UNIVERSITY OF KWAZULU-NATAL

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COLLEGE OF LAW AND MANAGEMENT STUDIES

AN EVALUATION OF THE IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM: A CASE STUDY OF THE DEPARTMENT OF HOME AFFAIRS IN DURBAN, KWAZULU-NATAL

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A dissertation submitted in partial fulfilment of the requirement for the degree of

Master of Public Administration

School of Management, Information Technology and Governance

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2018

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Acknowledgement

I would like to thank the almighty God for providing me with all the resources I needed during my journey of discovery towards finishing my studies.

I will forever be grateful to my dedicated, assertive and hardworking supervisor, Dr B R Qwabe for his indefatigable desire to see me successfully finish this project. This even when my studying spirit was down and was ready to give up having lost hope of ever accomplishing this study.

To my siblings: Mendrew, Zepher, Dick and Enock, Eva and my late sister Bonakele thank you for your unwavering love and support during my studies. To my mother, Lahliwe Agnes, this would have not been attainable had you not sown the first seed, sending me to school, thank you. To my son, Bryson, for always reminding me that nothing is impossible.

To all my colleagues at Department of Home Affairs (DHA), who participated in this study, thank for agreeing to be part of my journey.

ABSTRACT

In government, mere traditional administration focuses on executing government tasks. However, the question of efficient and effective performance management has not been addressed, in spite of it assuming more importance today in driving the goals and objectives of organisations. As such, this study centers on the Performance Management and Development System (PMDS) in the public sector in general and in the Department of Home Affairs (DHA), in particular, to assess the effectiveness and how the system is being implemented. The qualitative research design was conducted through a case study approach underpinned by a performance management system model as a conceptual framework of the study which draws on key performance dimensions including the setting of objectives, measuring performance, feedback of performance results, reward system, as well as amendments to performance objectives and activities.

The study site was DHA in the Durban offices. Data was collected through interviews and analysed through content and thematic data analysis techniques. The general view emanating from this study is that there is not enough knowledge of the PMDS even amongst senior members of management. Amongst those with enough understanding and knowledge, implementation of the system has not been effective, since there are elements of mistrust, misconceptions, and lack of interest, as the exercise is viewed by some as a mere formality which does not impact on the employee and service delivery. Overall, the study discovered that the 'business-as-usual' attitude pervades the DHA. Finally, the study recommends that the DHA should hire more manpower within the organization in order to ensure segregation of duties and avoid officials multitasking which makes it difficult to assess them as there are no clear boundaries of duties. It is further recommended in the study that it should be made compulsory for employees to understand and appreciate the vision, mission, as well as the strategic objective of the DHA for every period under review, in order to ensure that performance objectives set are attained. Furthermore, it is recommended that continuous training on PMDS be maintained as an organisation culture.

Acronyms

AOs	Accounting Officers
APP	Annual Performance Plans
BSC	Balance Score Card
DPSA	Department of Public Service and Administration
DMO	District Manager Operations
DHA	Department of Home Affairs
EC	Ethical Clearance
HRD	Human Resource Development
HRM	Human Resource Management
KRA	Key Result Areas
KZN	KwaZulu-Natal
LOL	Local Office Large
LOM	Local Office Medium
NDP	National Development Plan
PA	Performance Agreement
PDP	Performance Development plan
PIP	Performance Improvement Plan
PMDS	Performance Management and Development system
PMS	Performance Management System
SMART	Specific, Measurable, Achievable, Realistic and Timely
SPSS	Statistical Package for the Social Sciences
TQM	Total Quality Management
UKZN	University of KwaZulu-Natal
VBM	Value Based Management

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CHAPTER 1
INTRODUCTION AND OVERVIEW OF THE STUDY

1.1   Chapter Introduction

This chapter presents a synopsis of the report structure and its organisation.It also discusses the background of the study, the significance of the study and preliminary literature review which is discussed further in chapter two of this study. The study also outlines the research problem, objectives of the study, research objective and sub-objective, research question and sub-question, research design and methods, research strategy, data collection, data analysis, participation and ethical consideration, as well as limitation of the study. The chapter concludes by providing a brief discussion on chapters to be discussed in this study, defining key terms used in the study and presenting a short summary of the chapter.

1.2   Background of the study

The dawn of a democratic dispensation in 1994 ushered a new era for government employees as far as management of performance and their development is concerned. The policy position of the apartheid era government was that each public servant was assured of an automatic notch increment annually. Change of government put an end to this practice and this led to disillusionment amongst employees because of the vacuum created by absence of Performance Management and Development System (PMDS) upon which employees would have been rated. The Public Service Act of 1994 and the amendment of Public Service Regulation of 2001 provides government departments' with an instrument for managing performance and, in the process, compensating employees for their performance as well as assisting in their career development (RSA, 1994; RSA, 2001).

The South African government acknowledges the need for improved performance which in turn enhances service delivery to the populace. This is demonstrated in different policy frameworks including *Batho-Pele* principles and the National Strategic Plan 2010-2012, where the need for improved performance within government is highlighted and a decision was taken that exchange report on enhancing government performance should be launched and discussed in cabinet and parliament. Furthermore, Section 196(4)(c) of the Constitution of the Republic of

South Africa of 1996 emphasises the need for improved performance by means of conferring powers to Accounting Officers (AOs) and public servants, in particular, to promote sound, efficient, effective, transparent, and accountable administration of public funds and other government resources (RSA, 1996).

Government departments focus more on basic government tasks such as the provision of social services to the people. In taking cognisance of this, however, the issue of government's proficiency and successful execution of its duties has not been attended to regardless of it being perceived as significant. Government departments are not productively and efficiently executing their mandates. This is reflected by the low quality and lack of service delivery.

A successful and productive public sector is important in pursuit of a development state. There are numerous endeavours taken by the South African government intended to enhance government functioning. Service delivery reforms in the Department of Home Affairs (DHA) are evidenced by placing emphasis on issues such as institutional strengthening and quality improvement. This is demonstrated in the amended Immigration Act 13, of 2002, which seeks to address loopholes in the management of immigration within the country (RSA, 2002). Further to that, the introduction of new office technology rolled out across all offices in the country used in the issuance of documents, seeks to improve efficiency and service delivery offered to the citizenry. The first issue of an identity document, for instance, used to take 54 days to process, but with the new system in place it only takes 13 days with more security features than before. However, these endeavours exclude the assessment of performance management system within the DHA. As a result, it is not known to what extent the various efforts contribute to the improvement of public services quality delivery at the DHA. There are bottlenecks in the implementation of these activities and it is not clear to what extent the set goals are reached.

The vision for the DHA, as clearly defined, is aimed at ensuring a safe and secure South Africa where all of its people are proud of, and value, their identity and citizenship (DHA 2017/18:9). This vision demonstrates that the general objectives of the DHA should drive all departmental operational culture and practice among its employees. However, this is not currently department's culture and practise. Therefore there is a need for a sound and strong culture and practice that bridges the gap between the department's objectives and its operations. Given the mandate of the DHA and the role of its employees in ensuring improved service delivery, it will be naïve not to ponder on systems that affect human performance, as well as engagement in the

business of supporting the successful implementation of strategic and operational initiatives by management of the DHA. Thus, challenges encountered, whether human or systematic, need thorough interrogation to ensure that leadership interventions are supported and enhanced.

1.3   The significance of the study

The significance of the study is to ascertain the implementation of the performance management system used towards achievement of superior standards of work performance at the DHA in the Durban offices. The aim is to establish approaches or models of promoting a two way system of communication between managers and staff for clarifying expectations about the roles and accountabilities, communicating the functional and company goals, and providing a regular and transparent feedback for improving employee performance and continuous coaching. The need for this study is driven by staff's lack of confidence in performance management strategy at the DHA in the Durban offices. Thus, the researcher seeks to identify obstacles to the current implementation of the PMDS.

Rees and Mcbain (2004:12) view performance management as an integral part of management of human capital, therefore proper care should be taken in ensuring that performance management systems and its implementation are consistent with the goals and objectives of the organisations. In addition, the significance of this investigation is to ascertain the usage of the performance management and development system utilised towards accomplishing strategic objectives of the DHA in the Durban offices.

1.4   Preliminary Literature Review

Managing business in a turbulent and unpredictable environment is a daunting task. Furthermore, creating balance and sustainability when there is increasing international competition and employee efficiency is quite a great task for organisations. In order to get a balance between efficiency, effectiveness, and sustainability, a reflection on performance management is vital for organisations such as the DHA. Performance management is about managers cooperating with employees to distinguish strengths and shortcomings in their execution, and how to assist them to be more productive. Therefore, performance management is both a strategy and an incorporated system of achieving positive results through abilities of groups and persons in an organisation.

The idea of performance management became popular around 1980s (Rees and Mcbain 2004:79). This was the time when the competitive pressure in the market place started increasing. Companies felt the need to introduce comprehensive performance management processes into their systems in order to improve their efficiency and effective execution of their organisational strategy and objectives. Performance management can be considered an endless procedure of motivating employees to achieve the desired organisational outcomes. Furthermore, performance management is useful to salient partners of an organization by clearly portraying what is assumed to be done for accomplishing certain desired goals. However, the focus on performance management may be futile without the presence of effective implementation, proper organisational design, and management systems.

1.5   Research problem

Performance management is important for South African government departments, as it ensures that employees are striving to contribute to the attainment of organisations' objectives espoused in their mission and vision. The performance management system sets desires for employees' performance and inspires employees to work hard in ways that is expected by the organization. In addition, performance management framework assists organisations to analyse its overall performance result both at the organisational and employee level. Regardless of the advantages of affective performance management frameworks on employee commitment and morale, the effectiveness of the performance management system at the DHA in Durban remains unknown. As such, this investigation was driven by staff's absence of trust in the performance management technique at the DHA in the Durban offices. Thus, the researcher sought to identify obstacles to the current implementation of the performance management systems.

1.6   Objectives of the study

Performance management suffers challenges with many organisations where both managers and subordinates bemoan the ineffectiveness of the system. Managers in most cases lack full information and knowledge on the implementation of the PMDS, which in itself inhibits their ability to put it in practice. As such, employees view performance management with suspicion resulting from managers' lack of information and knowledge of the system. This then inhibits the implementation of the system as it is now shrouded in fear of jeopardising one's chances during the appraisal period and suspicion as employees' fear the manager will take advantage

and punish them during this time. While many on both sides look at performance management as cumbersome, bureaucratic, and time consuming, it is good for communication between managers and employees, and therefore its value needs to be explored. Hence, the study undertook to investigate the following main research objective:

1.6.1 Main Research Objective

To determine how the performance management and development system set by the DHA in the Durban Offices in KZN can enhance employee performance and organisational productivity.

1.6.2 Sub-Research Objectives

Linked to the main research objective the following sub-objectives were identified:

1.   To understand the performance management goals set by the DHA in the Durban offices.
2.   To ascertain how performance is measured at the DHA in the Durban offices.
3.   To understand the feedback system of performance results used by the DHA in the Durban offices.
4.   To establish the nature of a reward system adopted by the DHA in the Durban offices.
5.   To understand how performance management system adopted by the DHA in the Durban offices impact on future strategic objectives of the organisation.

For the DHA to deliver its services to the people efficiently it requires a system that fosters effective utilisation of its intellectual capital in a way that allows sharing, growth, and use of intangible assets in a manner that continuously benefit the organisation in a changing environment.

1.7   Research Questions and Sub questions

Gray (2014:130) asserts that a research question should be formulated in a transparent and measurable way in order to clarify what the researcher intends to measure.

1.7.1   Main Research Question

Associated with the main research objective the following was identified as the main research questions of the study:

How can the performance management goals set by the DHA enhance the effective implementation of PMDS to benefit the DHA?

Linked with the identified sub-research objectives, the following have been identified as the sub-research questions for the proposed study:

1.7.2   Sub-questions

1. What are the performance management goals set by the DHA in the Durban office?
2. How is performance measured at the DHA in the Durban office?
3. How does the DHA in the Durban offices feedback system of performance result work?
4. What is the nature of the reward system adopted by the DHA in the Durban Offices?
5. How does performance management system adopted by the DHA in the Durban office impact on future strategic objectives of the organisation?

1.8   Research Design and Methods

According to Maree (2012:70), research design is a strategy which sought to map out the research from the selection of respondents to the collection and analysing of data. Three kinds of research designs are used namely: qualitative, quantitative, and the mixed method. When quantitative design is pursued, it is informed by the researcher's desire to understand what factors or variables influence the outcome of a solution to a problem identified (Creswell, 2003:75). This view is further echoed by Creswell (2003:139), who states that researchers use quantitative study to provide an explanation or prediction about relationships amongst variables and also use quantitative inquiry to generate a theory or a pattern from the collected data.

Qualitative research design seeks to answer the why and how of decision making, not exactly to what, where and when. Therefore, smaller but focused samples are often used, rather than large. Creswell (2003:75), states that when this method is used, qualitative research design is

adopted because the research problem is "immature" due to a conspicuous lack of theory and previous research. This design was considered suitable because it enables the researcher to gain an in-depth understanding of the participants' feelings, experiences, and understanding of the phenomenon, in orderto ascertain the usage of the performance management and development system utilised towards accomplishing strategic objectives of the DHA in the Durban offices, as the focus of the study.

Silverman (2004:12), contends that it is important for a researcher to carefully connect the facts she/he observes with specific features against a backdrop on which these facts occur. Thus, the integration of what is observed and facts derived from respondents will assist to understand the challenges better.

To ensure that the study follows an empirical approach to the problem identified, a qualitative methodology was pursued. Thus, the methodology used, the type of research design utilized, the methods of data collection, and the respondents and instruments used to analyze the data gathered is presented next.

Creswell cited in Maree (2012:269), describes mixed method as a use of both the qualitative and quantitative research methodology in the capturing and analysing of data. Creswell (2003:76) contends that both allows for a superior comprehension of the interaction amongst variables in a given situation with the view of getting an in-depth understanding of an issue under investigation. Curtis and Curtis (2011:6), state that key elements of qualitative and quantitative research can be words, written work, images or graphics and material traces, narratives of all kinds, including, but not limited to, counts, correlations, and other statistical formulae.

1.9   Research Strategy

Maree (2012:70), asserts that in the research there are six types of qualitative research designs. These include conceptual studies, historical research, action research, case study research, ethnography, and grounded theory. A brief discussion of each is presented next.

- Conceptual studies: are characterised by focus on the secondary data and thoroughly interrogating concepts with a view to understanding them and contributing to the existing body of knowledge.

- Historical research: is a research process that focuses on the past happenings in order to deeply understand the past and the current. It also focuses on why, how, where, and when the events occurred.

