

**A REVIEW OF THE PERFORMANCE MANAGEMENT FRAMEWORK FOR JUNIOR  
EMPLOYEES AT THE STEVE TSHWETE LOCAL MUNICIPALITY**

Muzi Khumalo

Student number: 6731

Dissertation submitted in partial fulfilment of the requirements for the degree

Master of Management in Technology and Innovation

at

The Da Vinci Institute for Technology Management

Academic supervisor: Prof Paul Singh

Field supervisor: G. Mashabane, MSc

2023



## Declaration

I declare that the research, *A review of the performance management framework for junior employees at Steve Tshwete Local Municipality*, is my own work and that each source of information used has been acknowledged by means of a complete reference. This dissertation has not been submitted before for any other research project, degree or examination at any university.

.....

(Signature of student)

14<sup>th</sup> of July, 2023

Witbank, South Africa

Declaration should be signed,

## **Da Vinci Copyright Information**

This dissertation may not be published either in part (in scholarly, scientific, or technical journals), or as a whole (as a monograph), by the researcher or any other person unless permission has been obtained from The Da Vinci Institute.

I agree that I have read and that I understand the copyright notice.

.....

(Signature of student)

14<sup>th</sup> of July, 2023

## **Acknowledgements**

Firstly, I would like to thank the Almighty God for giving me the strength to undertake this study. Secondly, I am indebted to my academic supervisor Prof. Paul Singh. and my field supervisor Mr. G. Mashabane, as well as Dr. Tsiliso Tamasane for availing himself to make editorial contributions throughout this research study.

Thirdly, I would like to extend my deep appreciation to all the Steve Tshwete Local Municipality employees who made their vital contributions to this study through the completion of the research questionnaire.

Fourthly, I want to give a token of appreciation to my family for their constant motivation.

Lastly, sincere gratitude and praise goes to my fellow classmates and to the Da Vinci administration and lecturing staff for the academic and emotional support.

M. P. Khumalo

Witbank eMalahleni, Mpumalanga, South Africa

## **Abstract**

Due to frequent recurrence of strikes at Steve Tshwete Local Municipality since 2010, it was viewed necessary to conduct a study on its internal operation by reviewing the efficacy of implementing its Performance Management Framework (PMF) so as to reveal information that can explain this predicament. The study would then provide possible solutions against implementation failures of its PMF. A case study design, following a quantitative strategy and deductive reasoning process were used. A total of 100 respondents were sampled at random from the municipality's various ranks and regions using stratified random sampling techniques. The findings showed that most respondents were aware of the PMF, meanwhile many indicated dissatisfaction about communication of goals and targets about the system. At least two fifths had low-level understanding of PMF, and four fifths were not satisfied about the reward system. According to the results, the study suggests that the promotion of an efficient and comprehensive PMS will result in the development of a culture that values recognising and rewarding exceptional performance; the use of a communication model; the establishment of information systems and organisational structures that support performance management; and the periodic evaluation of employees.

## **Key Terms**

*Performance management; municipality; systems; employees, framework*

## TABLE OF CONTENTS

DECLARATION .....	I
DA VINCI COPYRIGHT INFORMATION.....	II
ACKNOWLEDGEMENTS .....	III
ABSTRACT .....	IV
KEY TERMS.....	IV
LIST OF ACRONYMS .....	IX
CHAPTER ONE .....	10
BACKGROUND AND INTRODUCTION.....	10
1.1 INTRODUCTION.....	10
1.2 PROBLEM STATEMENT .....	12
1.3 AIM AND OBJECTIVES OF THE STUDY .....	12
1.4 RESEARCH QUESTIONS.....	12
1.5 SIGNIFICANCE OF THE STUDY .....	13
1.6 RESEARCH ONTOLOGY .....	14
1.7 RESEARCH EPISTEMOLOGY .....	15
1.8 RESEARCH PHILOSOPHY .....	15
1.9 THE RESEARCH METHODOLOGY.....	16
1.10 THEORETICAL/CONCEPTUAL FRAMEWORKS.....	17
1.11 DELIMITATION AND SCOPE OF THE STUDY .....	19
1.12 CONCLUSION.....	19
CHAPTER TWO .....	20
LITERATURE REVIEW .....	20
2.1 INTRODUCTION.....	20
2.2 THEORETICAL AND CONCEPTUAL FRAMEWORKS .....	20
2.2.1 <i>Theorising Performance Management</i> .....	20
2.2.2 <i>Conceptualising Performance Management</i> .....	22
2.3 PERFORMANCE MANAGEMENT .....	24
2.4 KEY ASPECTS OF PERFORMANCE MANAGEMENT.....	25
2.4.1 INDIVIDUAL PERFORMANCE MANAGEMENT.....	25
2.4.2 <i>Performance Management Systems</i> .....	26
2.4.3 <i>Implementing performance management systems</i> .....	27
2.4.4 <i>Performance Management as a Prerequisite for Effective Service Delivery</i> .....	31
2.4.5 <i>Designing Performance Management Systems</i> .....	32
2.4.6 <i>Management Control Systems</i> .....	35
2.4.8 <i>Employee Reward Systems</i> .....	37
2.5 PERFORMANCE MANAGEMENT FRAMEWORKS FOR MUNICIPALITIES.....	39
2.5.1 <i>The Constitution of the Republic of South Africa</i> .....	40
2.6 MUNICIPALITY'S KEY PERFORMANCE AREAS .....	41
2.7 CONCLUSION.....	42
CHAPTER THREE .....	43
RESEARCH METHODOLOGY .....	43
3.1 INTRODUCTION.....	43
3.2 RESEARCH SITE.....	43
3.3 RESEARCH DESIGN .....	44

3.4	RESEARCH APPROACH .....	45
3.5	RESEARCH PHILOSOPHY .....	46
3.6	TARGET POPULATION AND SAMPLING .....	47
3.6.1	<i>Study Population</i> .....	47
3.6.2	<i>Sample Size and Sampling Procedure</i> .....	47
3.7	DATA COLLECTION PROCESS.....	49
3.7.1	<i>Data Collection Instrument</i> .....	49
3.7.2	<i>Questionnaire Construction</i> .....	49
3.7.3	<i>Validity of the instrument</i> .....	50
3.7.4	<i>Administration of Questionnaires</i> .....	51
3.7	DATA ANALYSIS.....	51
3.8	ETHICAL CONSIDERATIONS .....	52
3.9.1	<i>Negotiating Access</i> .....	52
3.9.2	<i>Confidentiality and Anonymity</i> .....	52
3.9.3	<i>Protection against Harm</i> .....	52
3.9.4	<i>Informed Consent</i> .....	52
3.10	CONCLUSION .....	53
<b>CHAPTER FOUR .....</b>		<b>54</b>
<b>FINDINGS AND DISCUSSION .....</b>		<b>54</b>
4.1	INTRODUCTION.....	54
4.2	PRIMARY RESEARCH FINDINGS .....	54
4.2.1	<i>Profile of Respondents</i> .....	54
4.2.2	<i>Employees' level of understanding Performance Management</i> .....	56
4.2.3	<i>Effectiveness of Performance Management System Implementation</i> .....	58
4.2.4	<i>Effectiveness of Monitoring and Evaluation at STLM</i> .....	62
4.2.5	<i>Impact of the PMS on Employee Development</i> .....	67
4.3	SECONDARY FINDINGS FROM THE LITERATURE .....	72
4.4	REFLECTION OF TIPS ON THE FINDINGS OF THE STUDY.....	74
4.5	CONCLUSION.....	75
<b>CHAPTER FIVE.....</b>		<b>77</b>
<b>CONCLUSIONS AND RECOMMENDATIONS .....</b>		<b>77</b>
5.1	INTRODUCTION.....	77
5.2	SUMMARY OF FINDINGS.....	77
5.3	CONCLUSIONS .....	80
5.4	SUMMARY OF CONTRIBUTIONS .....	81
5.5	RECOMMENDATIONS FOR FUTURE RESEARCH.....	82
5.6	LIMITATIONS OF THE STUDY .....	83
5.7.1	RECOMMENDATIONS .....	84
5.8	RETURN ON INVESTMENT (ROI) UPON VARIOUS SCALES OF BUSINESS OPERATION.....	85
5.9	CONCLUSION OF CHAPTER AND THE STUDY .....	88
<b>REFERENCES.....</b>		<b>90</b>
<b>APPENDIX A: LETTER OF PERMISSION TO CONDUCT THE STUDY .....</b>		<b>I</b>
<b>APPENDIX B: QUESTIONNAIRE .....</b>		<b>II</b>
<b>APPENDIX C: CONSENT FORM .....</b>		<b>V</b>

**LIST OF TABLES**

**TABLE 1:** SIGNIFICANT CONTRIBUTIONS OF AN EFFECTIVE PERFORMANCE MANAGEMENT SYSTEM.....27

**TABLE 2:** TYPES OF REWARDS OFFERED AS PART OF PERFORMANCE REWARD SYSTEMS .....38

**TABLE 3:** KEY PERFORMANCE AREAS (KPAs) RATING SCALE AND CORE COMPETENCY REQUIREMENTS.....41

**TABLE 4:** PROPORTION OF HOUSEHOLDS WITH A MINIMUM LEVEL OF BASIC SERVICES .....43

**TABLE 5:** RESEARCH PARTICIPANTS AND SAMPLE SIZE.....49



## LIST OF FIGURES

FIGURE 1: A CONCEPTUAL FRAMEWORK OF INTERACTION BETWEEN GOAL SETTING/MOTIVATIONAL AND PMS AND ITS PRACTICES FOR IMPROVED EMPLOYEE PERFORMANCE .....	23
FIGURE 2: PERFORMANCE MANAGEMENT PROCESS .....	30
FIGURE 3: SAMPLE SIZE CALCULATOR.....	48
FIGURE 4: GENDER OF EMPLOYEES WHO PARTICIPATED IN THE STUDY .....	54
FIGURE 5: AGE DISTRIBUTION OF EMPLOYEES WHO PARTICIPATED IN THE STUDY.....	55
FIGURE 6: LEVEL OF EDUCATION AMONG EMPLOYEES WHO PARTICIPATED IN THE STUDY .....	55
FIGURE 7: LEVEL OF EMPLOYMENT OF STUDY PARTICIPANTS.....	56
FIGURE 8: UNDERSTANDING OF PERFORMANCE MANAGEMENT BY EMPLOYEES THAT COMPLETED THE SURVEY ....	57
FIGURE 9: UNDERSTANDING OF PMS BY EMPLOYERS AT STLM .....	57
FIGURE 10: LACK OF UNDERSTANDING OF PMS BY EMPLOYERS AT STLM.....	57
FIGURE 11: DEGREE OF DISSATISFACTION WITH DISCUSSIONS ABOUT PERFORMANCE EXPECTATION .....	58
FIGURE 12: EFFECTIVENESS OF IMPLEMENTATION OF PERFORMANCE MANAGEMENT.....	59
FIGURE 13: COMMUNICATION OF TARGETS AND PURPOSES.....	60
FIGURE 14: LEVEL OF SATISFACTION WITH POLICIES AND STRUCTURE TO ENHANCE PERFORMANCE MANAGEMENT SYSTEM .....	61
FIGURE 15: LEVE OF SATISFACTION WITH THE BEST PRACTICE GOVERNING PERFORMANCE MANAGEMENT IMPLEMENTATION .....	62
FIGURE 16: LEVELS OF SATISFACTION WITH FEEDBACK ON INDIVIDUAL PERFORMANCE AMONG JUNIOR EMPLOYEES .....	63
FIGURE 17: EMPLOYEES PERCEPTION ABOUT THE YEARLY APPRAISAL PROCESS .....	64
FIGURE 18: LEVEL OF SATISFACTION WITH THE USE OF BENCHMARK REVIEWS TO MONITOR INDIVIDUAL PERFORMANCE.....	65
FIGURE 19: LEVEL OF SATISFACTION WITH THE EXISTENCE OF INTERNAL CONTROLS TO MANAGE PERFORMANCE.....	66
FIGURE 20: LEVEL OF SATISFACTION WITH CLARITY OF COMMUNICATION ABOUT EXPECTED EMPLOYEE CONTRIBUTION .....	67
FIGURE 21: LEVEL OF COMMITMENT OF EMPLOYEES TO RENDER SERVICES.....	68
FIGURE 22: EFFECT OF PERFORMANCE MANAGEMENT ON PERFORMANCE IMPROVEMENT .....	69
FIGURE 23: EMPLOYEE'S LEVEL OF SATISFACTION FOR REWARD OF OUTSTANDING PERFORMANCE.....	70
FIGURE 24: LEVEL OF SATISFACTION WITH ADVICE RECEIVED FROM THE MUNICIPAL MANAGER ON PERFORMANCE MANAGEMENT.....	71
FIGURE 25: LEVEL OF SATISFACTION WITH INDIVIDUAL DEVELOPMENT OPPORTUNITIES .....	72
FIGURE 26. PROPOSED EFFECTIVE PERFORMANCE MANAGEMENT FRAMEWORK FOR STLM.....	79

## List of Acronyms

CIPFA	Chartered Institute of Public Finance
CPI	Continuous Process Improvement
DPLG	Department of Provincial and Local Government
ERS	Employee Reward System
IDP	Integrated Development Plan
IT	Information Technology
KPA	Key Performance Area
KPI	Key Performance Indicators
MSA	Municipal Structures Act
PA	Performance Appraisal
PAS	Performance Appraisal System
PE	Performance Evaluation
PM	Performance Management
PMF	Performance Management Framework
PMS	Performance Management Systems
SALGA	South African Local Government Association
SMART	Specific Measurable Attainable Realistic Time
STLM	Steve Tshwete Local Municipality

## CHAPTER ONE

### BACKGROUND AND INTRODUCTION

#### 1.1 Introduction

In South Africa, municipalities often face community-led strikes, that are commonly known as 'service delivery protests. The Steve Tshwete Local Municipality (STLM) has not been spared the brunt of such service delivery protests and they have experienced no-less than four in the 2014/15 financial year (Roelofse, 2017). The causes of protests accompanying the poor service delivery are manifold. For instance, while it is argued that the protests are due to poor political leadership in the councils and in the municipalities, it seems as though, there is political infighting as well (Minnaar, 2010), as these protests are also attributed to the inadequacy of qualified senior municipal employees (Kgantlapane, 2009). Other reasons for the protests include but are not limited to the perceptions of customers about the poor standards of service delivery at the municipality. This emanates from the compromised standard of performance among senior management -a precursor to; the ineffective implementation of 'individual skills development', shortage of skilled labour force, insufficient employee training programmes, inadequate performance appraisal system and ineffective application of the performance management system (PMS) at the municipality (IDP, 2012).

The absence of efficient performance management (PM) is one of the problems that is seriously harming the STLM. An efficient PMS is meant to be the strong base upon which every organisation's success should be built. Hypothetically, it can be postulated that, the STLM is not applying the effective organisational performance tool to the fullest. A unified understanding of the organisation's goals and objectives is created by PM. Additionally, it benefits both parties by managing and improving the performance of both the individual and the organisation through enabling each employee to understand and define their role in contributing to the established objectives (Nyembezi, 2009). When team and individual efforts are well aligned with organisational goals and objectives, productivity increases and this fosters, shared understanding of the strategic organisational direction. This is a key component of PM according to the South Africa Labour Relations Amendment Act No. 6, 2014 and the New South Wales Industrial Relations Act No. 85, 2013. Additionally, a focus on the engagement of individual employees, consensus, accountability, openness, responsiveness, effectiveness, efficiency, equity, inclusion,

and adherence to the law are all necessary for any organisation to operate effectively (Stanton and Thi Pham, 2014).

Meanwhile, municipalities are considered to be local governments or public sector entities tasked with the mandate to always operate in the interests of the general public by the Chartered Institute of Public Finance and Accountancy (CIPFA) (CIPFA, 2014). In order to achieve this, all public sector entities including STLM must strengthen the organisational capacity of the leadership and individual team members, manage performance through effective internal control and public financial management while implementing best practices. According to Alston and Mujtaba (2009), a true PMS in any firm should be distinguished by the involvement of junior employees in the process. Increased motivation, better insight and growth possibilities, more competent staff, as well as quicker and more accurate separation between good and poor performers are all possible outcomes of meaningful engagement. A public organisation with a well-structured PMS typically becomes more accountable. According to Tseole (2013), establishing mechanisms for assessing the performance of public officials as well as their supervision methods to ensure that the government complies with the relevant rules are necessary for accountability. Through an integrated system of policies and practices, a concentrated attention on individual performance is intended to enhance the achievement of organisational goals (Machingambi, Maphosa, Ndofirepi, Mutekwe & Wadesango, 2013).

Also, performance evaluation (PE), is a managerial tool used to evaluate how well people are performing in relation to their organisational responsibilities and goals. This is another crucial part of PM as observed by Cho and Yoon (2009). The overall strategy of the business serves as the foundation for PM, which cascades down to performance reviews for each individual. Alongside PE, performance appraisal (PA) is yet another essential tool of PM because it is used as an instrument to raise staff productivity (Ibid., 2009).

The STLM implements a PMS for the personnel at all levels in order to enhance their productivity and morale through performance-based rewards. The PMS was launched in 2010, but its efficacy has not yet been assessed. Therefore, reviewing the STLM's junior employees' performance management framework (PMF) is the goal of the study. Furthermore, the study attempts to project the performance of STLM on the Return on Investment (ROI), in an event where the collective Davinci pillars of business -Technology, Innovation and People (TIP) are well in place.

## **1.2 Problem Statement**

Alston and Mujtaba (2009) denotes that, a performance management programme (PMP) that does not clearly outline the employee's contribution to the organisation is not a true PMS. The STLM has been implementing a PMS since 2010 for its senior employees, thereby neglecting the junior staff. However, some of the drawbacks that the municipality has been encountering are the ineffective implementation of the PMS and the inadequate performance appraisal system (PAS) for the junior staff (STLM IDP, 2012). Consequently, the STLM supervisors and the subordinates have been at loggerheads during and after the annual assessment period. Such tension between the junior employees and the management have led to a number of demotivational impetus among junior employees such as stress, low morale, lack of commitment to work and a high rate of attrition (Roelofse, 2017). Since PM was introduced at the municipality to boost the morale of staff and improve organisational performance, it is therefore crucial to review its effectiveness and thereby establish whether it is achieving its intended purpose or not.

## **1.3 Aim and Objectives of the Study**

The aim of the study is to investigate the effectiveness of the performance management system being used for the Steve Tshwete Local Municipality employees to enable the identification of the challenges and to make recommendations for the improvement of the system.

The objectives of the study were:

- i. To determine the extent of knowledge about the performance management system among the Steve Tshwete Local Municipality employees.
- ii. To ascertain the employee perceptions about the effectiveness of implementing the performance management system and their development at Steve Tshwete Local Municipality.
- iii. To assess the employees' views on the effectiveness of monitoring and evaluation while implementing performance management at the Steve Tshwete Local Municipality.
- iv. To interrogate the policy framework of the performance management system at the Steve Tshwete Local Municipality that governs the junior employees.

## **1.4 Research Questions**

The following research questions guided the study:

- i. What is the knowledge of performance management system in the Steve Tshwete Local Municipality?
- ii. What are the employee perceptions about the effectiveness of implementing the performance management system and their development at the Steve Tshwete Local Municipality?
- iii. What are the employees' views on the effectiveness of monitoring and evaluation while implementing performance management at the Steve Tshwete Local Municipality?
- iv. What is the policy framework of the performance management system at the Steve Tshwete Local Municipality that governs the junior employees?

### **1.5 Significance of the Study**

This study contributes to the implementation of innovative and effective PM in the local government institutions which is currently lacking in most local municipalities across the country. It will also bring to the fore the information that can contribute to the existing wide debate on whether performance management strategies are practical/pliable and effective in the municipalities of the developing countries such as South Africa. The study was targeted at the welfare of the STLM employees and the clients/beneficiaries of their services. Among the employees, the top management will benefit from the study through the access to intricate and specific knowledge about a rich compendium of information from the perceptions and the propositions by the junior employees. This will offer them a better opportunity to formulate practical management strategies to improve performance at the municipality. Apart from that, the information gathered by the study will paint a true image about the operations at the municipality which the management may not be quite aware of.

As for the junior employees, the study has the potential to cause reflective and more responsive actions within their circle. Having been availed and subjected to such kind of analysis and contemplation about their functionality at the municipality, the employees can be awakened to a greater sense of responsiveness. The study can help to motivate the employees at the municipality to become more responsive and active participants in the overall affairs of the organisation. Lastly, but not least of all, the clients can anticipate benefits should there be improved performance and service delivery. Apart from that, the study also has the potential to surface a wealth of information that can furnish the contemporary debate on the turbulent issues

surrounding how the municipalities are managed within and outside of South Africa. The work will make a general contribution to the body of knowledge concerning how best the internal conflicts can be handled within the organisations to prevent a likelihood of uprisings or chaos. One specific set of information that the study surfaces is how to restructure the organisational syndicates at various levels of functionality to harmonise their unique contributions thereby enabling smooth and effective flow of operation. The idea is to produce a management and performance appraisal system that satisfies the original objectives and compliment the organisation's vision.

With a special focus on the majority of the employees at junior level, the study shows how their synergy can be appreciated and how their general motivation can be inspired for the greater good of a municipality. This speaks to the motivation theory under Maslow (1943) theory on the hierarchy of needs. In light of this, the study exposes the areas of misunderstanding between the top management and the junior employees, then it highlights the lacunae in the practicality of the system's performance. In so doing, there are new ideas surfaced which can feed into the existing literature surrounding the PMS and how best it can be executed in any organisation.

## **1.6 Research Ontology**

The basis of truth upon which studies are built is research ontology and the two main ontological standpoints are subjectivism, which is the truth by relativity, and objectivism, which is the truth by measurability (Creswell & Creswell, 2021). The study is based on the former (objectivism) rather than the later (subjectivism). This is because, such an ontological stance will enable the study, to extract the finite variables to build knowledge that can be inferred and assist in the efficient probing as well as restructuring of the PMS and PMF at the STLM and perhaps many other municipalities world over. From the springboard of such ontological basis, the study endeavours to draw out the reality that can be used at the STLM and it intends to feed into the general body of the established knowledge. According to objectivism, the study assumes that truth or reality can be obtained by piecing together observable variables and measuring them using specific parameters. It is assumed that absolute reality exists and that the truth about a matter can be searched via intelligently orchestrated methods that can piece together data from the members of the STLM to reveal how effective the PMS framework really is at the municipality. Therefore, the basic assumption guiding the study is that the systems, the structures, the operations, the practices, the results, the views and the feelings obtaining at the STLM can be drawn from the organisation through a systematic and thorough interrogation of the population. Other variables such as

practicality, effectiveness, efficiency and the levels of satisfaction among the employees can also be obtained in a like manner. All such variables are randomly sampled and analysed using descriptive statistics. Inferences are then made from the frequencies and percentages tables, charts and graphs and histograms.

### **1.7 Research Epistemology**

Epistemology is the practical means by which truth or reality can be arrived at. It involves the methodology that can be used to finally arrive at the truth (Creswell & Creswell, 2021). The epistemological stance adopted in the study is truth by way of objective investigation which anchors the scientific method premised on the assumption that, absolute truth can actually be reached by employing standard methodology (Creswell, 2013; Ibid, 2021). The obtainment of truth via a logical methodology entails that, through standard systematic processes of careful research, truth can be carved out in any setting (including at an organisational structure such as STLM).

Therefore, the epistemology being logical, the study followed a quantitative research approach. In view of this, the study employed the science of gathering data from the majority population at the STLM and used it to explain the PMS in depth, so as to arrive at the truth surrounding the recurrence of the strikes. It was from the frequency of particular responses where the clusters of the ideas and themes were obtained, seeing that reality tends to reveal itself through consistency and repetition of responses. Whenever views are shared by more people and the points are buttressed by the majority, then there is a likelihood of it being real or true (Creswell, 2017). Multiple questions were used to probe a relatively large fraction of the population at the STLM to obtain quality information.

### **1.8 Research Philosophy**

Positivism is the philosophy that serves as the foundation for the study. According to this idea, research should be done to learn more about the current situation by examining its underlying causes (Kelemen & Rumens, 2008). The study extensively investigates the trends, practices, structures, and systems at the STLM as it goes into the scenario analysis in this regard. By questioning the junior workers who make up the majority of the municipality's staff, it increases knowledge. Due to the fact that the majority of the workforce is responsible for managing affairs and speaking with consumers directly, it is significant that data is extracted on the municipality's



modus operandi. The positivist philosophy's advantage is that it takes a practically impartial approach to issue solutions. According to this line of reasoning, positivism holds that conceptions are only pertinent where they assist action, according to the postulation by Kelemen and Rumens (2008). With the help of this philosophy, the study has put the data collected from the workers together. The goal is to create deductions that are applicable and useful in the municipality's setting. In order to capture the "real life" scenario and create policy that will work for the municipality, several perspectives from the majority group of the organisation—which is primarily made up of junior employees—were acquired.

Positivism is anchored on the endeavour to ensure that the generated solutions are as practically relevant as possible thereby fitting the social context. In this regard, accomplishing the objectives of the study is purported at generating practical recommendations that will improve the management framework for effective performance. The endeavour is to assess the employee perceptions and the existing policy framework to establish the extent to which they affect the junior employees' performance. Once these are established, practical recommendations can be made to reorient the policy framework to ensure that there is better management among the junior employees at the STLM. In this regard, the study explored the employees' suggestions on the practical solutions that can be reoriented into their governing policy framework to achieve effective performance management at the municipality.

