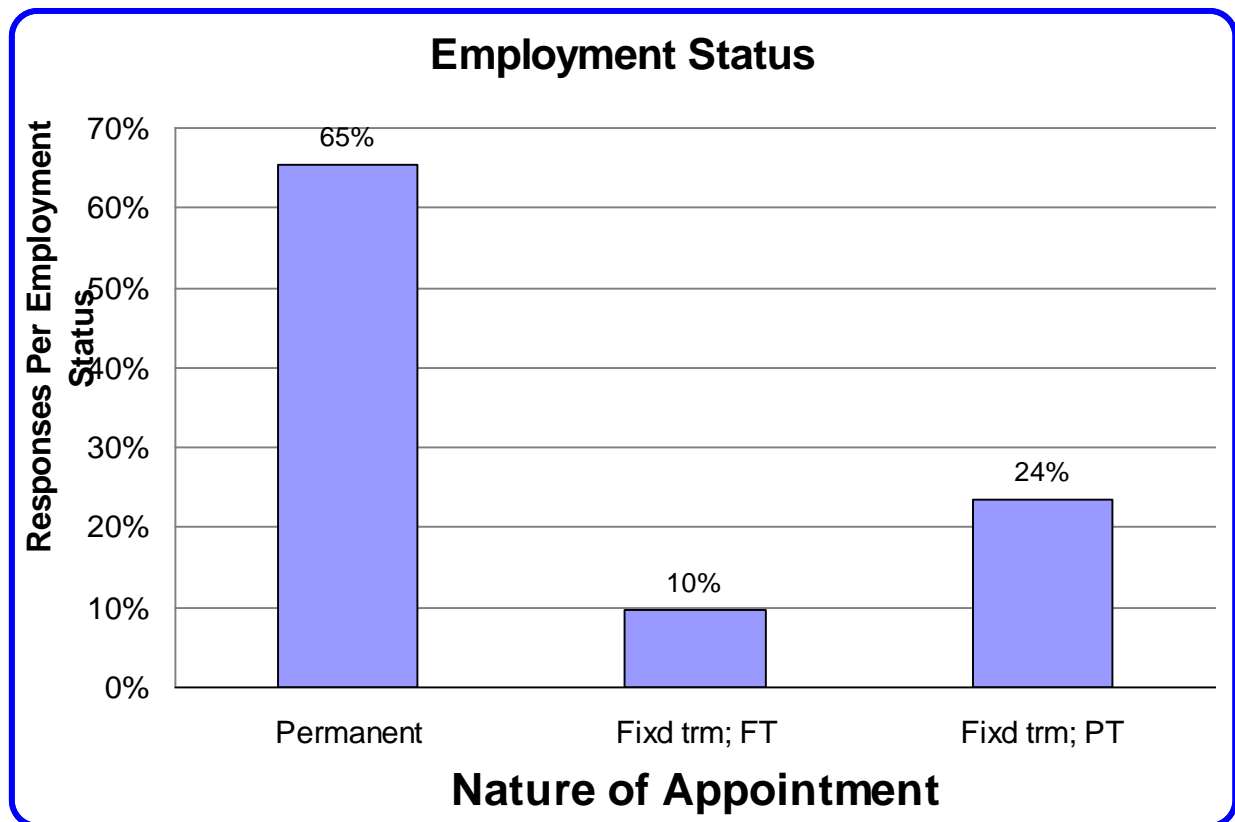
The majority of the respondents of 65% are permanently employed, followed by contract workers with 24%. Some employees are employed in fixed term contract (11%). The other employees who are employed on a fixed term and on contracts refer to the consultants that are used by the municipality to support the organisational goals.

Figure 4.4 Age.

Age

A bar chart titled "Age" with the y-axis labeled "Responses Per Age" ranging from 0% to 40%, and the x-axis labeled "Age Category" with four categories:

- 21-30 yrs: 27.8%
- 31-40 yrs: 37.5%
- 41-50 yrs: 27.8%
- 51-60 yrs: 6.9%
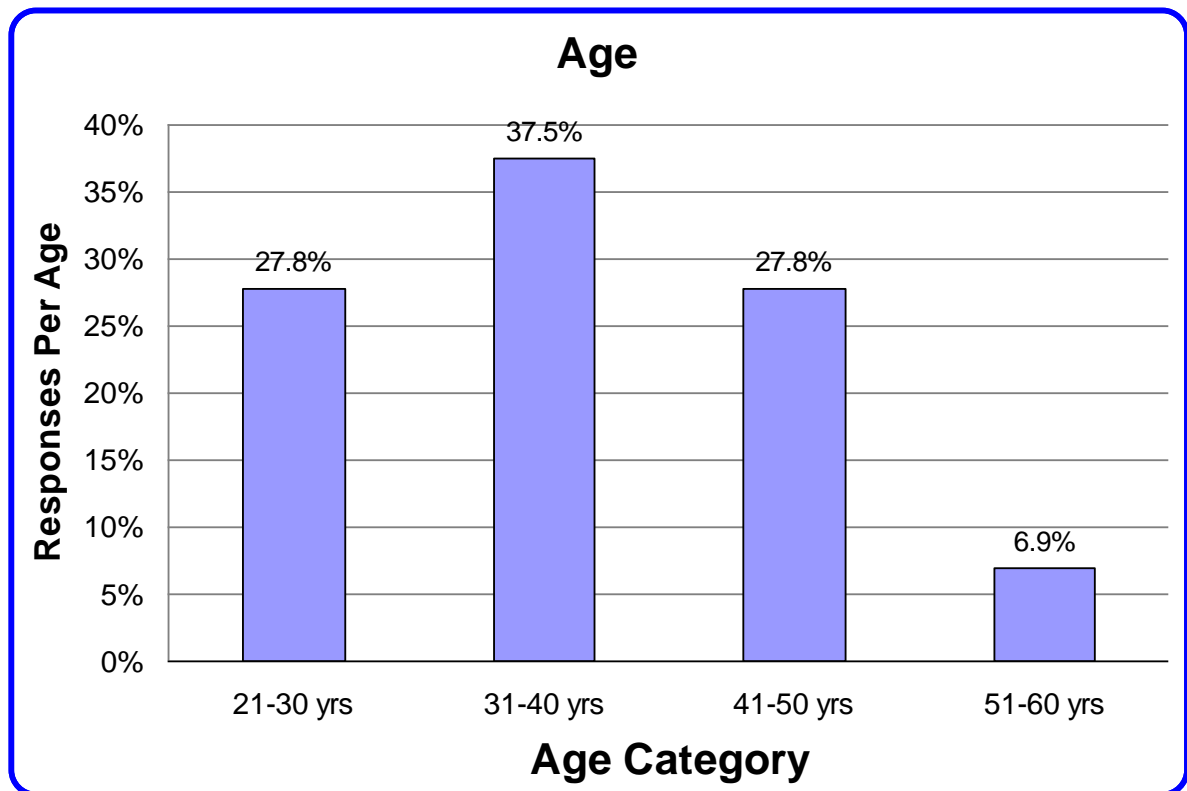
The municipality has employed over one third of the respondents with their age ranging between 31–40 years, with 38%, followed by those between 21–30 years (28%) and those between 41–50 years, 28% and finally the group between 51–60 years 6%. A substantial amount of the younger generation has been employed in the municipality; this will help the organisation to sustain them.