- Action research: aims to identify practical solutions for the practical problems experienced by participants.

- Ethnography: aims to describe a culture or way of life from the perspective of a folk or people by making sense of the inherent meanings of gestures, displays, symbols, songs, sayings, and everything else that has some implicit or tacit meaning in that culture.

- Grounded theory: is to develop a well organised theory based on properly collected data. Theoretical sampling, coding, and constant comparisons are identified as tools for grounded theory (Sekaran and Bougie, 2016:98).

- Case study: is a "systematic enquiry into an event or a set of related events which aims to describe and explain the phenomenon of interest". Furthermore, case study focuses on the how and why questions, and is about specific objects, events, and activities the researcher is interested in (Sekaran and Bougie, 2016:98).

This study adopted a case study approach as it allowed the researcher to gain a deeper understanding of the situation under investigation. That is, the perceptions of employees on the effectiveness of PMDS in the DHA in the Durban Offices.

1.9.1 Data collection

Semi-structured interviews were formulated to engage selected participants on one-on one basis. According to Yin (2014:113), a case study is about human affairs or behavioral events, hence used as an interview strategy This view is corroborated by Babbie (2013:115), who affirmed that qualitative research design seeks answers as to what motivates certain human behavioral patterns. As such, this study sought to gain insights into the perceptions of employees on the effectiveness of PMDS.

1.9.2 Data Analysis

Data was analyzed using a mixture of content and thematic analysis. Braun and Clarke cited in Gray (2014:609), argue that the amount of times a theme features in the data does not render it important, however it becomes important when it highlights a fundamental empowerment of the issue under investigation. From the responses, the researcher identified key concepts and themes for analysis. The researcher arranged the themes systematically.

1.9.3 Participation and Ethical Considerations

Permission to conduct the study using employees of the DHA was requested and approval was granted. Ethical clearance was obtained from the Ethical Clearance Committee of the University of KwaZulu-Natal (UKZN). O'Sullivan *et al.* (2010:252), argued that, informed, voluntary consent is a cornerstone of ethical research practice. Respondents of the interview schedule had to be assured of the privacy of information they voluntarily presented to the researcher. Prior to conducting interviews to chosen members, the researcher guaranteed that members were educated about their rights, security, confidentiality of their responses and that they can withdraw from the study should they become uncomfortable, or as and when they feel that their rights were being violated through their continuous participation on the study.

1.9.4 Limitations of the study

There are two noteworthy limitation of this study: generalization effect and difficulty in securing meeting for interviews with participants. The generalizability of the research findings was limited because they were generated in one District of DHA: eThekwini in Durban Offices and not the entire public service since all government departments are utilizing this system. With that said the study will make recommendations to verify and expand the study to the national level of Department of Home Affairs and possibly public service at large.

The other limitation was the difficulty in securing a meeting for interviews with participants as most of them were operations managers and front office clerks, therefore appointments were more often than not ran a risk of being cancelled more than once before the actual meeting could take place. Also, these people were mostly available early in the morning before they start

working or late in the afternoon after work, as a result the researcher had to work according to their availability and not as per the schedule

1.10   Chapter Inventory

Chapter 1: Introduction

This chapter provides background of PMDS in public service, the problem to be investigated, and outlines the processes to be followed during the investigation of this study. Research objectives and significance of the research have been clearly clarified to provide guidance for what has to be achieved through the study.

Chapter 2: Literature Review

The literature reviewed reflects the body of knowledge around performance management and its implementation by organisations. The explored theory reflects the understanding, the application, the role of various stakeholders in defining and leaving the model, and the process to achieve organisational objectives and strategy.

Chapter 3: Conceptual Framework

This chapter focused on conceptual framework of Performance Management and Development System, Performance Management System Model and its five elements, which are the setting of objectives, measuring the performance, feedback of performance results, reward system based on performance outcomes, and amendments to objectives and activities.

Chapter 4: Research Design and Methods

This chapter will give an account of the research design and methods used to pursue the resolution of the problem identified. It looks at the research strategy, sampling techniques, and analysis of data, validity, reliability, credibility, limitations and ethical considerations in this undertaking**.**

Chapter 5: Data Collection and Presentation

Upon successful collection of data from the selected respondents, the collected data was organised and analysed, and the research findings interpreted and presented.

Chapter 6: Findings, Conclusions and Recommendations

The study concludes with main research findings which are drawn from the interpretation of the results. This chapter provides the benefits derived from the study of performance management within the organization and further recommends how relationships between the different stakeholders can be enhanced as well as ponder on the best way in which the system can be implemented and improved.

1.11   Definition of key Terms

Table one presents the summary of the definition of key terms used in this study.

Table 1: Definition of Key Terms

Key Terms	Definitions
Performance	Kearney and Berman cited in Van der Waldt (2004:36) define performance as a process of managing public programmes for the results.
Training	It is defined as a manner in which knowledge, skills, and abilities of employees and managers are increased in order to improve their job performance (Berman, Bowman, West and Van Wart 2013:340).
Development	Berman *et al.* (2013:340) define advancement as endeavours to enhance execution by giving aptitude to be utilized. They further submit that development can also be utilised to build employees' potential, aid in progression planning, and is connected to strategic organisational improvement.
Mentoring	Berman *et al*. (2013:348) argue that mentoring is the process through which inexperienced employees learn and develop by periodically engaging with their senior managers through coaching.
Performance Management	Plachy and Plachy in Armstrong (2015:44) describe performance management as communication between a manager and subordinate with a view to understand what work is to be accomplished, how it will be accomplished, how work is progressing towards the desired results and the effort put to it to ensure that targets set were achieved.

1.12   Chapter summary

This chapter gave an overview of the study. It provided the background and the significance of the study. It also gave, amongst other areas, the preliminary literature review, study objectives and questions, research design and methods, and data analysis technique. The chapter further presented ethical consideration for the study. Finally, the chapter presented the inventory of chapters and the definition of key terms used in the study.

CHAPTER 2
LITERATURE REVIEW

2.1 Chapter Introduction

This chapter demonstrates the conceptual understanding of performance management. Furthermore, it highlights the theoretical perspectives and the practice of performance management within organisations such as the public sector to achieve organisational strategic objectives. Finally, the definition, use of principles, and objectives and effectiveness of performance management in organisations will be explored to fully understand the essence of the research phenomenon investigated.

2.2 Performance Management: A Conceptual Understanding

Performance management is a body of knowledge which seeks to deliver an organisational strategy by gearing individual performances to achieve the vision set out by executive management. Hereunder, perspectives of different individuals are highlighted in order to give a background on the conceptual framework which will assist in the understanding of performance management and how organisations in different sectors go about practicing it.

Aguinis (2014:2), characterises performance management as a procedure with components of identifying and assessing the performance development needs of individual employees or teams in an effort to align performance to the organisational strategic goals. The end goal of the process is to enhance efficiency and effectiveness of the organisation. Armstrong (2015:9), argues that performance management is a procedure of enhancing performance by linking organisational strategy with individual and group objectives. The authors further asserts that in order to achieve organisational goals, reviewing and assessing progress is a crucial segment of performance management (Armstrong 2015:9). These processes impact on the development and enhancement of people's knowledge, skills and abilities to execute tasks better and to the benefit of the organisation.

Bussin (2013:20), define performance management as the process that measures individual employee's performance against set performance standards. The DHA, which the researcher

identified as the case study for this research, defines performance management as a process meant for overseeing and creating worker conduct for the accomplishment of the organisation's objectives (DHA Policy:2009). Linked to the conceptual understanding of performance management, the next sub-section provides a discussion on performance management and performance appraisal.

2.2.1 Performance Management and Performance Appraisal

Defining performance management alone will be inconclusive if performance appraisal is not defined. Aguinis (2014:3), defines performance appraisal as a systematic description of an employee's strengths and weaknesses. In addition, Aguinis (2014:3), highlighted that performance appraisal cannot be equated to performance management, since the former process is just a sub-process of the latter.

On the one hand, performance management manages performance of the employee by providing support such as performance feedback and coaching throughout the life cycle of the process. On the other hand, performance appraisal is a short term process that evaluates employees once a year with no performance improvement plan attached to it. The ensuing section presents a discussion on the performance management as a practice.

2.3 Objectives of Performance Management Practice

As noted earlier, performance management assists organizations to achieve their strategic objectives. In order to affirm this understanding, individual employees need to understand their roles in meeting the intended outputs of the organisation. Similarly, Kaplan and Norton (2000:217), states that if employees do not understand the vision of the organisation, they will be less likely to understand the strategy meant to realise the vision. Therefore, employees cannot adapt their work to contribute to the effective strategy implementation. Aguinis (2014:15), provides six main purposes for executing performance management in an organisation as follows:

1. Ensure achievement of business strategic objectives;
2. A means for providing information for making administrative decisions about employees;

3. Promote interaction between the employee and the manager;

4. Provision of feedback and remedial actions where necessary;

5. Organisational planning in terms of what will be required: skills, abilities; and

6. Documenting information regarding the activities of the employees and organisation.

From above, it can therefore be deduced that performance management should be implemented by organisations as a system wherein individuals and inter-related activities are integrated to improve organisational efficiency and effectiveness (Aguinis, 2014:15).

Delahaye (2000:135), emphasised the importance of organisational performance as a key performance management function. Among others, the following are the essential ingredients of performance management:

1. Production of a mutual vision and mission of the organisation's strategic objectives;

2. Utilising a formal survey procedure to advance towards set objectives;

3. It treats the performance review as joint procedures which are concerned with the future of the organisation, and

4. It assists in making remunerative decisions (Delahaye, 2000:135-136).

Various integrated activities and processes will be fully explained later in the dissertation to understand how the entire system works and how executive management leverage on the systems outputs to institutional changes and growth. Looking at performance management process as a cascade of strategic and operational improvement, it is important that the various activities and processes are understood as well as how they function to constitute viable working machinery for the good of the whole organisation.

Organisations all over the world provide extensive investment in human resources in order to create a more flexible and effective workforce. In their quest for performance excellent, organisations should aim to attain maximum output from harnessing technology, information, and human resource elements. Such will enhance employees' commitment and motivation, thus better or improved productivity (Armstrong, 2000:16).

Bacal (2007:19), reasoned that managers should view performance management as a partnership between themselves and the employees in order to avoid confrontation and negative

attitude. Bacal (2007:19), further asserts that the prevalence of confrontation will resonate very well if there is no clear purpose outlined as to why performance management is implemented within an organisation. For any effective organisation, the purpose for which it exists should reverberate within the minds of all the employees assigned to render and perform responsibilities to achieve organisational goals.

Northern Carolina Office of State Personnel (2010) outlined the following as purposes for which performance management system should be developed:

- The work performed by employees accomplishes the set goals of the agency;
- Employees have a sensible cognizance of the quality and measure of work anticipated from them;
- Employees receive continuous feedback on their performance with regards to organisational expectation of individual employee;
- Honours and pay increment in light of employee execution are appropriated as needs be;
- Open door for worker advancement are distinguished; and
- Employee execution that does not meet desires is tended to.

An operative performance management system should consist of.

1. A procedure for conveying worker execution desire, keeping up progressing execution discourse, and directing yearly execution evaluation;
2. A strategy for tending to employee performance that falls underneath desires;
3. A methodology for empowering and encouraging worker advancement;
4. A preparing in overseeing execution and administering the framework; and
5. A technique for setting execution pay debate Northern Carolina Office of State Personnel (2010)

From the foregoing, Bacal (2007:19), argues that when the organisation concentrates on executing administrative functions such as performance management in an effective and efficient manner, then the chance of improving productivity remains high. Bussin (2013:19), affirms that proper use of performance management can serve as a vehicle for better results

within the organisation. The author further submits that this can be achieved if performance management is centred on development.

The following sub-section of the chapter presents a discussion on performance appraisal as a sub-process of performance management.

2.4 Performance Appraisal

Performance appraisal is an interaction between a supervisor and the supervisee. The performance of the supervisee is measured against set targets and standards. This process consists of examining any weaknesses with a view to empowering the employee through remedial or development action. In that light, Nel, Werner, Haasbroek, Poisat, Sono and Schultz (2010:496), reasoned that employee performance needs to be measured based on two perspectives, namely:

- **Rational point of view**: expecting that the estimation of individual worker can be assessed; and
- **The political point of view**: where the estimation of individual specialist's execution depends on the motivation or objectives of the boss.

Nel and Werner (2014:223), confirms the assertion above, by indicating that the role of supervisor in the whole performance evaluation process is critical in setting the future performance agenda and evaluating employee performance. In same vein, Bussin (2013:69), contends that performance appraisal is centred not only on the needs and objectives of an individual employee, but the organisational objectives are the pivot around which performance appraisal revolves.

Successful implementation of performance appraisal can enhance performance of the organisation as per the balance score card tool discussed in the next sub-section.

2.5 Performance Management and the Balance Score Card

Many organisations have developed tools that seek to improve corporate performance of their organisations. Balance Score Card (BSC), Value based management (VBM) and total quality management (TQM), are some of the tools developed and deployed to ensure the realisation of the organizational strategic goal. Designed by Drs Robert Kaplan and David Norton of Harvard Business School, the BSC strategic planning and management framework, designed to adjust business exercises to the vision and strategy of the organization, enhances inside and outer correspondence, and checks organization performance against key objectives. Moreover, with a BSC, management of organisations are able to plan strategically and put together a management system that can be utilised broadly in business and industry, government, and non-profit organizations around the world.

Drucker cited in Boninelli and Meyer (2004:209), states that a BSC is a management framework that can channel the energies, capacities, and particular information held by individuals to achieve organisational strategic objective. Kaplan and Norton in Boninelli and Meyer (2004:210), reason that BSC is a key administration framework as depicted in Figure 1.

Figure 1: Balance Score Card

Source: Harvard Business Review, (1996:76).

The BSC as depicted in Figure 1 has developed from its original use as a mere gauge of a performance tool to a whole system of organisational planning process.

According to Kaplan and Norton as cited in Leopold, Harris and Watson (2005:189), BSC is a holistic approach in the performance assessment of an organization, where all its salient stakeholders contribute towards the realization of its vision and strategy. This can be done through a comprehensive assessment of the organization as opposed to setting targets for a particular component of the strategic plan, which may result in the achievement of that particular feature at the expense of the others. Nel *et al.* (2011:417), affirm that the BSC is an all-inclusive framework used as a planning and transformation instrument that organization adopt to measure their performance against their strategic objectives. It further provides a context around which organisational performance can be measured and assists the managers to

distinguish what ought to be done and measured. In addition it enables executives to truly focus on executing the strategic intent developed for an organisation (Van der Waldt, 2004:41).