### **1.9 The Research Methodology**

This was a case study that was adopted to capture a particular context of the prevailing social-economic dynamics within the STLM organisation. The case study design was well fitting to draw out sufficient data from the municipality participants within the STLM that can paint a true picture of the relationship between the managers and the employees at the municipality. Painting such a picture would guide the trajectory for better performance at the municipality. Since the study sought to infer the findings to the relevance of the municipality, the design was deliberately anchored on the STLM so that whatever is yielded will be of practical importance to the municipality. However, the study's findings can also be used in other similar social contexts around the country.

The study followed a quantitative approach to solicit enough data that can well be inferred within the large organisation of the STLM. The quantitative approach was also followed to arrive at the statistical inferences that can yield the numbers that represent significant results and can be

generalised to the entire municipality. The volumes of data from the many employees at the municipality would give a generic view of the entire population at the municipality, thereby making deductions about what exactly is transpiring at the organisation. In this regard, the target population included the entire workforce at the STLM, and stratified random sampling was used to select the sample population. The sample size was calculated using a probability sampling formula and the data was collected using a research questionnaire. The data collected was then analysed using descriptive statistics. The views of the respondents were arranged in frequency tables, charts, and graphs.

### **1.10 Theoretical/Conceptual Frameworks**

The study is premised on the theory of goal-setting advanced by Edwin Locke (1981) alongside other theories of motivation such as Maslow (1943) hierarchy of needs, and McClelland (1961) achievement motivation theory. The outstanding theory forming the core foundation of this particular research is the goal setting theory. According to Mullins (2005), the goal setting theory states that goal-setting is essentially linked to performance. Since improved performance was the ultimate desired outcome in the study, it became imperative that the strategies and the methodologies that sustain the potential to yield better results were well established. Mahmud (2021), Verspoor, Lowie and De Bot (2009) and Mahmud (2021), focused on this logic by proposing that the tactics in the PMS concept such as goal setting, performance appraisal and performance feedback are worth considering. The scholars argue that specific and challenging goals alongside appropriate feedback contribute to higher and better task performance.

According to the Da Vinci leadership managerial framework, there are three pillars that anchor systems thinking to support effective organisational management and function. One is the 'T' which is technology, which involves the use of latest devices and how they can enhance the market share of the organisation. The other is the 'I' which is the innovation which involves the ideation process of bringing new and improved ideas in the system for continuity and vibrancy. Another peg is the 'P' or the people, which is also referred to as the human interphase (The Davinci Tips: Managerial Leadership Framework, 2004). The study borders on how the human interphase plays a significant role in the matrix of the performance output, workplace integration and the organisational response with purpose. The concept is to unravel the dynamics surrounding the relations between the employee responsibilities and to link the upper and lower structures to create synergy for the smooth flow of business operation. An organisation has at the pivot the role of human interphase because it holds the mastermind to the tools/metrics and the

Innovation/ideation pillars (Mahmud, 2021). Ultimately, systems thinking is essentially in the hands of the human interphase. This complex of dynamics plays a fundamental role in sustaining performance, thereby defining both its current and future performance (The Davinci Tips: Managerial Leadership Framework, 2004). It is through the lens of the TIPS that the integrated results of the study at the STLM will also view its findings.

It is important to also note that, performance is based on another sub-set of the PMS known as Employee Engagement (EE). According to Kahn (1990), EE is the energy, commitment, vigor, absorption, and devotion that person has to their job, organisation, and co-workers. He added that it is the affiliation among group members where people identify themselves emotionally, cognitively, and physically. DeNisi and Murphy (2017) claim that EE is a result of the social and psychological factors that affect employees' motivation. Goal-setting is consistent with EE since it is predicated on the idea that the objectives that employees are given or choose for themselves affect their efforts inside an organisation (Lathan, 2004; DeNisi & Murphy, 2017).

The conceptual framework for this study was constructed from an attempt to link the goal setting theory and its associated motivation theories to the PMS as they make for the improvement of the performance of the junior employees in the public service. The conceptual framework is therefore structured to draw from the validity of the theory of goal-setting and to show how the PMS can fit into the puzzle to yield the much-desired improved performance. Through reconciling the propositions in the goal-setting theory, the framework designs a 'model' upon which a possibly workable strategy can be used for the STLM to solve the performance challenges. Once performance is improved, service delivery follows suit and ultimately this reduces the chances of future 'service delivery protests' at the council.

This study stems from an idea of attempting to improve the performance of an organisation through the urgency of shared goals and targets. From this theory, the concept of PMS is derived as a means to this end. In the case of the STLM, the conceptual framework was tailor-made to link from the foundation of goal-setting and motivation. The two abstractions anchor the PMS concept which envisages the practices and the strategies that border on (EE, performance appraisal, and the feedback. These strategies become the tools that are expected to improve performance, which shall be seen in better employee-customer relationships, and enhanced service delivery. At the end, the framework adds a dimension that reveals an expectation of customer satisfaction that will put an end to the 'service delivery protests' at the STLM.

### **1.11 Delimitation and scope of the study**

The study was conducted within the confines of the Steve Tshwete Local Municipality in South Africa. This specific case study was chosen because, among the others, it stands out as one that exemplifies the characteristics that demonstrate the common obstacles in the poor implementation of the PMS at the lowest levels of employment. The people's 2014–15 strikes against the council's subpar service delivery were one of the main indicators for this claim. According to the literature, the protests against the council were sparked by, among other things, political infighting, subpar senior municipal employees, and weak political leadership in both councils and municipalities (Kgantlapane, 2009; Minnaar, 2010). Clearly there is evident unrest and a measure of ineffectiveness of performance management at the councils, and this defined the scope of this study (Republic of South Africa, 2021 Annual General Reports on Municipalities).

### **1.12 Conclusion**

This chapter introduced the study by discussing the background, the problem statement, the research objectives, the research philosophy, the significance, the delimitations, and the theoretical and conceptual framework of the study. In addition, this chapter outlined the research methodology that was used and the rationale for using these approaches. The study is divided into five chapters. Chapter 1 was basically the introduction, with the background, the aims, the objectives, as well as the philosophies and the theories guiding the study. Chapter 2 provides a review of the literature that is pertinent to this study, while Chapter 3 outlines the methodology of the study which includes sampling, data collection and analysis. Chapter 4 presents and discusses the findings of the study in light of the reviewed literature. Finally, Chapter 5 makes a summary of the discussion of the findings, and it draws conclusions based on these findings to make implementation recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter reviews the literature about the performance management systems and how they are implemented in the organisations and in the public institutions. Performance management is reviewed in light of the study's objectives. The first chapter establishes the performance management theoretical and conceptual framework. The chapter then clarifies the PMS concept and it reviews the key aspects of performance management which include among others: individual performance; performance management systems; implementing performance management; designing performance management; as well as management control and its challenges. The chapter further establishes the measurement of performance management parameters, employee rewards, the statutory regulations and the municipal guidelines behind PM at the STLM.

#### **2.2 Theoretical and Conceptual Frameworks**

This section establishes the theoretical and the conceptual underpinnings of the PMS alongside how it is implemented in the local municipals. It also reviews the studies and the sentiments by various scholars on the effectiveness of the PMS. The theoretical framework anchors the study within a set of theories that are related to performance management. The conceptual framework lays out the sequential and the systematic manner in which the specific management techniques and the practices can be arranged and documented to practically benefit the organisations such as the STLM. Through such a framework, the pragmatic solutions that have the potential to solve the operational challenges that are being faced at the STLM can be established. The study establishes a platform that can foster security and satisfaction among the junior employees and the customers at the STLM. In the following sub-sections, the study theorises and conceptualises performance management.

##### **2.2.1 Theorising Performance Management**

As stated in Sub-section 1.8 of the introduction, the study is anchored on the goal setting theory by Edwin Locke. He propounded the theory in 1981 in a bid to explain the power of clear goals in the quest for improved performance (Locke, Shaw, Saari, and Latham, 1981). Other scholars

supported his propositions by adding that there is a direct link between goal setting and performance (Mullins, 2005; Verspoor *et al.*, 2009). It is from this standpoint that this study draws on the goal setting theory to tap into its bowels and consolidate the knowledge that performance management ought to embrace goal setting in the fabric of management if the organisations will achieve improved performance. The ultimate end of the study is centred on accomplishing employee and customer satisfaction at the STLM, and if this end will be met, then the strategies must align themselves within a structure that promotes a conducive work environment and a workforce that delivers.

Therefore, this means that the STLM needs a motivated workforce, and for this reason, the study is also anchored upon the motivation theories that are addressed in the works of Maslow (1943) and McClelland (1953). In his works on the human hierarchy of needs, Maslow theorised that people have a natural tendency to high aspirations and inspirations once their lower and more basic motivations have been met. Maslow (1943) called these the motivation needs. In the context of organisational function, the critical mass envisages the junior employees who stand at the frontline of interaction with the customer through service delivery. It is therefore these employees who are the 'people' that need motivation so that an intrinsic culture of self-driven passion, commitment, sacrifice, innovation, and good customer relations is built. This organisational strategy uses inductive logic to draw on the challenges that exist between the top management and their subordinates. For this reason, the study buttresses on the importance of the junior employees at the STLM.

Maslow's theories are supported by McClelland (1953), whose writings likewise emphasize the importance of motivation for boosting people's creativity and vitality. McClelland expands on Maslow's ideas by giving the theory of motivation a new angle in his writings on "achievement motivation." He makes the case that once people's basic needs are met, they not only become more motivated, but that the fulfilment of higher degrees of 'need' in people is predicated upon what he called 'achievement'. He contends that one of the most powerful forces in the study of human motivation is achievement. People often become driven to do something better or higher once they have a sense of accomplishment.

McClelland's theory of achievement connects with the goal setting theory, that is, while the goal setting theory sets the platform for the employees to stride towards particular defined goals, the achievement motivation theory fits in at the time when the employees' sense that they have

accomplished those goals. Therefore, the goals must be well articulated among the employees first to set clear parameters upon which the sense of accomplishment will rest. The entire process is what the PMS endeavours to implement.

Therefore, the 'goal setting' and the 'motivation' theories anchor the PMS concept. This theoretical foundation becomes a basis for establishing how the literature supports the employment of the PMS in the organisations, companies and in the councils to peak-up performance at different scales. As for the STLM, the study seeks to search the areas of malfunction in the implementation of the PMS among the junior employees, which are eventually leading to poor service delivery and the rampage of the 'service delivery protests' which have been experienced in the recent past.

### **2.2.2 Conceptualising Performance Management**

The conceptual framework of the study as already established in Subsection 1.8 of the introduction is adapted from the interaction between the 'goal setting/motivation theories and the PMS. The inter-link between the two crucibles and how service delivery can be improved at the municipal is the ultimate quest for this framework. Therefore, the framework has endeavoured to show how the interactions from the theoretical propositions stretch into the concept of the PMS and its associated management tactics. These are narrowed into the expectations among the junior employees up to the final improvement in service delivery and the reduced chances of strikes among the employees and the protests from customers. The diagram in Figure 2.1 shows the summary of this conceptual framework as developed from the theoretical/conceptual stage to the interaction of the practices in the PMS until the expected outcomes when all the factors work flawlessly.

The theoretical foundations of this conceptual framework have been highlighted as the goal-setting and achievement motivation upon which the framework is drawn in Figure 2.1. The figure shows how these theories necessitate the role of the PMS to improve employee performance at the municipality. The relationships between these variables play out in a complex of interaction that displays a sequential and systematic process that has the potential to improve the operations at the STLM. The framework that is displayed in figure 2.1 indicates a design that is tailored to show the correlations between the fundamentals that matter in the interaction between the top management and the lower employees. The effect of the PMS practices upon the employees is

perceived from the framework as being indicated by how the employees respond and change in terms of attitudes and service delivery. The final crucible is projected as customer satisfaction that translates into reduced chances of protest against service delivery at the municipality.

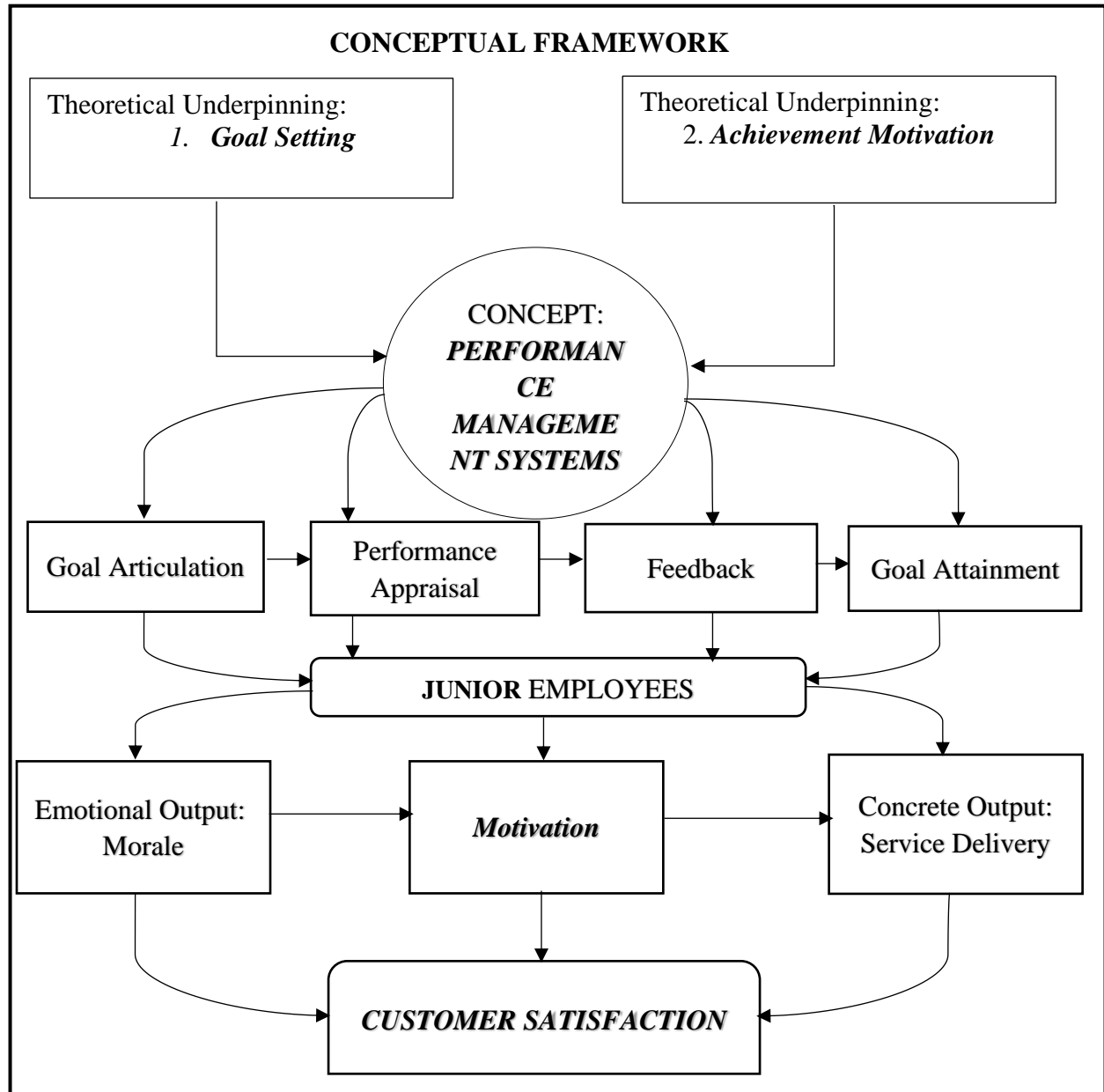


Figure 1: A Conceptual Framework of Interaction between Goal Setting/Motivational and PMS and its Practices for Improved Employee Performance

Source: Adapted from Maslow (1943) and McClelland (1953)



Since the PMS is the central concept inspiring this study, it is necessary that the key terms are defined, and the activities are reviewed as applied in the different cases and contexts. The sections that follow define the concepts and the practices surrounding the PMS and they review the studies that were conducted around the PMS in different cases and contexts. This is aimed at establishing the validity of probing the effectiveness of the PMS at the STLM and the other related public institutions.

### **2.3 Performance Management**

Performance management is an approach to developing a shared understanding of the organisation's goals and objectives, assisting each employee in understanding and identifying their contribution to these goals, and managing and enhancing the performance of both the individual and the organisation (Fatemeh, 2020; Nyembezi 2009). Performance management, according to Zwawahera (2013), is an ongoing process for enhancing the performance of individuals, teams, and organisations since it provides strategic guidance on how resources will be allocated in order to meet predetermined goals and objectives. According to this definition, which highlights performance management as a continuous process, the primary goal of performance management is the accomplishment of business goals (Ming-Lang, Wu, Kuo-Jui, Ming & Wai-Peng, 2016).

Performance management, according to Mosoge and Pilane (2014), is a continuous cycle (rather than an occasion) that entails ongoing planning, monitoring, and reviewing on the side of the team leader and the instructor. Identifying, assessing, and improving employee performance is a continual process that helps the organisation reach its goals and objectives more successfully. The recognition of performance, professional growth, and career advice are all advantages of performance management for employees (Machingapi *et al.*, 2013). As a result, PM is viewed as an ongoing process of setting strategic performance targets and evaluating performance through data collection, analysis, and reporting.

Performance management is described as the "systematic process of monitoring the outcomes of the activities and collecting and analyzing performance information in order to track progress towards planning those outcomes to inform and programme decision-making and resource allocation in the advancement of organisational learning" by the Continuous Process Improvement (CPI) project (ta, Chafik, Razane & Elalami, 2016; Gerhard, 2011).

Creating a shared understanding of the organisation's strategic direction; facilitating discussions on performance expectations, standards, and accomplishments; and providing a mechanism for the employees to receive regular performance feedback and guidance are just a few of the important goals of performance management (NSW Government, 2013).

According to Isaac-Henry, Painter, and Barnes (as cited in Tseole, 2013), performance management primarily focuses on the invention of value-adding management processes in relation to boosting productivity and the calibre of the relationship between organisational inputs, outputs and services that are delivered, as well as the results that are attained. According to Zwawahera (2013), performance management emphasises the development of needs and the agreement of targets. Additionally, it highlights the significance of self-evaluation and self-development, which is evidenced by the examination of what people and their supervisors did or did not do as an explanation of the results attained. Scholars such as Machingambi et al. (2013), outline that an employee should profit from an efficient PMS in four ways. These are, (i) A clear understanding of the job expectations, (ii) Regular feedback on performance, (iii) Advice and steps for improving performance, and (iv) Reward for good performance.

This study adopts the definition of PM as a tool for administering incentive to junior employees in order to encourage them to perform better. This is crucial because if junior workers maintain their fervour and drive to invest in their businesses, production and service delivery inexorably improve, leading to increased customer satisfaction.

## **2.4 Key Aspects of Performance Management**

The key aspects of performance management are considered as the priority facets for the concept of performance management to be successful. They include: (i) Individual performance management, (ii) Performance management systems, and (iii) Implementing performance management systems. These are elaborately explained in the sub-sections that follow.

### **2.4.1 Individual Performance Management**

In the public sector, the importance of individual performance is growing (Valamis Knowledge Hub, 2022; Nyembezi, 2009; Wylie, 2009). Because each individual affects the functioning of the organisation as a whole, it is critical to assess individual performance inside the organisation. According to several academics (Sandeep, 2013; Cho & Yoon, 2009), individual performance is a product of the interaction between ability and motivation. Koopmans, Bernaards, Hildebrandt,

Schaufeli, De Vet, and Van Der Beek (2012) claim that team and organisational performance are related to individual performance. How a certain person fits into the wider organisation and how much they contribute to the organisation's performance are the main topics of individual performance management (Valamis Knowledge Hub, 2022; Musgrave, 2011). Given that the STLM is made up of distinct individuals who have been assigned to roles that should allow the municipality to carry out its mandate, it is crucial to manage individual performance to guarantee that the organisational objectives are fulfilled. The effectiveness of the customized PMS established at the STLM was evaluated in this study.

#### **2.4.2 Performance Management Systems**

Performance management systems are described alongside other management systems that are utilized to accomplish corporate goals, such as planning and budgeting. The term "system" is said to refer to the policies, strategies, structures, processes, information flows, and accountability connections that enable the monitoring and evaluation operations across the government, according to some academics (Striteska, 2012; Engela & Ajam, 2010). IT software and other tools might help with this. Earlier authors, such as Kanyane and Mabelane (2009), defined PMS as an integrated system used to assess the productivity of a company's personnel. This is further supported by recent papers that highlight how much performance depends on people (Valamis Knowledge Hub, 2022). This personnel element appears in the Davinci Managerial Framework Tips, which is the branch of the people or the human resources.

The information about performance provided by the performance management systems can be used to make decisions regarding things like merit raises, promotions, transfers, and terminations. A PMS, according to Aguinis (2011) and Striteska (2012), aids in ensuring that rewards are given out in a fair and reliable manner. These choices might lead to better interpersonal ties inside an organisation. However, a PMS should be a tool that assesses how motivation affects performance at the individual level, according to a previous author, William (2010). A PMS must give management a solid foundation on which to judge how well each employee is doing in relation to the predetermined performance goals. Some of the significant benefits of an efficient performance management system are listed in Table 1.

**Table 1:** *Significant contributions of an effective performance management system*

<b>Contribution</b>	<b>Explanation</b>
Motivation to perform is increased.	Receiving feedback about one's performance increases the motivation for improved future performance. The knowledge about how one is doing, and the recognition of one's past successes provide the fuel for future accomplishments.
Self-esteem is increased.	Receiving feedback about one's performance fulfils a basic need to be appreciated and valued at work. This, in turn, is likely to increase employee self-esteem.
Managers gain insights about their subordinates.	The direct supervisors and/or the other managers in charge of the appraisal process gain new insights into the person being appraised. Gaining new insights into a person's performance and personality will help the manager to build a relationship with that person.
The job definition and criteria are clarified.	The employees gain a better understanding of the required behaviours and results of their specific position.
Self-insight and development are enhanced.	The participants in the system also gain a better understanding of their strengths and weaknesses, which can help them to better define their future career paths.
Personnel actions are fairer and more appropriate.	A performance management system helps to ensure that the rewards are distributed in a fair and credible basis.
Organisational goals are made clear.	The goals of the unit and the organisation are made clear, and the employee understands the link between what they do and organisational success.
Employees become more competent.	The employees' performance is improved.
There is better protection from lawsuits.	The collected data from the performance management systems can help to document compliance with regulations (for example, equal treatment of all employees regardless of sex or ethnic background).
Views of supervisors about performance are communicated more clearly.	The performance management systems allow the managers to communicate to their subordinates their judgments regarding performance. Thus, there is greater accountability in how the managers discuss the performance expectations and they provide feedback.

Source: Aguinis (2011)

### **2.4.3 Implementing performance management systems**

The implementation of performance management systems includes factors such as consistent checking, objective setting, personnel development, personnel discussion, rating performance, consistent checking and validating meetings. The operation of these factors in performance management is explained in the sub-sections that follow:

#### *2.4.3.1 Consistent Checking*

Since performance management is a continual process, benchmark reviews are the order of the day. The management must regularly evaluate how things are doing both inside and outside the organisation before, during, and after each year. The Harlow Council (2013) asserts that in order to keep on track, periodic reviews of progress are necessary.

#### *2.4.3.2 Objective Setting*

The top management must set objectives that are Specific, Measurable, Attainable, Realistic and Time-bound (SMART). These should be crafted through a joint strategic planning process between the management and the employees (Aditya & Sameeksha, 2016; Minaar, 2010). The objectives should be concise enough to make the employees know what is expected of them. The line managers are fully responsible for setting up the objectives and for making sure that they are well understood by their respective subordinates. According to Pulakos (2009), there are two primary activities that are involved in developing the measures of the results. These are: (i) The identification of performance objectives, stating the outcomes an employee is expected to achieve and (ii) Specifying those results in measurable terms that are clear to both the managers and the employees.

#### *2.4.3.3 Personnel Development*

Personnel development entails the holistic enhancement of employee competences, attitudes and work ethics so as to improve worker input and output. The development of the worker here entails, but is not limited to, education to sharpen skills and expand the spectrum of operation for the individual. The point is that, in a functional PMS, management is concerned about the individual employee's capacity building. In turn, this will not only inspire motivation among individuals, but equally imbue cutting edge technical know-how into the fabric of organisational *modus operandi*. In this regard, a PMS should be connected to other HR procedures like employee development and career advancement. According to some academics, performance management should be regarded holistically, taking into account all aspects of management, including employee development, rather than just from the perspective of an appraisal where awards are given (Aditya & Sameeksha, 2016; Nyembezi, 2009).

#### *2.4.3.4 Performance Discussion*

To monitor success, regular meetings between the management and the workforce should be held. Regular meetings with the subordinates are necessary for the management to assess

progress and gather input on what needs improvement. According to the NSW Industrial Relations Act No. 85 of 2013, management should pay attention to both the positive comments and the areas that require development and improvement. They can evaluate any established goals and objectives and make sure that they are in line with the strategic direction of the company by asking the employee for advice on how to improve performance in their area. Poor performance should be identified and dealt with at the end of the procedure.