Figure 4.5 How long have you been in this position?

Number of Years in Present Position
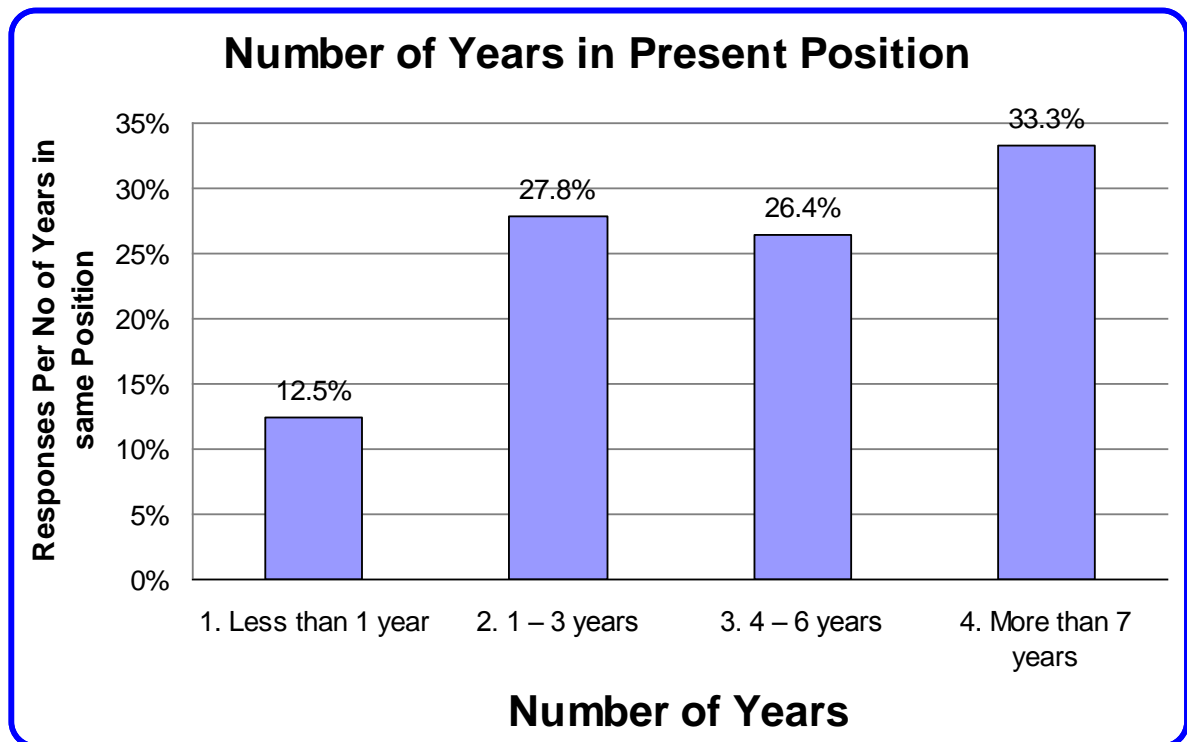
A high percentage of the respondents have been employed for more than 7 years (33%), followed by the employees who have worked for 1–3 years (28%), employees that have worked for less than 1 year numbering 13%. Finally those employees who have worked between 4–6 years amounted to 26%.

Figure 4.6 How long have worked for the municipality?
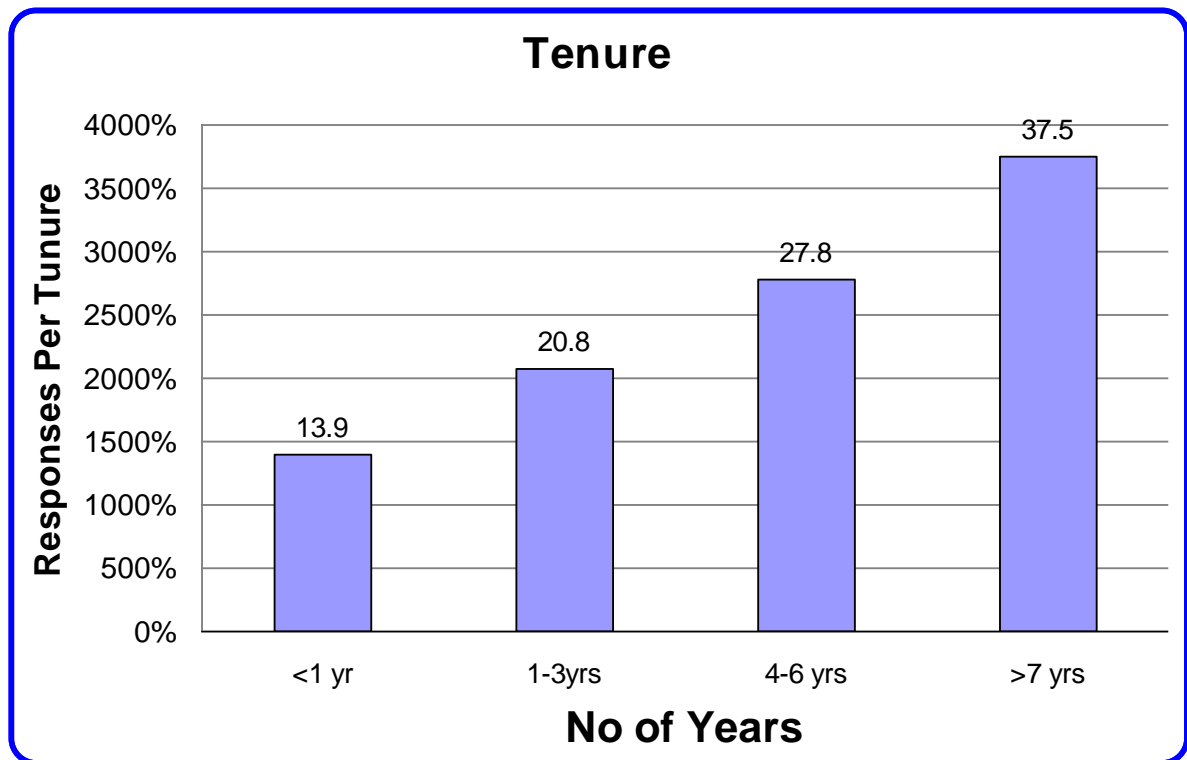
The results indicate that employees who have worked for long term or more than 7 years amounted to 37%, followed by those employees who worked between 4–6 years with 28%. Those employees who worked between 1–3 years obtained 21%. The final group of the respondents are those employees that worked for less than 1 year with 14%. The long term serving employees in the municipality obtained the highest percentage when compared with the other employees which showed that the municipality the future for the employees by offering staff permanent employment that contributes to the sustainable development of the municipality.