Nel *et al.* (2011:417), contends that balance scorecard should culminate in improved procedures, or educated employees, upgraded data framework, observed progress, customer fulfilment, and expanded financial usage, hence comprehensive framework.

On one hand Niven (2006:12), asserts that a BSC was a tool developed to measure organizational performance not only in finance but in all other facets of organizational development including client viewpoint, inner process point of view, and employee learning and development. On the other hand, Van der Waldt (2004:188), maintain that the tool reveal cause-effect relationship between the various four perspectives of the framework and allows the organization to realize its vision and mission, aligns business processes in line with the strategy, looks at the role of the infrastructure in influencing the realization of organizational objectives, and provide qualitative data from customers who are useful for organizational decisions.

Strategies for achieving organizational vision and objectives can be attained through effective communication between employees and management. Kaplan and Norton (2000:217), attest that if employees do not understand the vision of the organization, they will be less likely to understand the strategy meant to realize the vision. Therefore, employees cannot adapt their work to contribute to the effective strategy implementation. Thus, employees and their managers need to communicate more in order to ensure that organizational vision and strategic objectives are achieved through regular consultative meetings and other forms of formal interaction. Employees' suggestions and grievances well attended to can further lead to attainment of the organizational vision. Finally, performance management metrics could include quantifications of employee suggestions or employee surveys (Niven, 2006:12). Van der Waldt (2004:188), deduces that organizational excellence and success is achieved once a balanced view of the financial performance, internal business processes, customer or stakeholder satisfaction, and organizational capacity are brought to light within the organization. Organizational strategic objectives are utilized to translate strategy into a noteworthy part that can be checked utilizing performance measures.

2.6   Performance Management and Value Based Management

Value management is defined as a link between strategy and the financial result (Knight 1998:2). The author further contends that in order to achieve value management within the organization, organizational processes should be properly aligned.

2.7   Performance Management and Total Quality Management (TQM)

Kanji cited in Noronha (2002:18), argue that TQM is an all-inclusive approach which involves everyone's daily commitment to obtain total quality within the organization. Same is confirmed by Ross (1993:1), who attest that TQM includes all functions of the business and is the integration of these functions and related processes into the product life cycle such as design, planning, production, distribution, and field services. The author further argued that the measurement of success is customer satisfaction.

Noronha (2002:18), attest that TQM process can be guided by seven basic rules of actions as follows:

- The approach: management led;
- The scope: companywide;
- The scale: everyone is responsible for quality;
- The philosophy: prevention not detection;
- The standard: right first time;
- The control: cost of quality and
- The theme: continuous improvement.

Ashikawa cited in Noronha (2002:17), contends that TQM is practiced by various organizations including, but not limited to, manufacturing and services and it is considered a viable and effective management system for the whole organization.

According to Noronha (2002:34), TQM can benefit both the organization and the employees in that the organization can benefit by reduction of costs and lead time, and the increase in the product profitability and market share. The author further asserts that employees can benefit by receiving quality of their work life (Noronha 2002:35). According to Van der Waldt (2004:191),

benchmarking can be viewed as one of the important management tool of total quality management.

Total quality is defined as a comprehensive organization-wide effort to improve the quality of products and services (Evans and Dean, 2000:5). The author further asserts that Organizations implementing TQM improve their performance on measures of income, sales growth, cost control, and growth in employment and total assets (2000:5).

2.8   Performance Management and Motivation

Motivation is defined as the internal drive that makes individuals need to carry on or perform in a certain way in order to achieve certain goals or outcomes (Hunter, 2012:36). Moreover, motivation is a managerial function. Therefore, managers should always strive to find ways to motivate their employees in order to ensure that they perform well. This view is confirmed by Hellriegel, Slocum, Jackson, Louw, Staude, Amos, Klopper, Ossthuizen, Perks and Zindiye (2012:407), who argue that it is the responsibility of the manager to ensure that employees are supported in the performance of their work.

Hellriegel *et al.* (2012:407), further asserts that motivation is any influence that triggers, directs, or maintains goal directed behaviour. Hellriegel *et al.* (2012:407), further contends that managers can only be able to execute this duty when they understand what motivates their employees.

It is human nature that when people have a need, they are motivated to look for ways and means to satisfy their needs. According to Maslow, cited in Hellriegel *et al.* (2012:410), a need is an urge for some form of satisfaction in a person's existence. This urge therefore propels a person to act in a certain way towards trying to satisfy the deficient thing. The lack acts as a motivator and in an endeavor to quench or reduce the desire for the lack or urge. This pushes a person to act towards attaining that particular need as the satisfaction of the previous need can no longer act as the motivator. Therefore, it is left to the manager to find ways to motivate their employees beyond this stage.

Various theories of motivation perceive motivation as an inner feeling which propels people to want to behave in a certain way which can be beneficial to both the organization and the employees.

Maslow, cited in Hellriegel (2012:410), submits that people's needs are arranged in a hierarchy form. As one need at a lower level is satisfied people are therefore, motivated to shift to a higher level of needs. He further submits that there are five types of needs which people strive to achieve:

- Physiological need;
- Need for security;
- Affiliation need;
- Esteem need; and
- Self- actualisation needs (Hellriegel, 2012:410).

However, before all other needs could be satisfied, people strive to satisfy their basic need such as their physiological need, and subsequently shift to focus on other needs. The list above emphasises the need for managers to understand their employees' level of needs in order to motivate them accordingly to perform for the good of the organisation and themselves.

2.9 Negotiating for Performance Management

A strategic plan of the organisation is viewed as the starting point of the successful implementation of performance management as it outlines the goals and objectives of the organisation. Bussin (2013:102), argues that performance management should serve as a vehicle for delivering organisational vision as stipulated in the strategic planning of that particular organisation and the operational plan for different units for the following year. Therefore, the individual performance assessment and evaluations and reviews should be consistent with the departmental strategic plan in order to ensure achievement of the set goals and objectives. When employees are aware of the direction the organisation is heading, it becomes easy for them to adapt. Therefore, formulation of employees work plan should be consistent with strategic and operational plan of the organisation.

Effective performance management improvement frameworks adjust singular execution plans with the organisation's strategic objectives. This is further pulled from the Human Resource Management Policy and practice of the DHA which encourages employees to perform beyond expectations. This view is supported by Aguinis (2014:2), who asserts that performance management requires that employee's activities and output are compatible with the organisational goals and, therefore, enable the organisation to increase its competitive advantage. Aguinis (2014:2), further asserts that performance management creates a connection between employee performance and organisational objectives and makes the worker commitment to the organisation unequivocal.

Williams (2002:10), asserts that there are three perspectives that should be considered when processes are initiated to drive organisational performance to greater heights. These perspectives are:

- Performance management is viewed as a framework for overseeing organisational performance;
- Performance management can also be used as a framework for managing employee performance; and
- Performance management as a framework for incorporating the management of organisational and employee performance.

Perspectives provided above highlight the crucial part that performance management plays in the management of the performance of both the organisation and that of the employees, and subsequently ensure that there is harmony between the two in the realisation of organisational objectives (Williams, 2002:10).

In order for organisations to pursue the realisation of organisational goals set out in the strategy of an organization, Williams (2002:11), argues that processes should be put in place which constitute part of the characteristics of the system which form the integrated cycle of the performance management system. The processes amongst others include the following:

- Setting corporate policy and asset points and guidelines;

- Specifying spending plans, destinations, targets, and performance measures. Specifying budgets, objectives, targets, and performance standards; and

- Regularly and systematically reviewing of performance of all service offerings of the organisation.

Therefore, performance management is a negotiation of processes which are conceived from planning, implementation, review, and improving the organisational purpose*s*. These performance management processes are discussed further in the next section

2.10   Performance Planning

Employees and managers communicate the expected outcomes or output for the year and ensure that employee's set objectives are aligned to those of the organization. Nel *et al*. (2014: 494), contends that setting a stage and defining expectation is critical for an organization. Furthermore, managers and employees need to discuss how organizational strategic goals must be embraced and adjusted to individual operational and work plans (Nel *et al*. 2010:494). Objectives define what employees are required to achieve or accomplish. Managers and employees should aim to define specific, measurable, achievable, realistic, and timely (SMART) goals which focus on results when performance management is planned for implementation. Understanding the methodologies and behaviours that employees can use to play out the activity is frequently as vital as this will influence the ultimate outcome for the organization. While there are other approaches which can be considered besides the above mentioned, there are some approaches which include, but are not limited to, the following:

- Client focused;
- Clear and effective information exchange;
- Appreciation of deficiencies/ heterogeneity;
- Investigation and critical thinking;
- Decisiveness and goal focused; and
- Health and safety assurances.

In addition, some of the approaches and behaviors can create challenges for the organization, particularly that an element of subjectivity might be used to influence individual performance

assessment outcomes. While many approaches are not easy to measure, annual development plans should have input from managers and employees. The plan can focus on skills and skills developments as these are important if work or jobs are to be successfully completed. Furthermore, employees can also be orientated on development skills that seek to equip them with knowledge for the future of one's current occupation and yet still impacts positively on their job. Development plans may but not limited to attending classes and workshops, among others.

Nel *et al*. (2010: 495), conclude that the performance management process should include key elements such as performance planning, performance coaching and mentoring, performance measurement and evaluation, and performance feedback and documentation which will be discussed further in the next section. Armstrong (2015:43), affirm that performance management should be viewed from both strategic and tactical phases.

Planning in performance management plays a very important role in ensuring that expectations are clarified, and objectives are clearly set, in order to eliminate misconceptions and failure to achieve set goals. In addition, it will assist in promoting communication amongst managers, employees, and salient stakeholders. The next section will discuss performance management processes starting with job description and its importance in performance management.

2.10.1 Job description

Job description defines the duties to be performed by the jobholder. It also outlines skills, abilities, and knowledge required to perform a particular job. Aguinis (2014:38), asserts that job description is one essential element of performance management systems, as it provides the basis upon which one's performance or lack thereof is gauged. According to Nel *et al*. (2011:233), job description gives guidance on what to do and how to do it with regard to the performance of the duties. The authors further assert that job description gives information about the characteristics of the required candidate. This simply means that if jobs are clearly defined they can simplify the crafting of the performance agreement (PA) as well as work plans of the employees. Therefore, care should be taken in the preparation of job descriptions of employees as it outlines the caliber of candidate to be appointed (Nel *et al*. 2011:233). Performance agreement is discussed next.

2.10.2 Performance Agreement

At the beginning of the performance management cycle, there is a need for employees and managers to enter into a contractual arrangement, also known as (PA). This agreement guides the manner in which the performance of the employee is managed within the organization. This process will be followed by evaluation and measuring of performance as discussed in the next subsection.

2.10.3 Performance measurement and evaluation

Nel *et al.* (2011:411), argued that performance can be evaluated utilising different kinds of methods depending on the availability of two factors, which are individuals assigned to conduct assessment, and the strategy or technique chosen to quantify it. The following were highlighted as some of the methods that can be utilised for the performance measurement and evaluation (Nel *et al.* 2011:411):

- **Immediate Supervisor**

The advantage of this method is that the supervisor is very close to the employee, thus can easily observe actual job performance on a daily basis. However, it can also be the disadvantage in that the supervisor can be lenient in assessing the employee.

- **Peers**

This method is different from the above method in that the supervisor is not responsible for rating the employee but the peers are. This as well can allow friendship biasness to interfere with the process and proper implementation, if proper care is not taken.

- **Subordinates**

Also known as reverse appraisals where subordinates are given a chance to appraise their supervisor. If this type of appraisal is accepted it can assist in the development of the supervisor, as subordinates know and understand how their supervisors perform their duties.

- **Self-appraisal**

The opportunity afforded to the subjects to appraise themselves can serve as motivation, especially when conducted in conjunction with the setting of objectives and the opportunity to increase the fulfilment of the employee. In addition, this can assist in eliminating challenges such as defensiveness and felling of inadequacy by the employee during evaluation interview.

- **Customer appraisal**

With this method, appraisal is conducted by internal and external customers, though their input may differ slightly with those of the individual and the organisation concerned.

- **360 degree feedback**

360 degree input, otherwise called multi-rater evaluation is one of the methods which require various people to rate the subject by means of responding to a questionnaire. This may include, but is not limited to, supervisors, subordinates, and peers. It can also involve internal and external customers about the specific individual's performance in a number of behavioural areas. Redman and Snape, cited in Leopold, Harris, and Watson (2005:196), that there are challenges in the implementation of this appraisal in that managers are less interested in using it for the purposes of making decisions with regard to pay and performance or promotion because it is prone to biasness. Redman and Snape, further cited in Leopold *et al.* (2005:196) recommend the use of 360 degree feedback as a basis for development.

2.10.4 Performance Reviews

In order for the employees to be persuaded to perform, Mabey, Salaman and Storey (1998:144), suggest that feedback should be provided on their performance. The provision of performance feedback to employees can also improve communication between the employee and his or her manager.

2.10.5 Performance Feedback and Documentation

It is a formal engagement between the employee and the manager, where a review of set goals and progress is conducted. Casio, cited in Nel *et al.* (2010:503), recommends a framework that a manager should utilise before, during, and after the interview as follows: before the interview managers should communicate more with employees about their performance, use problem solving skills, acquire knowledge on conducting performance appraisals, and encourage subordinate to prepare for interviews. During the interview, the manager, besides being an active listener who is impartial, should set mutual agreeable goals for future improvements. Importantly, the manager should avoid destructive criticism and try to build and encourage employee. After the interview, the manager should continue to interact with the employee about their performance and ensure that there is periodical progress assessment towards set goals.

2.10.6 Coaching and Mentoring

During this stage of performance management process, the manager engages employees in informal reviews with a view to determining their level of performance and to ensure that performance challenges are identified and corrected at an early stage through the provision of coaching and mentoring to employees who are found to be having challenges, (Nel *et al.* 2010:495). This indicates that managers constantly need to be proactive in the management of their subordinate's performance in order to eliminate challenges during performance measurement and evaluation, or after.

2.11   Chapter Summary

The chapter outlined critical aspects on conceptual understanding of performance management. It also highlighted the performance appraisal perspective and the practice of performance management within an organization such as the public sector to achieve organizational strategic planning. The chapter concluded by outlining various variables of performance management such as measurement tools used to fully understand the subject under discussion.

CHAPTER 3
CONCEPTUAL FRAMEWORK

3.1 Chapter Introduction

This chapter provides the model which forms the conceptual framework for the study. The study adopted the performance management system (PMS) model. In this chapter, five distinct stages, namely objective setting, performance measurement, feedback on performance results, reward system based on performance outcomes, and amendments to objectives and activities, are highlighted. These stages of the PMS model are described and discussed in detail in the next section.