#### *2.4.3.5 Rating Performance*

Rating performance of employees means the systematic grading of employees based on a robust monitoring and evaluation exercise done relative to a set standard after a period of time. The results of such ratings become the basis for employee rewards. Again, in a functional PMS, standards are set, upon which the organisation measures output to determine profit or loss, success or failure. It should be against such a set standard that ratings must be done in order to avoid caprice or biasness of rating among employees. Therefore, employee rewards and ratings based on their performance over a certain period are practices that should be properly included into the performance management process (Roshan & Jenson, 2014). The effectiveness of each employee should be evaluated in relation to their individual goals, and those that succeed should be recognized and commended as well as given wage increases and promotions (SHRM, 2014).

#### *2.4.3.6 Consistent Checks and Validation Meetings*

The management must continuously assess employee performance as part of the performance management process. A PMS cannot function properly without data validation, which is a crucial part of evaluation. The National Performance Advisory Commission (NPAC) (Republic of South Africa, 2010) states that PMSs could produce and disseminate false images of actual performance if data validation is not addressed.

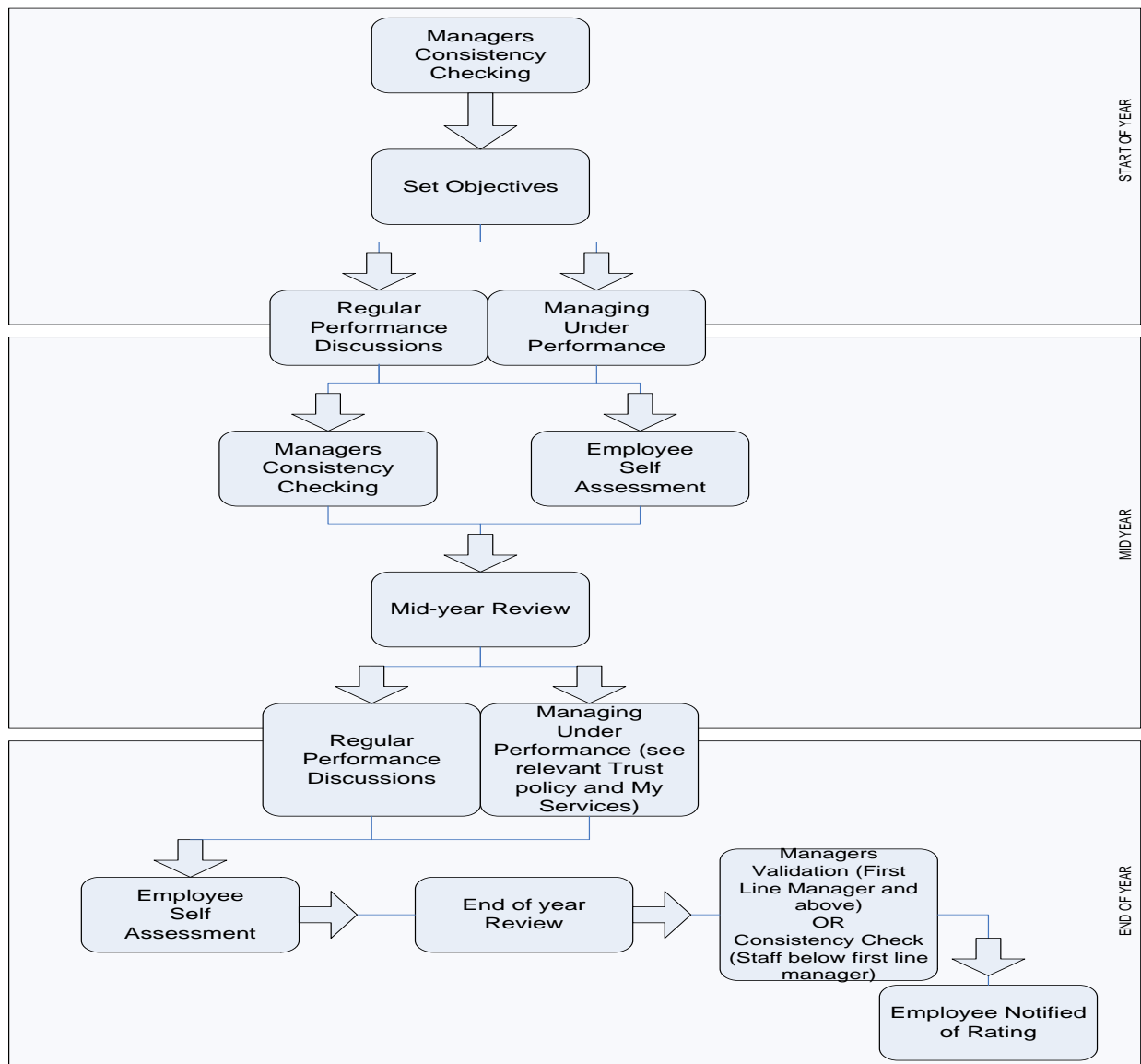


Figure 2: Performance Management Process

Source: Adapted from, National Offenders Management Service Business Plan 2014/15

As reviewed in this section, implementation is one key aspect of performance management, however, it seems to be a challenge at the STLM. The modus operandi at the municipality seems to reflect a lack of coordination between the top management and the junior employees. It is possible that things such as the objective clarification to employees, employee development, consistent checking, and rewards may not be happening at the STLM. Following the evident lack of customer satisfaction and consequent protests, one can hypothesise from the forgoing, that the STLM lacks an effective implementation of the PMS at several scales of its operation. It is for

this reason that the study is conducted to explore the implementation of the PMS at the municipality.

#### **2.4.4 Performance Management as a Prerequisite for Effective Service Delivery**

A competency-based PMS is essential in this regard since it assesses the abilities of particular employees and their success in applying those abilities to produce goods or services for the organisation.

According to the SHRM (2014), performance management examines broad ranges of abilities and knowledge that, when used effectively, can greatly increase organisational productivity relative to simply carrying out a task using one's current set of skills. A PMS is a crucial instrument that an organisation can utilize to translate a business plan into business results, according to Aguinis (2011) and Mafolo (2012). Performance management systems specifically affect monetary performance, output, product or service quality, client contentment, and job satisfaction.

All stakeholders should receive high-quality services thanks to performance management. To improve service delivery and create a better society through the provision of excellent services, it is necessary to instil a sense of program ownership in the workforce (Zvawahera, 2013). Initiating, directing, maintaining, and ceasing inappropriate behaviour all depend on motivation (The State of Queensland, 2022; Weyers, 2009). The crucial conclusion is that managers who want to accomplish the institution's strategic goals through individual performance must have a firm grasp on how to inspire their team members to offer high-quality services (Tseole, 2013). There is evidence that having capable managers is necessary for performance management to succeed within organisations. The managers are capable of adapting to regulatory interventions to make them consistent with their professional values (Döring, Wolfgang, Franka, Johanna, Katrin, Lisa & Jeannette, 2013).

The effectiveness of senior managers in the public sector immediately affects how well the departments are able to provide the mandatory services they are required to, and it also has a direct consequence on the governance difficulties. Only through raising the standards for service delivery and improving performance as indicated by the Public Service Commission Report (Republic of South Africa, 2010) can this be accomplished. According to research on performance management in the public sector, strategies including setting targets and engaging in 'constructive' competition improve the efficiency of public service and can generate a desirable



effect on outcomes. Performance management is especially well-suited to bring about improvement in the performance indicators that have a high level of acceptance, such as revenue collection per month by each employee working in the finance department (Andrews, 2014).

The effective PMSs must be implemented for the desired delivery of service to be realized in the public sector. However, there are some considerations that must be made when designing the systems. For instance, at the STLM, the issue appears to be the low morale of the junior staff. The level of demotivation is inferred from the workers' apathy and their subpar service delivery. The protests over service delivery at the municipality show that the staff are not meeting expectations, which is why it has been suggested that the efficiency of the PMS at the municipality be investigated. It seems as if the particular variables that could be traced in perspectives of the junior employees or the policy framework between the top management and its subordinates has flaws. Such speculation created the basis for the study.

#### **2.4.5 Designing Performance Management Systems**

According to Striteska (2012) and Van der Stede (2015), a typical PMS might involve the following behaviours: Employees must be informed of the organisation's mission and strategies through (i) communication, (ii) setting of individual performance goals to meet team goals and, ultimately, the organisation's mission and strategies, (iii) regular evaluation of individuals against their agreed-upon goals, (iv) use of the results to determine areas requiring improvement and/or for administrative decisions, and (v) regular review of the PMS to ensure it remains effective. The subsections that follow go into further detail on each of these.

##### *2.4.5.1 Communication of the organisation's mission/strategies*

This is the first stage of performance management, and each PMS should have documentation of it. The organisation's goals and strategy must be clearly stated. Designing a practical PMS requires taking into account the specific environment in which the mission and strategy may be properly communicated to every employee. For instance, the design needs to have captivating communication methods and dates that don't conflict. This can aid in effectively communicating important company information to the workforce.

##### *2.4.5.2 The setting of individual performance targets*

By first determining the sub-targets of the people in the organisation, the second part of the PMS is then incorporated into the design. The explanation of each member of the organisation's

particular tasks and responsibilities is then guided by these personal goals. The framework for performance management must specify each person's goals, which will contribute to the overall objectives. Through this structure, team work is facilitated by understanding individual duties and a synergy is created that strengthens the effective implementation of the PMS.

#### *2.4.5.3 The regular appraisal of individuals against the agreed set targets*

The PMS must take into account carefully planned individual evaluations that come before routine monitoring, staff guidance, and growth. These evaluations are the third element in the design since they are a key tool for comparing individual contributions and performance to the goals established in step two. The evaluations are prepared specifically to meet the unique targets that are given to each member. Only to the extent that the person being rated is aware of his or her unique responsibilities and goals is the appraisal justified.

#### *2.4.5.4 Use of the results for identification of development interventions*

Based on the appraisals, the fourth segment of the design must show how the results of the appraisals can be interpreted to establish knowledge that is needed to make the employees to perform better. This aspect of the PMS is fashioned to tap from the information that is drawn from the appraisals and is relevant for valid contribution to the advice given to the employees. There should be a crafted methodology with which management can present their advice and clearly indicate that their feedback is premised on the fundamental knowledge that is gathered from the appraisals which the employees underwent. The other dimension of this fourth stage is that the management can create a void in which the new knowledge that is gathered from the appraisals can inform the reforms and the relevant new decisions. This becomes a means by which the organisation can draw out the bottlenecks in the operation of the system and use them to adjust the regulations to make them more practical and relevant. This way the PMS can ensure that the organisation aligns itself to a trajectory of continuous development.

#### *2.4.5.5 Regular review of the PMS to ensure it continues to contribute to organisational performance*

The last but not least aspect to factor into the design is the regular review. Such reviews must be crafted to indicate the portions of the targets, the individual targets and roles, the results obtained from the appraisals, and the new knowledge that was gathered for decision making and employee advice. These must be comprehensive reviews and schedules to take place upon completion and execution of the other four aspects. When reviews are done without an application of the

necessary steps that are involved in the PMS, they become partial and even misleading altogether. This is because they are not based on knowledge but on speculations and recounts of people's memories which are often colored by opinions and emotions. This is part of the reasons why the review meetings can be places of tension and dissatisfaction.

From the foregoing, it can be ascertained that, implementing an ideal PMS requires a substantial amount of work. Its valuable results can be assured through a comprehensive and well thought out design and implementation process (Tseole, 2013). However, this does not start when the system is put in place because there are conditions that should be met before the system is implemented (Irish Aid Development Education Strategy 2017–2023; Aguinis, 2011). Pukalos (2009) highlights some of the factors that need to be considered before implementing any PMS. In the first place, for a PMS to be effective, the organisational members must accept it, must believe it is worth their time, and they must be motivated to use it. Apart from that, a committed management team which believes in its benefits, engages in effective performance management practices, and makes all the employees accountable for doing the same. Thirdly, a comprehensive change-management strategy will be required if the implementation of a new system involves major changes that are threatening to the employees. Lastly, for a PMS to gain support, the employees must see it as a process that helps them to achieve their goals.

Moran, Epstein and Beistch (2013) postulate that, a good PMS is the central nervous system of an organisation. It provides real-time operational intelligence, thus indicating; the performance relative to the goals, the effectiveness and efficiency of the programmes and services, the performance of processes, as well as the customer satisfaction levels. In particular, the benefit of PM is that it anchors the premise for understanding that there is no summation around which is often smaller development programmes, procedures, or primary operations can synchronize in perfect harmony serve in an effective PMS. If PM is well managed, it may produce a tide of common understanding within the organisation and trading partners.

Effective PM enables an organisation to discover how to behave in relation to the market changes. It helps in the assessment of strategies that provide positive results without the need to wade through a myriad of raw facts. A PMS must be reviewed and kept up to date when the organisation faces new challenges, introduces innovative programmes, or when its strategy modifies.

The STLM seems not to have kept up with certain trends despite having a performance management system that has been in existence. The study may not necessarily explore the traditional fundamentals of the PMS as suggested in the earlier times by Macky and Johnson (2000) which surge through its natural process, but the degree of reception by the junior employees and the management's willingness to implement it (Irish Aid Development Education Strategy 2017–2023). This orients the study into researching the individual perceptions about the management system. The two most critical elements to be assessed here will be the employee's attitude and the robustness of the technique of implementation by the top management. Such assessments will assess the relevance of the policy to the advancement in trends. What is likely to emerge in the study is a portrait of the degree to which the PMS at the STLM aligns itself for the effective performance of the junior employees.

#### **2.4.6 Management Control Systems**

Several authors have provided various descriptions of the management control systems, but what stands out as significant is that they all concluded that in order to achieve organisational goals, it is necessary to apply related techniques, tools, and/or practices in organisations, particularly in the public sector (Kaveh, Nick & Zarina, 2020; Wylie, 2009). Such procedures should limit the subjectivity of each employee. The communication, planning, and direction of a course of action that is related to an organisation's vision, mission, objectives, core values, and strategy should be done using certain management tools (Dalla & Omar, 2020; Musgrave, 2011). In order for an organisation to achieve its objectives, Dalla and Omar (2020) further contend that efficient human resource management must be combined with the proper tools. Another set of scholars, agree consensually that, the PMSs lead to high performance even amongst the individuals in the organisations (Beatriz, Jacobo & Ernesto, 2022; Van Der Kooy, 2010).

The deployment of management control systems in organisations, according to some authors (Kvist & Pavlovic, 2018; Merchant & Stede, 2007), is mostly done to ensure that people perform to the best of their abilities. Management control systems have two primary goals, according to Van der Kooy (2010). These are: (i) Providing management with pertinent information; and (ii) Ensuring that employee conduct and attitudes are appropriate for achieving organisational goals and objectives. A management control system, according to Duta (2016) and Antony (2007), is a procedure where managers persuade their subordinates to carry out organisational strategies. It is a system where each employee gives their utmost effort (Beatriz *et al.*, 2022; Van der Kooy,

2010). Since each employee has a unique personality and manner of reacting to management controls, managers may run into difficulties as they attempt to implement the control measures. The issues may result from a lack of clear direction, from personal restrictions, or from issues with motivation (Kaveh *et al.*, 2020; Merchant & Van der Stede, 2015). The following subsection goes into great detail to clarify these three components.

#### *2.4.6.1 Challenges in Management Control System Challenges*

Lack of proper guidance, which results from employees' ignorance of what the organisation expects them to perform, is one of the key problems that management control systems encounter. The implementation of a successful management control system may be significantly hampered by this. Therefore, a successful management control system needs to explain to the staff in plain terms how they may help the company achieve its objectives (Kaveh *et al.*, 2020; Van der Kooy, 2010).

The limits that each employee has personally present another difficulty. Even if the employees had a thorough understanding of their roles and responsibilities, they might still be unable to perform their duties to the best of their abilities due to personal issues. According to Kaveh *et al.* (2020; Merchant & Van der Stede, 2015), these can take many different forms, including but not limited to a lack of intelligence, a lack of appropriate experience, and/or a lack of pertinent knowledge.

Other than personal difficulties, obstacles to success also include employee motivation issues. An essential component of performance management is motivation. Any organisation can benefit strategically from having a motivated employee since they will carry out their responsibilities well (Beatriz *et al.*, 2022; Grant, 2012). Although it may seem difficult to completely eradicate all motivational challenges, management should, nonetheless make an effort to minimize these concerns and protect the organisation from the hazards they pose.

#### **2.4.7 Performance Measurement**

The best practices on the topic that have been successful in other industries like these are often contained in the PMSs that are utilized in the organisations. When applicable, the measurement of such has shown varying results (Ivanov & Silvia, 2014; Letsoalo, 2007). According to Van der Kooy (2010), performance measurement is a component of performance management that improves an individual's or an organisation's performance and it involves calculating the

effectiveness and efficiency of a course of action. Additionally, it involves the regular, systematic gathering of data on the resources used, the task completed, and the desired results obtained (Hlèn & Gerok, 2014; Letsoalo, 2007).

According to both the old and the recent literature the checklist of what consists of the uses of performance measurement still include: (i) Communicating plans to the employees, (ii) Providing a road map to the employees, (iii) Proving the performance of the individual employees, (iv) Acting as an internal control system, (v) Realising an individual contribution on the overall company strategy, (vi) Individually monitoring the results of personal measures, (vii) Gathering important information for decision making, and (viii) Concentrating on individual key result areas (Ivanov & Silvia, 2014; Hlèn & Gerok, 2014; Kaplan & Norton, 1996; Martinez 2005).

The use of performance evaluation as a tool for managing managers is also very common. But more recently, it has also been used to manage staff at lower levels (Ivanov & Silvia, 2014; Ukko, Tenhunen & Rantanen, 2007). It is crucial to remember that the introduction of performance management programs is impossible without acknowledging the value of each employee's contributions. Van der Kooy (2007) asserts that a successful PMS implementation requires an organisation to take into account the human factor. As a result, Section 2.6 examines employee reward programs in organisations with an emphasis on performance-based benefits that are individual-based.

#### **2.4.8 Employee Reward Systems**

Employee rewards system is a structured way of motivating workers by appreciating or compensating workers for outstanding performance in an organisation. It is characteristic of a functional PMS, by which management sets up a standard used to rate employees and thereby award them based upon that rating. It is often the solemn duty of managers to construct the rating framework based on organisational goals and principles. There are numerous ways for an organisation to motivate its employees to raise morale, despite the fact that individuals require motivation to perform well. The workers are supposed to perform the tasks that have been delegated to them by their employers. Contrarily, workers anticipate that their employers would uphold their obligations in terms of what is required of them (Afonso, Franco-Santos, & Gomez-Mejia, 2021; Eshun & Duah, 2011). In any organisation, incentives are crucial because they spur workers to meet and surpass performance goals (Dragana, 2016; Merchant & Van der Stede, 2015). In order to motivate the workforce to go above and beyond the predetermined goals, a

PMS needs a reward system that is linked to the performance measurements. Extrinsic rewards and intrinsic rewards are the two possible types of rewards. Extrinsic incentives are the extra benefits that managers might give their staff members in order to boost output (Afonso *et al.*, 2021; Apoorva, 2015; Shanks, 2007). Extrinsic benefits can come in a variety of shapes and sizes, including cash, bonuses, awards, promotions, and job stability. The intrinsic incentives, in contrast, come from the job itself and can include autonomy, skill recognition, and positive feedback (Dragana, 2016; Eshun & Duah, 2011).

A reward system is crucial in the motivation of employees, because it yields high-quality performance and stability in an organisation (Malhotra, 2007). The main goal of adding incentives in organisations is to encourage employee behaviour that improves performance while discouraging attitudes that are bad for the company (Apoorva, 2015; Eshun & Duah, 2011). Employees respond favourably to rewards, thus if implemented appropriately, a rewards system may be a significant source of value creation. But earlier researchers, including Laezar and Gibbs (2009), asserted that if an incentives system is badly conceived, it might lead to subpar performance from the workforce. The various reward types available are outlined in Table 2.

**Table 2.** *Types of rewards offered as part of performance reward systems*

<i>Positive rewards</i>	<i>Negative rewards (punishments)</i>
Autonomy	Interference in job from superiors
Power	Loss of job
Opportunities to participate in decision making	Zero salary increase
Salary increases	Assignment to unimportant tasks
Bonuses	Chastisement (public or private)
Stock options	No promotion
Restricted stock	Job evaluation
Praise	Demotion
Recognition	Public humiliation
Promotions	
Titles	
Reserved parking places	
Club memberships	
Job security	
Vacation trips	
Participation in development programmes	
Time off	

Source: Merchant (1998)

The table 2 outlines both the positive and the negative reinforcement mechanisms that can be administered in an organisation. Public sector managers must take cognisance of the positive rewards in their individual PMSs. Van der Kooy (2010), who is supported by other more recent authors states that, the concept of individually based performance rewards is becoming a common phenomenon in many organisations because, needs in an organisation vary from one employee to another (Dragana, 2016; Apoorva, 2015). This poses a challenge to the managers to identify the different needs for each employee, especially in very large organisations. The matter is redressed in the sub-section 2.5.1 which considers the legislation of the PMF in the local municipalities, as laid out by the government of South African Republic.

The motivational effect of employee reward owing to the successful implementation of the PMS at any organisation begs for investigation as to whether such is the case for the STLM. The anticipated lack of motivation especially among the junior employees at the STLM has in this wise been attributed to the lack of employee appreciation. It may be possible that the rewards may be offered to the employees, but if that was the case the question still arises as to why worker motivation seems to be below par at the municipality. According to the theory of achievement motivation, when the rewards accrue to the performer due to the accomplishment of the stated goals, then the motivation and the morale naturally increase (Apoorva, 2015; Verspoor *et al.*, 2009a). One of the endeavours of this study is to document whether there are evident employee rewards based on worker performance and the meeting of the stipulated goals at the STLM.

## **2.5 Performance Management Frameworks for Municipalities**

In 2006, the Department of Provincial and Local Government (DPLG) established laws that control the municipality's and the executive managers' responsibility. These rules give out the guidelines and processes for organizing, evaluating, and rewarding the performance of municipal personnel. According to the Municipal Structures Act (MSA) (Republic of South Africa, 2000), each municipality must set up a PMS. According to the Local Government MSA Act No. 32 of 2000, municipalities should be able to monitor and measure their actions as well as give correct feedback to the persons they serve by using performance management effectively and efficiently (Republic of South Africa, 2000).



### **2.5.1 The Constitution of the Republic of South Africa**

Municipal performance management is covered in great detail in Chapter 7 of the Republic of South Africa's Constitution (Republic of South Africa, 1996). According to Section 156(5) of the Municipalities Act's powers and responsibilities, "A municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions" (Republic of South Africa, 1996). The following parts are some of the acts that regulate PM in the internal processes of South African municipalities and flow in favour of STLM. In accordance with Section 160 (1a), a Municipal Council decides how to use all of the municipality's authority and carry out all of its duties. In accordance with Section 160 (1d), a Municipal Council may hire individuals required for the effective performance of its functions.

#### *2.5.1.2 The Municipal Systems Act*

In order to organize and manage local government, the Municipal Systems Act 32 of 2000 (Republic of South Africa, 2000) was passed. It governs the terms of employment, terms of office, disciplinary actions, retirement, and discharge of municipal members, as well as other issues related to services. The Municipal Systems Act provides managers with information about performance evaluation. It describes the tools that will be utilized throughout the procedure and offers details on rewards for successful performance, ideas, upgrades, and innovations.

#### *2.5.1.2 The Municipal Structures Act 117 of 1998*

Because it provides the frameworks necessary for the implementation of PMSs in South African municipalities, MSA 117 of 1998 is extremely relevant to this study. This Act describes the various types and categories of municipalities as well as how municipalities are to be established. Additionally, it offers suitable election methods and supervises the internal operations, organisational layout, and elected officials of the towns.

As a means of regulating individual performance management in all South African municipalities, the MSA emphasizes the necessity of a report on the performance of councillors and individual staff members being published in each municipality's annual report. An internal audit of individual performance is one of the highlights of the Act. The audit is highlighted because it must be completed before the yearly report is laid out. The audit findings assist the local governments in developing suggestions that could enhance the performance of junior personnel in South African municipalities.

The MSA grants the mayor the freedom to choose and create the standards for measuring the success of the execution of the performance management plans. It is also possible to develop programs for managing employee performance. The effectiveness of the PMS is overseen by the mayors, who are essential positions in the municipalities under this Act.

## 2.6 Municipality's Key Performance Areas

According to Government Notice R805, a performance agreement is made up of three parts, which are; the core competences, key performance indicators (KPIs), and sub-key performance indicators (sub KPIs) (Republic of South Africa, 2003). The KPIs and sub KPIs make up 80% of the agreement, while the core competencies make up 20%. A five-point rating scale is used for assessments (Table 3). The final step is to determine the total rating, which represents the outcome of the performance appraisal, using an appropriate assessment calculator.