Figure 4.7 Current job level
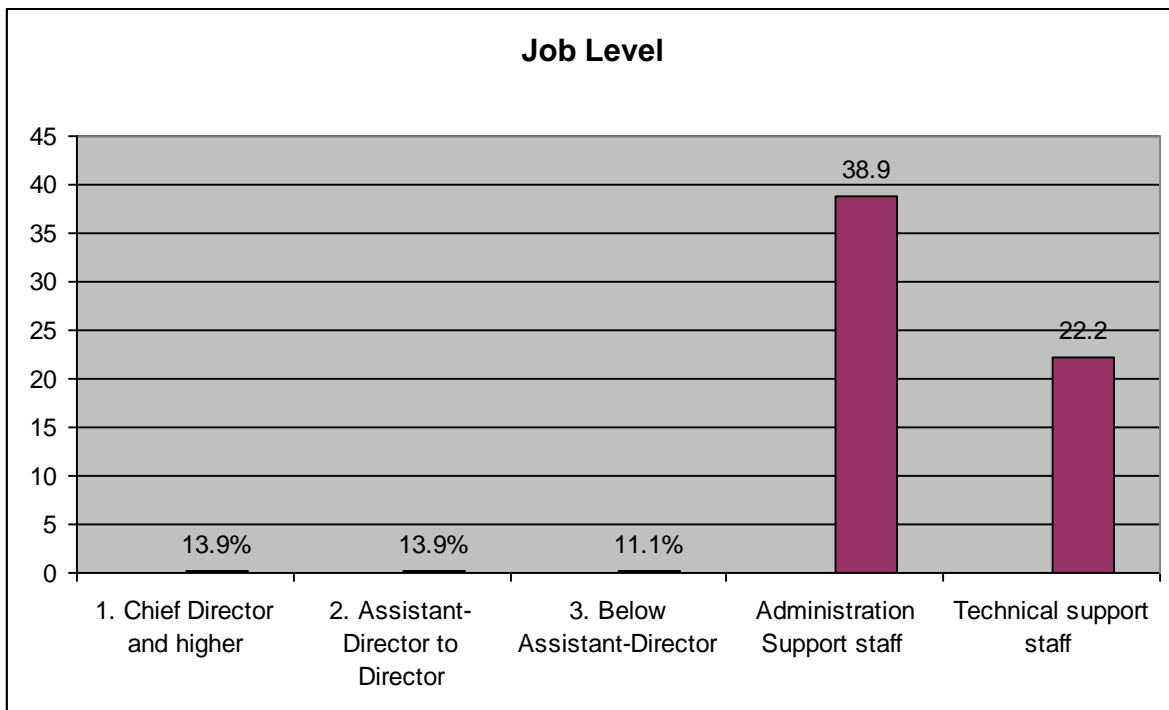
Municipal manager and director 14% Assistant-director 14% Below Assistant-director 11% Administration support staff 39% Technical Support Staff 22%

4.2 Findings section B

Results: B 1. Regular discussions are held with my manager / supervisor about my personal development

More than half 54% of the respondents agreed or strongly agreed, that regular discussions are held with their manager / supervisor about their personal development. Only a quarter a percentage of 25% of the respondents disagreed or strongly disagreed with the statement, and 21% of the respondents neither agreed nor disagreed. This is a positive finding; however, there the municipality must ensure the needs of the remaining respondents are addressed. Supervisors need to hold meetings to discuss the employees' personal development.

Results: B 2. In my last review, I was given the chance to say everything I wanted

A high percentage of 58% of the respondents agreed or strongly agreed that in their last review, they were given the chance to say everything wanted to say with regard to performance management. However, 25% of the respondents disagreed or strongly disagreed, and 17% of the respondents neither agreed nor disagreed with the statement. The results indicated a positive finding since employees are given an opportunity to raise any matters regarding performance management. These will boast their confidence in a sense that they can make recommendations on areas of improvement etc.

Results: B3.Managers/Supervisors in the municipality have a good understanding of their employees' jobs

A high percentage of 61% of the respondents agreed or strongly agreed, with the statement and only 18% of the respondents disagreed or strongly disagreed that managers and supervisors have a good understanding of the employee's job, further supported by the 21% of the respondents neither agreed nor disagreed. Even though this is a positive finding, management needs to ensure that supervisors should have the basic knowledge of subordinates' duties, to enable them to monitor their performance and to provide coaching and support where necessary.

Results: B 4 Managers / Supervisors in this municipality motivate staff to develop and achieve their goals

The majority of 63% of the respondents agreed or strongly agreed that managers / supervisors in this Municipality motivate staff to develop and achieve their goals. 14% of the respondents disagreed or strongly disagreed, and another 24% of the respondents neither agreed nor disagreed. A low percentage of the respondents disagreed or did not comment on the statement. The municipality is on the right track where the managers are motivating employees to achieve their goals. This also contributes to the achievement of the organisational goals.

Results: B 5. Managers / Supervisors in the municipality tell employees when they are doing a good job

More than half of the respondents 57% agreed or strongly agreed with the statement. Some 21% of the respondents disagreed or strongly disagreed, and only 22% of the respondents neither agreed nor disagreed. A high percentage of the respondents are happy that managers and supervisors tell employees when they do their job well. It motivates staff to be appreciated if they doing their jobs well.