3.2 Performance Management System Model

Performance management is one area of a wide subject of human resource management (HRM). It focuses on identifying, measuring, as well as developing performance of employees with a view to attaining the strategic objectives of the organization.

There is no one accepted model of performance management. Different scholars offer different models. Mabey, Salaman and Storey (1998:126), for example, describe performance management as a cycle with five distinct parts as depicted in Figure 2. This process comprises of different stages representing an endless process of the interaction and communication between a manager and employee.
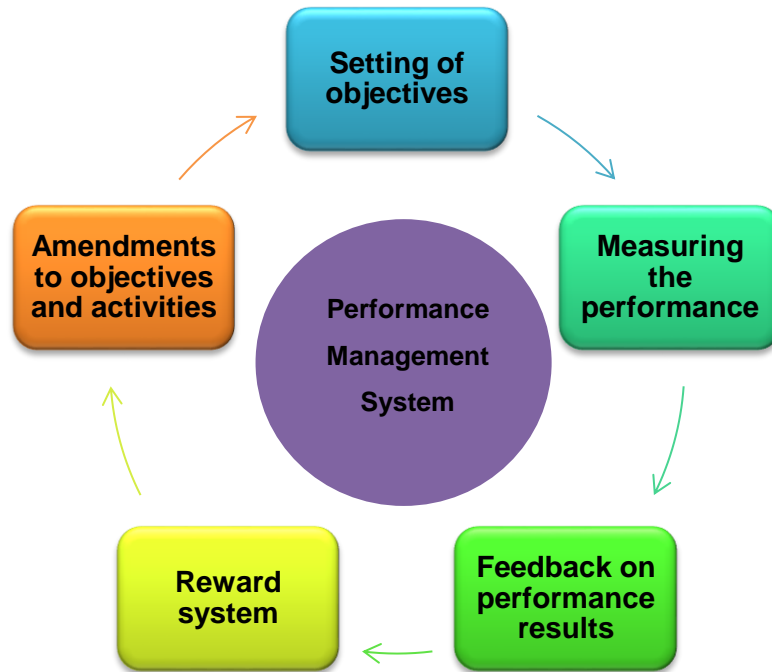
Figure 2: Performance Management Systems Model

Source: Mabey *et al.* (1998:127)

The different stages of the PMS model affirm that, for an effective organization, the five key activities highlighted, which are setting of objectives, measuring the performance, feedback on performance results, reward system based on performance outcomes, and amendments to objectives and activities, ought to be organized and implemented (Mabey *et al*. 1998:129). Each of the stages of the model is briefly discussed below.

3.2.1 Setting of Objectives

A strategic plan of an organization is viewed as the starting point for the successful implementation of performance management. Strategic plans outline the goals and objectives of the particular organization. Bussin (2013:102), asserts that performance management should serve as a vehicle for delivering organisational vision and missionas stipulated in the strategic planning of that particular organisation, and the operational plan for different units for a set period ahead. Therefore, the individual performance assessment, evaluations, and reviews should be consistent with the departmental strategic plan in order to ensure achievement of the set goals and objectives of the organization.

3.2.2 Measuring Performance

Nel *et al.* (2011:411), argue that performance can be evaluated by utilizing different kinds of methods depending on the availability of two factors, which are an evaluator or evaluators delegated, and knowledge to use or apply the chosen methods or techniques.

3.2.3 Feedback on Performance Result

Providing feedback on performance result is a formal engagement between an employee and manager performance progress is reviewed again predetermined performance goals. Casio, cited in Nel *et al*. (2010:503), suggests a framework that a manager can use before, during and after the interview as follows: before the interview managers need to interact more with employees about their performance, use problem solving skills, acquire knowledge on conducting performance appraisals, and encourage subordinate to prepare for interviews. This obviates the feeling of being ambushed from the subordinates. It also encourages cooperative participation

3.2.4 Reward System

Rees and Mcbain (2004:153), define reward system as that which the organization is willing to pay its employees for. Rees *et al*. (2004:153) further state that successful reward systems depend on the ability of the organization to formulate, implement, maintain, and review reward policies to be consistent with the organizational strategy. Handerson cited in Nel *et al.* (2011:233), that the objectives of a reward system are to encourage employees to perform so as to achieve the overall goals of the organization. However, for a reward system to be effective in motivating worker performance, it needs to be commensurate with effort and quality of performance.

3.2.5 Amendments to Objectives and Activities

Mabey *et al*. (1998:144), recommends two aspects in the amendments to objectives and activities. This includes feedback and discussion of individual performance in order to motivate them to continue to perform. The author further suggests the review of the whole system in order to confirm its functioning.

3.3 Application of the PMS model relative to the Study

The application of the PMS model is presented below:

- **Setting of objectives the study** investigated the performance management in the DHA in the Durban offices in KZN against its set strategic objectives.
- **Measuring the performance:** the study examined how performance is measured at the DHA in the Durban offices in KZN.
- **Feedback on performance result:** the study analyzed the feedback system of performance result used by the DHA in the Durban offices in KZN.
- **Reward system:** the study investigated the reward framework utilized to reward performance in the DHA in the Durban offices in KZN.
- **Amendments to objectives and activities:** the study investigated how the DHA in the Durban offices in KZN amends its strategic goals following the completion of the PMS cycle.

The section presented above was used to interrogate the relationship between the PMS model and the PMDS as practiced within DHA.

3.4 Chapter Summary

This chapter provided the PMS model as a conceptual framework for the study. Five different stages of the PMS model were presented in the chapter. These include objective setting, performance measurement, feedback on performance results, reward system based on performance outcomes, and amendments to objectives and activities.

CHAPTER 4
RESEARCH METHODOLOGY

4.1 Chapter Introduction

This chapter expounds on the research design and methods that were utilised during the investigation process for this research dissertation. Also outlined in this chapter is the research design and strategies for the study. The data-collection methods, sampling, data quality control, as well as data reduction and analysis were also highlighted from both qualitative and quantitative perspectives. The chapter culminates in the discussion of ethical considerations, limitations of the study, as well as a chapter summary.

4.2 Research Designs

According to Maree (2012:70), research design is a plan which seeks to outline the manner in which the research is conducted from the selection of respondents to the collection and analyzing of data. This view is affirmed by Sekaran and Bougie (2016:95), who assert research formulation is an arrangement for the gathering, estimation, and examination of information. Babbie (2013:17), contends that social research can be pursued for the purpose of exploring, describing, or explaining. In social research, Babbie further asserts that there are three primary research designs. These include quantitative, qualitative, and mixed methods. Each one of these research designs is discussed further in the next section.

4.2.1 Quantitative Research

Creswell (2003:139), states that researchers use quantitative study to provide an explanation or prediction about relationships amongst variables and also use quantitative inquiry to generate a theory or a pattern from the collected data.Creswell (2014:110), further states that when quantitative study is pursued, it is informed by the researcher's desire to understand what factors or variables influence the outcome of a solution to a problem identified.

4.2.2 Qualitative Research

According to Bloomberg and Volpe (2016:41), qualitative research focuses on an interpretive naturalistic approach in that the researcher studies things and people in their natural settings. Qualitative research also seeks to answer the '*why*' and '*how*' of decision making and not only focuses on the '*what*', '*where*' and '*when*' of decisions. Therefore small samples are used for research studies which are qualitative in nature. When these qualitative characteristics are pursued, Creswell (2004:75), asserts that it is done because the research problem is immature due to a conspicuous lack of theory and previous research. This research design was considered ideal because it enables the researcher to gain an in-depth understanding of the participants' feelings, experiences, and understanding of the phenomenon under investigation. That is, to determine how the performance management and development system set by the DHA in the Durban Offices in KZN can enhance employee performance and organisational productivity.

4.2.3 Mixed Methods

Creswell cited in Maree (2012:269), asserts that mixed method is defined as a way of gathering and analysing data utilizing both the qualitative and quantitative research methods. Creswell (2003:76), argues that the combination of qualitative and quantitative design can be employed in an effort to get a full understanding of an issue under probe. Bloomberg and Volpe (2016:42) argue that in the mixed methods both the qualitative and quantitative research are utilised concurrently with a specific end goal to fully understand the phenomenon under investigation. Curtis and Curtis (2011:6), state that key elements of qualitative and quantitative research uses different written and graphic images including, but not limited to, counts, correlations, and other statistical formulae. The use, therefore, of mixed method counteracts the shortfalls of both the qualitative and quantitative approaches as the method delves into the subject matter.

4.3 Aims and Types of Research Strategies

There are different kinds of research strategies which can be utilized to conduct a research. These strategies and the one chosen for this study are briefly discussed in the next section.

4.3.1 Research Strategies

Maree (2012:70), asserts that there are six types of qualitative research designs. These include conceptual studies, historical research, action research, ethnography, grounded theory and case study research. Each of these types of research is briefly discuss below.

- **Conceptual studies**: these are characterized by a focus on the secondary data and thoroughly interrogating concepts with a view to understanding them and contributing to the existing body of knowledge.
- **Historical research:** is a process that describes, analyzes, and interprets the past with a view to understanding it and applying it to the current and the future. Historical research asks questions such as '*why*', '*how*', '*where*' and '*when*' the events occurred.
- **Action research:** aims to identify practical solutions for the practical problem experienced by participants.
- **Ethnography research:** aims to describe a culture or way of life from the perspective of a folk or people by making sense of the inherent meanings of gestures, displays, symbols, songs, sayings, and everything else that has some implicit or tacit meaning in that culture. This research is interested in studying things in their natural setting.
- **Grounded theory research**: develop a well-organized theory based on properly collected data. Theoretical sampling, coding, and constant comparison were identified as tools for grounded theory (Sekaran and Bougie, 2016:98).
- **Case study:** answers how and why certain things happen in a certain way. It gives the researcher an opportunity to get deeper understanding of the phenomenon being investigated.

Case study as one of the research strategies will be discussed in detail hereunder as the chosen research strategy for this study and due to its thoroughness in dealing with issues of the researcher's interest.

4.3.1.1 Case Study Research

According to Bromley, cited in Maree (2012:75), case study is a systematic enquiry into an event or a set of related events which aims to describe and explain the phenomenon of interest. As

indicated above, case study provides answers to the '*how*' and '*why*' questions while also providing the researcher to get a deeper understanding of the situation under investigation. Case study is about specific objects, events, and activities the researcher is interested in (Sekaran and Bougie 2016:98).

The researcher chose a single case study in order to engage in an in-depth investigation of the PDMS within the DHA in the Durban Offices in KZN. The department was chosen because of its location as well as its significance to the South African government administration. Strengthening performance management and entrenching performance management practice has been a key driver for the organisation's success. As such, this inquiry was planned to generate a distinct understanding and also to instigate a creation of synergy of systems and organisational culture such as the need for change management. Furthermore, clarity to the research question will help to enumerate views and factual information and thus lead to a better implementation of the system from lessons learnt from the research. This need has been reflected in the main research objective of the study, hence the recommendations furnished in the last chapter.

Insights drawn from the case study will hopefully promote or inform practices in similar situations, especially the view that delivery of correct information at the right time to relevant individuals requires a knowledgeable individual (Leedy, 2001:150). The study used an inductive approach as an appropriate technique for data collection. Additionally, the reviewed literature highlights a distinct operational and organisational culture required for the development of the DHA and its employees. This will inform ways to better the system for future development of both the department and its employees.

4.4 Data Collection Methods

Saunders cited in Lancaster (2005:65), that there are two types of data collection methods. These are primary and secondary data. On the one hand, primary data is acquired through a research process or for a specific project by a researcher for the first time. On the other hand, secondary data is the information that is already in existence and stored. It therefore follows that secondary data starts as primary data. Secondary data include, but not limited to, published reports, internet or any other published surveys (Lancaster, 2005:66).

4.4.1 Empirical Research: Data collection

There are different types of empirical data collection methods. These are presented and discussed below.

4.4.1.1 Survey

A survey is characterised as one of the methods for gathering quantitative data (Bloomberg *et al.* 2016:157). Due to its open-ended questions, a survey can also be used to gather quantitative data which can assist in gaining more knowledge about participants' experience and perceptions in terms of the subject under study (Bloomberg *et al.* 2016:157). In addition, surveys have the ability to collect data from a large number of respondents. Babbie (2011:402), attests that surveys can also assist in making very large samples easy and feasible. Various programs, not limited to the chi-square test and further regression test, are used to test the survey findings. Surveys can also unearth information that was previously not known, hence it becomes primary data.

4.4.1.2 Interviews

Interviews are one of the methods utilised in the collection of data from respondents based on the researcher's interest (Sekeran and Bougie, 2016:113). There are different kinds of interview processes. These include structured and unstructured interviews conducted through direct face to face or telephonically (Sekeran and Bougie, 2016:113). The researcher utilised both the secondary and primary data collection methods for this study. Secondary data was conducted through literature review as outlined in chapter two while primary data was collected through semi-structured interviews conducted with officials from the DHA officials in the KZN Durban Offices. In-depth interviews were conducted from a selected group of employees cutting across the various levels of the department including senior management, middle management, administrative and support staff.

When a problem is identified, society can look at it with the view of quantifying the extent to which such a problem affects it. Society also looks at the problem with the view to describing the extent to which the issues at play influence or affect the society at large. Denzin and Lincoln (2013:44), note that the world is known through the stories that are told by people. In order to

understand the impact of a system from people themselves, an inquiry cannot only be opened through capturing available factual evidence of what is available, but engaging participants as part of the inquiry helps to unlock the social milieu around which particular forms of behaviour emanates. In light of this, the researcher used semi-structured in-depth interviews in order to get comprehensive understanding of the officials' perceptions of PMDS within the KZN Home Affairs office.

4.4.2 Non-Empirical Research

Non-empirical research is the opposite of the empirical research. Empirical research is based on information verified by observation or experience, whereas non empirical research is based on pure logic. Documentary evidence as one of the non-empirical research methods is discussed next.

4.4.2.1 Documentary Evidence

Documentary evidence is characterised as a primary source of qualitative data which can be used to review documents such as written records, visual data, and archival data (Bloomberg and Volpe, 2016:157). The author further argued that documentary evidence can sometimes be used as an additional source of evidence to others such as interviews, participant observation, and/or analysis of existing documents produced. The researcher used semi- structured interviews as a data collection method. Documentary evidence for this study was drawn from the documents including the Strategic Plan, Annual Performance Plans (APP), and the PMDS policy of the DHA were analysed in order to fully apprehend the nature and the extent to which PMDS is being practiced in the DHA.

The preceding section presented and discussed research design, aims and types of research, research strategies, and the data collection methods. The next section will present sampling types, strategies, and techniques.