**Table 3. Key Performance Areas (KPIs) Rating Scale and Core Competency Requirements**

KEY PERFORMANCE AREA	PERFORMANCE SCORE	FEEDBACK	REWARDS	DEGREE OF MOTIVATION						
				1	2	3	4	5	T	
<i>Creativity:</i> Initiating of ideas and resourcefulness	5	Excellent	Salary increment							
	4	Good	Allowance							
	3	Fair	Commendation letter							
	2	Below average	Seminar of admonition							
	1	Underperformance	Charge letter							
<i>Industry:</i> Concretising of ideas by doing something physically about the idea.	5	Excellent	Salary increment							
	4	Good	Allowance							
	3	Fair	Commendation letter							
	2	Below average	Seminar of admonition							
	1	Underperformance	Charge letter							
<i>Adherence:</i> Degree of following collective regulations and performing roles	5	Excellent	Salary increment							
	4	Good	Allowance							
	3	Fair	Commendation letter							
	2	Below average	Seminar of admonition							
	1	Underperformance	Charge letter							
<i>Participation:</i> How much time and number of actions done to reach goal	5	Excellent	Salary increment							
	4	Good	Allowance							
	3	Fair	Commendation letter							
	2	Below average	Seminar of admonition							
	1	Underperformance	Charge letter							

<i>Knowledge:</i> Information about individual targets, roles and responsibilities	5	Excellent	Salary increment						
	4	Good	Allowance						
	3	Fair	Commendation letter						
	2	Below average	Seminar of admonition						
	1	Underperformance	Charge letter						
Name of employee: ..... .....	Date: ..... .....	Name of appraiser: ..... .....							

Source: Adapted by Author from the Local Government Regulations of South Africa, 2006

The individual performance of junior employees, according to the performance agreement, is subject to quarterly review (South African Local Government Association, 2005). The review of performance for the junior employees forms the basis for rewarding outstanding performers who have met or exceeded the targets (levels 3 to 5 in Table 3). It can also be used for correcting poor performers, as indicated in levels 1 to 2 in Table 3.

## 2.7 Conclusion

Chapter 2 has attempted to make an overview of performance, PM, PMSs, and the legislature that governs PM in the local municipalities of South Africa. The importance of the PMSs in the public sector was outlined, with particular reference to the local municipalities. The literature basically shows that for the PMS to produce desired results, collaboration and commitment are needed from the top management to the lowest ranked employees. The management of performance in the municipalities should never be an event but a continuous deliberate effort aimed at improvement. At the same time, it must be supported by efficient systems and adequate resources.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter explains the study's research methodology. The first section elaborates on the research's background. The second section outlines the research design and finally the research approaches are outlined in the study's third section. The study's population and the sampling techniques are explained in the fourth section while the data collection process is outlined in Section 5. Finally, the chapter ends by laying out the ethical considerations in section six.

#### 3.2 Research Site

The STLM, whose administrative centre is in Middelburg, served as the study's research site. There are 13 towns in the STLM which include; Middleburg, Mhluzi, Hendrina, Kwazamokuhle, Rietkuil, Pullenshope, Presidentsrus, Naledi, Lesedi, Kranspoort, Blinkpan, Koorfontein, Kwamakalane, and Doornkop. According to the 2011 census, there were 229 831 people living in this particular municipality. There were 110 421 women and 119 411 men in the population. In the 15 to 65-year-old age bracket, there were 147 378 people who were economically engaged. In terms of education, 133 414 people in total held a matric certificate or above. In marginalized communities, the quality of service-delivery is continually rising. The table 4 shows the level of service delivery at STLM.

**Table 4:** *Proportion of households with minimum access to basic services*

<b>Basic service</b>	<b>2014</b>
Electricity service connections	91%
Water: Piped water inside and/or from an access point within 1 km of dwelling	98%
Sanitation: Households with at least ablution service or a flush toilet	94%
Waste collection: Kerbside collection once a week	84%

Source: (Steve Tshwete Annual Report, 2015)

There are 1 335 employees working for the municipality. Six senior managers, 18 middle managers, and the remaining personnel all work at lower levels of management.

In order to accommodate new key performance areas, a PMS was introduced in 2010. This technique was implemented in order to improve service delivery and boost morale among junior staff. The system had been in operation for at least ten years at the time of this investigation, and strikes were clearly visible during that time. It was decided that an assessment of the PMS's accomplishments and/or shortcomings from the perspective of the employees was necessary as a result of these unheard-of hiccups that followed the strikes. Low level employees were the most specifically targeted category in this instance because they were the most affected by the system apart from the managers.

### **3.3 Research Design**

Research design is the nature of how the study was executed based on its scope and type of population involved. Since the study was based upon a single organisation -STLM, it became ideal for the research to be narrowed to a case study design so that all the elements found in the population at STLM would be thoroughly covered and its findings inferred to similar municipalities in South Africa. In this case study, a specific setting and environment were chosen for a thorough investigation. A case study focuses on a specific social setting to gather data and tell the story of what is really happening in the setting (Creswell & Creswell, 2021; Creswell, 2017). The focus of the study is on performance management inside an organisation's structure, in this case, the STLM. A hierarchy of human resources is used to manage processes within the STLM, a hierarchical organisation. The dynamics that underpin these power dynamics have an impact on how the municipality is run. Because of an operational weakness found at the STLM, the case was specifically chosen while using the PMS/framework. Meanwhile, the parameters that were used to detect such malfunction are the persistent strikes and revolts by the employees of the company as well as the protests by the customers.

It's interesting to note that the municipality has had a PM framework in place for the previous ten years, but protests and uprisings have nonetheless persisted. This could indicate that the framework is either poorly developed or that it is not strictly adhered to. Such a situation could result from a wide range of circumstances, and the study set out to identify some of these. It is obvious that human resources at all levels are likely to be at fault if there is a problem with the operationalisation of the framework. Due to the fact that they appeared to be in possession of much of the functionality, the study focused a lot of emphasis on questioning the junior personnel. These junior employees are the policy implementors and therefore pivotal, since they are at the delivery end of the continuum.

The goal was to gather as much information as possible from junior staff members and to examine how internal policy makers and monitors affect execution. Junior employees are primarily affected by the framework's implementation, and this might highlight attitudes, feelings, motivational levels, and disagreements that are occurring inside the municipality. Because they are at the delivery end of the organisation, they are also the ones who have first-hand information from the clients. As a result, a thorough examination of the junior staff might shed light on any operational weaknesses in the system. It is believed that if higher-level employees are unable to inspire the junior workers, the latter will be unable to provide the clients with the standard of service. This diminishes customer satisfaction, eventually brewing chaos and protest. Should study establish such, then it can demystify the recurrence of the protests thereby minimising their like-hood of recurrence in posterity.

### **3.4 Research Approach**

Research approach is the epistemological (practical) strategy by which data is obtained and analysed. It endeavours to anchor research on the ontological foundations of science in order to validate the derivation of truth. The two main approaches are quantitative or qualitative. Quantitative being a logical way of obtaining truth by means of numbers while qualitative entails obtaining information by means of in-depth review on a particular discrete variable or element in a population. The study dealt with a population consisting of over a thousand workers and so, to obtain information on particular matters affecting the municipalities, a number of respondents were engaged. Therefore, the quantitative approach was precipitated as ideal for the study. In this regard, it collected and analysed data from a sizable STLM population. As a result, much information was acquired that the organisation could use for systematic deduction and generalisation. To extract as much information as possible from the majority of the population, a large number of respondents are questioned in the quantitative approach (Creswell & Creswell, 2021). According to Creswell (2017), a response rate of 20–30% of the total population is regarded as excellent and has a confidence level of 80%–90%. A suitable 25% representation of the complete population, with the appropriate characteristics, was needed for the study from the population, which consisted of the entire STLM workforce.

These were chosen at random and were needed to extract the pertinent data. and questionnaires were given to them in order to collect data from them. They were questioned about everything

from how they thought their supervisors were treating them to how monitoring and appraisals were carried out, how the reward system worked, and how general motivation in the organisation was inspired. The way the questions were written allowed the responders to go into additional detail on any topics that needed it. All of the sample's respondents provided input, and since there were so many, comparable responses were grouped together. To analyse the data in this regard, statistical and content analysis were both applied.

The quantitative technique enhanced the case study of the STLM since it gathered information from a sizable sample of people who shared similar socioeconomic features. Therefore, under the strict social constraints of the STLM, the results can be generalised. The results may also be pertinent enough to the municipality's problems with frequent strikes and protests and to provide guidance for other municipalities in South Africa.

### **3.5 Research Philosophy**

Research philosophy is the paradigm anchoring the techniques of probing and establishing truth. The research philosophy predetermines the means by which a study will establish what the truth is. All research philosophies are basically founded upon either objectivism, subjectivism or both. For example, most quantitative and inferential studies are based on positivism whose foundations are rooted on the principle of objectivism, or the assertion, that truth is not relative but exists and can be verified via the scientific method. The study was positivist in philosophy and therefore took an objective stance. The positivist research philosophy frequently centres on synthesizing the truth from a mass of data among a large population and reassembling it into a unified perspective (Creswell, 2017). The concept fit the study well since it attempts to determine reality via the gathering of various points of view and extensive replies from the majority in order to determine what is effective at the municipality. The study explored the STLM scenario and engaged with the municipal employees on a practical level. The goal was to learn the genuine story behind the incident that had happened at the municipality. Essentially, the theory holds that when a complete investigation is conducted at the organisation by way of gathering information from as many people at the organisation as feasible, the truth regarding the recurrence of the strikes at the municipality may be drawn. As there was no documentation, very little was known about the council interactions, therefore the philosophy aimed to elucidate a wide range of knowledge. In order to inductively bring out the reality at the municipality and explain it in the context of goal setting, the research therefore attempted to evaluate the claims made by the 'goal setting' theory on the one hand, while putting numerous viewpoints from the STLM populace

together on the other. A non-biased viewpoint from the vast majority of the municipality's residents was collected through quantitative approaches, and reality was established. The real story is described in this manner, along with how it ties into the theory of goal-setting.

### **3.6 Target Population and Sampling**

#### **3.6.1 Study Population**

The entire group of components from whom a researcher seeks to choose and define a sample is known as the target population (Saunders, Lewis, Thornhill, & Bristow, 2019; Creswell & Creswell, 2021). The responders should have knowledge related to the study field, according to the authors, in order to obtain accurate results.

The 400 personnel who worked in the STLM's ten different departments made up the study's target population. These departments included the ones responsible for solid waste, traffic, civil engineering, parks, energy, water and sanitation, finance, licensing, as well as the departments of fire and rescue at the time this study was conducted. The representation of all the departments at all personnel levels and in various geographic areas was carefully considered. This was done to guarantee that the generalisation of the findings across the entire staff compliment of the municipality.

#### **3.6.2 Sample Size and Sampling Procedure**

The STLM staff members who would make up the study's sample were chosen at random. According to several academics, sampling is any approach that involves using a limited number of things or components from a larger population to derive conclusions about the larger population (Saunders *et al.*, 2019). Stratified random sampling involves the fractionating of a population into columns of strata based on specific characteristics. It is from these columns that certain respondents are obtained as representing the particular stratum of the population. out of these a representative sample size is derived from the population. At STLM, the strata were obtained based on characteristics of senior managers, middle managers and shop floor (lower-lever) employees. Utilising a stratified random sampling technique, individuals were chosen from the sample frame without bias. The participants were divided into groups based on their degree of employment, such as senior managers, middle managers, and shop floor workers.



With a 95% confidence level, a proportion of 0.23, interval 0.08, a sample size of 100 was selected from the STLM's population of 1,517. The sample size was calculated using the formula that is stipulated as follows:

$$n \geq \frac{p(1-p)}{[SE(p)]^2}$$

This is where n = sample size, p = sample proportion, SE(p) = required standard error of the sample proportion (<https://www.abs.gov.au/>). Figure 3.1 shows the calculation of the sample size of 100 from the population of 1 517.

Determine Sample Size	
Confidence Level:	95% <input type="button" value="i"/>
Population Size:	1517 <input type="button" value="i"/>
Proportion:	0.23 <input type="button" value="i"/>
<input checked="" type="radio"/> Confidence Interval:	0.08 <input type="button" value="i"/>
Upper	0.31000
Lower	0.15000
<input type="radio"/> Standard Error	0.04082 <input type="button" value="i"/>
<input type="radio"/> Relative Standard Error	17.75 <input type="button" value="i"/>
<input type="radio"/> Sample Size:	100 <input type="button" value="i"/>
<input type="button" value="Calculate"/> <input type="button" value="Clear"/>	

Figure 3: Sample Size Calculator

Source: Australian Bureau of Statistics (<https://www.abs.gov.au/>)

The staff was divided into senior managers, middle managers, and shop floor employees using stratified random sampling. A stratified sample of 10 managers, 20 middle managers, and 70 workers on the shop floor were taken from the population of 1,517. These sample sizes were

calculated and then determined. The samples sizes for the three strata are distributed as follows: 10% are managers, 20% are middle managers, and 70% are workers on the shop floor. The distribution of 10, 20, and 70 is then calculated using the 100-person total sample size. Each and every person who was identified participated in the study. The response rate was therefore 100%. The research subjects are listed in Table 5 by employment level. Majority of the respondents were junior employees and this was the main target group.

**Table 5: Research Participants and Sample Size**

<b>Senior manager</b>	<b>Middle managers</b>	<b>Shop floor employees</b>	<b>Total</b>
10	20	70	100

Source: Field data, 2020.

### **3.7 Data Collection Process**

#### **3.7.1 Data Collection Instrument**

The main data collection tool for the research project was a self-administered structured questionnaire (Appendix 2). In general, self-administered structured questionnaires were used in order to eliminate interview bias since they were easier to analyse. Apart from that they cost-effective, and could be distributed by hand, e-mail and post, methods.

A survey that was electronically addressed to the research participants was found to be the most efficient strategy based on the geographic dispersion of the population, and as previously said, it produced a response rate of 100%. All of the participants received an email with a highly structured questionnaire in MS Word format. Within a week, the respondents were asked to react. The survey design had the advantages of being effective at reaching populations spread out across the municipal area, making the questionnaire approach cost-effective, and ensuring that the participants' opinions were captured.

#### **3.7.2 Questionnaire Construction**

The following criteria served as the basis for developing the questionnaire that was utilized in this study: The employee background information is presented in Section I, and participant opinions on the STLM's PMS tool are presented in section II; The effectiveness of the PMS in use was assessed by the management and staff in section II of the survey using a five-point Likert scale. ranking 1 indicated a reaction of "Extremely Satisfied", Ranking 2 a response of "Satisfied",

ranking 3 a response of "Not Sure", ranking 4 a response of "Dissatisfied", and ranking 5 a response of "Extremely dissatisfied".

### **3.7.3 Validity of the instrument**

The degree to which a research instrument measures what is meant to be measured is referred to as the validity of a measuring tool (Saunders *et al.*, 2019). Saunders and other scholars affirm that the number of the responses is one of the frequent and most effective sorts of validity that is checked in research. In this regard, the quantities of questionnaire responses were examined and contrasted with the information found in the body of prior literature. The research tool that was employed has a fair amount of validity because it was created to be compatible with positivist epistemological positions that were based on objectivism. Since they are based on confidence levels, the surveys that collect large amounts of data frequently have more validity and reliability. In this example, the confidence level used was 90%. Due to the relatively significant number of responses that were given after the quantitative approach that was used, the data that was acquired was therefore trustworthy.

For the test of validity, the study adopted construct validity because it sought to assess various concepts that include among others, perception, understanding, and feelings of the PMF among the junior employees at STLM. In this regard, descriptive statistics were proliferated to precipitate statistics that validate quantities to reveal the general perception, understanding and feeling of the junior employees. Percentages were obtained out of the vast number of responses given to unveil the underlying views that merged dominant so as to draw conclusions from the analysis.

The reliability of the study was established through internal consistency using Cronbach alpha as a means of checking stability and consistency of results. According to the Cronbach Alpha rule, coefficients on a scale 0 to 1 with higher numbers on that scale indicate greater internal consistency of variables. In this regard, the study obtained measures of coefficients on the alpha scale of 0 to 1 from the percentages which were converted to decimals and this revealed the strength of reliability. Therefore, if the study sustained higher coefficients, then it means that the dataset obtained from the population can quite equally be obtained in another population of similar characteristics. This then was how the internal validity which tested internal consistency of the data was established. The number of respondents probed for a particular concept such as

individual perception or level of satisfaction about PMF implementation would prove that similar findings can be obtained given a similar set-up with similar number of responses.

#### **3.7.4 Administration of Questionnaires**

Data were gathered for the study using self-administered questionnaires. In the former, the respondents were asked to complete questionnaires that were distributed to them in person and by email. The questions weren't pressed on the replies right away. This was done to provide them the ability to respond to the questions in a setting that allowed them to express themselves freely. The researcher was also accessible to the respondents personally and online to provide clarification if necessary.

### **3.7 Data Analysis**

According to the various study objectives, the data were analysed using descriptive statistics. The data was sorted by similarity and divided into strings and values in the initial stage of analysis for each target. Second, the Statistical Package for Social Sciences was used to easily manipulate the code. The many themes that were found based on the types of responses made up the various categories of data. Each subject served as a broader illustration of a group of opinions that were fundamentally similar in context and meaning. Thirdly, after these themes had been organized, frequency tables, graphs, and charts were produced to display the primary perspectives, views, and findings. A particular theme's significance in relation to the findings was intended to be revealed through the graphical representation of the data.

#### **3.7.1 Elimination of Bias**

In order to eliminate bias in both the data collection and analysis, randomisation was employed to solicit the data which merited it for the precipitation of frequency tables and proliferation of themes based on the variables being measured. Also, the study utilised a relatively large volume of responses enough to eliminate any form of bias associated with limited sample representation. For example, a hundred respondents out of a little more than a thousand were captured giving a decent representative sample of the population.

#### **3.7.2 Data Storage and Protection**

In caring and maintaining the data solely obtained during the study, hard copies were kept and locked in a cabinet while softcopies of the responses were encrypted and right protected using

passwords. This was done for a duration of five years during which analysis was being done. After the five years, it will be erased and the hardcopies will be shredded and the pieces burnt to ashes.

### **3.8 Ethical Considerations**

Negotiating access, confidentiality, anonymity, protection from danger, and informed consent were all factors taken into account during the research procedure. This was accomplished using the following extended method.

#### **3.9.1 Negotiating Access**

Since STLM workers were participating in the study, authorisation from the appropriate authorities was required in order to poll the personnel. In this instance, approval was requested in writing from the municipal manager (Appendix 4).

#### **3.9.2 Confidentiality and Anonymity**

In addition to the instrumentation and procedural issues, there are ethical issues that need to be resolved while collecting data from research participants. In order to safeguard the participants from retaliatory actions by the employer, anonymity must be taken into account.

#### **3.9.3 Protection against Harm**

In addition to the instrumentation and procedural issues, there are ethical issues that need to be resolved while collecting data from research participants. In order to safeguard the participants from retaliatory actions by the employer, anonymity must be taken into account.

#### **3.9.4 Informed Consent**

Prior to starting the questionnaire dissemination, the consent of every responder was requested in accordance with ethical considerations. Each respondent filled out an informed consent form (Appendix 3). Prior to collecting data, all of the targeted research participants were informed of the study's goals in a way that prevented any influence from being used to sway the replies. This was done to assure the accuracy of the data that was gathered and to improve the truthful reporting of the results.

### **3.10 Conclusion**

This chapter described the methodology of the study. The case study followed a quantitative approach and used a survey to collect data among the municipal employees. A quantitative approach sufficed because the study dealt with an organisation with a relatively large volume of participants and respondents equivalent to a sum total of 1 517 people. Therefore, the numbers (counts or percentages) in the findings would enhance the validity and the reliability of the study. A self-administered questionnaire was emailed to the participants, all of whom completed the survey. The samples of the municipality employees' population were selected using probability methods.

## CHAPTER FOUR

### FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter covers the data analysis, the interpretation, and the presentation of the findings from which the conclusions of the study were drawn. The data that was gathered using the questionnaires is presented in tabular form or graphically to aid its interpretation and to enable conclusions to be drawn so that recommendations are made. The first section presents the introduction. The second section deals with the demographic profile of the participants. The third section covers the understanding of performance management while the fourth section looks at the effectiveness of the PMS's implementation. The fifth section discusses the effectiveness of monitoring and evaluation, while the sixth section examines the impact of the PMS on employee development. The seventh and final section presents the concluding remarks about the findings of this study.

#### 4.2 Primary Research Findings

##### 4.2.1 Profile of Respondents

The main aim of the study was to review the effectiveness of the PMS that is being used at the STLM. A profile of the respondents who took part in the survey is presented in Sections 4.2.1 to 4.2.4.

##### 4.2.1.1 Gender

In terms of the gender distribution of the research respondents (Figure 4), more female employees (55%) participated in the study than the male employees (45%).

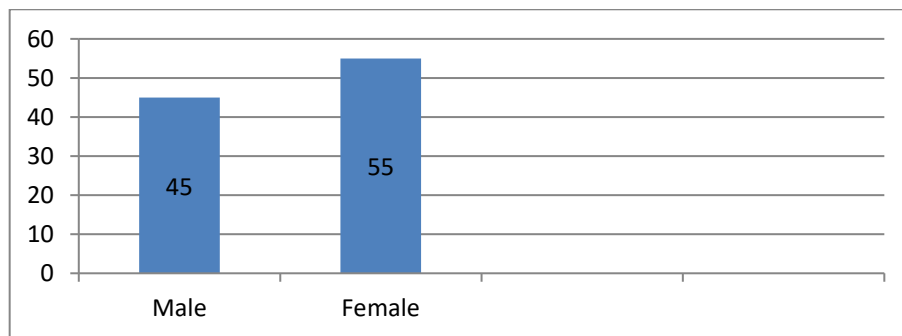


Figure 4: Gender of employees who participated in the study

Source: Field Data, 2020.

#### 4.2.1.2 Age

The STLM employees are relatively young. Of the total number of respondents, 17% were aged between 20 and 30 years (Figure 4.2). The second age group (31–40 years) accounted for 21% of the employees out of the total sampled population. The third range (41–50 years) included 28% of the employees, and the fourth (51–60 years), had 22% of the participating population. The sample of the employees that were surveyed included 12% who were above the age of 60 (Figure 5).

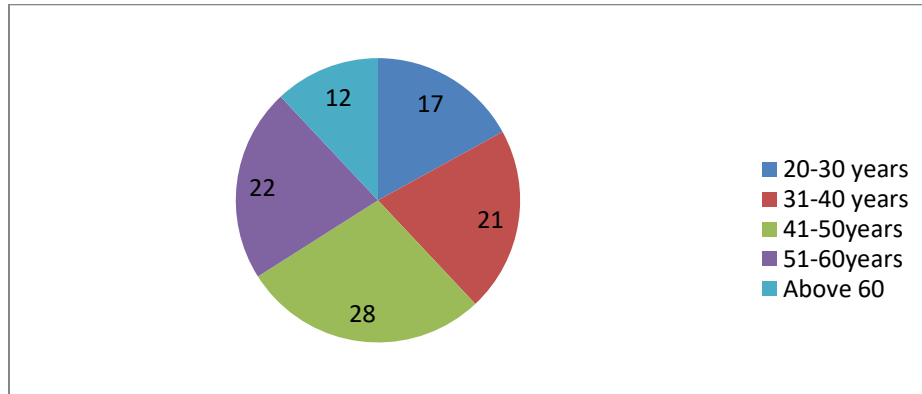


Figure 5: Age distribution of employees who participated in the study

Source: Field Data, 2020.

#### 4.2.1.3 Level of Education

Figure 4.3 shows that no STLM employee had a qualification below the Grade 12 level. A Grade 12 certificate was the highest qualification of 13% of the respondents, while 17% had post school diplomas, and 18% had a diploma plus a post graduate diploma. In terms of degrees, 31 employees in the sample had bachelor's degrees, and 21 had an honours plus a higher qualification, as shown in the figure 6.

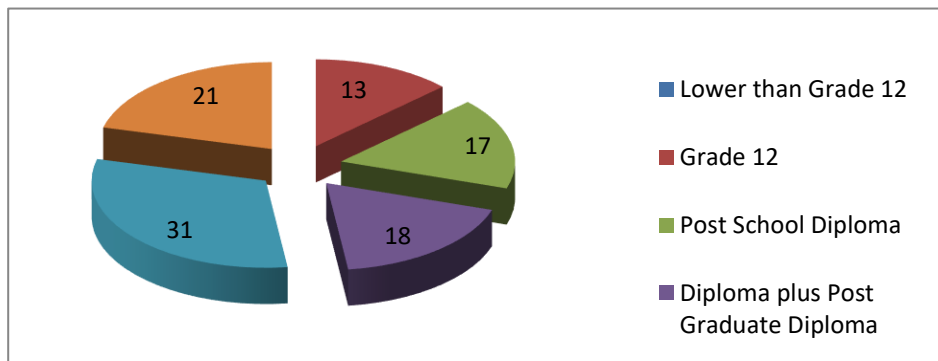


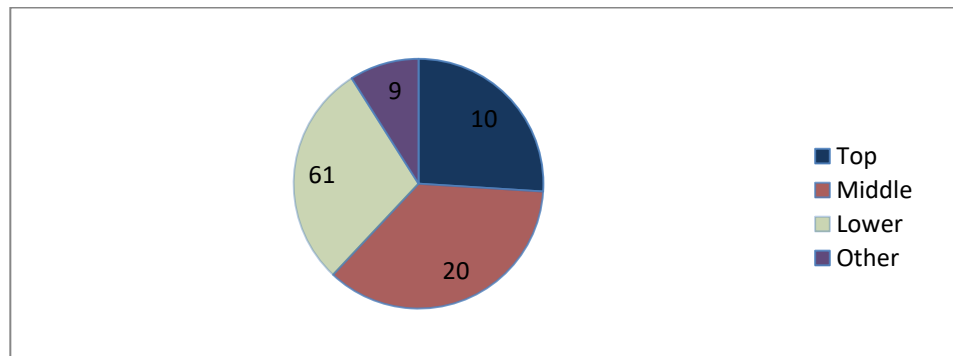
Figure 6: Level of education among employees who participated in the study

Source: Field data, 2020



#### 4.2.1.4 Level of Employment

The junior employees accounted for 61% of the respondents. The middle-level employees accounted for 20% of the respondents. The top-level employees were 10% of the respondents, whereas 9% accounted for the 'others' who did not disclose their level of employment. The percentage distribution of the respondents' level of employment is displayed in Figure 7.