Results: B 6.Monitoring standards of performance is a regular management duty in the municipality

The results indicate that 53% of the respondents agreed or strongly agreed that monitoring standards of performance are a regular management duty in the municipality. A lower percentage of 21% of the respondents disagreed or strongly disagreed, supported by 26% of the respondents neither agreed nor disagreed with the statement. This is a positive finding since more than half of the respondents agreed that monitoring standards of performance is a regular management duty in the municipality, this will enable the municipality to track each employees performance on a regular basis and propose interventions where problems prevails.

Results: B 7.My manager coaches me to improve my performance

Over two third of the respondents 71% agreed or strongly agreed that their manager coaches them to improve their performance, a lower percentage of 17% of the respondents disagreed or strongly disagreed, and 13% of the respondents did not comment on the statement. Managers at the municipality are doing a good job by providing coaching and mentoring of the subordinates. This is a positive finding that will assist the municipality to achieve its targets or to improve the employees' performance.

Results: B 8.Employees in the municipality receive feedback on how they are performing against targets

More than half percentage of the respondents 57% agreed or strongly agreed that employees in the municipality receive feedback on how they are performing against targets.

A low percentage of 21% of the respondents disagreed or strongly disagreed, with the statement and supported by 22% of the respondents neither agreed nor disagreed. A high proportion of the respondents are happy that they receive feedback about their performance. It is extremely important for managers to provide feedback to employees this will enables them to know areas requiring improvement.

Results: B 9.Employees in the municipality is in no doubt that it is performance that matters

Just over 62% of the respondents agreed or strongly agreed that employees in the municipality are in no doubt that it is performance that matters. Only 13% of the respondents disagreed or strongly disagreed, and 25% of the respondents neither agreed nor disagreed. However 38% of the respondents neither agreed nor disagreed the statement. A higher percentage of the respondents indicated that employees are very clear that performance matters most in the municipality. The results are positive. Supervisors are not going to push employees from time to time by the since they all know that performance matters most for them to achieve the personal and the organisational targets.

Results: B 10. Poor performance is not tolerated in this municipality

The finding indicated that 65% of the respondents agreed or strongly agreed that poor performance is not tolerated in this municipality. A small percentage of 10% of the respondents disagreed or strongly disagreed, and only 25% of the respondents neither agreed nor disagreed. Management needs to take drastic steps towards all employees to ensure all perform according to the set targets and agreements.

Results: B 11. The performance management system in the Municipality focuses on career development

The results reflected that 59% of the respondents agreed or strongly agreed that the performance management system in the municipality focuses on career development. However, only 13% of the respondents disagreed or strongly disagreed and 29% of the respondents neither agreed nor disagreed with the statement. A low percentage of the respondents held a different view from the majority of the respondents who agreed with the statement. It is important for the municipality to link PMS and career development.

Results: B 12.The measures used to monitor performance are the most appropriate for the role

About 64% of the respondents agreed or strongly agreed with the statement while almost 13% of the respondents disagreed or strongly disagreed, and 24% of the respondents neither agreed nor disagreed with the statement. The municipality needs to employ a tool to measure employees' performance that is appropriate for the organisation and it should be reliable to measure its intended purpose.

Results: B 13. The Municipality provides sufficient time and resources for the performance management process

The results indicate that 50% of the respondents agreed or strongly agreed that the municipality provides sufficient time and resources for the performance management process, however 19% of the respondents disagreed or strongly disagreed. Almost 31% of the respondents neither agreed nor disagreed. This is a positive finding since half of the respondents agreed that the municipality is providing time and resources

for staff to perform their duties well. However there is a need for the organisation to address the concern of the other half.

Results: B 14. The performance management system is linked to producing sustainable long-term performance

A percentage of 59% of the respondents agreed or strongly agreed with the statements, however 11% of the respondents disagreed or strongly disagreed and 30% of the respondents neither agreed nor disagreed. Almost two third percentage of the respondents agreed that the performance management system is linked to producing sustainable long-term performance and the high percentage disagreed with the statement. The results indicated a negative picture about the PMS process. The municipality must ensure that PMS should be linked to producing sustainable long-term performance of the organisation.

Results: B 15. Employees in the municipality are clear as to how their role links to the Municipal's plans

The overwhelming majority of 61% of the respondents agreed or strongly agreed that employees in the municipality are clear as to how their role links to the municipals plans, a fairly low percentage of 14% of the respondents disagreed or strongly disagreed and 25% of the respondents neither agreed nor disagreed with the statement. This is a positive finding a high percentage of the respondents agreed that they know how their roles link to the overall plans of the municipality. The results will benefit the municipality since the majority of the respondents can link their roles with the greater plans of the municipality.

Results: B 16. Employees in the municipality are clear as to how they could improve their performance

The results indicated that 62% of the respondents agreed or strongly agreed that employees in the municipality are clear as to how they could improve their performance. A rather low percentage of 14% of the respondents disagreed or strongly disagreed with the statement. And finally, 24% of the respondents neither agreed nor disagreed with the statement. A high percentage of the respondents agreed that they know how to improve their performance.

Results: B 17. Employees in the department have a clear idea of what is expected of them in their roles

A high percentage of the respondents 75% agreed or strongly agreed with the statement. Only 4% of the respondents disagreed or strongly disagreed, supported by 21% of the respondents neither agreed nor disagreed. The highest percentage of the respondents are clear of what is expected of them in performing their duties, therefore supervisors will not struggle to push employees to work, since they roles and responsibilities are clear.

Results B 18. Employees in the department know how their performance is measured

Less than half percentage of 46% of the respondents agreed or strongly agreed with the statement. However 21% of the respondents disagreed or strongly disagreed and 33% of the respondents neither agreed nor disagreed that employees in the department know how their performance is measured. More than 54% of the respondents disagreed that they do not know how their performance will be measured; this is a serious concern that needs to be addressed as a matter of urgency by the management.

Results: B 19. Employees in the municipality receive constructive feedback on their performance

More than half of the respondents 53% agreed or strongly agreed that employees in the municipality receive constructive feedback on their performance. A rather low percentage of 19% of the respondents held the opposite view and 28% of the respondents neither agree nor disagree. There is s need for the municipality to investigate why the other half of the respondents raised their concerns about the constructive feedback.

Results: B 20. The municipality focuses on achieving measurable targets

A high percentage of 59% of the respondents agreed or strongly agreed with the statement. However, some 18% of the respondents disagreed or strongly disagreed, and 23% of the respondents neither agreed nor disagreed with the statement. Less

than half of the respondents disagreed and more than half of the respondents agreed that the municipality focuses on achieving measurable targets. Large percent of the respondents know that the focus of the municipality is to achieve the set targets.