4.5 Types of Sampling

There are different kinds of sampling methods, strategies, and techniques. These include the research population, which are the target and sampling population as discussed further in the next section.

4.5.1 Target Population

Target population is the subset of the unit of the population to be selected for investigation. It can be, for example, business, communities. The target population for this study is the employees of the DHA in KwaZulu-Natal at the Durban.

4.5.2 Sampling Population

Bryman (2012:187), characterises a population as a universe of units from which the sample is drawn. There are two types of research population (Bryman and Bell, 2011:176). The sampled population for this study is employees of the DHA in KwaZulu-Natal at the Durban offices and were the target population. A total of 15 officials were selected from a group of employees on different levels, which include senior management, middle management, and administrative and support employees were targeted for an in-depth interview.

4.6 Sampling Strategies and Techniques

Bryman and Bell (2011:170), submit that there are different kinds of sampling strategies. These include probability and non-probability sampling strategy. Probability sample can include random selection, simple random selection, stratified random sampling, proportional stratified sampling, cluster sampling, and systematic sampling. Non-probability sampling is divided into three samples, which are convenience sampling, quota sampling, and purposive sampling. The next section will discuss both sampling techniques in details.

4.6.1 Probability Sample

Probability sampling affords every part or unit of the total population an equal chance of being selected. It is generally assumed to be a representative sample. The aim is to keep the sampling

error at minimum (Babbie, 2013:132). Random sampling is an approach where individuals have equal opportunity of being selected. Gray (2014:210), argues that random sampling can be utilised when the sample are identical. Creswell (2014:158), contends that when stratification of a sample is pursued it is to ensure representation of the population, whereas in a systematic sample, the researcher picked randomly from the list every individual on the list thereafter.

4.6.2 Non-Probability

Non-probability sampling consists of convenience, quota, as well as purposive sampling. Non-probability sampling is a sampling method that does not use random or probability selection (Bryman and Bell, 2011:170). Essentially some units have more chances of being selected as opposed to others. Creswell (2014:158) argue that samples in this approach are chosen based on their availability and convenience.

Patton, cited in Gray (2014:215), asserts that there are 15 different kinds of purposive strategies. These can be categorised into three: sampling to accomplish representativeness or similarity, sampling for special or unique cases, and sequential sampling. Sekaran and Bougie in Gray (2014:215), submit that non-probability sampling can be further divided into two: purposive and quota sampling.

The researcher chose non-probability sample (and purposive sampling) due to the amount of knowledge and experience the participants have on PMDS within the DHA.

4.7 Data Quality Control

Data quality control signified check and balance mechanisms put in place. These mechanisms are meant to ensure high quality data or output of one's work. Furthermore, data quality control mechanism enables the result to withstand scrutiny with some degree of reliability and validity. Lancaster (2005:7) asserts that the purpose of the data quality control is to produce data that is scientific and reproducible; hence validity, reliability, and generalizability. There are various criteria that can be used to measure data quality control. For qualitative research, for example, Lincoln and Guba and Dezin and Lincoln cited in Maree *et al.* (2012:38), suggest the focus should be data transferability, dependability, and credibility while Argar cited in Maree *et al*. (2012:38), commends   data validity and reliability as means to control qualitative data.

4.7.1 Data Quality Control for Qualitative Data

Yin (2016:85) recommends that credibility of the study be dealt with during the design of the study. The author defined credibility as an assurance that care has been taken during the collection of data to ensure the findings reflect the world under which the study took place. The outcome of research study has a potential problem of reliability and validity. Babbie (2005:323), asserts that a researcher must decide whether to observe a phenomenon as an outsider or as a participant, and whether or not to identify yourself as a researcher and how to negotiate your relationship with the subject. Resolving such issues has great influence in the validity and reliability of your research findings. Babbie (2005:323), argues that field measurement has more validity than reliability. He further argues that it is generally not appropriate to arrive at statistical description of large population. For reliability and validity of field research, various ethical considerations should be taken care of. Such considerations, particularly the way the researcher engaged with the subjects of study were considered during the investigation. In qualitative research, reliability can be confirmed in various ways, for example, listening to recording or asking informants who were part of the study. Maree *et al*, (2014:80), contends that credibility and trustworthiness can be achieved by engaging multiple methods of data collections such as observation, interviews, and document analysis.

4.7.2 Data Quality Control for Quantitative Data

Quantitative data utilises validity and reliability as a means of data quality control (Bloomberg et al. 2016:162). It is further argued that if research is valid, it will clearly reflect that which the researcher is attempting to describe. Validity focuses on ensuring that the research or data collection, measures that which it has initially set to achieve (Lancaster, 2005:7). Moreover, validity is more concerned with consistence in order to avoid contradiction. Reliability refers to how much collected data can stand scrutiny in different situations whereas generalizability entails the ability of the result to be generalised to other situations.

4.8 Data Reduction and Analysis Strategies

Data reduction entails converting collected data into a manageable size and subsequently giving meaning to it (Marshall and Rossman, 2011:209). Data reduction include stages such as organising the data, knowing and understanding the data, generating categories and themes,

coding the data and offering interpretations through analytic memos and subsequently reporting on the findings. These stages require careful planning before the commencement of the data collection process (Marshall and Ross, 2011:209).

For this study, as indicated earlier, an in-depth interviews were used to collect qualitative data. Subsequently, qualitative data were systematically organised into key concepts and themes for analysis purposes.

4.8.1 Quantitative Data Analysis

According to Royse (2011:309), data analysis is a process where collected raw data is summarized. More often than not, data collected in quantitative research is entered into statistical software such as Statistical Package for the Social Sciences for analysis purposes.

4.8.2 Qualitative Data Analysis

According to Marshall and Rossman (2011:207), data analysis in qualitative research may include data organisation, theme development, interpretation and report writing. Marshall and Rossman (2011:207) further attest that data analysis in qualitative research transforms data into findings. In other words data analysis gives meaning to the collected data. This view is supported by Maree, Cresswell, Ebersohn, Eloff, Ferreira, Ivankova, Jansen, Nieuwenhuis, Piertersen, Plano Clark, van der Westhuizen (2014:99) when they argue that data analysis attempt to establish how participants interpret specific phenomenon by analysing their perceptions, attitudes, understanding, knowledge, values, feelings, and experiences in an attempt to approximate their construction of phenomena. Maree *et al.* (2014:99), further asserts that successful data analysis can be achieved by allowing research findings to emerge from frequent dominant or important themes from the raw data without obstructions.

According to Seidels, cited in Maree *et al.* (2014:99), qualitative data analysis encompasses summarising, interpreting, and making sense of the collected data. According to Bazeley and Jackson (2013:1), analysis of qualitative data can be conducted utilizing qualitative data analysis software such as NVivo. Bazeley and Jackson (2013:1) further reasoned that the use of NVivo software in the data analysis process is to increase the effectiveness and efficiency of learning from the collected data and not to supplement the manual interpretation of the collected

data. For this study the researcher did not utilise any form of software to analyse data. Data was analysed manually. This allowed the research to fully capture all data acquired. Furthermore, the researcher utilised a combination of thematic and content analysis. Findings of this research are presented in the last chapter.

4.9 Ethical Considerations

Curtis and Curtis (2011:15), argued that voluntary informed consent is very important when a researcher goes about conducting his/her studies. Participants must participate at their own free will. For this particular study, the researcher explained to the participants what informed consent is before the start of the interview. This allowed participants to make a decision whether to participate or not. An informed consent for this study is attached as Appendix 2). A gatekeeper's letter was received from the DHA giving the researcher permission to undertake the study within the organisation. In addition, the researcher obtained ethical clearance (EC), attached as Appendix 4, to conduct the study from the UKZN Research Ethics Committee.

Adhering to good codes of ethical practice was key priority to ensure that respondents are protected from harm and/or are not prejudiced in their participation in the study. Thus, their identities were concealed, and any reference to any name in this study is done for the purpose of clarification and for proper articulation of views and information extracted from the respondents.

4.10 Limitations of the Study

There are two noteworthy limitations to this study. These include generalization effect and accessibility of participants. Data was collected from one District of DHA in the Durban Offices and not the entire Department. As such, research findings cannot be generalized to all DHA and public sector offices across South Africa. Taking this into consideration, the study will make recommendations to verify and expand the study to the national level of DHA and possibly public service at large.

The other limitation was the difficulty in securing meetings for interviews with participants as most of them were constantly engaged in their official duties. As a result most appointments were cancelled at last minute or had to be rescheduled. Also, these people were mostly available

early in the morning before they start working or late in the afternoon after work, as a result the researcher had to work according to their availability and not as per the schedule.

In addition, due to the nature of qualitative research, the researcher's presence during the interview could have presented a limitation on the responses provided. Assurances of confidentiality to participants might not have created a feeling of comfort ability as researcher is a member of the organization in the district under study.

4.11 Chapter Summary

This chapter described and explained the research design and methodology adopted in the study. Specific focus was on research designs and methods, and research types. The study further presented processes followed in the collection of data and the data sampling types, strategies, and techniques. Finally, the chapter outlined data quality control and analysis and ethical considerations and limitations of the study.

CHAPTER 5

DATA PRESENTATION, ANALYSISAND DISCUSSION

5.1 Chapter Introduction

This chapter presents acquired data, discussion, and data analysis. It first presents the case study context and the vision and mission of the DHA. It also reports on the documentary evidence used within the study to support the data acquired and literature reviewed for the study. Data collection method used as well as the interaction between the emerging themes and sub-themes of the study with research objectives and research questions are also presented in the chapter. Further to that, the chapter outlines the interaction between the adopted model and the collected data. Finally, the overall data presentation, analysis and discussion were deliberated on.

5.2 Case Context of the Department of Home Affairs

The DHA is a national department having footprints in all the nine provinces of South Africa. Within each province there are different districts aligned with municipality demarcations. In each municipality there are offices of the DHA. These offices range from small to large offices. According to the South African Constitution of 1996 eThekwini is classified as Category A municipality and largest municipality in KZN with 105 Wards. EThekwini Municipality is depicted in Figure 3.

Figure 3: Map of eThekwini Municipality

Source: Google Maps, 2017

There are five DHA offices distributed in a number of wards. These include Prospecton Local Office Medium (LOM), Pinetown LOM, Durban LOM, Chatsworth LOM, Tongaat LOM, Umgeni Local Office Large (LOL).

The study was conducted within the DHA in the Durban Office in the eThekwini Municipality in local areas including Pinetown, Durban, Chatsworth, Tongaat and Umngeni. Out of 190 DHA employees within eThekwini Municipality, 15 employees were sampled to participate in the study.

5.2.1 The Department of Home Affairs' Vision and Mission

Vision

"A safe and secure South Africa where of its people are proud of, and value, their identity and citizenship"

Mission

"The efficient determination and safeguarding of the identity and status of citizens and the management of immigration to ensure security promote development and fulfill our international obligations."

The DHA's mandate is derived from the South African Constitution of 1996 and various acts of parliament and policy documents such as Marriage Act 25 of 1961. For the DHA to be able to achieve its vision, mission, and strategic objectives, it requires a competent team of employees who understand and are able to implement goals and objectives as set out in the organisational strategic plans.

5.3 Documentary evidence

Documentary evidence is characterised as a primary source of qualitative data which can be used to review documents such as written records, visual data, and archival data (Bloomberg and Volpe, 2016:157). The author further argues that documentary evidence can sometimes be used as an addition to other sources of evidence such as interviews, participant observation, and or analysis of existing documents produced. Documents such as DHA Strategic Plan, Annual Performance Plans, DHA Annual Reports and PMDS Policy were interrogated by the researcher during the investigation in order to have a better understanding of the subject under study in the DHA context. Table 2 presents the documentary evidence used in the study.

Table 2: Documentary Evidence

Document	Purpose
DHA Strategic Plan 2015/2020	To presents the strategic goals and objectives of DHA which are aligned with national goals envisaged in the National Development Plan, Vision 2030.
DHA PMDS policy	To highlight how PMDS should be practiced at DHA as per the organisational PMDS policy.
DHA Annual Performance Plan	To indicate the successes, failures and plans to counter the challenges in DHA in terms of PMDS

Source: DHA official Documents

Table 3 presents the strategic goals and objectives of the DHA which are aligned with national goals envisaged in the National Development Plan (NDP), Vision 2030.

Table 3: Strategic Goals and Objectives of DHA

DHA objectives	DHA goal	Contribution to national goals
All qualifying citizens are given documents for identification purposes and status A well-coordinated and digitized national identity system which will uphold security by keeping biometrics of all individual in the system	Secured South African citizenship and identity	All people in South Africa are and feel safe
Put measures in place to manage risk in terms of individual movement in and out of the country. Ensure effective management and documenting of Refugees and asylum seekers	Secured and responsive immigration system	Decent employment through inclusive economic growth
Ensure effective and securely issuing of empowering documents to non-South African individual	Services to citizen and other clients that are accessible and efficient	An efficient, effective, and development orientated public service

Source: DHA strategic plan 2015/2020

Based on Table 2 and 3 it could be surmised that the DHA should work toward achieving the strategic development goals and objectives of the country, such as advancing an efficient, effective and development orientated public service espoused in the Constitution of the Republic and recently the (NDP). Hence, the performance of the organization should be managed as closely as possible. Based on the discussion on the context of the DHA the next section presents data collected for the study.

5.4 Primary Qualitative Data

The qualitative research data was collected using semi-structured interviews in order to solicit employees' perceptions and experiences with PMDS within the DHA. Table 4 hereunder outlines interview participants' demographic data as follows:

Table 4: Interview participant's demographic data

Organisation	Respondent code	Gender	Race	Location
DHA	DHA001	Female	White	Pinetown
DHA	DHA002	Male	Indian	Chatsworth
DHA	DHA003	Female	African	Prospecton
DHA	DHA004	Male	Indian	Tongaat
DHA	DHA005	Female	Indian	Durban
DHA	DHA006	Female	African	Durban
DHA	DHA007	Female	African	Durban
DHA	DHA008	Female	White	Durban
DHA	DHA009	Female	African	Durban
DHA	DHA0010	Female	African	Prospecton
DHA	DHA0011	Female	African	Durban
DHA	DHA0012	Male	African	Durban
DHA	DHA0013	Male	African	Umgeni
DHA	DHA0014	Male	African	Umgeni
DHA	DHA0015	Male	African	Umgeni

Table 4 indicates interviews held with DHA employees in and around eThekwini District in Durban, KZN.

Presented in Table 5 below is the interaction between the emerging themes and sub-themes of the study with the research objectives and research questions, followed by an analysis and discussion which interrogated the literature presented in chapter two.