*Figure 7: Level of employment of study participants*

Source: Field Data, 2020.

#### 4.2.2 Employees' level of understanding Performance Management

One among the four research objectives of the study is, about employee perceptions regarding performance management at the STLM. The study has established that the staff at the STLM do not understand the PMS concept and they perceived it as being ineffective. This conclusion is drawn from the findings/results. The following results outline how the employees at the STLM perceived the performance management system.

##### 4.2.2.1 Level of Understanding of Performance Management among workers at STLM

A high number of the SLTM employees lacked understanding of the performance management concept. Figure 4.5 shows that 23 respondents were very dissatisfied and 42 were dissatisfied with their level of exposure to knowledge about the PMS by management at the municipality, thereby indicating that as high as 65% of the respondents did not have an understanding of what performance management is. Such findings highlight a challenge to implementing a PMS at the STLM because it is difficult to do so when many employees do not understand it. It was also established that as low as 32% of the respondents understood what performance management is (Figures 8, 9 and 10). These were mostly managers who needed to implement the PMS.

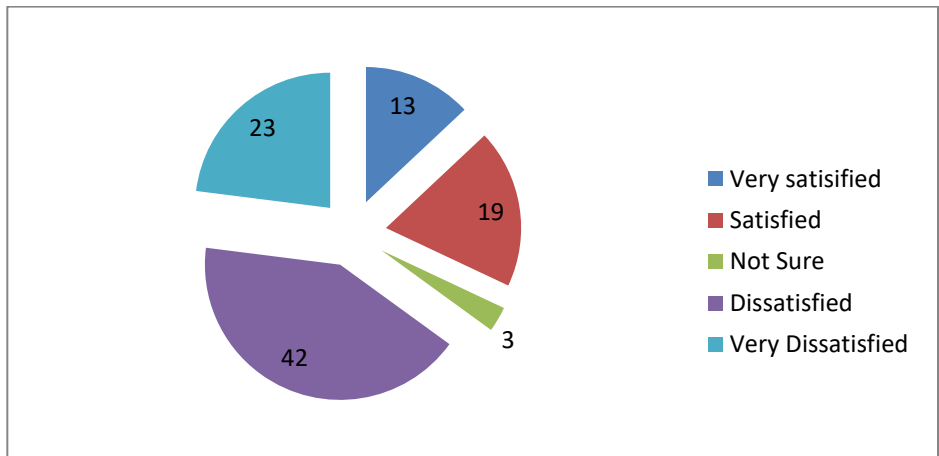


Figure 8: Understanding of performance management by employees that completed the survey

Source: Field data, 2020

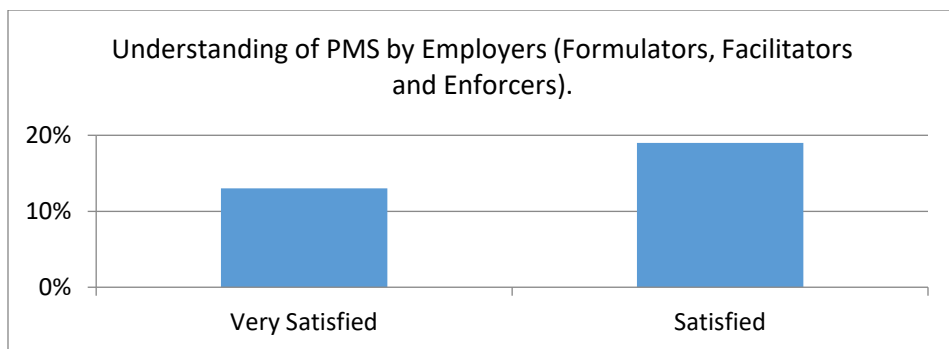


Figure 9: Understanding of PMS by employers at STLM

Source: Field data, 2020

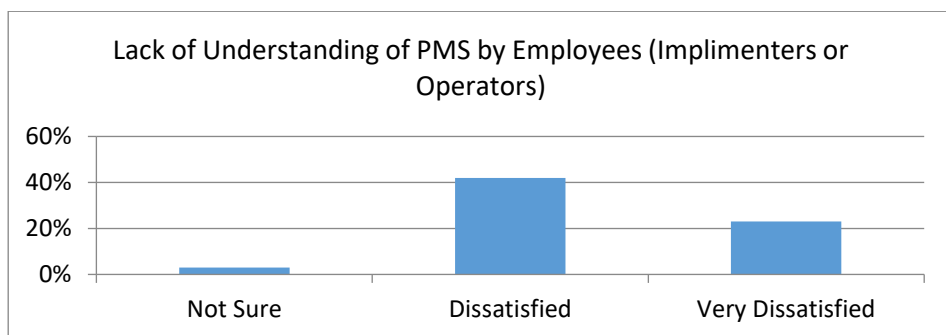


Figure 10: Lack of understanding of PMS by employers at STLM

Source: Field data, 2020

#### 4.2.2.2 Discussing Performance Expectations

According to the findings (Figure 11), 8% of respondents expressed a high level of satisfaction with this topic, and 9% were happy with it. Only five respondents said that they were unwilling to share their opinions on the debates surrounding performance standards. 47 percent of respondents said they were dissatisfied, and 31 percent said they were extremely dissatisfied. According to this report, the majority of STLM employees are dissatisfied with how the performance management talks were handled. Generally speaking, management must pay attention to both the constructive criticism and the areas that require development and improvement. They need to consult the staff for ideas on how to raise standards of performance or workplace procedures. These findings inform the staff about the performance standards of the company. Discussions on performance goals, benchmarks, and accomplishments are facilitated by performance management (CPI, 2011).

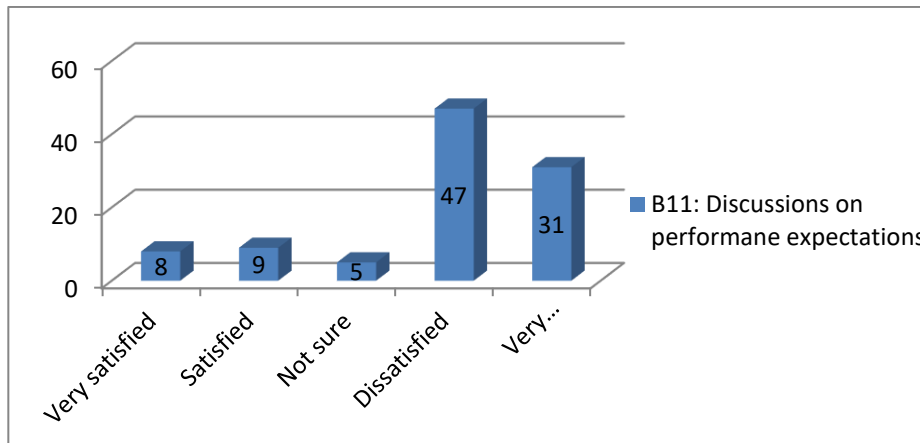


Figure 11: Degree of dissatisfaction with discussions about performance expectation

Source: Field Data, 2020.

#### 4.2.3 Effectiveness of Performance Management System Implementation

The results in Figure 10 indicates the employee's perceptions regarding the effectiveness of the STLM PMS. The results show various views of the employees on the effectiveness of the implementing PM at the municipality.

##### 4.2.3.1 Effective Implementation of Performance Management

The literature defines performance management effectiveness as the degree to which a PMS is applied and the degree to which it results in performance improvement. The level to which PMS techniques are used at the municipality gives insight into how this performance is managed. Examining junior employees' motivation levels, reviewing their evaluation records, and examining

the general dynamic between top management and them are the main criteria by which effective implementation is evaluated. The study examined how strongly the employees believed that PM was being implemented at the municipality.

An overwhelming majority of respondents (69%) expressed satisfaction with the implementation of the PMS at the individual level, as shown in the figure 12. These results show that the majority of the employees who participated in the poll thought the PMS was being deployed well. However, two workers were unsure of the implementation's effectiveness, 15 were displeased, and 14 were extremely dissatisfied. Therefore, 29% of the respondents said they believed the PMS was not applied well. According to the literature, a PMS aids in ensuring that the awards are given out in a fair and equitable manner (Aguinis, 2011; Striteska, 2012). Therefore, the distribution of the rewards is jeopardized if the PMSs are not properly applied.

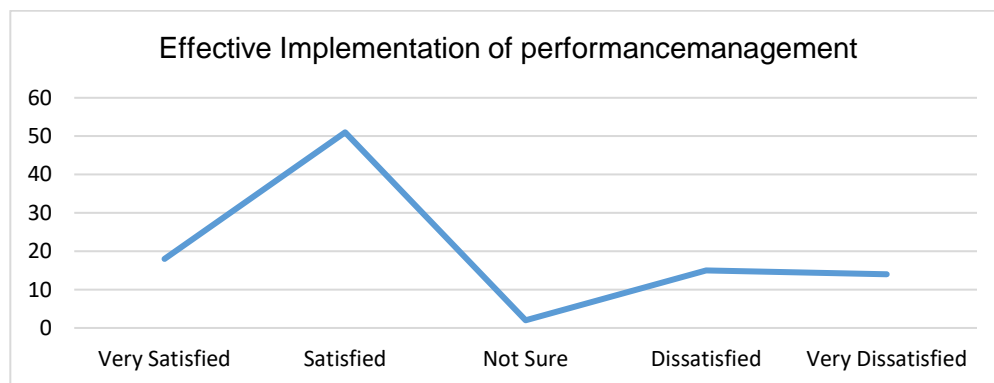


Figure 12: Effectiveness of implementation of performance management

Source: Field data, 2020

#### 4.2.3.2 Clear Communication of Municipality Targets and Purposes

Findings of the study suggests that there were no processes or procedures in place to help staff understand the objectives, which is a crucial first step in performance management. There was clear communication of the targets and purposes at the STLM, according to a relatively small percentage of the surveyed employees who strongly agreed (7%) and agreed (19%), indicating that they were happy with the way the municipality's targets and purposes were communicated to the individual employees (Figure 13).

Two respondents had different opinions about how the SLTM's aims and purposes were communicated. The majority of responders (72%) said they were not happy with the way the municipality's purposes and targets were communicated to individual employees. In this regard,

55% of people disagreed and 17% strongly disagreeing. The goals and objectives specified by the municipality, specifically for each employee, must be understood by the workers if they are to carry out their jobs effectively and deliver as promised. According to the CPI (2011), the fundamental goal of performance management is to match employee efforts with organisational objectives, and this can only be accomplished by clearly communicating employee targets and goals. The performance management framework would then be successfully implemented at the municipality as a result.

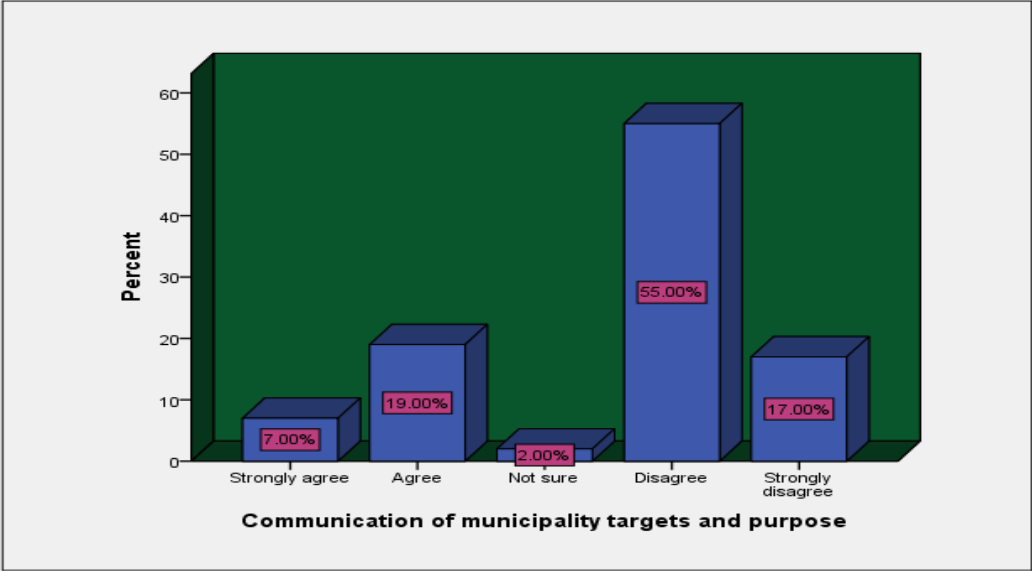


Figure 13: Communication of targets and purposes

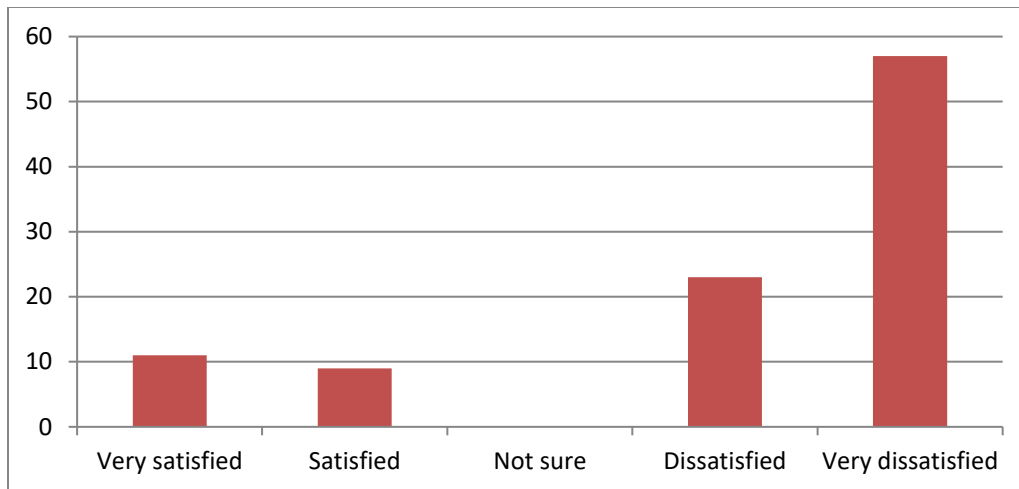
Source: Field data, 2020

4.2.3.3 Systems and Structures to Enhance Performance Management System Implementation

The results show that, to a certain extent, there were no processes or structures to improve performance management. The PMS frameworks include frequent evaluations, advisory meetings, and ongoing professional development. The perspectives of the employees were used to gather information about whether this was happening at the municipality. Figure 12 demonstrates that 20% of respondents reported being extremely satisfied or satisfied with the methods and structures in place to improve the PMS's implementation.

However, the remaining 80% were unhappy, the majority of whom were extremely unhappy that such systems and institutions even existed. It was therefore clear that the majority of the workforce was dissatisfied with the structures and systems currently in place to improve the implementation

of the PMS. According to other authors' arguments such as Striteska (2012) and Engela alongside Ajam (2010) it is argued that, PMSs must include the policies, procedures, and methods that support the monitoring and evaluation practice throughout an institution. This indicates that in order for an institution to have a successful PMS or framework, policies and structures are crucial.



*Figure 14: Level of satisfaction with policies and structure to enhance performance management system*

Source: Field data, 2020

#### *4.2.3.4 Best Practices Governing Performance Management Implementation*

Best practices are performance strategies or techniques that are commonly regarded as being better than any alternatives because they result in better outcomes than can be obtained through alternative methods (Thompson & Martin, 2010). The best practices at the STLM are a result of a variety of actions taken and suggestions made at the municipality. When activities are regularly conducted in organisations, their suitability and relevance are gradually tested. The strategies that have the most practical significance in a given local setting are therefore the best practices, not necessarily those that are suggested in the literature.

Furthermore, the approaches that are based on the integrity of the fundamental theories and principles are what are considered best practices. They ought to have a record of prevailing in similar environments, and they can be tailored to suit any social context. Because of this, the fundamental components of the PM can be regarded as best practices, and they called for further investigation in this study. These essential components comprise objective clarification, oversight, evaluations, feedback, and employee rewards.

In this study, the 'feeling of pleasure' among the staff in relation to the best practices at the STLM was evaluated as a method of research. Nine respondents were unsure of the existence of the best practices and processes to control PMS implementation, while 20% of respondents were very satisfied or satisfied with the best practices in place to assure the efficacy of the PMS implementation. This is depicted in the figure 15. According to the findings, the majority of respondents (39%) or very responders (32%) expressed dissatisfaction. This result indicates that the junior employees did not understand the best practices and how they could be effective in PMS implementation.

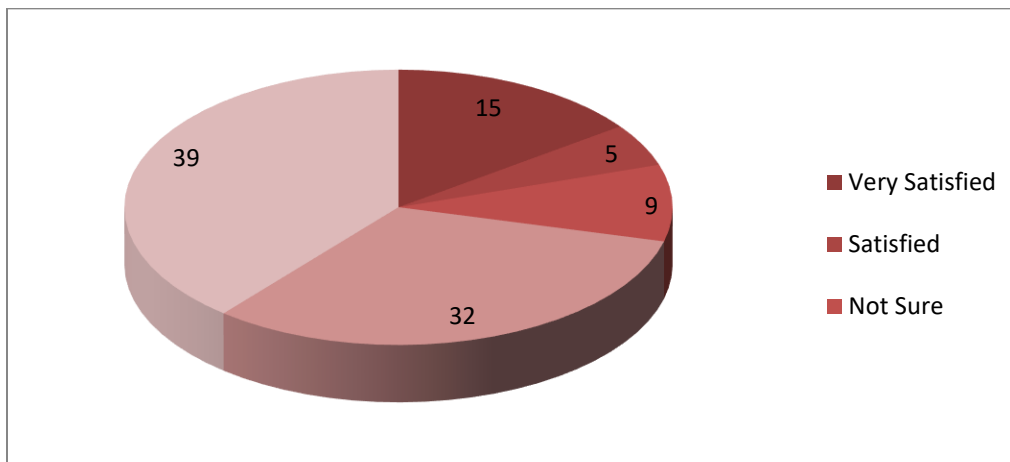


Figure 15: Leve of satisfaction with the best practice governing performance management implementation

Source: Field data, 2020

#### 4.2.4 Effectiveness of Monitoring and Evaluation at STLM

Monitoring and evaluation aids performance improvement and result achievement. Monitoring and evaluation's primary objective is to compare progress to the plans. According to the literature, the STLM clearly has a monitoring and evaluation mandate (STLM, PMS Framework Review 2018-2019). The Municipal IDP and the Framework Review of the Performance Management Structure (2018-2019, 24-287) show that the STLM has monitoring and assessment principles in writing. The framework states that while evaluation is done after a longer length of time to test the impact, monitoring should be done more often.

However, it is crucial to investigate whether the monitoring and assessment are actually carried out. The research revealed data on whether the workers were being monitored or evaluated at the municipality. The investigation also uncovered how successful the workouts have been so far.

Such findings shown in section 4.5 show how the STLM personnel view the efficient monitoring and evaluation of the PMS. The impact is evaluated in terms of individual performance feedback, annual performance evaluations, benchmark reviews, and internal PMS.

#### 4.2.4.1 Individual Performance at STLM

Less than half of the respondents (41%) pointed out that they were extremely satisfied or satisfied with the feedback they had been receiving on their personal performance, and three said they were unsure whether they had received it (Figure 16). On the other hand, 26 of the respondents expressed dissatisfaction, and another 30 expressed extreme dissatisfaction, showing that 56% of the respondents believed they had not received any feedback regarding the performance of the individuals on an individual level (Figure 13). Feedback on performance is crucial since it helps staff members pinpoint areas where their performance needs to be improved.

According to Machingambi et al. (2013), an efficient PMS must give employees feedback on their performance because doing so promotes performance enhancement. Therefore, it is proposed that the absence of individual input undermines the efficiency of the PMS at the STLM. The feedback on performance, in accordance with Aguinis (2011), boosts motivation for further performance. It is evidence that the PMS is unsuccessful and will be challenging to modify if individual employees do not receive feedback on their performance.

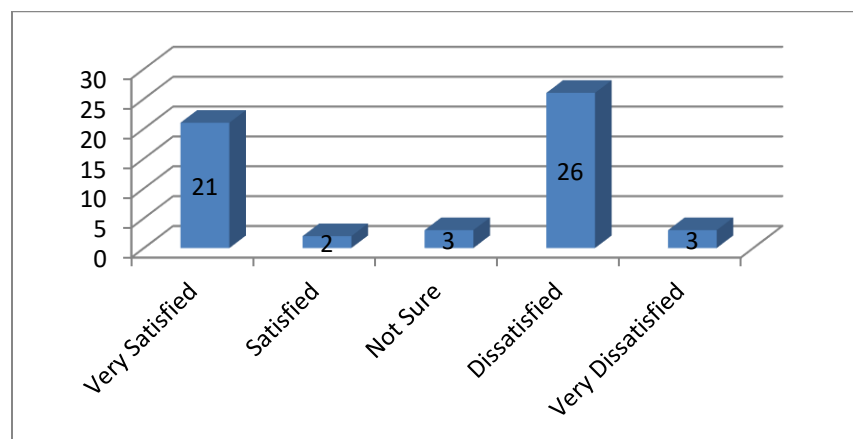


Figure 16: Levels of satisfaction with feedback on individual performance among junior employees

Source: Field data, 2020



#### 4.2.4.2 Employee Perception about the Yearly Appraisal Process

Many municipal employees expressed satisfaction with the yearly evaluations. Less than 20% of respondents at the STLM reported being somewhat satisfied (8%) or very satisfied (10%) with the municipality's yearly appraisal process. One responder was hesitant to remark on the yearly appraisals, but 54 were unhappy with them, including 27 who were extremely unhappy. This suggests that the majority of respondents (81%) were dissatisfied with the manner in which the municipality conducted its annual review. Such findings are as shown in the figure 17.

Because it doesn't conduct annual performance reviews, the STLM is unable to determine the areas where the professional development of its workforce is required. This may be the reason why the STLM hasn't implemented any skills development programs for its personnel. Just like Mutingi *et al.* (2014) and Cho & Yoon (2009), the management at STLM views performance reviews as a tool for enhancing employee performance, which is why they are important.

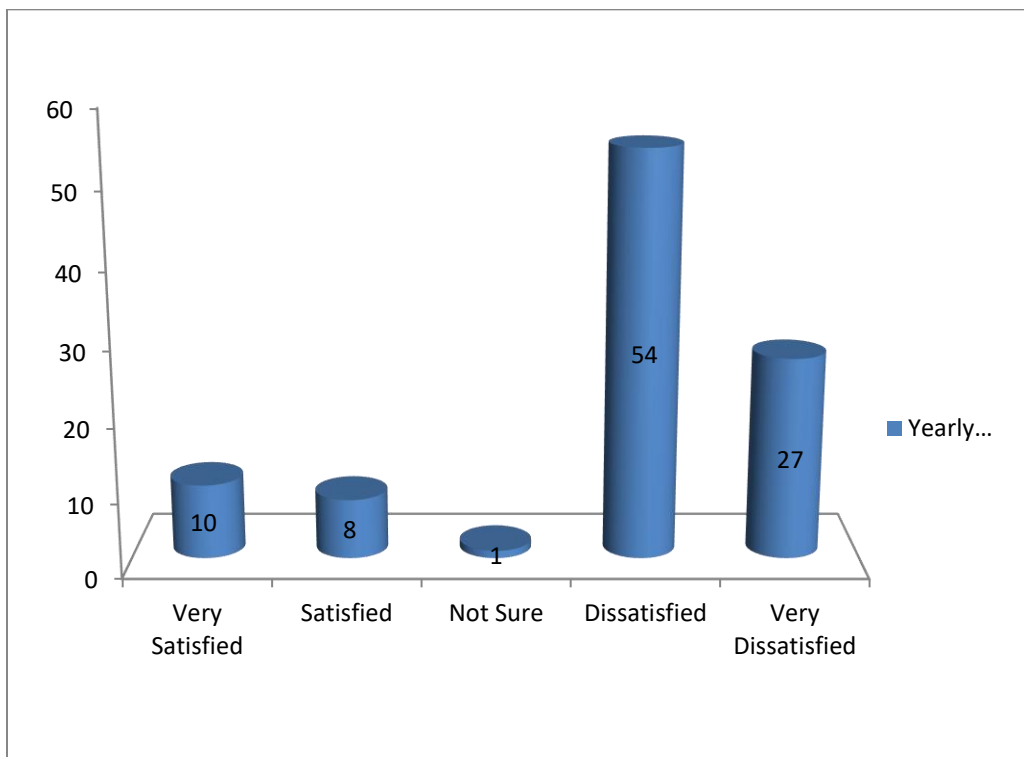


Figure 17: Employees perception about the yearly appraisal process

Source: Field data, 2020

4.2.4.3 Usage of Benchmark Reviews to Monitor Individual Performance

The use of high-level targets in benchmark evaluations challenges and inspires employees to work harder and strive to meet those goals. These lofty goals deserve the highest honour and constitute the summit of success for each employee. The municipality has established 1-year and 5-year targets for one of its strategic objectives, which is to "contribute to a better life for the communities by coordinating sustainable social and economic development programmes," according to the STLM IDP (2016–17, 287–317). This is the benchmark (best possible level) of performance.