Results B 21. The municipality has a development programme to improve skills

Just over 59% of the respondents agreed or strongly agreed that the municipality has a development programme to improve skills, however 6% of the respondents disagreed or strongly disagreed, and 35% of the respondents neither agreed nor disagreed. Almost two third of the respondents agreed that the municipality has a development programme to improve skills. This is a bonus for the municipality, and training will enhance employee's skills.

Results: B 22. The municipality insists on high quality work from its employees

A larger proportion of 67% of the respondents agreed or strongly agreed with the statement. Almost 13% of the respondents disagreed or strongly disagreed, and 21% of the respondents neither agreed nor disagreed with the statement. The two third majority of the respondents agreed that the municipality insists on high quality work from its employees. This will help the municipality to track down the quality of services since employees know that high quality is required.

Results: B 23. Performance appraisals do not involve the municipality goals

A percentage of 46% of the respondents agreed or strongly agreed that performance appraisals do not involve the municipality goals. However 31% of the respondents disagreed or strongly disagreed and 24% of the respondents neither agreed nor disagreed with the statement. More than half percentage of 54% of the respondents agreed that performance appraisals involve the municipality goals, and the other half disagreed with the statement. It is imperative for the PMS to involve the municipality goals which will be reduced to the strategic plans, annual performance plan and later into individuals' performance agreements.

Results: B 24. Performance appraisals in the municipality help some employees more than others

The results indicated that 54% of the respondents agreed or strongly agreed with the statement. Then however 17% of the respondents disagreed or strongly disagreed, and 29% of the respondents neither agreed nor disagreed. This is a negative finding, more than half of the respondents indicated that performance appraisals in the municipality help some employees more than others. This problem needs to be addressed without delay. PMS should be seen as fair and neutral to all.

Results: B 25. Job descriptions state the outcomes expected

The majority of 64% of the respondents agreed or strongly agreed that job descriptions state the outcomes expected; however 10% of the respondents disagreed or strongly disagreed supported by almost 26% of the respondents neither agreed nor disagreed with the statement. A high percent of the respondents are happy that their job descriptions state the outcomes expected. This will assist the municipality since the majority of the respondents are clear about the job descriptions and the expected outcomes.

Results: B 26. In this municipality, pay and performance are closely related

More than half of the respondents 51% agreed or strongly agreed that in this municipality pay and performance are closely related. It is only a low percentage of 18% of the respondents who disagreed or strongly disagreed, and 31% of the respondents neither agreed nor disagreed with the statement. Even though it is a positive finding that more than half of the respondents agreed that pay and performance are closely related, there is a need for the organisation to address the concerns of the other half.

Results: B 27. Employees in the municipality are matched to jobs that use their skills

The highest percentage of 68% of the respondents agreed or strongly agreed that employees in the municipality are matched to jobs that use their skills. However, 15% of the respondents disagreed or strongly disagreed, and 17% of the

respondents neither agreed nor disagreed with the statement. The results indicate that a high percentage of the respondents agreed that employees are correctly placed in positions where they are using their skills.

Results: B 28. Managers / Supervisors and employees trust the performance appraisal process

It is a positive finding because just over 51% of the respondents agreed or strongly agreed that managers / supervisors and employees trust the performance appraisal process. It is only 11% of the respondents who hold the opposite view and 38% of the respondents neither agreed nor disagreed with the statement. Over half of the respondents trust the process of PMS but the municipality still has an obligation to investigate why the other half of the respondents do not trust the process.

Results: B 29. The performance appraisals show employees how they can improve

About 63% of the respondents agreed or strongly agreed that the performance appraisals show employees how they can improve. Quite a low percentage of 16% of the respondents disagreed or strongly disagreed. And finally, 21% of the respondents neither agreed nor disagreed. The majority of the respondents agreed that PMS gives an opportunity to the employees to be shown areas of improvement after performance evaluation.

Results: B 30 Performance appraisals are seen as fair by all

The findings indicate that 47% of the respondents agreed or strongly agreed. However the 20% of the respondents disagreed or strongly disagreed and 33% of the respondents neither agreed nor disagreed. At least 53% of the respondents disagreed that performance appraisals are not seen as fair by all employees in the municipality. It is only the 47% that has agreed and it's a lower percentage when compared to the respondents who disagreed. A performance management process should be designed to be fair and transparent for all employees. It must not be used to benefit some at the expense of other hard working employees.

Results: B 31. Promotions are based on who you know, not what you know

A high percentage of 58% of the respondents agreed or strongly agreed with the statement. At least 19% of the respondents disagreed or strongly disagreed, and 22% of the respondents neither agreed nor disagreed. This constitutes a negative finding since promotions should not be based on who you know, but on other dimensions such as not what you know, performance and educational qualifications.

Results: B 32. Employees who are mediocre performers are clearly identified

At least 55% of the respondents agreed or strongly agreed with the statement. However 23% of the respondents disagreed or strongly disagreed and another 23% of the respondents neither agreed nor disagreed. This is a positive finding as it is the responsibility of supervisors to identify poor performers and establish the reasons of the poor performance then implement corrective measure to improve the employees' performance.

Results: B 33. Mediocre performers are often rated high

A percentage of 49% of the respondents agreed or strongly agreed with the statement and almost 23% of the respondents disagreed or strongly disagreed. Further 28% of the respondents neither agreed nor disagreed. The finding reflects negatively on the municipality, this will pose a challenge and demotivate other staff. Performance rating should reflect the true reflection of the individual's performance.

Results: B 34. Performance appraisals are handled in a professional manner

More than half of the respondents 52% agreed or strongly agreed that performance appraisals are handled in a professional manner. It is only a small percentage of 14% of the respondents who disagreed or strongly disagreed, and 34% of the respondents neither agreed nor disagreed. There is a need for the municipality to address the concerns of the other half that is not so sure if the performance appraisals are handled in a professional manner, because the process need to be fair and transparent for all employees.

Results: B 35. Employees take pride in their work

The finding indicates that a high percentage of 60% of the respondents who agreed or strongly agreed that employees take pride in their work. But there are 18% of the respondents who held the opposite view and the 22% of the respondents neither agreed nor disagreed with the statement. Almost two thirds of the respondents are happy and are proud of their work.