ORGANOGRAM OF DEPARTMENT OF HOME AFFAIRS ETHEKWINI (DURBAN) DISTRICT
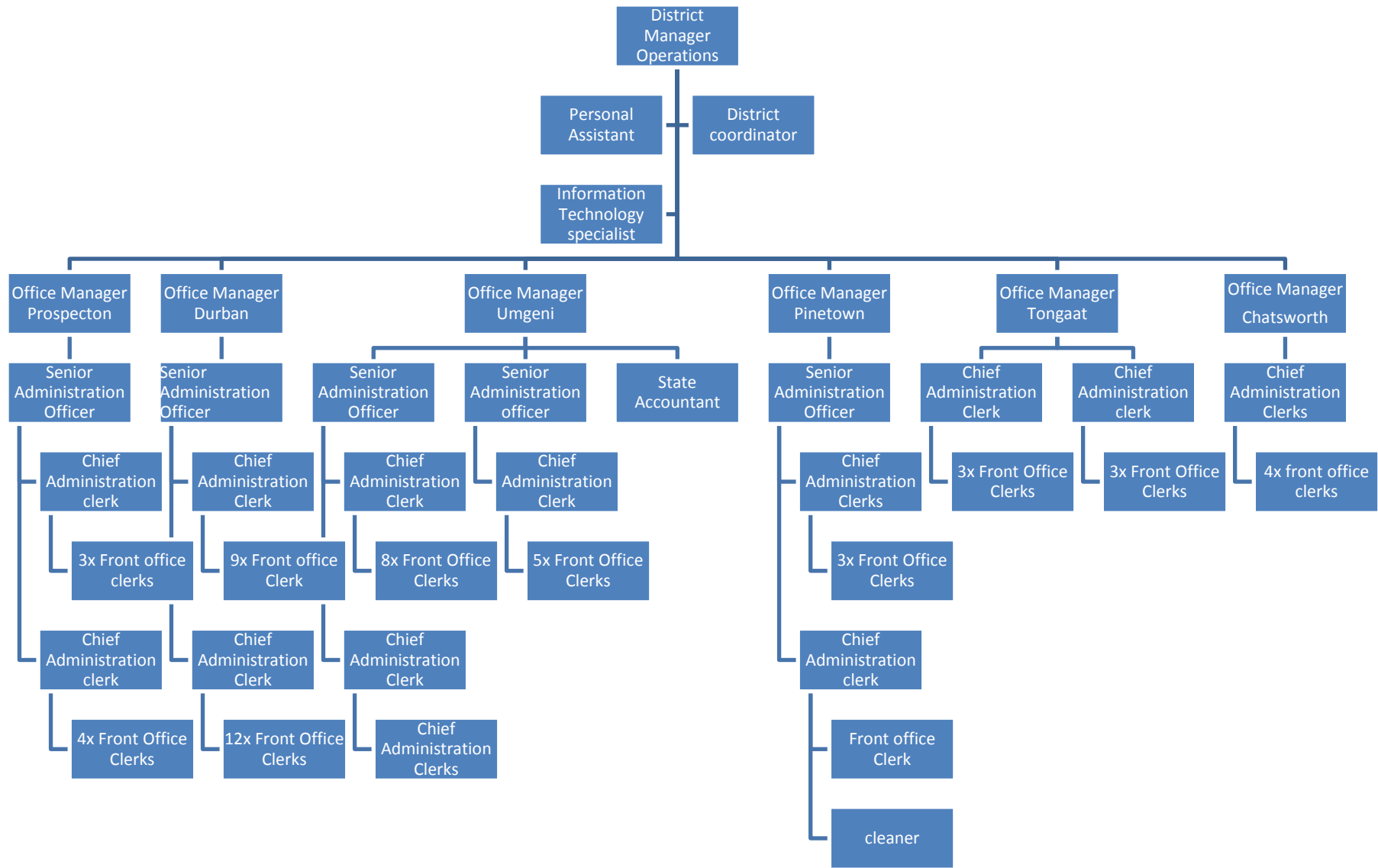
Table 5: Interaction between the emerging themes and sub-themes of the study with research objectives and research questions

Research Objective One: To determine how the performance management and development system set by the Department of Home Affairs in Durban Offices in KwaZulu-Natal can enhance employee performance and organisational productivity.	Research Objective Two: To understand the performance management goals set by Department of Home Affairs in Durban offices.	Research Objective Three: To ascertain how performance is measured at the Department of Home Affairs in Durban offices.	Research Objective Four: To understand the feedback system of performance results used by the Department of Home Affairs in Durban offices.	Research Objective Five: To establish the nature of the reward systems adopted by the Department of Home Affairs in Durban offices.	Research Objective Six: To understand how the performance management system adopted by the Department of Home Affairs in Durban offices impacts on future strategic objectives of the organization.
Research Question One: How can the performance management goals set by the Department of Home Affairs enhance the effective implementation of Performance Management and Development System to benefit the Department of Home Affairs offices?	Research Question Two: What is the performance management goals set by the DHA in Durban offices?	Research Question Three: How is performance measured at the Department of Home Affairs in Durban offices?	Research Question Four: How does the Department of Home Affairs in Durban offices' feedback system of performance results work?	Research Question Five: What is the nature of the reward system adopted by the Department of Home Affairs in Durban offices?	Research Question Six: How does the performance management and development system, adopted by the Department of Home Affairs in Durban offices, impact on future strategic objectives of the organization?

Emerging Theme 1: Employee's knowledge of the Relationship between the vision, mission, and strategic goals of DHA. **Emerging Sub-themes** Roles and responsibilities.	Emerging Theme 2: Organizational goals versus individual and teams goals. **Emerging-Sub-themes** Individual performance versus organizational performance.	Emerging Theme 3: System to measure performance at DHA. **Emerging Sub-themes** Management of poor or underperformance at DHA. Provision of training and development in response to identified training needs.	Emerging Theme 4: Communication of performance expectation at DHA. **Emerging Sub-themes** Communication of performance feedback at DHA.	Emerging Theme 5:Performance rewards and recognition at DHA **Emerging Sub-themes** Budgetary Constraints	Emerging Theme 6: Attitude of DHA employees regarding PMDS. **Emerging Sub-themes** Failure to properly implement PMDS at DHA.

Source: Data interpretation and analysis of the study, 2017

The PMS model as a conceptual framework for the study was adopted for the study as discussed in chapter three. The interaction between the adopted model and the collected data for the study is presented in Table 6.

Table 6: The interaction between the adopted model and the collected data for the study

PMS Model	Stages of the Model	Qualitative Data
PMS Model	Setting of objectives	• It is very difficult to set targets for officials in offices as officials are placed in more than one section at a time; this is due to shortage of staff (DHA 001). • Targets are set and aligned with strategic and operational plans of the office (DHA 002). • Officials are still struggling to set targets and make them applicable to one official (DHA 009).
	Measuring the Performance	• Performance at DHA is measured against the system called PMD • It is measured against the system called PMDS whereby one is responsible for his or her performance and the manager must ensure they quality check the entire process (DHA 007).
	Feedback on Performance Results	• We do not receive performance feedback, we only get to know that one performed well when we receive performance bonus in our bank accounts (DHA 001). • It is provided in twofold: verbal and written, though with written feedback it was only implemented after the intervention of trade unions, which is still provided at a low scale(DHA 007). • It took unions to intervene for employees to receive written performance feedback as previously one wouldn't know if he/she is performing well or not (DHA 006).
	Reward System	• Performance rewards are not communicated to officials because it is viewed that whatever is discussed during the performance appraisal meeting is confidential (DHA 001). • Officials know they got performance bonus when they get it in their Bank accounts, because it is viewed that whatever is discussed at the committee is confidential (DHA 001).
	Amendments to Objectives and Activities	• This system has been in place for many years it has never been reviewed let alone training being provided (DHA 0013).

Source: Data interpretation and analysis of the study, 2017

The overall data presentation, analysis, and discussion are presented in the next section.

5.5 Data Presentation and Analysis

The researcher utilized a combination of thematic and content analysis for the purpose of analyzing the collected data. These methods are presented in the next section.

- **Thematic Analysis**

Thematic analysis is defined as a form of data analysis used in the qualitative research (Welman, Kruger, and Mitchell, 2005:221). The author further argues that the thematic and content analyses are currently used interchangeably, as boundaries between the two have not been clearly identified. As a result, content analysis will be discussed next.

- **Content Analysis**

Content analysis is a systematic approach to qualitative data analysis which can be used to identify and summarize message content which can involve documents such as books, brochures, written documents, transcripts, news reports, and visual media (Maree *et al.* 2014: 101).The authors further attest that content analysis is the process of looking at data from different angles with a view to identifying keys in the test that will help to understand and interpret raw data. Content analysis in qualitative data focuses on similarities and differences in a text with a view to confirm or disconfirm the theory (Maree *et al.* 2014:101). Similarly, Welman *et al*. (2005:221), state that content analysis can be described as a quantitative analysis of qualitative data, meaning that the technique used in qualitative content analysis involves counting frequencies and sequencing of a particular words, phrases, or concepts in order to identify keywords or themes.

5.5.1 Employee's knowledge of the relationship between the vision, mission and strategic goals of DHA

Relative to research objective one– *to determine how the performance management and development system set by the Department of Home Affairs in Durban Offices in KwaZulu-Natal can enhance employee performance and organisational productivity* –Kaplan and Norton (2000:217) attest that if employees do not understand the vision of the organization, they will be less likely to understand the strategy meant to realize the vision. Therefore, employees cannot adapt their work to contribute to the effective strategy implementation. Matrix 5-1 below highlights employee's knowledge of the relationship between the vision, mission, and strategic goals of DHA.

Matrix 5-1:Employee's Knowledge of the relationship between the vision, mission and strategic objective of the DHA	
Responses	**Participants**
Senior managers have a clear understanding of the relationship between the vision, mission, and the strategic goals of DHA, however, the challenge is mostly with employees at junior level where they even fail to understand their role, thus not perform as expected.	DHA 007
Employees at lower level don't understand the role they play nor the relationship between these elements, they see themselves as just employees meant to take instructions without an understanding of what those instructions mean.	DHA 009

As illustrated in Matrix 5-1, some of the employees at DHA, with the exception of managers, do not understand the relationship between the vision, mission, and the strategic objectives of the organization. Thus, they fail to implement PMDS within this organization as previously indicated by some of the authors like Kaplan and Norton (2000:217)in the above section. This is a clear indication that there is lack of communication between the employees and managers within this organization.

5.5.1.1 Roles and Responsibilities

Bussin (2013:103), argues that successful performance management can be achieved if managers take responsibility for the results and also actively participate in the development of performance agreement of their staff members. In their latest edition, Nel and Werner (2014:223), reiterate that the role of supervisor in the whole performance evaluation process is critical in setting the agenda, as well as evaluating which subordinate has executed certain functions over time to satisfy the requirements and the target set by the organization. Matrix 5-2 reflects participants' views regarding roles and responsibilities of DHA employees within PMDS.

Matrix 5-2: Roles and Responsibilities	
Responses	**Participants**
It is the responsibility of the direct supervisor of the employee to implement PMDS within the office.	DHA 001, DHA 002,DHA 003, DHA 005, DHA 006, DHA 0011
PMDS is not exclusively a management function; other people also need to play a part, so it is a two way system of communication from management down to the junior officer and from the junior officer up.	DHA 004
The supervisor and the supervisee are responsible for implementing the system	DHA 007

Source, Field Enquiry (2017)

Matrix 5-2 depicts that most participants are not sure of who is responsible for 'what' within the system. This is due to lack of uniformity within the DHA offices with regard to the implementation of the system. For example, in one office, the supervisor will be responsible for preparing performance agreement and work plan documents, while in another office the supervisor will expect the official to prepare the same documents and submit to him/her and, subsequently, the supervisor will read and sign when they are in agreement with what the employee would have written. Five respondents gave a one word response –"supervisor" (DHA 001, DHA 002, DHA 003, DHA 005, DHA 006, and DHA 0011). One respondent expressed that:

It is the responsibility of both the supervisor and official (DHA 007).

In view of the above analysis, it can be deduced that there is no uniformity in the implementation of the system within the DHA. This is evident in the discrepancy presented in the policy that only a supervisor from Level 9 upwards can enter into performance agreement with the DHA employees. However, participants indicated that it should be a direct supervisor of the employee regardless of their level.

When the researcher posed a follow up question with regard to what would be the responsibility of the employee then? Employees were presented as people who are only responsible for providing the supervisor with information to be used to motivate for their performance reward during performance review. This is evident as one respondent noted that:

Official is the person who supplies evidence in the form of documentation to the supervisor (DHA 002).

Roles and responsibilities are not clearly defined amongst employees of the DHA, particularly managers and their supervisees. This is evident in the responses provided by the two participants because they do not show standard procedure.

5.5.2 Organizational goals versus individual and teams goals or targets

In association with objective *two – to understand the performance management goals set by Department of Home Affairs in Durban office – i*ndividual performance goals devolve from the strategic and operational goals of the organization. Aguinis (2014:2), attests that in performance

management employee's activities and performance should be in line with the organizational goals and, subsequently, assist the organization achieve its intended objectives. Matrix 5-3 reflects perceptions of the respondents' in terms organizational goals versus individual and team goals or targets. Furthermore, Leopold *et al*. (2005:187), acknowledges that it is difficult to measure the important things about the organizational performance than the less important ones. The author further asserts that when targets are set, managers and employees tend to focus on achieving those targets and disregards those that are not assigned targets. This indicates that there are benefits to setting of targets as employees strive to achieve those targets, however setting targets has also proven to be a challenge in that focus tends to be on the achievement of those target at the expense of all other organizational responsibilities.

Matrix 5. 3: Organizational goals versus individual and team goals or targets	
Responses	**Participants**
Individual goals devolve from the organisational annual performance plan developed by executives and distributed amongst all DHA employees but it remains a challenge to make them applicable to one.	DHA 001
We are not scientifically setting targets; each manager is setting his/her own targets with no basis.	DHA 003
Employees should perform as per set annual targets of the organisation.	DHA 004

Source: Field Enquiry (2017)

The assertion above clearly indicates that organisational strategic objectives should be translated into individual and team's goals and objectives since their performance contribute towards the achievement of organisational vision, mission, and strategic objectives. However there seem to be contradictions amongst the DHA employees in that they have an understanding of how organisational goals are related to individuals and team's goals or targets, but they also indicated challenges in making them applicable to one employee and subsequently be able to assess them against such targets. The other challenge is that it is not clear who is supposed to set performance targets for employees at the DHA. One participant said:

> *Head Office decides on the performance targets for each office during the development of the strategic plan for the organization, which are subsequently broken down and given to each employee as their individual performance targets However, some products do not have set targets, thus making it difficult for managers to assess their employees (DHA 001).*

Another participant expressed that:

> *We are having challenges in managing performance of our staff due to insufficient human resource to perform some of the duties, which necessitate that some employees multitask (DHA 004).*

Setting of targets in performance management plays a crucial role therefore, if employees of DHA are struggling to understand how targets are set and made applicable to each employee, they will not be able to assess their supervisees.