Through the lens of employee awareness and viewpoint on its execution at the STLM, this study evaluated monitoring and assessment. Only 5 percent of respondents said they were extremely satisfied (27%) or satisfied (50%) with reviews that were done by the municipality to monitor their performance. There were eight respondents who were not sure; however, the majority were dissatisfied (37%) or very dissatisfied (23%) as shown in the figure 18.

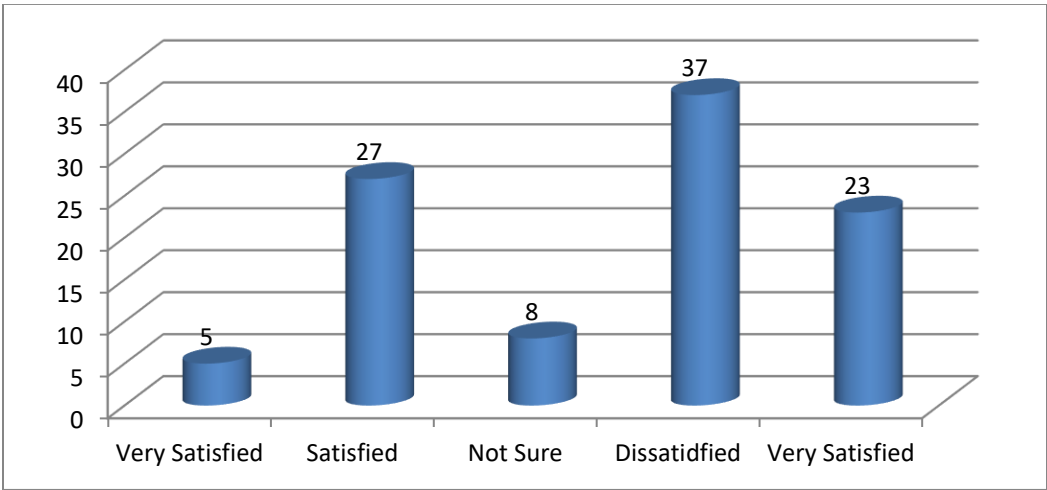


Figure 18: Level of satisfaction with the use of benchmark reviews to monitor individual performance

Source: Field data, 2020

The benchmark reviews were not used to track individual performance, according to 60% of respondents. This result implies that, as mentioned by the Harlow Council Performance Management Framework (2013), constant evaluation of procedures and advancement is necessary to stay on track. To guarantee that performance is always in accordance with the established targets, it is necessary to regularly compare employee performance to the performance targets.

#### 4.2.4.4 Existence of Internal Controls to Manage Performance

The systems established within an organisation to police behaviour are known as internal controls. The prescribed requirements included in both the IDP from 2016/17 and the performance management framework from 2018/19 are typical examples of such internal controls in the context of the STLM. These laws are the frameworks that provide the municipality's course. It includes the distinct vision, objectives, strategies, and action plans, together with the deadlines, incentives, and reviews for each. The management of both individual and corporate performance is the goal of these control systems. They serve as the benchmarks that refocus the processes to the course of the municipality's ultimate vision.

By examining how the public views these structures' performance inside the municipality, the study aimed to determine their efficacy. Figure 19 demonstrates that only one respondent was unsure, and only 20% of respondents strongly agreed (12) or agreed (8) with the internal controls in place to regulate individual performance. In contrast, 63% of respondents disagreed, and 16% strongly disagreed, meaning that 79% of respondents disapproved of the internal controls in place.

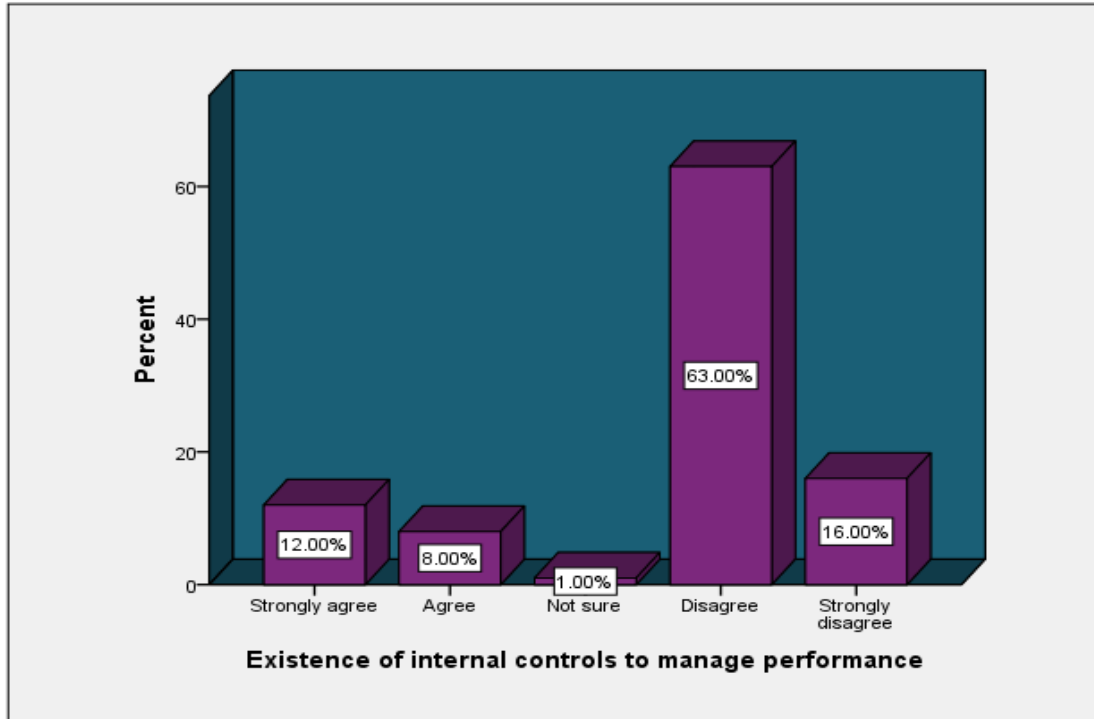


Figure 19: Level of satisfaction with the existence of internal controls to manage performance

Source: Field data, 2020

Internal controls are crucial to performance management because they ensure that individual performance is in line with the objectives and goals of the organisation. According to Merchant (2007) and other authors, the fundamental goal of putting management control systems into place is to make sure that employees give the organisation their best effort (Kaveh et al., 2020; Merchant, 2007). The efficacy of performance management is facilitated by the controls since they provide a clear direction for the employees to follow when doing their jobs.

#### 4.2.5 Impact of the PMS on Employee Development

The section 4.6 presents the results on the STLM employees' perceptions regarding the impact of the PMS on employee development. The impact was measured in terms of multivariable that include; employees understanding of their part, commitment and motivation to render services, the effect of performance management on performance improvement, reward for outstanding performance, as well as the advice and the steps to improve performance.

##### 4.2.5.1 Employee Contribution Clearly Communicated

Five respondents expressed a high level of satisfaction with how the management acknowledged and communicated their contribution to the municipality's overall strategy, while 25 expressed satisfaction and 26 refused to share how satisfied they were with their understanding of their role in supporting organisational activities (Figure 20).

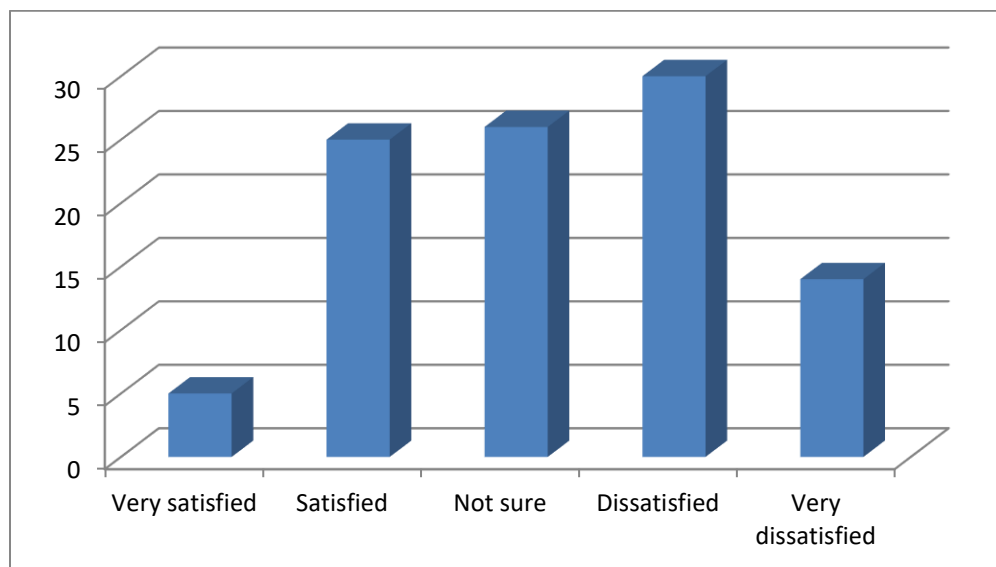


Figure 20: Level of satisfaction with clarity of communication about expected employee contribution

However, 30 people were unhappy with their understanding of their role, and 14 of them were extremely unhappy. This conclusion suggests that there was a lack of clarity in the intended staff contributions to the overall strategy. According to other researchers (Aditya & Sameeksha, 2016; Nyembezi, 2000), knowing performance management enables employees to appreciate and recognize how they contribute to the attainment of organisational goals. The implementation of PMSs is simple and efficient when the staff members understand their role in advancing organisational goals.

#### 4.2.5.2 Commitment to Render Services

Figure 21 demonstrates that 36 respondents were satisfied and 20 respondents were hesitant to say whether they were devoted to providing quality services to the local municipality. Three respondents were very satisfied and very committed to providing quality services. Less than 50% of respondents were dissatisfied, with 23 or 18 reporting extreme dissatisfaction. This indicates that 41 of the staff lacked the dedication to provide the neighbourhood municipality with quality services. Because employee engagement increases staff performance, it has a significant impact on service delivery.

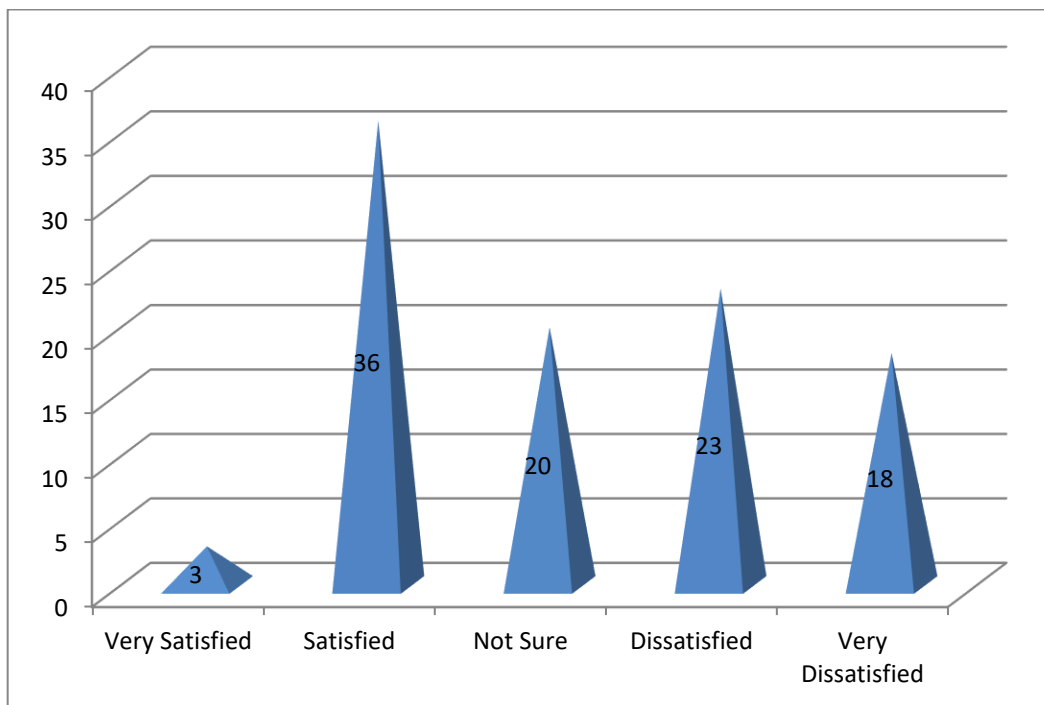


Figure 21: Level of commitment of employees to render services

Source: Field data, 2020

#### 4.2.5.3 Effect of Performance Management on Performance Improvement

The majority of workers (69%) claimed that performance management had not done much to enhance their own personal performance, as the figure 22 shows. This outcome implies that the STLM did not execute performance management in an efficient manner. However, 31% of the respondents acknowledged that performance management aided in raising the productivity of each individual employee. This demonstrates that the majority of workers have not experienced the benefits of performance management.

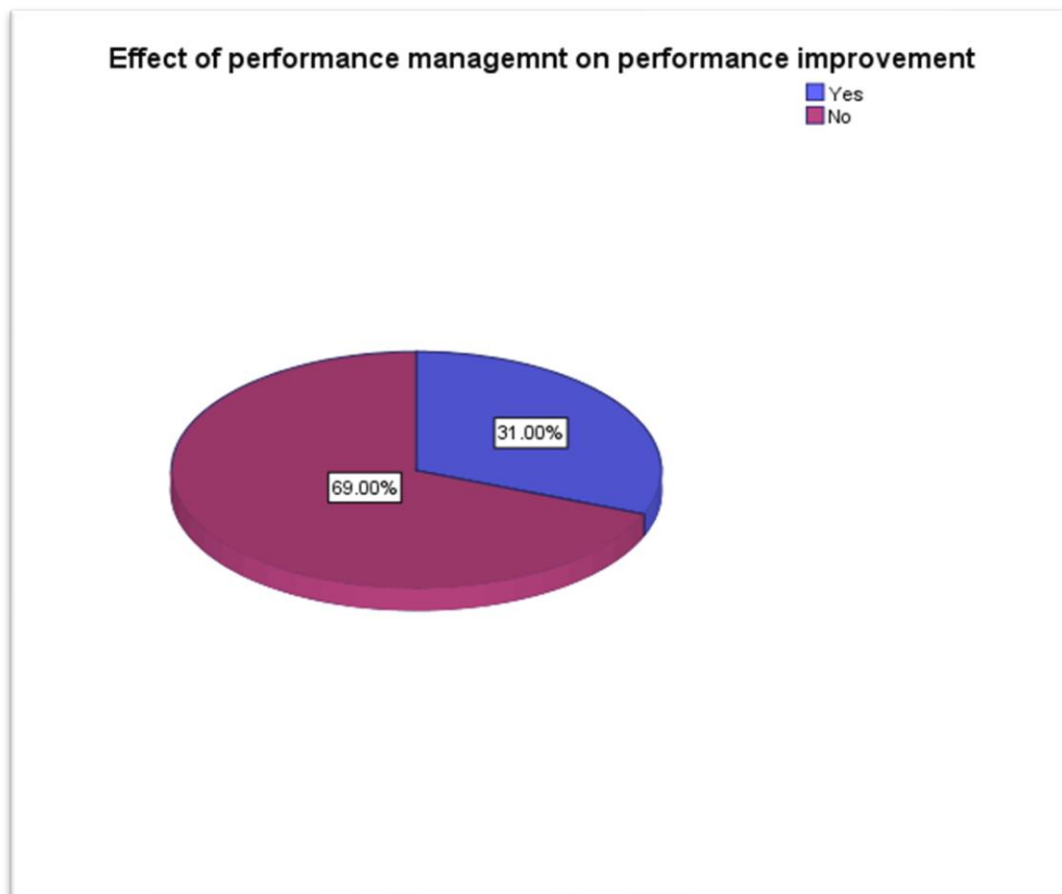


Figure 22: Effect of performance management on performance improvement

Source: Field data, 2020

#### 4.2.5.4 Rewards for Outstanding Performance

Only 22% of the respondents reported being extremely satisfied (1) or satisfied (21) with receiving awards for exemplary performance. 15 respondents were unsure of their stance on

this subject, but there was a disproportionately high level of discontent (63%) with the rewards issue, as indicated in the figure 23.

This study implies that, generally speaking, the STLM management does not appropriately recognize each employee for exceptional achievement. The incentive for exceptional performance spurs each employee to deliver even more in the future, which improves the deployment of PMSs because employees are already driven to deliver more.

In any organisation, rewards are crucial because they spur workers to meet and exceed performance standards (Kaveh et al., 2020; Merchant & Van der Stede, 2015). Giving an employee a reward for their greatest effort inspires the other workers to work harder. Since every employee can be striving for high performance output, an effective reward system will help with the implementation of an effective PMS.

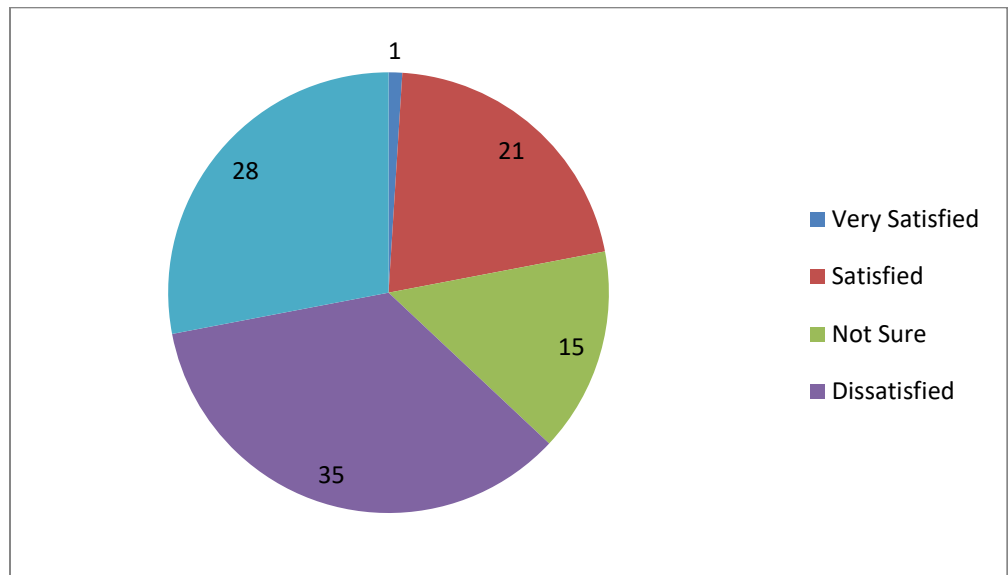


Figure 23: Employee's level of satisfaction for reward of outstanding performance

Source: Field data, 2020

#### 4.2.5.5 Municipal Manager Advice Given to Employees to Improve Performance

The findings showed that the majority of respondents had not been given advise on how to enhance their own performance in order to meet the objectives of the organisation. Up to 75% of the respondents expressed dissatisfaction with obtaining recommendations on how to enhance their performance (37%) or were extremely dissatisfied (38%) (Figure 24). Only 25% of

respondents, most likely at the managerial level, were either extremely satisfied (15%) or satisfied (10%).

According to Machingambi *et al.* (2013), an efficient PMS must offer staff guidance and suggestions for enhancing performance. Advice can only be offered to specific employees after an evaluation of their performance, and it can be filtered by the performance feedback. If they don't get the advice, they won't know which aspects of their performance require work, and the PMS is probably not going to be very useful.

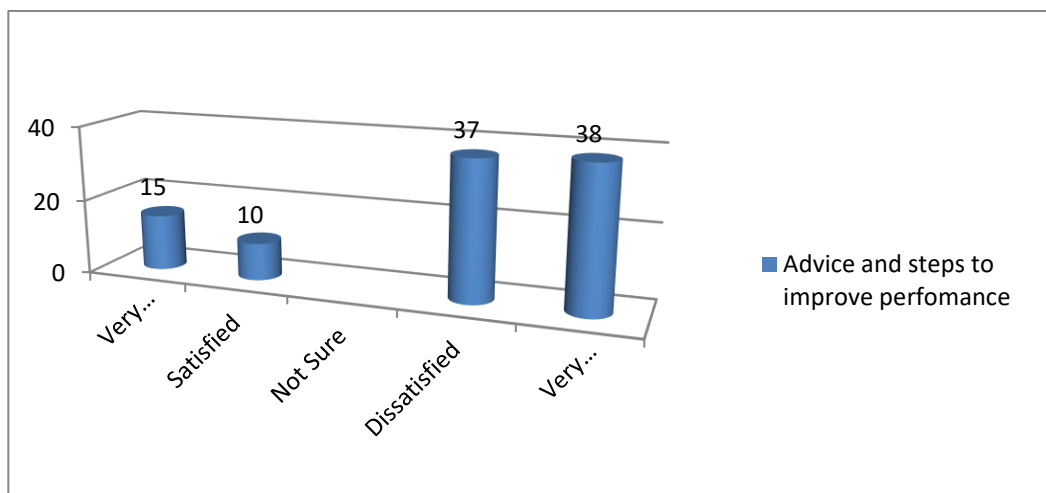


Figure 24: Level of satisfaction with advice received from the municipal manager on performance management

Source: Field data, 2020

#### 4.2.5.6 Professional Development Opportunities for Individual Employees

The majority of respondents stated that they had not taken any professional development courses. Only 27% of respondents were extremely satisfied in this area, and 32% were very satisfied, while 35% of respondents were content, as the figure 25 depicts. For employees who were abreast knowing what was required of them, the development process through the PMS was simple. Employees must gain from performance management through career advice, professional growth, and performance recognition (Machingapi *et al.*, 2013). The efficiency of the PMS is increased by employee professional development since it keeps personnel current in their fields.



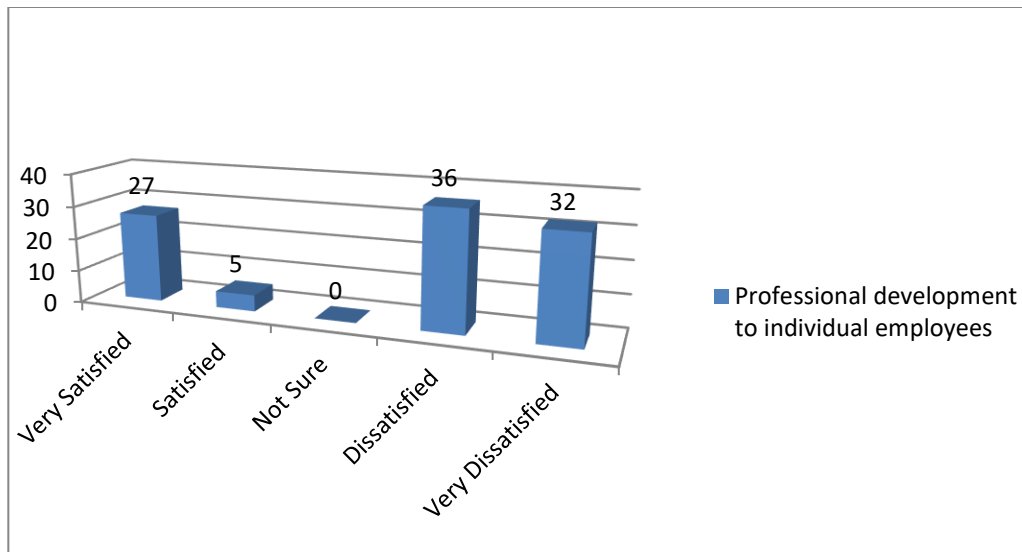


Figure 25: Level of satisfaction with individual development opportunities

Source: Field data, 2020

### 4.3 Secondary Findings from the Literature

According to the report, a significant majority of people at the STLM do not comprehend the idea of performance management. This means that the STLM has fallen short of meeting one of the most important requirements of the performance management idea of objective setting, in accordance with the PMS tenets. A policy framework encompassing the anticipated aims and objectives should be developed through a collaborative strategic planning process between the management and the workforce, according to Minaar (2010) and other more recent authors like Aditya and Sameeksha (2016). The goals should be clear and unambiguous so that the staff members understand what is expected of them.

That such strategic discussions on target setting do not take place at the municipality is indicated by the lack of understanding of the notion of performance management. The line managers must assume full responsibility for creating the goals and ensuring that their subordinates are aware of them, according to performance management. Due to the discovery that the majority of individuals are unfamiliar with the notion of performance management, it appears that such techniques are not used at the municipality.

The report also found that the majority of STLM employees are unhappy with how the municipality has implemented the PMS. Such results are at odds with a crucial component of the PMS that

touches on individual performance and satisfaction, which translate into motivation and enhanced performance. Numerous studies such as those of Mutingi *et al.* (2014;) and Cho & Yoon (2009) contend that ability and motivation combine to produce individual performance. Koopmans, Bernaards, Hildebrandt, Schaufeli, De Vet, and Van Der Beek (2012) found a correlation between individual performance and team and organisational performance. Individual satisfaction and performance-based incentives seem to be unrelated variables at the STLM. This may make it easier to comprehend why the impact on organisational performance is so significant.