Results: B 36. Employees are proud of their municipality

A high percentage of 58% of the respondents agreed or strongly agreed that employees are proud of their municipality. Only 8% of the respondents disagreed or strongly disagreed, while almost 24% of the respondents neither agreed nor disagreed. More than half percentage of the respondents indicated that they are proud of their municipality. This is a positive finding which the municipality should strive to maintain. Happy employees are likely to stay for a long time with the employer and to provide their services to the organisation.

Results: B 37. My manager / supervisor demands that subordinates deliver high quality work

The results indicate that a high percentage of 72% of the respondents agreed or strongly agreed that their manager / supervisor demands that subordinates deliver high quality work. A much lower percentage of 8% of the respondents disagreed or strongly disagreed. And some 19% of the respondents neither agreed nor disagreed with the statement. A high percentage of the respondents agreed that supervisors demand high quality work, this will benefit the municipality since staff need to produce good quality results.

Results: B 38. My performance rating presents an accurate picture of my actual job performance

The large proportion of 69% of the respondents agreed or strongly agreed with the statement while only 14% of the respondents disagreed or strongly disagreed. Almost 17% of the respondents did not comment on the statement. The results

indicate a positive finding since over two third of the respondents agreed that the performance rating give the true reflection of the employee's performance.

Results: B 39. My manager / supervisor sets clear goals for me in my present job

The finding indicates that 61% of the respondents agreed or strongly agreed that their manager / supervisor set clear goals for them in their present job. It is only 17% of the respondents who held the opposite view and 22% of the respondents neither agreed nor disagreed with the statement. A high percentage of the respondents are happy that their manager / supervisor sets clear goals for them in their present job. Clear goals make it easy for the staff members to perform well since they know what is expected of them to achieve.

Results: B 40. I do not have enough training to do my job well

At least 38% of the respondents agreed or strongly agreed with the statement, a slightly high percentage of 46% of the respondents disagreed or strongly disagreed, with the statement, however 16% of the respondents neither agreed nor disagreed. It is necessary for the municipality to ensure that all employees are trained or equipped with the necessary skills to perform their duties well.

Results: B 41. My job is challenging

Less than half of the respondents 48% agreed or strongly agreed, with the statement and only 34% of the respondents disagreed or strongly disagreed. A small percentage of 18% of the respondents neither agreed nor disagreed that there is not challenging. The finding gives a negative result about the types of jobs performed by different respondents. The challenge is if the job is less challenging for the employees they will be bored and not perform according to all their abilities, resulting in poor performance and non achievement of the targets.

Results: B 42. I will be promoted or given a better job if I perform especially well

More than half of the respondents 52% agreed or strongly agreed that they will be promoted or given a better job if they perform especially well. It is only 17% of the

respondents who disagreed or strongly disagreed and 31% of the respondents neither agreed nor disagreed with the statement. Just over half percentage of the respondents has agreed with the statement, there is a need for the municipality to investigate the reasons why employees believe that they will not be promoted or given a better job even if they can perform especially well. Employees need to be guaranteed that their hard work will reward them, if the opportunity can prevail.

Results: B 43. My job gives me the opportunity to use my own initiative

The majority of the respondents 70% agreed or strongly agreed, with the statement. Only 13% of the respondents disagreed or strongly disagreed, almost 17% of the respondents neither agreed nor disagreed. A low percentage of 30% of the respondents disagreed with the statement however the overwhelming majority stated that their jobs offer them an opportunity to use their own initiative. This will help the organisation to have creative ideas from the employees.

Results: B 44. Employees in the municipality generally trust one another and offer support

The result shows that 50% of the respondents agreed or strongly agreed with the statement. Only 22% of the respondents disagreed or strongly disagreed, almost 28% of the respondents neither agreed nor disagreed that employees in the municipality generally trust one another and offer support. Half percentage of the respondents agreed with the statement and the other half percentage of the disagreed with the statement. The municipality needs to address the concerns of the other half. Lack of trust has a potential for sabotage amongst employees in performing their work.

Results: B 45. Employees in the municipality treat one another with dignity and respect

A high percentage of 60% of the respondents agreed or strongly agreed employees in the municipality treat one another with dignity and respect. Almost 17% of the respondents disagreed or strongly disagreed and 24% of the respondents neither agreed nor disagreed. More than half of the respondents agreed with the statement and the remaining respondents disagreed or did not comment on the statement.

Employees co-operate well and treat one another with respect and dignity. This will assist the municipality to keep harmony in the work place and contribute to effective team work.

Results: B 46. I believe that my career aspirations can be achieved in the municipality

The overwhelming majority of the respondents 67% agreed or strongly agreed that they believe that their career aspirations can be achieved in the municipality. About 11% of the respondents held the opposite view while 22% of the respondents neither agreed nor disagreed. The finding shows a long term sustainability of employees since the majority of the respondents believe that their career aspirations can be meet. They are likely to stay in the employ of the municipality for a long time.

Results: B 47. I am clear about what I need to do and how my job performance will be evaluated

The very high percentage 69% of the respondents agreed or strongly agreed, that they are clear about what they need to do and how their job performance will be evaluated. A much lower percentage of the respondents (8%) disagreed or strongly disagreed. However, 22% of the respondents did not comment on the statement. The results showed a positive finding the overwhelming majority of the respondents know how their performance is going to be evaluated.

4.3 Concluding remarks

In this chapter data was analysed through SPSS and discussed. Different sections of the questionnaire were discussed; section A covered the biographic information of the respondents, section B included 46 questions pertaining to performance management. Different aspects of performance management were covered in the questionnaire supported by literature review

The next section will discuss the findings of the study.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions of the study

As indicated in the previous chapters, performance management is the process of creating a work environment in which people can perform to the best of their abilities. This aspect will be discussed first before the other components of performance management are addressed.

A performance management system is not a stand-alone tool but it is one of the strategic management tools used by the department as a priority established by government to improve, increase and speed up service delivery in the public service. Armstrong (2006:496) describes the aims of performance management as the establishment of high performance culture in the work place in which teams and individuals will take their responsibility for their continuous improvement of the business processes. It is also aimed at aligning individual objectives with organisational goals by ensuring that the individuals uphold to the corporate values.

Performance Agreement (PA) is defined as the set of expectations, roles to be performed and responsibilities of the subordinate by agreeing on specific performance standard, indicators, objectives, method of measuring performance and it assesses the competencies reached. It forms the basis of developing assessment and feedback in performance management processes *(*Reid, Barrington & Brown, 2004:166*)*.