5.5.2.1 Individual performance versus organizational performance

The effectiveness of PMDS lies in employees having an understanding of the relationship between the individual performances versus organizational performance. Armstrong (2015:9), asserts that employee's performance can be improved by setting individual and team goals in line with organizational goals. Similarly, Bussin (2013:102), argues that the content of performance management should articulate what the organization intends to achieve as set out in its strategic or operational plan and the plan of its different units for the years under review. Therefore, the individual performance assessment, evaluations, and reviews should be consistent with the departmental strategic plan in order to achieve organizational goals and objectives. Matrix 5-4 indicates how individual performance contributes to the organizational performance.

Matrix 5-4: Individual versus Organizational performance	
Responses	**Participants**
It is very difficult to set targets for officials in offices as officials are placed in more than one section at a time. This is due to shortage of staff, which results in poor performance of such employees, and subsequently the organization.	DHA 007
Employees should perform as per annual organizational targets of the organization	DHA 004

Matrix 5-4 above indicates that employees' performance at the DHA should contribute towards the performance of the organization. This clearly indicates that both the managers and employees should understand how they contribute towards the performance of the organization. However, DHA faces staff shortage resulting on employees being overstretched. As a result, it negatively impact on employee productivity and subsequently organizational performance.

5.5.3 System to Measure Performance at DHA

In relation to objective three – *to ascertain how performance is measured at the Department of Home Affairs in Durban offices* – performance of employee's at DHA is measured through the system called PMDS. The DHA policy gives guideline on the steps to follow when the manager and the employee enter the performance agreement. These may include agreeing on what is expected from employees and how the employee's performance is going to be assessed. The purpose is to manage and develop employees' behaviour in order to achieve organisation's strategic goals. Bussin (2013:20), defines performance management as the process that measures an individual employee's performance against set performance standards. Matrix 5-5 presents perceptions of participants on the system that is used at the DHA to measure performance.

Matrix 5-5: System to measure Performance at DHA	
Responses	**Participants**
Performance at DHA is measured through a system called PMDS where one is responsible for his or her performance.	DHA 007
PMDS is a tool for measuring performance at DHA. Each employee is expected to perform against their allocated KRA and be continuously evaluated.	DHA 002
It is almost impossible to manage performance on a daily basis due to shortage of staff	DHA 001

Source: Field Enquiry (2017)

Matrix 5-5 presents the perception of the study participants on the system that is used at DHA to measure performance. According to the DHA strategic plan, planning in this department starts from local office level and is concluded at head office which resembles a bottom up approach. This simply means that all the employees at DHA are given an opportunity to contribute towards the crafting of a strategic plan.

5.5.3.1 Management of poor or underperformance at DHA

The purpose of the question was to determine whether the DHA employees have knowledge of how under or poor performance should be managed within the organization. Organizations expect their employees to perform as per set objectives, thus failure to do so results in the implementation of corrective measures (Bussin, 2013:104). Matrix 5-6 below illustrates participants' views regarding management of poor or underperformance within DHA.

Matrix 5.6: Management of Poor or Underperformance	
Responses	**Participants**
Poor or underperformance is not managed very well within the department.	DHA001,DHA 006
Managing poor or underperformance is time consuming and more difficult in some cases.	DHA 005
Poor or underperformance is only detected at the mid-year review.	DHA 002
I would be lying if I said I know but then I can always say we do get to be advised and encouraged to perform better.	DHA 003

All participants interviewed indicated little or no knowledge of how the process is managed. For example, those who have such knowledge indicated that they have never implemented the process and further noting that the process is tedious with little and employees are not offered sufficient training. One participant noted that:

> *Correctly assessing an underperformer as such creates resentment and strife between the supervisor and supervisee* (DHA 001).

5.5.3.2 Provision of training and development in response to identified training needs

Bussin (2013:19), affirms that proper use of performance management can serve as a vehicle for better results within the organization. The author further submits that this can be achieved if performance management is centered on development. Matrix 5-7 reflects the provision of training and development in response to identified training needs.

Matrix 5-7: Provision of training and development in response to identified training needs	
Responses	**Participants**
Training in this organisation is not provided as it is supposed to; this is due to shortage of training personnel.	DHA 008
As per policy, is supposed to be linked to PDP's of employees but the challenge will be the way that we conduct our needs assessment we suppose to get it from PDP's, but we now dependant on managers to provide that.	DHA 009
There is a gap, so some of the training provided they talk directly to PDPs some of them do not talk to PDP's because of the approach we use in gathering training needs.	DHA 006

Matrix 5-7 presents the challenges that the DHA is facing with regard to provision of training in response to identified training needs. There is disjuncture in terms of the existing skills deficiencies and the provision of remedial action in the form of training and development within the DHA. Managers submit finalized employees PMDS files with performance development plans (PDP's) to Human Resource Management (HRM) for capturing and processing of performance rewards. However, at a later stage are requested to again submit needs assessments to learning academy, which create more confusion in that training needs identified during performance appraisal may not be the same as the one submitted at the academy, as managers view these as two different request for separate purposes, although HRM is the umbrella body of the learning academy. In DHA Strategic Planning (2015 - 2020), training and lack of capacity are identified as some of the challenges experienced by the organization. One participant noted that:

> *As per policy PDP's should be linked to training and development, however currently it is not linked* (DHA 008).

This is further confirmed by the DHA Annual Report for 2015/2016 where training was identified as one of the challenges in this organization.

5.5.4   Communication of performance expectation at DHA

Relative to objective four – *to understand the feedback system of performance results used by the Department of Home Affairs in Durban office* – Nel (2014: 494), contends that managers in organizations must clearly set and communicate expectations to employees, discuss how organizational strategic goals must be embraced and adjusted to individual operational and work plans. Matrix 5-8 presents the participants' responses on how performance expectation is communicated at the DHA.

Matrix 5-8: Communication of performance expectations at DHA	
Responses	**Participants**
Yes, there is indeed a challenge with regard to communication when it comes to communicating expectation and providing performance feedback amongst managers and employees which hampers proper implementation of PMDS and that there is no uniformity.	DHA 001
It's a policy requirement for a manager to constantly communicate with employees regarding their performance; however there is no time, we only do it once a year.	DHA 0010

As presented in Matrix 5-8 performance management at DHA is not treated with the importance it deserves. It is conducted as a tick box exercise; hence some supervisors indicated that it is time consuming. One respondent indicated that:

> *They are communicated but fail to provide communication strategy for the organization* (DHA 0010).

Another participant expressed that:

> *"Yes, PA's needs to be signed by employees at the beginning of the cycle, but how supervisors and employees are to go about doing that is not clear as a result some of the supervisors just prepare files and hand them over to the employees for their signatures without communicating what is expected of the employees"* (DHA 001)

5.5.4.1 Communication of performance feedback at DHA

Bacal (2007:19), maintained that when you focus on performance management as a way of communicating and building relationships, the actual format of the reporting system becomes less important. He further reasoned that employees need constant, specific feedback, on their duties and activities. Communication is central to the successful implementation of PMDS within the organization. However, it is not clear how performance expectations and feedback are communicated to employees at DHA. Matrix 5-9 presents participants' views with regard to communication of performance feedback in place at DHA.

Matrix 5-9: Communication of performance feedback at DHA	
Responses	**Participants**
There are no discussions during the performance assessment period, managers prepare documents and hand them over to the employee for his or her signature	DHA 001
Managers are afraid of their supervisees which makes it difficult to communicate issues of PMDS to them.	DHA 001
Feedback is provided in twofold: in writing and verbal	DHA 005
Informal feedback is provided continuously and formal one is once a year. But we only provide feedback to employees once a year due to lack of understanding on our part	DHA 007

Matrix 5-9 indicates that communication amongst DHA employees during performance processes has been found to be below the acceptable level. This is evident in the manner in which some of the managers enter into contractual arrangement with their employees. Thus, employees end up not being actively involved in the process of managing their performance. Managers and their supervisees are not communicating effectively, this is further revealed in the difficulty supervisees have in articulating PMDS. There is no clear indication of how performance feedback is provided at DHA. Respondents indicated that they are not aware of the communication strategy to be followed when communicating or when performance feedback is communicated to them. This is due to the uncertainties that apply amongst employees about the process, sometimes they are told no one will receive rewards after appraisals have been finalized, as the organization would have not achieved its set targets or that there are budgetary constraints.

5.5.5 Performance rewards and recognition at Department of Home Affairs

In association with research objective five – *to establish the nature of reward system adopted by the Department of Dome Affairs in Durban office* – Handerson, cited in Nel *et al.* (2011:233), argue that reward system encourages employees to perform and achieve strategic goals of the organization. Matrix 5-10 below presents the performance reward and recognition provided at DHA.

Matrix 5.10: Performance reward and recognition at DHA	
Response	**Participants**
The performance rewards and recognition at DHA is financially and non-financial	DHA 008
Officials know they got performance bonus when they get it in their bank accounts, because it is viewed that whatever is discussed at the committee is confidential.	DHA 001

Matrix 5-10 depicts that there is a challenge with regard to the reward system in place. This is expressed by one of the participants as follows:

> *"Allocation of performance rewards is too cumbersome as a result proper reviews are not being done and deserving officials don't receive bonuses and sometimes people who are willing to put in the effort to prepare documents but hasn't really done the work end up getting bonuses (DHA 003)"*

The matrix above clearly reflects that there is no clear set standard for the awarding of performance rewards and recognition at this organization.

5.5.5.1 Budgetary Constraints

There is only 1.5 percent of the departmental budget set aside for performance incentives (reward and recognition). Therefore, employees who have been assessed and found to have performed exceptionally well and were allocated high score by their managers may not receive bonuses equal to their scoring but may be equated to employees who have scored lower than them. This is due to insufficient funding which may result in the system being weakened. Matrix 5–11 depicts the views of participants regarding state of the budget within this organization.

Matrix 5-11: Budgetary Constraints	
Response	**Participants**
There are financial and non-financial rewards at DHA.	DHA 006
We just decrease the notches where people were supposed to get 10% is dropped down throughout the organization so that all recommended could receive something.	DHA 005
We've got a system where you get a percentage of your salary depending on how you performed and on the availability of the allocated budget.	DHA 004
Sometimes committee decide to award bonus or merit and then due to budgetary constraints withdraw or reduce at national level	DHA 0015

Matrix 5-11 depicts that there is a challenge with regard to budget allocated for reward and recognition at DHA. The situation reflected above can have negative impact on the PMDS in future as employees can be reluctant to perform to the best of their ability knowingly that they will be equated to their colleagues when incentives are allocated due to shortage of budget, and the organization wanting to ensure that all the employees recommended by their supervisors receive rewards.

5.5.6 Attitudes of DHA Employees towards PMDS

Linked to research objective six – *to understand how the performance management and development system adopted by the Department of Home Affairs in Durban offices impacts on future strategic objectives of the organization* –attitudes of employees towards PMDS within the organization can determine whether future strategic goals will yield fruits or not. Matrix 5-12 below illustrates how employees feel about the PMDS used at the DHA.

Matrix 5.12: Attitudes of DHA Employees towards PMDS	
Response	**Source**
We do not understand the system, therefore we window dress	DHA 0012
PMDS process is a very huge administrative burden, lot of paperwork and is very time consuming, therefore we cut and paste from here to there.	DHA 001
I am not willing to submit motivation/evidence, just give me a three(3)	DHA 003
It is too cumbersome as a result proper reviews are not being done and deserving officials don't get bonuses and sometimes people who are willing to put in the effort to prepare documents but hasn't really done the work end up getting bonuses.	DHA 008

The DHA employees, as indicated in Matrix 5-12, have lost interest in the system as they feel that the organization is not making an effort to ameliorate the situation regarding shortage of personnel in offices which burdens supervisors and employees as they are expected to perform their duties with insufficient human resource.

5.5.6.1 Failure to properly implement PMDS at DHA

Delahaye (2000:135), emphasized the importance of organizational performance as key performance management function. Therefore, if performance management is not properly implemented within the organization, it can negatively impact on the achievement of future strategic objectives of that particular organization.

Matrix 5-13: Failure to properly implement PMDS at DHA	
Responses	**Participants**
We do not understand the system, thus we do it for compliance sake.	DHA 003
We do not understand the system, therefore we window dress	DHA 0012

Matrix 5-13 reflects that PMDS is not properly implemented; hence employees do not understand it. Therefore if they do not understand they may not be able to implement it

5.7 Chapter Summary

The chapter presented and analyzed the qualitative research for the study. It first presented the case context of the organization under study. It also reported on the documentary evidence used within the study to support the acquired data and literature reviewed. Data collection method used as well as the interaction between the emerging themes and sub-themes of the study with research objectives and research questions were also presented within this chapter. Moreover, the chapter outlined the interaction between the adopted model and the collected data. Lastly, the overall data presentation, analysis, and discussions were presented.

CHAPTER 6
FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Chapter Introduction

This chapter presents findings, conclusions, and recommendations of the study. The DHA is continuously seeking ways to improve efficiency in the provision of services to the citizenry. However, it is not clear how it goes about improving PMDS. The aim of the study was to ascertain the implementation of the performance management and development system used towards achievement of superior standards of work performance at the DHA in the Durban Offices. The aim was also to establish approaches or models of promoting a two way system of communication between managers and staff for clarifying expectations about the roles and accountabilities, communicating the functional and organizational goals, providing a regular and a transparent feedback for improving employee performance, and continuous coaching. The study focused on the following research objectives and questions.

6.2 Recapitulation of Research Objectives and Questions

The table below provides the recapitulation of the research objectives and questions.

Research Objectives	Research Question
To determine how the performance management and development system set by the Department of Home Affairs in the Durban Offices in KwaZulu-Natal can enhance employee performance and organisational productivity	How can the performance management goals set by the Department of Home Affairs enhance the effective implementation of Performance Management and Development System to benefit the Department of Home Affairs offices?
To understand the performance management goals set by Department of Home Affairs in the Durban offices.	What is the performance management goals set by the Department of Home Affairs in the Durban offices?
To ascertain how performance is measured at the Department of Home Affairs in the Durban offices	How performance is measured at the Department of Home Affairs in the Durban offices?
To understand the feedback system of performance results used by the Department of Home Affairs in the Durban offices	How does the Department of Home Affairs in the Durban offices feedback system of performance results work?
To establish the nature of the reward systems adopted by the Department of Home Affairs in the Durban offices.	What is the nature of the reward system adopted by at the Department of Home Affairs in the Durban offices?
To understand how the performance management system adopted by the Department of Home Affairs in the Durban offices impact on future strategic objectives of the organization.	How does the performance management system adopted by the Department of Home Affairs in the Durban office impact on future strategic objectives of the organization.