The literature demonstrates that providing workers with feedback and conducting consistent evaluations are important components of a successful PMS. The STLM's findings do not support this principle. The employees said that they did not receive feedback and they also expressed dissatisfaction with their lack of appraisals. Aguinis (2011) asserts, similarly to McClelland, that receiving feedback on one's performance promotes incentive for better performance in the future. Aguinis (2011) goes on to claim that awareness of one's progress and appreciation of one's prior achievements serve as the impetus for future success. The forum for performance evaluations and awarding exceptional employees is feedback.

Rewards, according to recent studies by Kaveh *et al.* (2020) and Merchant and earlier ones by Van der Stede (2015), play a significant role in any firm by motivating employees to fulfil and exceed performance targets. Employees that meet the objectives can be rewarded in a variety of ways, including recognition, praise, pay raises, and promotions (SHRM, 2014). One of the reasons why junior employees continue to lack motivation and fall short of meeting customer expectations may be due to the absence of certain performance management components.

The fact that the STLM conducts annual reviews but that the employees are frequently dissatisfied with them is another noticeable aspect of it. This results from the operational shortcomings and fragmented nature of performance management implementation. For instance, even though the PMS is present in the municipality, its strictest principles are not upheld, or at the very least, the process's requirements are not consistently fulfilled. Although it appears that junior employees are never totally engaged, they are nonetheless evaluated at the conclusion of the working day. This could be the cause of their dissatisfaction after the appraisal. Given that the process is ongoing, benchmark reviews are another important component of performance management. The processes and the progress must be regularly reviewed in order to keep on track, claims the Harlow Council (2013). The investigation has proven that there is no efficient ongoing evaluation

of staff performance at the STLM. In turn, this has caused the workers' professional development to stagnate and their understanding of what to do to be insufficient.

Van der Kooy (2010) contends, along with other authors, that it can be very challenging to set up an effective management control system if employees are unsure of what is expected of them by the company (Dragana, 2016; Apoorva, 2015). He argues that in order to achieve the predetermined goals, a good management control system must clearly communicate to the personnel how they may effectively contribute to the firm. Another bone of contention at the STLM is that the top management does not offer guidance to the staff on how to improve in certain areas in order to improve performance. These results are consistent with Van der Kooy (2010) who argues that management should play an educational role in informing its employees on areas of improvement or redefining their expected contributions.

#### **4.4 Reflection of TIPS on the findings of the study**

The factors of TIP which anchor the three pillars of the Da Vinci Leadership Managerial Framework, have a profound correlation to the business operations at the STLM. For example, the 'T' for technology that involves the use of the latest devices seems to be present at the municipality. However, it is not being maximised to its full potential. This is partly owing to the fact that, there is little reinforcement and motivation from among those who are not attempting to advance in the use of the latest technology. In the departments of the organisation where technological enhancement and application should be taking place, it appears as though there is little or nothing that is being done in that regard to improve operation and customer service. The obvious blame falls squarely on the monitoring and the reward systems that have not well collaborated the efforts and encouraged the cutting-edge application of technology. From this, it can be deduced that it is not enough to provide the gadgets to the workers but to follow up on them and appreciate the creative efforts in their usage for the benefit of the organisation. It was also observed that the municipality has not held training workshops to upgrade the skill sets of the workers in the use of the latest technologies for the sake of keeping abreast with the latest inventions and the more effective use of modern equipment. It can be argued that, if such refresher training workshops were conducted, the capacity built among the workforce would have improved the operational efficiency at the municipality.

The second pillar 'I' for innovation is equally not being enforced. There has been minimal or even zero creativity in the means of service provision at the municipality even after the institution of the PMF at the organisation. Again, the direct cause rests upon a lack of coordinating effort from the top management. The well-executed system of the reward for innovative efforts and regular monitoring/evaluation practices would have further encouraged more creativity. It is possible that, if the junior employees at the municipality were rewarded regularly for innovations, they would have been more willing to engage in research and innovation. This in turn would have soared the operations in various departments. The resultant effect would have been efficiency and perhaps the increased effectiveness in the work output and in service delivery. It is also possible that the organisation would have remained fairly competitive on the market and avoided the recurring strikes and protests.

The third and final pillar which is the 'P' or people is what finally paints the complexion of the business operation at the STLM. The study has revealed the dynamics of interaction among the human resources at the municipality. What has really implicated the municipality is the quality of relationships between the top management and the junior employees. The findings of the study show that there seems to be a strain in the interaction between the top management and the junior employees. Among the key areas of strains in this dichotomy is the limited contact times between the two sets of human resource, infrequent monitoring, lack of adequate communication, disinterest of top management in matters affecting junior employees and the lack of motivation among junior employees. All these factors have compounded to demoralise the workers at the municipality. The net result is a vast team of demotivated individuals who will not deliver to the best of their abilities while silently blaming the top management. From such a hybrid of compounding dynamics emerges poor service delivery and the concomitant recurrence of the protests. Therefore, among the three anchors, the 'people' factor is arguably the most significant pillar influencing the turn of events at the STLM as found in the study. In this regard, unlike drafting the impressive PMFs on paper, the municipality must entirely focus on meeting the people's (workers) needs and concerns in the organisational pyramid, if it is to shift all the other dynamics in the rightful channel for effective and efficient business operations as defined by the PMF.

#### **4.5 Conclusion**

This chapter has presented the findings of the study. The findings reveal that majority of the respondents were female and that most of them had a matrix of higher qualification. Also, most respondents were lower levels employees who did not understand the concept of PM and were not familiar with their performance expectations. Furthermore, the majority of the respondents were not satisfied with the implementation of the PMS. The other concern highlighted was the lack of feedback about performance from management to the employees. Additionally, it was also found that the junior employees were not happy with the yearly appraisal process. In this regard, it was established from the findings that there was a lack of benchmark reviews and internal control to monitor employee performance. Finally, the management was not giving advice to the employees about how they could improve their performance.

## CHAPTER FIVE

### CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

The chapter discusses the study's findings according to the set objectives. It stresses the salient points that are drawn from the data that was captured from the literature and during the research, then it assesses how the findings contribute to revealing the challenges of the management system at the STLM. The discussion is a platform for raising the recommendations to improve the management system at the municipality. The chapter is structured by first summarising the findings on the objectives and it is followed by the conclusions that were drawn from those findings. After that, the chapter discusses in summary how the findings have generally contributed to unveiling the challenges of the PSM management system at the STLM. In addition, the subsection discusses the manner in which the study provides the relevant ways of improving the system of management at the municipality. The last part of the chapter exposes the gap for future research to further enhance the knowledge in this field.

#### 5.2 Summary of Findings

The findings of the study were analysed based on the conceptual framework that was established from the literature on the motivational and the goal-setting theory as well as the performance management process. The theoretical framework that was used to draw upon the effectiveness of the PMS at the STLM follows the underpinnings and the processes as shown in the framework of Figure 26. According to the findings, there is goal setting at the STLM but, there is little goal articulation. This was observed in the availability of the structural plans for the enhancement of performance but little to no thorough follow-up to the effectiveness of the plans. The conceptual framework also demands performance appraisal through a fair reward system. The findings at the municipality reveal that the operations at the STLM also lacked the sufficient appraisal systems for the adequate boosting of the motivational levels among the junior employees. The regularity of monitoring and reward was also less than the standard requirements. Therefore, due to the lack of a feedback-loop, the management at the STLM had almost zero basis to conduct meaningful assessment to implement effective service delivery approaches. This can generally be attributed to the lack of motivation among the workers emanating from a flawed PMS that lacks the critical components of performance management. This could be the explanation for the

recurrence of the worker protests and the demonstrations at the municipality. Apart from that, when the workers perform less than the required, customer satisfaction is never achieved.

From the foregoing study, the first objective which was 'to establish the employees' level of understanding of the performance management system used at the STLM', was achieved. According to the findings, employees' level of understanding of performance management system was minimal. A majority of the respondents had little understanding of the concept of performance management. Although the employees were participating in the review process of PMS, it was rather paradoxical that they did not know exactly what PMS was as a concept. This could imply that the employees were not sensitized as to the ideology behind what they were taking part of.

The second objective which was, 'to determine employee perceptions about the effectiveness of performance management system implementation at the STLM', was also accomplished. From the foregoing, the study revealed that most employees at lower levels held the perception that performance management was not effective at the municipal because most of them were not informed about their individual roles and responsibilities, to meet pre-set objectives.

In the third objective, the study sought to 'establish employee views on the effectiveness of performance management system's monitoring and evaluation at the STLM'. Findings of the study shown that, at Steve Tshwete Local Municipality, employees view performance management as ineffective and to some extent a mere system of manipulation for the advantage of top management. Most of the junior employees complained that there was little or no monitoring and evaluation later on feedback on performance. This, they indicated that, among the main challenges of implementation and therefore robbed the workforce at STLM from having an empowered and motivated team that was

Having assessed the performance at the STLM using the framework in Figure 26, the study has drawn the conclusions that can feed information into the policy formulation for the effective implementation of the PMS at the STLM. The conceptual framework can act as a guide to show how a standard effective PMS needs to operate to produce the desired results. It has generated information that can be used at the STLM to solve some of the existing challenges. For instance, the identified non-implementation of certain activities that are factored in the PMS can be an eye-opener to the management at the municipality. This entails that the top management may consider revisiting their modus operandi to effect positive rewards.

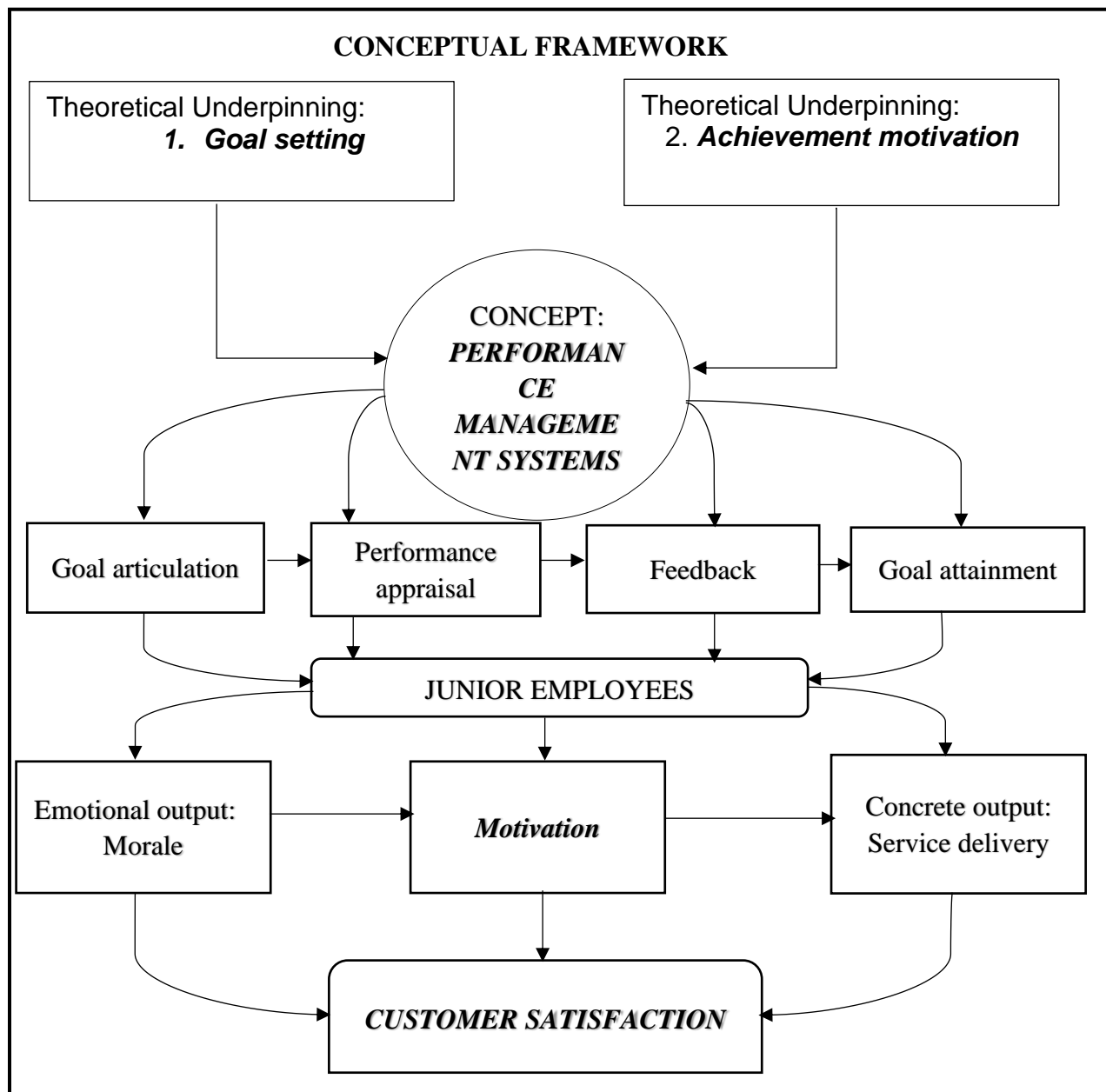


Figure 26. Proposed Effective Performance Management Framework for STLM

Source: Generated by Author, 2022

In addition, the study has proposed the alteration in the perceptions of the staff at the municipality. For the top management, there is a call to revisit their sustained perspective that the junior employees are of lesser importance. On the other hand, among the junior employees, the study suggests a shift of mind-set from the utter disinterest from the affairs of management to a call to the pursuit of effective service delivery.



Apart from that, the study endeavoured to 'determine employee perceptions regarding the impact of the PMS on employee development at the STLM' in fulfilment of the fourth objective. And from the foregoing, the study found that the employees were unaware about the potentialities of the PMS to yield better performance. Therefore, their perceptions were partial because they did not take active roles in forwarding the agenda of performance management. While some partially saw its potential, many were utterly ignorant about it and its tenets.

Finally, in its fifth objective, the study managed to 'analyse the policy framework governing junior employee PMS implementation in the STLM'. The analysed variables revealed that the policy framework was merely paperwork, and it was not practical. It was a system that was kept in the cabinet files while the management only administered certain aspects of it. Further research ought to be done to explore the challenges at the municipality for the top management to fully apply the PMS. The framework comprises of all the elements which can enable it to thrive and lift the performance among the workers.

### **5.3 Conclusions**

From the findings of the study, it can be concluded that there is a lack of knowledge about the PMS at the STLM especially among the low-level employees. This was observed in their expressions of little understanding about the performance management concept. This seemed to explain part of the reason why there was limited involvement in performance management by the employees at the municipality. Such findings were consistent with the proponents of the PMS concept advance that all the members of an organisation need to accept and be involved in. Another induction was that the perception of the junior employees about the effective implementation of the PMS at the municipality was in the negative affirmation. Most of them indicated that it was not effective.

The findings also show that the regular checking of performance among the junior employees was absent. As a result of this, this class of employees lamented about a lack of employee development, justifiable appraisal, and a substantiated reward system. This lack of feedback with its concomitant disinterest and the lack of worker commitment are typical reflections of what the scholars who argue for PMS conclude would result in an absence of a poor application of some key aspects of the concept.

It was also established by the study that at the STLM there was also a lack of advice for performance improvement from the top management to the junior employees which would afford them a chance to improve performance. This explained the lack of improved service delivery at the municipality. This is consistent with what the theory by McClelland (1953) ascertained that there is a direct correlation between worker feedback, motivation and improved performance.

Ultimately, it can be concluded that the STLM needs a re-visitation of the entire management system to establish whether they are really using the PMSs to run their affairs. The municipality can also draw from the findings and the recommendations of such a study to reflect upon the areas of flaw in management. Perhaps the management at the STLM can adopt the key aspects of the PMS and find means of making them practical. The study has already shown that if the key tenets of the concept are applied to the latter, improved performance is inevitable. This is a theoretical/conceptual prediction whose validity is backed up by vast literature for its practical relevance.

Therefore, based on the findings of the study, it can be proposed that the management at the STLM may consider taking practical steps to, inform its staff on the concept of PMS, highlight the collective goals and individual responsibilities of workers at the municipality, conduct regular check-ups on performance, give regular feedback and advice on areas of improvement to junior employees, as well as to additionally reward the performers who meet the unanimously set objectives within the set period. It is estimated that by such a radical undertaking, the motivational levels among the workers will improve and with it service delivery and customer satisfaction.

#### **5.4 Summary of Contributions**

The study has drawn conclusions that can feed information into the policy formulation for the effective implementation of the PMS at the STLM. The conceptual framework can act as a guide to show how a standard effective PMS needs to operate to produce the desired result.

The study has generated information that can be used at the STLM to solve some of the existing challenges. For instance, the identified non-implementation of certain activities that are factored in the PMS can be an eye-opener to the management at the municipality. This entails that the top management may consider revisiting their modus operandi to effect positive rewards.

Also, the study has proposed the alteration in the perceptions of the staff at the municipality. For the top management, there is a call to revisit the sustained perspective that the junior employees

are of lesser importance. On the other hand, among the junior employees, the study suggests a shift of the mind-set from utter disinterest from the affairs of the management to a call to the pursuit of effective service delivery.

The study has also generated information that can add to the general theories of goal-setting and achievement motivation by showing the practical dimensions of applying them. The theories in literature ought to be tested by pragmatic approaches that will reveal their degrees of accuracy and flaws if they are to be relevant to human life. The study has attempted to achieve this.

Generally, the study also contributes to the wide debate among the scholars regarding the challenges of implementing the PSMs in the organisations especially in the developing countries. Apart from that, the study has surfaced information that can be vital for the addition to the contemporary designs of the PMS in several municipalities in South Africa. This can be an ingredient that has the potential to end the service delivery protests that take place in the country.

### **5.5 Recommendations for Future Research**

The research study endeavoured to assess the effectiveness of implementing performance management at the STLM. The research mainly found that the performance management systems are not effective at the municipality in several regards. Almost all the key aspects of performance management were non-functional, and as such a study can become a point of reflection for the municipality. From such reflections, future research at the municipality may need to be carried out to establish whether the amendments were made to the *modus operandi* of the management. And if there may be little or no change, the future study can endeavour to search out the cause. However, if at all there is improved performance, another research of similar nature perhaps with additional variables can be conducted to prove whether the change was a resultant effect of the successful implementation of the PMS at the municipality.

Meanwhile, similar studies at the municipalities other than the STLM can be replicated, and the documentation used to guide the recommendations that can work for those specific contexts. The study therefore can act as a yardstick with which similar research can be conducted in the future in similar set-ups.

The research study was conducted to achieve the objectives that were mainly subjective in nature such as individual knowledge, perceptions, and the feelings of satisfaction about the operations

at the municipality. In the future it can be more comprehensive to triangulate such variables with objective variables such as the number of quarterly appraisals done every year, how much monetary resources are invested in the reward system yearly, and what is the percentage of salary increment for the junior employees every year. When such figures stick out, it becomes easier to judge objectively how much investment goes into performance management. This will paint a more comprehensive image of how much value is placed on the motivation of the employees at the municipality. Such a study would then be more robust, and it will tend to portray the attitude which the top management has towards the PM. Such an attempt to capture the objective variables other than the subjective one adds the positivist approach to the research other than this study which mainly has used interpretivism, critical realism and pragmatism. In the future research it would turn out more advantageous to use both ontological standpoints.

## **5.6 Limitations of the Study**

The study limited itself to the social interaction of the workers at the STLM. Its target population is traced at the council and the variables under investigation are with the employees and the managers of the council. This research is based on a growing concern over the widespread 'service delivery protests; that are rampant across some municipalities in South Africa. The STLM was specifically singled out as one municipality that has experienced such a phenomenon in more recent times and its predicament has been directly attributed to the possible failure of the PMS to work effectively owing to disjointed structures within the management. These specifics define the scope of this research and make the STLM to be a more viable case to study. Such a standpoint in selecting the scope, however, has the potential to disclose what could be happening in other similar contexts not only in South Africa but in other developing countries in the world.

## **5.7 Brief Chapter Overviews**

Chapter 1 introduced the study and it provided background information. It stated the problem, as well as outlined the aim, objectives and research questions of the study. Chapter 2 provided a review of the literature covering the notions of individual performance, PM and the PMS. Chapter 3 discussed the research methodology of the study. The chapter 4 presented the results of the study on the challenges that are faced in the execution of the individual PMS at the STLM. Chapter 5 drew the conclusions and made recommendations based on the findings of the study.

## **5.7.1 Recommendations**

In light of the discussion of the findings in section 5.2 of this chapter, it is imperative that the STLM adopts some recommended strategies in a bid to strengthen the current PMS. These are outlined in the subsections that follow.

### *5.7.1.1 Recommendation on understanding the performance management system*

The STLM, through its Human Resources (HR) department, should facilitate regular communication with the employees concerning the entire PMS. In addition, the communication around the responsibilities and performance expectations or targets should be strengthened to ensure that there is clarity in terms of the required deliverables of the subordinates.

### *5.7.1.2 Recommendations on performance management system implementation*

The STLM, through the interaction between the Information Technology (IT) department and the HR department, should ensure that the necessary IT facilities, that are geared to support the effective implementation and monitoring of the PMS, are put in place. Apart from that, the HR department should also embark on training and development that are geared towards employee performance governance. This will help in creating and strengthening the best ethical practice in HR performance management and governance.

### *5.7.1.3 Recommendations on performance management system monitoring*

The STLM, with the help of its divisional and sub-divisional heads, should constantly assess at defined intervals, the performance of its employees and it must provide constructive feedback in that regard. In other words, the constant advice that is offered to employees in terms of their required roles and how they can improve their performance should be given high priority. In addition, performance tracking tools such as the balance scorecard should be developed and deployed to ensure standardised employee performance monitoring and evaluation across all the departments of the municipality. It is recommended that this monitoring be done quarterly considering the urgency of the matter. The recurrent strikes at the municipality attest to the evident flaws in operation of the PMS. It is thereby advisable that the monitoring commence with short-time intervals such as quarterly ones so that, as many issues as possible are addressed by workers. However, the frequency of monitoring are subject to review and alteration based upon annual performance. The quarterly monitoring exercises are aimed at igniting seriousness about business operation at the municipality by all employees and managers. Once the tone is set,

further reviews in future can be done to see the necessity of quarterly rather than half-yearly or yearly monitoring.

#### *5.7.1.4 Recommendations on the impact of the performance management system on employees*

The STLM, through its HR Management department should adopt a culture of rewarding outstanding employee performance. Based upon individual employee performance, annual awards ought to be presented by management. The management, may set aside proceeds of the company and make budgetary allocations for deserving workers. The allotted money can be appropriated as a percentage from company proceeds so that it does not strangle the organisations resources. Nonetheless, the rewards must cater for a wide range of departments and responsibilities because every department counts and is complimentary to the others. In addition, on a regular basis, the HR department of the municipality in conjunction with the other departments should assess gaps in the available and undertake capacity building initiatives through workshops in mentoring and coaching able employees. This can help to create an effective and efficient working environment within the municipality. It is hoped that the successful implementation of these recommendations will go a long way in enhancing the effectiveness of the desired PMS at the STLM.

#### *5.7.1.5 Recommendations on the recurrence of strikes as a means to resolve dissatisfaction*

The STLM can adopt a more effective implementation strategy to curtail the chances of a strike. In the event that the strike mode among workers and customers seems to arise, senior officers at the municipality need to meet with their junior ones in order to hear their concerns. This should be done at the stage when rumours are going round about a brewing possibility for eminent strike. Top management as it were should desist from the tendency to ignore the junior workers concerns but give a listening ear, so that the unfolding of strife is rooted out from inception.

### **5.8 Return on Investment (ROI) upon various scales of business operation**

The concept of ROI is a business concept that refers to the amount of returns out of the invested input or capital. It is about the obtained profit divided by the invested amount in the business venture, and it is crucial in determining the viability and profitability of a business venture. This is displayed in the following equation;

$$\text{profit} \div \text{investment cost} \times 100\% = \text{ROI (decimal or \%)}$$

In this regard, the measure is used to project the future of the STLM at various spheres of impact from the narrowest scale of an individual to the grandest scale of the entire community. For example, at a personal level, the effective implementation of the PMS has a motivational and satisfaction factor. If the workers at the STLM were better motivated through an efficient reward system and were constantly guided on following the vision of the organisation, they would offer better service and this in turn would translate into larger profit scales. Ultimately, this would increase the ROI. As a cascading effect, the individuals would receive better salaries and become more satisfied and further motivated.

From the foregoing, at a personal level, the researcher has obtained the wisdom of perceiving the relevance of a functional PSM. Through the excursion, it has been realised that the drafting of plans and strategies does not necessarily yield the desired results. By rigorously assessing how the returns on investment have declined due to poor service delivery, the researcher gained depth of technical know-how to focus on the most important aspect of an organisation for the successful running of business. Through the study, the researcher learnt one of the most important variables in the business equation which is the customer, followed by the junior employees who have direct contact with the customer. Through conception of such interaction with the business concepts and the actual operations on the ground, there improvement in the knowledge of how to formulate a more comprehensive and plausible PMF. Apart from that phronesis has been acquired of how to make the PMS effectual and improve the ROIs of an organisation. Also, such things as how to balance the TIPs in the running of an organisation to engineer better ROIs has also been learnt. Furthermore, from all this, the researcher has seen that the 'P' for the people factor is most sensitive in a management system that is mostly run by the human resources.