The objectives of the study were met because the researcher successfully investigated how performance management practice was implemented in Mbombela Local Municipality and recommendations based on the findings of the study were made to the Local Municipality in order to improve in areas identified as areas requiring improvement.

5.2 Recommendations of the study

o The management needs to ensure that supervisors should have the basic knowledge of subordinates' duties, to enable them to monitor their performance and to provide coaching and support where necessary.

o Managers need to coach employees to improve their performance.

o It is extremely important for managers to provide feedback to employees this will enables them to know areas requiring improvement.

o The municipality needs to employ a tool to measure employees' performance that is appropriate for the organisation and it should be reliable to measure its intended purpose.

o The Municipality must ensure that (Performance Management System) PMS should be linked to producing sustainable long-term performance of the organisation.

o The municipality should maintain the development programme to improve skills.

o It is imperative for the PMS to involve the Municipality goals which will be reduced to the strategic plans, annual performance plan and later into individual performance agreements.

o Pay and performance are closely related.

o Ensure that employees are correctly placed in positions where they are using their skills.

o Performance appraisals are handled in a professional manner.

o Performance rating gives the true reflection of the employee's performance.

o It is necessary for the municipality to train employees or equip them with the necessary skills to perform their duties well.

o Employees need to be guaranteed that their hard work will reward them, if the opportunity can prevail.

5.3 Conclusions of the study

Performance management has been introduced in South Africa in the last two decades, with the intention to improve employees' performance and productivity, both the private sector and in the government sector, which has embraced the process. The successful implementation of performance management will be dependent on the willingness of the management and the employees to implement the process. Performance management is an ongoing process that integrates all the human resources functions to ensure effective implementation of performance management.

The previous chapter presented the result of the survey, data analysis of the study was based on the data collected, processed, analysed and interpreted. In this chapter the recommendations of the study were made to assist the municipality to improve its strategy in terms of implementing performance management. This information can also assist other organisations that are implementing performance management systems to appraise there employee's performance.

The first chapter presented the introduction of the study, it focused on the following areas, the back ground of the study, the research problem, aims and objectives of the study were stated. Chapter two was the heart of the study; it focused on the literature review on performance management. In chapter three the following aspects of the research were out lined, the research design, data collection method, sampling, population and ethical consideration matters of the research were discussed. Chapter four presented data analysis and interpretation.

Chapter five discussed the recommendations of the study for Mbombela Local Municipality as a research area for the purpose of this survey to consider in their implementation of performance management. Performance appraisals forms the greater part of human resources, effective implementations of performance appraisals assist organisations in decision making on salary increases, promotions and termination of contracts of poor performers.

Performance appraisal is considered to be strategic focus on aligning to organisational goals, motivate employees to improve their performance and reward them for achieving organisations goals and targets. Performance management assists employers to identify training needs for employees, future potentials and salary reviews. In this research the point of entry was negotiated with the municipality and permission was requested to use the institution as a study area for academic purpose. The respondents were requested to participate in the survey, their anonymity was guaranteed, no names were required in the questionnaires. The study outlined to objectives:

- o Evaluate how performance management and integrated development planning are used in Mbombela Local Municipality to ensure service delivery.

- o Explore how Mbombela Local Municipality is implementing performance management and make recommendations if necessary.

The research was successful, both objectives of the study outlined were met, the researcher successfully evaluated how performance management practice is implemented in Mbombela Local Municipality and made recommendations based on the findings of the study. The participants of the research were selected from the Mbombela Local Municipality that included different categories of employees at all levels of management who responded to the questionnaire.

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APPENDIX A
THE QUESTIONNAIRE

PERFORMANCE MANAGEMENT

<div style="border: 1px solid black; padding: 10px;">

HOW TO COMPLETE THIS QUESTIONNAIRE

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This questionnaire is designed to make completion as easy and as fast as possible.

Most questions can be answered by simply ticking boxes. Very little information will need to be looked up. If you cannot give or obtain a precise answer, make your best guess or approximation.

<div style="border: 1px solid black; padding: 10px;">

As the anonymity of all respondents will be strictly observed, **DO NOT** write your name on the questionnaire. Without names, it will not be possible to link answers to particular individuals.

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Should you be of the opinion that additional comment is necessary, please use the space provided at the end of the questionnaire.

If you have any queries, please contact the researcher at:

<div style="border: 1px solid black; padding: 10px;">

Please return the completed questionnaire to the sender in the enclosed self-addressed envelope, NO LATER than 30 JUNE 2013.

</div>

SECTION A: BIOGRAPHICAL INFORMATION

Answer each question by (✓) the appropriate box **or** write down your response in the space provided.

A 1   What is your gender?

Male	**1**
Female	**2**

A 2   what is your highest educational qualification?

LESS than Std 10 / Grade 12	1	Honours degree	4
Std 10 / Matric / Grade 12	2	Masters degree	5
Certificate (1 year)	3	Doctors degree	6
Diploma (3 years)	7		
B degree	8		

A 3   what is the status of your employment?

PERMANENT: Full time	1
FIXED TERM:	2
Contractor Employment	3
OTHER: (Please specify)	4

A 4   please indicate your age.

Between 21 – 30 years	1
Between 31 – 40 years	2
Between 41 – 50 years	3
Between 51 – 60 years	4

A 5   How long have you been in this position?

Less than 1 year	1
1 – 3 years	2
4 – 6 years	3
More than 7 years	4

A 6   How long have worked for the Municipality?

Less than 1 year	1
1 – 3 years	2
4 – 6 years	3
More than 7 years	4

A 7   please indicate your current job level in the Mbombela Municipality.

Municipal Manager and Director	1
Assistant-Director to Director	2
Below Assistant-Director	3
Administration Support staff	4
Technical support staff	5

SECTION B: PERFORMANCE MANAGEMENT PRACTICES

Please indicate the extent to which you agree/disagree by ticking the appropriate box.