6.3 Summary of Chapters

Chapter 1: Introduction

This chapter gave an overview of the study. It provided the background and the significance of the study. It also gave, amongst other areas, the preliminary literature review, study objectives and questions, research design and methods, and data analysis technique. The chapter further presented ethical consideration for the study. Finally, the chapter presented the inventory of chapters and the definition of key terms used in the study.

Chapter 2: Literature review

The literature reviewed reflects the body of knowledge around performance management and its implementation by organizations. The explored theory reflects the understanding, the application and the role of various stakeholders in defining and leaving the model, and the process to achieve organizational objectives and strategy.

Chapter 3: Conceptual Framework

This chapter focused on conceptual framework of PMDS, performance management system model and its five elements which are the setting of objectives, measuring the performance, feedback of performance results, reward system based on performance outcomes, and amendments to objectives and activities.

Chapter 4: Research Design and Methods

This chapter gave account to research design and methods used to conduct the study. It further presented the research strategy, sampling techniques, analysis of data, validity and reliability, credibility, and limitations and ethical considerations for the study.

Chapter 5: Data Collection and Presentation

This chapter presented information on the collected data. Data was organized and analyzed using thematic and content analyses techniques.

Chapter 6: Findings, Conclusions and Recommendations

This chapter of the study concludes main research findings which are drawn from the interpretation of the research results. The chapter provides the benefits derived from the study of performance management within the DHA and further recommends how relationships between the different stakeholders can be achieved as well as ponders the best way in which the system can be implemented and improved.

The next sub-sections will discuss main research findings, conclusion, and recommendations of the study.

6.4 Main Research Findings, Conclusions, and Recommendations

The previous section gave the summary of chapters of the study. The next section outlines research objectives and research questions and further gives an account of research findings, conclusion, and the recommendations.

6.4.1 Research Objective One and Question One

Research Objective	Research Question
To determine how the performance management and development system set by the Department of Home Affairs in the Durban offices in Kwazulu-Natal can enhance employee performance and organizational productivity	How can the performance management goals set by the Department of Home Affairs enhance the effective implementation of performance management and development system to benefit the Department of Home Affairs offices?

6.4.1.1 Finding

It has been established that there is lack of knowledge amongst junior employees of the DHA with regard to the relationship between the vision, mission, and strategic objectives of the organization. Also, DHA does not prioritize PMDS like it does with service delivery.

6.4.1.2 Conclusion

It is concluded that when employees do not understand and appreciate the vision, mission, and strategic objective of the organization, they will be less likely to know how to effectively implement PMDS within the DHA.

6.4.1.3 Recommendation

It is recommended that it should be made compulsory for employees to understand and appreciate the vision, mission, and the strategic objectives of the DHA for every period under review in order to ensure that performance objectives set are attained.

6.4.2 Research Objective Two and Question Two

Research Objective	Research Question
To understand the performance goals set by the department of Home Affairs in the Durban offices	What are the performance management goals set by the DHA in the Durban offices?

6.4.2.1 Finding

The researcher discovered that there is no proper implementation of PMDS as evidenced by the prevalence of challenges pertaining to performance within the department, particularly in the Durban District.

6.4.2.2 Conclusion

Two conclusions can be drawn here. On one hand, the PMDS at the DHA is conducted just to comply with the requirement of Department of Public Service and Administration (DPSA) and not as a tool to enhance the performance of the organization through its employees. This is evidenced in the way in which the organization prioritizes service delivery and not the PMDS. On the other hand, there seems to be no proper coordination between HRM and HRD (Learning Academy) within the DHA, which the researcher attributes to lack of proper communication between the two units.

6.4.2.3 Recommendation

If executing performance management in the organization assists in the achievement of the business strategic objectives, then the DHA should consider incorporating PMDS in the setting of its goals and objectives from planning to execution.

6.4.3   Research Objective Three and Question Three

Research Objective	Research Question
To ascertain how performance is measured at the Department of Home Affairs in the Durban offices	How performance is measured at the DHA in the Durban offices?

6.4.3.1 Finding

The study revealed that there are challenges affecting the implementation of the PMDS. For example, organizational performance is not clearly aligned with the existing with organizational policy.

6.4.3.2 Conclusion

Lack of sufficient PMDS knowledge among managers and employees preclude the DHA to effectively implement the system. This is due to sporadic provision of PMDS training and the inability of employees to attend such training initiatives because of the competing official priorities.

6.4.3.3 Recommendation

The researcher encourages dialogue and effective communication between HRM and Learning Academy units in order to facilitate the implementation of remedial and re-skilling of employees found to be in need of skills. The re-tooling should be done in order to improve employee performance, hence departmental service delivery.

It is recommended that the organization make it compulsory for each employee to know and understand the vision and the mission of the DHA as well as the strategic objective for the period under review in order to circumvent most of the challenges identified in this research.

6.4.4   Research Objective Four and Research Question Four

Research Objective	Research Question
To understand the feedback system of performance results used by the Department of Home Affairs in the Durban offices	How does the DHA in the Durban offices feedback system of performance results work?

6.4.4.1 Findings

There is insufficient communication between managers and employees before, during, and after the PMDS. Some managers are afraid to communicate feedback to their employees because they are afraid of them.

6.4.4.2 Conclusion

Performance feedback at the DHA is not provided as it should due to challenges beyond the control of managers. Some of the challenges are exacerbated by some managers who do not understand the system, and yet they are expected to implement it.

6.4.4.3 Recommendation

It is recommended that feedback in the organization be provided in both written and verbal form. This will minimize most of the challenges managers are currently faced with and it will also encourage them to read the policy knowing that they are expected to write credible reports to management about the performance of their employees.

6.4.5   Research Objective Five and Research Question Five

Research Objective	Research Question
To establish the nature of the reward systems adopted by the Department of Home Affairs in the Durban offices.	What is the nature of the reward system adopted by the Department of Home Affairs in the Durban offices?

6.4.5.1 Finding

Employees at DHA do not fully understand the nature of the reward system used within the organization. While some employees are aware of the once off performance bonus, however most of the employees are not familiar with the qualifying criteria for this financial incentive. In addition, there are other existing non-financial rewards such as certificates of recognition.

6.4.5.2 Conclusion

While employees in DHA have knowledge of the reward system in place; they do not understand how they qualify for them. In addition, there are other non-monetary rewards like certificates of recognition offered by the DHA which participants did not mention during the interview. This clearly indicates that the DHA employees are not interested in them.

6.4.5.3 Recommendation

The DHA should provide training to its employees with regard to performance incentives available within the Department. Such training could be offered through induction and in-house refresher courses. These will help highlight to members the difference between their monthly salary and performance incentives. In addition, DHA should consider other means of rewarding the deserving employees for their performance. This will obviate the existing financial and

budgetary constraints. Finally, the Department should review its budget to allow more performance incentives.

6.4.6 Research Objective six and Research Question Six

Research Objective	Research Question
To understand how the performance management system adopted by the Department of Home Affairs in the Durban offices impact on strategic objectives of the organization.	How does the performance management system adopted by the Department of Home Affairs in the Durban offices impact on the future strategic objectives of the organization

6.4.6.1 Findings

Employees of DHA are having negative attitude towards the system, which makes it difficult for them to embrace because lack of proper implementation of the system from the onset.

6.4.6.2 Conclusion

Performance management assist organizations to achieve their strategic objectives, therefore if the system is not properly implemented, the organization may fail to achieve them. Further to that, managers together with their supervisees are implementing this system as a tick box exercise and for compliance purposes not for the benefit of the employees and that of the organization.

6.4.6.3 Recommendations

It is recommended that continuous and frequent training on PMDS be maintained as an organizational culture and should cut across all employee levels. Finally, the study recommends that the DHA should recruit more manpower into the organization in order to ensure segregation of duties and avoid officials multitasking as this result in difficulties when assessing them as there are no clear duty boundaries of duties.

6.5   Conclusion

The general view emanating from this study is that there is not enough knowledge of PMDS even amongst senior members of management. Amongst those with enough understanding and knowledge, implementation has not been effective as there are elements of mistrust, misconceptions, and outright lack of interest as the exercise is viewed by some as mere formality which does not impact on the employee and service delivery (which is core DHA business). Therefore, a business as usual attitude pervades the DHA according to research findings on this topic.

6.6   Significance of the Study

The significance of the study was to ascertain the implementation of the performance management system used towards achievement of superior standards of work performance at the DHA in the Durban offices. The aim was to establish approaches or models of promoting a two way system of communication between managers and staff for clarifying expectations about the roles and accountabilities and communicating the functional and company goals. These in addition to providing a regular and a transparent feedback for improving employee performance, and continuous coaching. The need for this study was driven by staff's lack of confidence in performance management strategy at the DHA in the Durban offices. Thus, the researcher seeks to identify obstacles to the current implementation of the PMDS.

6.7   Study Limitations, Scope and Limits of the Research

The study sought to understand how the DHA at Durban District in KZN conduct its performance management in order to manage institutional growth, and entrench efficiency and effectiveness in the delivery of services to the broader society in South Africa.

The researcher works for the DHA. However, the researchers' knowledge of the department including its people, policies and internal process governing the department did not compromise the credibility of the study.

South Africa is a multicultural and multilingual society with 11 official languages, the researcher chose English as a medium of communication. However, majority of respondents

opted for isiZulu as they felt more comfortable and fluent when expressing themselves in their indigenous language. The use of isiZulu did not constitute study limitation as it assisted to collect data in an expeditious mode as study respondents showed interest in the study owing to the usage of isiZulu.

6.8   Suggestion for Future Research

The PMDS has been found to be significant in the management of performance of employees as it results in the improvement of and subsequently contribute in the improvement of organizational performance. This can be achieved if the system is properly implemented through the provision of requisite resources. The major challenge to the proper implementation of the PMDS is the prevalence of the inadequate culture of training and development required to enhance the knowledge and execution of the system. It is therefore recommended that employees be continuously provided with training and development in terms of PMDS, which can further strengthen the implemented system. It is a recommendation of this study that the provision of training and development on PMDS at the DHA be further researched.

6.9   Chapter Summary

The final chapter gives an overall summary of the preceding chapters as well as highlights the researcher's perspectives, observations, and conclusions based on the collected data and information obtained from the study. The chapter further recommends possible remedial courses of action which will assist in improving the implementation of PMDS as a human resource management tool. Besides the need for proper understanding and communication between supervisors and supervisees, the researcher further encourages dialogue and effective communication between HRM and Learning Academy units in order to facilitate the implementation of remedial re-skilling of employees found to be in need of skills. This retooling is done in order to improve employee performance, hence departmental service delivery.

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APPENDIX 1

Law and Management
School of Management, IT & Governance

Master of Administration Research Project
Researcher: Lindiwe Sheron Ngobeni: (082 852 3900)
Supervisor: Dr. BR Qwabe (031) 260 - 8020
Research Office: Mrs. M. Snyman (031) 260 8350

I, **Lindiwe Sheron Ngobeni** a Master of Public Administration student, at the School of Management, IT & Governance, of the University of KwaZulu-Natal. You are invited to participate in a research project entitled "An Evaluation of the implementation of Performance Management and Development System: case study of Department of Home Affairs, Durban Offices". The purpose of this study is to ascertain the implementation of the Performance Management and Development System with a view to establish approaches of promoting a two-way system of communication between the managers and staff for clarifying expectations about the roles and accountabilities, communicating the functional and organizational goals, providing a regular and transparent feedback for improving employee performance and coaching.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequences. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT & Governance, and UKZN.

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

The interview process will take at least an hour.

Sincerely

Investigator's signature_____ Date_____

APPENDIX 2

<u>CONSENT</u>

I……………………………………………………………………… (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

☐ I agree to audio recording of the interview

☐ I do not agree to recording of the interview

SIGNATURE OF PARTICIPANT   **DATE**

APPENDIX 3

INTERVIEW SCHEDULE FOR DEPARTMENT OF HOME AFFAIRS OFFICIALS IN DURBAN OFFICES

AN EVALUATION OF THE IMPLEMENTATION OF PMDS: CASE STUDY OF THE DHA, DURBAN

SECTION A: BIOIGRAPHICAL INFORMATION

1. What is your position in your institution?
2. What are your responsibilities in your current position?

SECTION B: RESPONSIBILITY AND ACCOUNTABILITY

3. Who should be responsible for the implementation of PMDS within the office?
4. Who is responsible for conducting performance appraisals?

SECTION C: DEPARTMENTAL OBJECTIVES AND GOALS

5. What are the goals and objectives of DHA in terms of performance?
6. To what extent are PMDS objectives linked to the departmental goals and objectives

SECTION D: COMMUNICATION STRATEGY

7. How are performance expectations communicated to employees at DHA?
8. How is employee's performance feedback provided at DHA?

SECTION E: PERFORMANCE ASSESSMET

9. How is performance measured at DHA?
10. How is underperformance managed within the DHA office?
11. What performance reward system is DHA utilizing
12. To what extent is training and development linked to performance development plans of employees?

SECTION F: GENERAL COMMENTS

13. Are any other general comments and inputs that you may want to provide in order to improve service delivery and performance management within DHA
14. What are the successes and/or challenges of PMDS?

THANK YOU

Declaration

I, **Lindiwe Sheron Ngobeni,** declare that:

(i) The dissertation reported in this thesis, except where otherwise indicated, is my original research.

(ii) This dissertation has not been submitted for any degree or examination at any other university.

(iii) This dissertation does not contain other person's data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.

(iv) This dissertation does not contain other person's writing, unless specifically acknowledged as being sources from other researchers. Where other written sources have been quoted, then:

    a) their words have been re-written but general information attributed to them has been referenced;

    b) where their exact words have been used, their writing has been placed inside quotation marks, and referenced.

(v) Where I have reproduced a publication of which I am author, co-author or editor, I have indicated in details which part of the publication were actually written by myself alone and have fully referenced such publications.

(vi) This dissertation does not contain text, graphs or tables copied and pasted from the internet, unless specifically acknowledged, and the source being detailed in the thesis and in the references sections.

_____
Lindiwe Sheron Ngobeni

2018|09|10
Date

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