As a scholar of economics and business, the research has enabled the student to be in a better position to venture into a business idea mostly consisting of human resources or computer technology such as the STLM. Such insight has enhanced his capacity to probe whether the curve of the ROI is showing growth or a decline, especially in a system that is mainly run by people. Other skills acquired include managerial skills about how to interlink the roles of the top management to that of the junior employees. Ultimately, the study has unveiled that, although an organisation may be running, it is possible that it can be making losses without realising it, if there is no consistent checking of the ROIs. Therefore, in an event of venturing into business, one of

the key elements one should look out for would be to first set the ROI in perspective so as can cross-check whether my business is profitable. This is because profit is the most important variable in the survival and viability of any business.

At professional level, it has been noted that the increased efficiency in service delivery and enhanced customer satisfaction can boost the morale of the workers. For instance, the customers would be ready to pay for services that are efficiently delivered and this would result in a better ROI. Following this, the workers would be more willing to engage in Continuous Professional Development (CPDs) to refine their skill sets for fear of losing their place in the value chain. Throughout the excursion, the role of the rewards to act as a serious motivation factor in an organisation has been appreciated. Therefore, top management ought to carefully consider having a well-executed reward system to inspire healthy professional competition and further inspire the professionals to sharpen their skills and harness sound ethics other than resorting to strikes. It is only by this way that the services at the municipality will improve and profits increase.

At organisational level, it is intimated that, if proper reorientation is conducted at the STLM, then the junior employees at the municipality would become well acquainted with the PMF and the PMS. Such acquaintance would translate into their deliberate role in adding the smooth flow of the organisation's vision. The human resources would then fit in the missing piece 'P' in the TIPs. In turn, unlike the prevailing situation, the active and enhanced involvement of the junior employees in the production equation would increase productivity, innovation and resourcefulness. In turn this would manifest in increased ROIs and better profit margins. Presently, the existing worker apathy, ignorance, and the negative perspective about the PMF held by the junior employees serves to paralyse the effective and efficient operation of business at the STLM. Nonetheless, the study recommends a refocus on the intense reorientation of the PMS, consistent monitoring and evaluation as well as a sustained fair reward system to boost the motivation levels among junior employees.

Therefore, for those in the top management of the STLM, one of the most important recommendation is to synthesise the gap between the top management and the junior employees would be to introduce an open space work culture, thereby increasing the frequency of interaction between the supervisors and the teams under their superintendence. Besides that, there is also need to commission the planners at the municipality for them to redraw the schedules within which the monitors would visit the ground workers by increasing its frequency. Apart from that, top



management ought to also build and employ a team of researchers to conduct research and development within and outside the municipality. These would also be responsible for gate-keeping the performance of the ROI relative to the systems of operation at the municipality. These would also be in charge of evaluating the ROI and enforcing the necessary adjustment for bringing it back on the trajectory of exponential growth and profitability.

With the foregoing recommendations and all things being equal, the increased ROI would boost the capital and provide sufficient net income for many explorations and innovative escapades within the municipality. For example, using increased returns can re-invested to expand both the soft and hard infrastructure at the municipality. The monitoring and reward systems can further be enhanced due to increased funding. Furthermore, the 'people' factor, can be motivated through increased pay. Such direct motivation can ignite renewed zest and inspire commitment and hard work. It should be noted that the sustained demotivation and recurrent protests at the municipality are organically engineered by a lack of motivation, and principally this has to do with monetary dissatisfaction. Therefore, a continued state of affairs or even dwindling returns would further serve to lower the standards. As a result, the ROI dynamics are pivotal in the shaping and in reshaping the trajectory of the STLM. At community/societal level, the increased ROI means better service delivery from the municipality. Better service delivery means that the livelihoods of the people within the community would be improved because all the supplies from a municipality which include basic utilities would be efficient. This would in turn significantly reduce not only the complaints of such supplies and more importantly the chances of disease outbreaks. Substantially, it can be said that better service delivery would satisfy both the workers and the customers and eventually it will put an end to the recurrent protests and demonstration over service delivery.

## **5.9 Conclusion of chapter and the study**

In conclusion, the chapter condensed the findings and the discussions of the study. Among the key take home messages from the summarised findings were that there was an ineffective PMS at the STLM owing to the lack of thorough implementation on the part of top management. It was found that there was general ignorance of the basic concepts and the tenets of the PM among the junior employees. It was also established that the top management seemed to have assumed that the junior employees had adequate knowledge of the PMF. Research also revealed that the perceptions from among the junior employees skewed towards the negative than the positive affirmation about the efficacy of the framework. From the foregoing, the recommendations were

appropriated to make the PMF more applicable rather than changing its content. In addition, further research in an event of challenges in making it more practical needs to be done. The chapter also projected the significance of the PMS in enhancing technology, innovation and the people factor as well as the return on investment in the municipality. The discussion concludes that the enhanced PMS at the STLM can improve TIPs and thereby translate into increased ROIs. In turn, the increased ROIs at the STLM are likely to have phenomenal impact on the scales extending from the individual to community/society levels.

Ultimately, the study has fulfilled all its objectives and established the issues surrounding the dynamics of the PMS at the STLM. It has unravelled the degree of efficacy for the existing PMF and tested it against the pillars of the business framework using the TIPs. The findings reveal an inefficient management system lacking solid implementation and causing dissatisfaction among the workers. This explains the recurrent protests and demonstrations at the municipality. The study has unveiled the degree of ignorance about the PMF among the junior employees which seems to explain their negative perceptions about its efficacy. Further probing also showed weak monitoring and evaluation to support a viable reward system. What has emerged from the study is that it has barely met any of the three pillars of a concrete enterprise which are premised upon technology, innovation and the people. Therefore, the failure to balance the triangle has eventually led the organisation down the path of negative returns on investments. This ultimate test against the ROI has plummeted the municipality to the verge of protest and recurrent demonstrations. Therefore, the main recommendation is for the municipality to revisit its implementation of the PMS and reinforce it with robust energy.

## REFERENCES

Aditya G., and Sameeksha J., 2016. *Implementing Performance Management Systems: A Strategic Tool for Human Resource Management*. Conference Paper, ResearchGate publications.

Afonso, D., Franco-Santos, M. and Gomez-Mejia, L. 2021. Revisiting benefits design approaches: the strategic Value of identity-based benefits, *The Journal of Total Rewards*, 30 (1) 71-80.

Aguinis, H. H., 2011. *Performance Management (3<sup>rd</sup> Edition)*. Upper Sadle, New Jersey: Prentice Hall.

Alston, B. and Mujtaba, B. G. 2009. Performance Management Execution for effective and continuous employee appraisals. *Journal of Business & Economics Research (JBER)* (7) pg. 10.

Andrews, R., 2014. *Performance Management and Public Service Improvement*. UK: The Policy Public Institute for Wales.

Antony, T., 2007. *Evaluation of Black Oat (AvenStrigosaSchreb) Germplasm*, Unpublished master's dissertation. Alabama: Auburn University.

Apoorva, T., 2015. Reward system and its impact on employee motivation. *International Journal of Organizational Behaviour & Management Perspectives, (Pezzottaite Journals)*. (4) 3, 1877-1882.

Âta, G., Chafik, O., Razane C. and Elalami, S. 2016. *Performance: A concept to define*. Casablanca: University of Hassan.

Babbie, H. and Mouton, D. 2009. *Research Design Methodology*. Washington DC: World Press Printers:

Osma, B.G., Gomez-Conde, J. and Lopez-Valeiras, E., 2022. Management control systems and real earnings management: Effects on firm performance. *Management Accounting Research*, 55, p.100781.

Cho, T. and Yoon, S. 2009. Human resource management, individualism-collectivism, and individual performance among public employees: A test of the main and moderating effects. *A Korean Journal of Policy Studies*. 23 (2), 57-78

CIPFA, 2014. *National Assembly for Wales Finance Committee: Inquiry into Best Practice Budget Processes*. Edinburgh: Commission for Delivery of Public Services.

Cloete, F., 2005. *Measuring good governance in South Africa*. Stellenbosh: University of Stellenbosch.

Cooper, D. R., and Schindler, P. 2002. *Business Research Methods*, 8<sup>th</sup> Edition. Irwin: McGraw-Hill.

Cozby P. C., 2004. *Methods in Behavioural Research*, (8<sup>th</sup> Edition). The University of Michigan: McGraw Hill.

Creswell, J. W., and Creswell, J. D. 2021. *Qualitative, Quantitative, and Mixed Methods Approaches*, (Sixth Edition). Michigan: SAGE.

Creswell J. W., 2017. *Qualitative, Quantitative, and Mixed Methods Approaches*, (Fifth Edition), Michigan: SAGE.

Crotty, M. 2003. *The Foundations of Social Research: Meaning and Perspectives in the Research Process*, (3rd edition), 10. London, Sage Publications.

Dalla, B., and Omar, L. 2020. *Management Control System*. Atılım University Ankara, Turkey.

DeNisi, A. S., and Kevin, R. M. 2017. Performance Appraisal and Performance Management: 100 Years of Progress. *Journal of Applied Psychology* 102 (3): 421-433.

Bilsky, W., Döring, A.K., van Beeck, F., Rose, I., Schmitz, J., Aryus, K., Drögekamp, L. and Sindermann, J., 2013. Assessment of children's value structures and value preferences. *Swiss Journal of Psychology*. (72) 123.

Bilsky, W., Döring, A.K., van Beeck, F., Rose, I., Schmitz, J., Aryus, K., Drögekamp, L. and Sindermann, J., 2013. Assessment of children's value structures and value preferences. *Swiss Journal of Psychology*. (72) 123.

Dragana, D., 2016. Employee Reward Systems in Organizations. Economics. *ResearchGate* (4) 107 - 118.

Duta, A., 2016. *Management Control Systems, Texts and Cases*. Mahendra Institute of Management and Technical Studies, Bhubaneswar. JAICO Publishing House.

Engela, R. and Ajam, T. 2010. *Implementing a government-wide Monitoring and Evaluation System in South Africa*. World Bank: The World Bank Publication.

Eshun, C. and Duah, F. K. 2011. *Rewards as a Motivation Tool for Employee Performance*. Sweden, BTH School of Management.

Fatemeh, A. R. 2020. *Definition of performance management*. Islamic Azad University: Tehran.

Foucault, M. 1991. *Discipline and Punish: The Birth of Prison*. London: Penguin Books:.

Grant, A.M., 2012. Leading with meaning: Beneficiary contact, prosocial impact, and the performance effects of transformational leadership. *Academy of management journal*, 55(2), 458-476.

Gerhard, P. 2011. *Strategic Continuous Process Improvement*. McGraw-Hill Professional: US  
Harlow Council, 2013. *Harlow Council Performance Management Framework*. Harlow Council. 3-6

Hålén A., and Gerok, C. 2014. *Performance Measurement Systems: How to measure improvements in a value stream*. Master of Science Thesis. Stockholm.

Herman, A. 2011. *Performance Management*. Edinburgh Business School: Edinburgh, Herriot Watt University.

<https://www.abs.gov.au/>

Irish Aid Development Education Strategy 2017–2023. *Performance Management Framework*. Irish Aid: Ireland, Department of Foreign Affairs.

Ivanov C., and Silvia, A. 2014. Performance Measurement Models: An Analysis for Measuring Innovation Processes Performance. *Procedia - Social and Behavioral Sciences* (124) 397- 404.

Kanyane, M. H. and Mabelane, M. J. 2009. *Performance Management and Skills Capacity in Government Sector*. *Journal of Public Administration*. 54 (2), 58-69.

Kaplan, R. S., and Norton, D. P. 1996. *The Balanced Scorecard. Translating strategy into action*. Harvard: Harvard Business School Press.

Kaveh, A., Nick, B., and Zarina, A. 2020. *The confluence of knowledge management and management control systems: A conceptual framework*. *Knowledge and Process Management*. (27) 133-142.

Kelemen, M. and N. Rumens, 2008. *An Introduction to Critical Management Research*. London: Sage:

Kgantlapane, P. S., 2009. *An Analysis of the Performance Management System: The Case of a Metropolitan Municipality*. Mini Dissertation submitted at the North West University in November 2009, 34.

Klaus P., and S., Maklan, 2007. Towards a Better Measure of Customer Experience. *International Journal of Market Research*, 55 (2), 227-246.

Koopmans, L., C. M., Bernaards, V. H., Hildebrandt, W. B., Schaufeli, H. C.W., De Vet, and A. J. Van Der Beek, 2012. Conceptual Framework of Individual Work Performance. *American College of Occupation and Environmental Medicine*. Lippincott & Williams, 53 (8).

Kooy, V., 2010. *Impact of Performance Management on the Individual Employee*. Rotterdam: Erasmus University.

Lazear, E. P. and M., Gibbs, 2009. *Personnel Economics in Practice*. (2<sup>nd</sup> Edition). New Jersey: John Wiley & Sons Inc.

Lestoalo, M. B., 2007. *An Evaluation of Performance in the Public Service*. Master's Dissertation submitted to the University of Johannesburg, 2007. Johannesburg.

Locke, E.A., Shaw, K.N., Saari, L.M. and Latham, G.P., 1981. Goal setting and task performance: 1969–1980. *Psychological bulletin*, 90(1),125.

Machingambi, S., C., Maphosa, A., Ndofirepi, E., Mutekwe, and N., Wadesango, 2013. Perceived Challenges of Implementing the Performance Management System in Zimbabwe. *Journal of Social Sciences*, 35 (3), 264.

Mofolo, M., 2012. Strengthening performance management system implementation in South African municipalities. *Africa's Public Service Delivery & Performance Review*, 1(1), 73-86.

McClelland, D. C., 1953. *The Achievement Motivation Illustrated*. New York: Martino Publishing.

Macky, K. and G., Johnson, 2000. *The strategic Management of Human Resources in New Zealand*, New York: Irwin McGraw-Hill.

Mahmud, M, M., (2021). *Performance Appraisals in HR and Management 1*. Dakar: East West University.

Malhotra, N., Budhwar, P. and Prowse, P., 2007. Linking rewards to commitment: an empirical investigation of four UK call centres. *The International Journal of Human Resource Management*, 18(12), 2095-2128.

Martinez, V., 2005. What is the value of using PMS? Perspectives on Performance. *Centre for Business Performance, Cranfield School of Management, UK*. 4 (2), 16-18.

Maslow, A. H., 1943. A theory of human motivation. *Psychological Review*, 50(4), 370–396.

Merchant, K. and W. V. D., Stede, 2007. *Performance measurement, evaluation and incentives*, California: University of Southern California, 766.

Minaar, F., 2010. *Strategic and Performance Management in the Public Sector*. Pretoria: Van Schaik.

Ming-Lang, T., Wu Kuo-Jui, W., Ming K.L., and W., Wai-Peng. 2019. Data-driven sustainable supply chain management performance: a hierarchical structure assessment under uncertainties. *Journal of Cleaner Production* (227) 760-771.

Moran, N., P., Epstein and L., Beistch, 2013. *Designing, Deploying and Using an Organisational Performance Management System in Public Health. Cultural Transformation Using the PDCA*. New York: Approach Public Health Foundation.

Mosoge, M. J and M. W., Pilane, 2014. Performance Management: The Neglected Imperative of Accountability Systems in Education. North West University. *South African Journal of Education*, 34 (10), 6-36.



Mullins, L., 2005. *Management and Organisational Behaviour*, 7<sup>th</sup> ed. Harlow: Prentice Hall/Financial Times, London: Pearson Education Limited.

Musgrave, J., 2011. Moving towards responsible events management. *Worldwide Hospitality and Tourism Themes*. 3 (3), 258-274.

Mutingi, M., Mapfaira, H. and Monageng, R., 2014. Developing performance management systems for the green supply chain. *Journal of Remanufacturing*, 4,1-20.

*National Offenders Management Service Business Plan 2014/15.*

*New South Wales Industrial Relations Amendment (Industrial Court) Act No. 85 of 2013.* Department of Premier and Cabinet: NSW, 14.

Roelofse, C.J., 2017. Service delivery protests and police actions in South Africa: What are the real issues? *Journal for Public Administration and Development Alternatives*, 2(2), 201.

Ökvist A., and A., Pavlovic, 2018. *Management Control Systems and their Connection to Exceptional Growth - an internal perspective.* Master's Thesis, Uppsala: Uppsala University.

Reed, M., 2005. Reflections on the 'realist turn' in organization and management studies. *Journal of Management Studies*. 42, 1621–1644.

Republic of South Africa, 2021. *Local Government Audit Outcomes of 2019-2020.* Cape Town: Government Printers.

Republic of South Africa, 2016. *Integrated Development Plan 2012-2017.* Steve Tshwete Municipality, 5-7.

Republic of South Africa. *Labour Relations Amendment Act (Act 6 of 2014).* Government Gazette. Cape Town: Government Printers.

Republic of South Africa, 2014. *National Offender Management Service Paper*.

Republic of South Africa, 2010. *National Performance Advisory Commission: A Performance Measurement Framework for State and Local Government*. Chicago.

Republic of South Africa. *Municipal Systems Act (Act 32 of 2000)*. Government Gazette. Cape Town: Government Printers.

Republic of South Africa, 1998. *Local Government: Municipal Structures Act 117 of 1998*. Johannesburg: Juta & Company Limited.

Republic of South Africa, 1997. *Constitution of the Republic of South Africa, 1996 (Act 35 of 1997)*. Cape Town: Government Printers.

Roelofse, C.J., 2017. Service delivery protests and police actions in South Africa: What are the real issues? *Journal for Public Administration and Development Alternatives*. 2 (2), 201.

Robbins, B., 2007). *Effects of Performance Management on Employee Performance*. New Delhi: Pearson Education.

Roshan, D. and J., Jenson, 2014. Study on Performance Measurement Systems – Measures of Metrics. *International Journal of Scientific and Research Publications* (9) pg. 4.

Sandeep. K., 2013. *7 elements of effective performance management*. ResearchGate publications.

Saunders, M., Lewis, P., Thornhill, A., and A., Bristow, 2019. *Research Methods for Business Students* Chapter 4: Understanding research philosophy and approaches to theory development. Pearson Education. (128-171)

Sekaran, U., 2003. *Research Methods for Business: A Skill-Building Approach*, (4th Edition, New York: John Wiley & Sons.

Shanks, N. H., 2007. *Management and Motivation. In Introduction to Healthcare Management.* Burlington: Jones & Bartlett Learning.

Shargie, E.B. and B., Lindtjorn, 2007. *Determinants of Treatment Adherence among Smear Positive Pulmonary Tuberculosis Patients in Southern Ethiopia.* Ethiopia

SHRM, 2014. Benefits Administration; Annual Conference & Exposition Preview. *Paper presented at the Society for Human Resource Management Annual Conference & Exposition:* June, 22-25.

SHRM, 2014. *Performance Management That Makes a Difference: An Evidence-Based Approach.* Dubai: United Arab Emirates.

STLM, 2019. *Performance management system framework review, 2018-2019.*

Stanton P. & Thi Pham H., 2014. Managing employee performance in an emerging economy: perceptions of Vietnamese managers, *Asia Pacific Business Review*, 20 (2), 269-285

*Steve Tshwete Local Municipality IDP 2015/16.*

*Steve Tshwete Local Municipality IDP 2012.*

Striteska, M., 2012. Key Features of Strategic Performance Management Systems in Manufacturing Companies, 8<sup>th</sup> International Strategic Management Conference Paper. *Procedia - Social and Behavioural Sciences* 58 (2012) 1103–1110.

The State of Queensland, 2022. *Performance Management Framework Service Delivery Statements: Performance Statement Requirements.* Uk: Department of the Premier and Cabinet, Performance Unit.

Thompson, J. L. and F., Martin, 2010. *Strategic Management: Awareness & Change.* London: South Western Cengage Learning.

Tseole, M. P., 2013. *Performance management Systems Implementation Challenges in South African Municipalities: The Case of Dr Kenneth Kaunda Municipality*. A Mini-Dissertation for Master's degree submitted to North West University: Potchefstroom, 22-69.

Ukko, J., J., Tenhunen, and H., Rantanen, 2007. Performance measurement impacts on management and leadership: perspectives of management and employees. *International Journal of Production Economics*. 110 (2), 29-51.

USA: Program Design and Performance Management Toolkit. UN, USAID

Valamis Knowledge Hub. 2022. Your Definitive Guide to AI in Corporate Learning.

(<https://www.valamis.com/hub/performance-management>)

Van der Walddt, G. 2006. Managing Local Government Performance: Key Considerations and Challenges. *Journal of Public Administration*. 41(2), 128-143

Van der Stede, W.A., 2015. Management accounting: Where from, where now, where to? *Journal of Management Accounting Research*, 27(1),171-176.

Verspoor, M., Lowie, W. and De Bot, K., 2009. Input and second language development from a dynamic perspective. *Input matters in SLA*, 6281.

Weyers, A. C. G., 2009. *Management accounting as a tool to measure the viability of performance management for the Academia in Higher Education in South Africa*. Dissertation submitted to the North West University, 24.

William, N. A., 2010. *Employee Motivation and Performance*, Mikkeli University of Applied, Sciences South Savo: Ultimate Companion Limited.

Wylie, N., 2009. *Centre for Employment Studies Research*. Bristol Business School. London: University of the West of England.

Zvavahera, P., 2014. An evaluation of the effectiveness of performance management systems on service delivery in the Zimbabwean civil service. *Journal of management and marketing research*, 14, 1.

## **APPENDIX A: LETTER OF PERMISSION TO CONDUCT THE STUDY**

10 August 2015

The Municipal Manager  
Steve Tshwete Local Municipality  
Middelburg

Dear Sir/Madam

### **REQUEST FOR PERMISSION TO CONDUCT STRATEGIC LEADERSHIP RESEARCH AT STEVE TSHWETE LOCAL MUNICIPALITY**

My name is M. P. Khumalo, and I am an MSC student with the Da Vinci Institute. The research I wish to conduct for my MSC dissertation involves reviewing the performance management framework for the junior employees at the Steve Tshwete Local Municipality. I am hereby seeking your consent to approach 100 current employees of your organisation who will include members and management.

I will provide you with a copy of my dissertation proposal which will outline the scope of my proposed research for your consideration. Upon completion of the study, I undertake to provide Steve Tshwete Local Municipality with a bound copy of the full research report.

If you require any further information, please do not hesitate to contact me on:

Cell phone: 082 316 2855

Telephone: 013 249 7000

Email: muzairo@gmail.com

I would like to thank you for your time and consideration in this matter.

Yours sincerely,

M. P. Khumalo

Da Vinci Institute Student

## APPENDIX B: QUESTIONNAIRE

Date: 01 June 2016

Place: Middelburg/Hendrina

Interviewer: M. P. Khumalo

Questionnaire No: 01

### SECTION A (BIOGRAPHICAL INFORMATION)

A1. What is your gender?

Female -----	1
Male -----	2
Other -----	3

A2. What is your age?

20-30years -----	1
31-40 years -----	2
41-50 years -----	3
51-60 years -----	4
Above 60 years -----	5

A3. What is the level of your position in the organisation?

Top -----	1
Middle -----	2
Lower-----	3
Other -----	4

A4. What is your highest educational qualification?

Lower than grade 12-----	1
Grade 12-----	2
Post-school diploma/certificate-----	3
Diploma/certificate plus postgraduate diploma/certificate-----	4
Bachelor's degree-----	5
Honours or higher qualification-----	6

**SECTION B**

In this section, indicate the extent to which you believe that you are satisfied with the implementation of the individual performance management system in the Steve Tshwete District Municipality.

Employees will be requested to complete the questionnaires on the rate of 1-5.

- 1 = Very Satisfied
- 2 = Satisfied
- 3 = Not Sure
- 4 = Dissatisfied
- 5 = Very Dissatisfied

Please comment at the end of the form as required on issues marked \*

	1	2	3	4	5
1. Do you understand what performance management is?					
2. Do you recognise your part in contributing to the municipality's aims?					
3. Are you committed and motivated to render services to the institution?					
4. Is performance management effectively implemented?					
5. Has performance management helped you to improve your performance and service delivery at individual level?					
6. Do you receive feedback on your individual performance?					
7. Are the purposes and targets of the municipality clearly communicated to individual employees?					
8. Is any employee rewarded for outstanding performance?					
9. Do you get an appraisal every year?					
10. Do you have discussions on what is expected out of your individual performance with supervisors?					
11. Are benchmark reviews used to monitor individual performance?					
12. Are there systems and structures in place to enhance PMS implementation?					

13. Are there internal controls in place to manage performance?					
14. Are there any best practices being followed in the implementation of PMS?					
15. Are your contributions to the institution clearly outlined?					
16. Do you get advice and steps to improve performance from superior?					
17. Are there opportunities for professional development to individual employees in the institution?					



**APPENDIX C: CONSENT FORM**

---

**CONSENT FORM**

---

**Title of Research Project: A review of performance management framework for junior employees at Steve Tshwete Local Municipality**

**Name of Researcher: MP Khumalo**

1. I confirm that I have understood what this activity is about and I am aware of the issue that is being investigated. I have had the opportunity to consider the information, ask questions and have had these answered satisfactory.
  
2. I understand that my participation is voluntary and I am free to withdraw at any time without giving any reasons, without my legal rights being affected.
  
3. I agree to take part in the above study.

I am hereby taking part in this activity to talk about the issues being raised and helping out and are helping out the three appointed FET interns for their media study training programme. I read the terms and conditions of this study and accept to take part.

Please sign here:

---

**Signature**

---

**Date**