PERFORMANCE MANAGEMENT PRACTICES	Strongly Disagree	Disagree	Agree nor Disagree	Agree	Strongly Agree	Don't Know
B 1 Regular discussions are held with my manager/supervisor about my personal development.	1	2	3	4	5	6
B 2 In my last review, I was given the chance to say everything I wanted.	1	2	3	4	5	6
B 3 Managers/Supervisors in the municipality have a good understanding of their employees' jobs.	1	2	3	4	5	6
B 4 Managers/Supervisors in this municipality motivate staff to develop and achieve their goals.	1	2	3	4	5	6
B 5 Managers/Supervisors in the municipality tell employees when they are doing a good job.	1	2	3	4	5	6

PERFORMANCE MANAGEMENT PRACTICES	Strongly Disagree	Disagree	Agree nor Disagree	Agree	Strongly Agree	Don't Know
B 6 Monitoring standards of performance is a regular management duty in the municipality	1	2	3	4	5	6
B 7 My manager coaches me to improve my performance.	1	2	3	4	5	6
B 8 Employees in the municipality receive feedback on how they are performing against targets.	1	2	3	4	5	6
B 9 Employees in the municipality are in no doubt that it is performance that matters.	1	2	3	4	5	6
B 10 Poor performance is not tolerated in this municipality	1	2	3	4	5	6
B 11 The performance management system in the Department focuses on career development.	1	2	3	4	5	6
B 12 The measures used to monitor performance are the most appropriate for the role.	1	2	3	4	5	6
B 13 The municipality provides sufficient time and resources for the performance management process.	1	2	3	4	5	6

PERFORMANCE MANAGEMENT PRACTICES	Strongly Disagree	Disagree	Agree nor Disagree	Agree	Strongly Agree	Don't Know
B 14 The performance management system is linked to producing sustainable long-term performance.	1	2	3	4	5	6
B 15 Employees in the municipality are clear as to how their role links to the Department's plans.	1	2	3	4	5	6
B 16 Employees in the municipality t are clear as to how they could improve their performance.	1	2	3	4	5	6
B 17 Employees in the Department have a clear idea of what is expected of them in their roles.	1	2	3	4	5	6
B 18 Employees in the Department know how their performance is measured.	1	2	3	4	5	6
B 19 Employees in the municipality receive constructive feedback on their performance.	1	2	3	4	5	6
B 20 The municipality focuses on achieving measurable targets.	1	2	3	4	5	6
B 21 The municipality has a development programme to improve skills.	1	2	3	4	5	6
B 22 The municipality insists on high	1	2	3	4	5	6

PERFORMANCE MANAGEMENT PRACTICES	Strongly Disagree	Disagree	Agree nor Disagree	Agree	Strongly Agree	Don't Know
quality work from its employees.						
B 23 Performance appraisals do not involve the municipality goals.	1	2	3	4	5	6
B 24 Performance appraisals in the municipality help some employees more than others.	1	2	3	4	5	6
B 25 Job descriptions state the outcomes expected.	1	2	3	4	5	6
B 26 In this municipality, pay and performance are closely related.	1	2	3	4	5	6
B 27 Employees in the municipality are matched to jobs that use their skills.	1	2	3	4	5	6
B 28 Managers/Supervisors and employees trust the performance appraisal process.	1	2	3	4	5	6
B 29 The performance appraisals show employees how they can improve.	1	2	3	4	5	6
B 30 Performance appraisals are seen as fair by all.	1	2	3	4	5	6
B 31 Promotions are based on who you know, not what you know.	1	2	3	4	5	6

PERFORMANCE MANAGEMENT PRACTICES	Strongly Disagree	Disagree	Agree nor Disagree	Agree	Strongly Agree	Don't Know
B 32 Employees who are mediocre performers are clearly identified.	1	2	3	4	5	6
B 33 Mediocre performers are often rated high.	1	2	3	4	5	6
B 34 Performance appraisals are handled in a professional manner.	1	2	3	4	5	6
B 35 Employees take pride in their work.	1	2	3	4	5	6
B 36 Employees are proud of their municipality	1	2	3	4	5	6
B 37 My manager/supervisor demands that subordinates deliver high quality work.	1	2	3	4	5	6
B 38 My performance rating presents an accurate picture of my actual job performance.	1	2	3	4	5	6
B 39 My manager/supervisor sets clear goals for me in my present job.	1	2	3	4	5	6
B 40 I do not have enough training to do my job well.	1	2	3	4	5	6
B 41 My job is challenging.	1	2	3	4	5	6

PERFORMANCE MANAGEMENT PRACTICES	Strongly Disagree	Disagree	Agree nor Disagree	Agree	Strongly Agree	Don't Know
B 42 I will be promoted or given a better job if I perform especially well.	1	2	3	4	5	6
B 43 My job gives me the opportunity to use my own initiative.	1	2	3	4	5	6
B 44 Employees in the municipality generally trust one another and offer support.	1	2	3	4	5	6
B 45 Employees in the municipality treat one another with dignity and respect.	1	2	3	4	5	6
B 46 I believe that my career aspirations can be achieved in the municipality	1	2	3	4	5	6
B 47 I am clear about what I need to do and how my job performance will be evaluated.	1	2	3	4	5	6

SECTION C: GENERAL COMMENTS

If you have any additional comments, please write them in the space below:

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Thank you for your valuable contribution to this important survey.

APPENDIX B

MBOMBELA LOCAL MUNICIPALITY

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1 Nel Street
Nelspruit
1201
South Africa

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MBOMBELA

OFFICE OF THE SPEAKER

OUR REF   Mr. Sello Malele

ENQUIRIES   (013) 759 2277

05 February 2013

Mr V A MDLULI
P O Box 328
HAZYVIEW
1242

REQUEST TO CONDUCT A RESERCH

Your letter dated 15 January 2013 regarding the above mentioned subject as attached refers:

I am pleased to inform you that permission has been granted for you to conduct such research on our performance with the purpose of enhancing your studies.

It be noted that such data collected should not be for other purposes rather than academic purposes (dissertation)

May I on behalf of the Municipality take this opportunity and wish you all your luck on your studies and hope that our municipality will benefit in interacting with you.

Regards

Sello Malele
Acting Senior Manager-Office of the Speaker
072 111 4840

Together in partnership, building a model African City of Excellence

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APPENDIX C

Revd. Dr. Lutz Ackermann
(Independent Researcher)

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Mondeor, 2091

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e-mail: DRLA4 @ directbox.com

2 Feb 2014

TO WHOM IT MAY CONCERN

This is to confirm, that I, Dr Lutz Ackermann, have read the Research Proposal entitled

"PERFORMANCE MANAGEMENT: A TOOL FOR SERVICE DELIVERY IN THE MBOMBELA LOCAL MUNICIPALITY. A CASE STUDY THE IN MPUMALANGA PROVINCE"

by Mr VUSI AMBROSE MDLULI

(student number 201015151) and that I am satisfied with the quality of work she has produced in terms of structuring the document, in terms of style, grammar and spelling. Suggestions for suitable corrections and improvements have been made to the candidate.

(Revd Dr Lutz Ackermann, Mondeor)