

Effectiveness of Performance Management System at Mangaung Metropolitan Municipality

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Declaration

I, **Molefi Maximillian Parkies**, declare that this research is my own work and that it has not been submitted before for any degree or examination at any other university.

Signed

Date

ABSTRACT

The purpose of this study was to evaluate the effectiveness of Performance Management System (PMS) processes at Mangaung Metropolitan Municipality which will be benchmarked against the best practices of the South African Board for People Practices (SABPP) model. The aim of this study will be to evaluate the effectiveness of the PM system processes and provide recommendations where deficiencies existed based on the model and the literature review on performance management system. The essential for this study was considered pertinent and essential as municipalities today have become under scrutiny for service delivery as per their constitutional obligations.

Central to the constitutional mandate, amid other things, the Municipal Systems Act 32 of 2000 (SA, 2000) requires municipalities to establish a Performance Management System that will play a fundamental role in promoting a culture of Performance Management. It is through Performance Management that priorities, objectives and targets are set, as contained in the Integrated Development Plan, are realized and measured. Along with the implementation of IDPs, the Municipal Structures Act (117 of 1998) also mandates the application of performance management systems within the structures of the municipality.

It was found during the literature review that the processes of PMS needs to be introduced as a culture in order for it to be optimally used as a tool that will yield the results to the benefit of the benefit of both the institution and its employees. Performance management is surrounded by various legislative acts and policy documents that state and mandates the use of these processes as well as the literature. Along with this are various guidelines that have been formulated to assist municipalities to successfully implement the performance management system.

Key words: Performance management, SABPP model, Integrated Development Plan, municipality, service delivery

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ABBREVIATIONS

COGTA	Department of Cooperative Governance and Traditional Affairs
DPLG	Department of Provincial and Local Government
IDP	Integrated Development Plan
KPI	Key Performance Indicators
MFMA	Municipal Finance Management Act
MSA	Municipal Systems Act
UFS	Free State University
PMS	Performance Management System
SALGA	South African Local Government Organisation
SABPP	South African Board for People Practice
FMPPi	Framework for the Managing Programme Performance Information
SDBIP	Service Delivery and Budget Implementation Plan
MMM PMP	Mangaung Metropolitan Municipality Performance Management Policy

PERFORMANCE MANAGEMENT AT THE MANGAUNG METROPOLITAN MUNICIPALITY

1. INTRODUCTION

Organizational performance used to be seen primarily as a role to be accomplished by the finance unit in businesses worldwide; but instead there were other demands that imposed the requisite for total control management systems for an institution to be entirely measured on performance. This research explores the positives and the negatives of the development and application of an individual performance management system as a tool at the Mangaung Metropolitan Municipality. In order for the municipality to derive maximum productivity from the officials, they need to adopt an institution-wide performance management system as a tool, to minimize municipal worker strikes and to improve service delivery. Linna, Pekkola, Ukko and Melkas (2010:302), reflect on the connotation of “productivity” in municipalities. They outline that there is a “mutually complementary” association between an institution’s efficiency and its output. When an executive fails to make decisions relating to productivity, employment of prescripts and preeminent practices, the municipality will not produce services. “Productivity” is in essence signified by the rising outputs (products and services) at the lowest cost for the municipality.

South Africa comprises of three spheres of government (national, provincial and local). Municipalities are the local spheres, responsible for providing basic services such as water, sanitation and roads. Mangaung Metropolitan Municipality is faced with the problem of producing these services to its communities therefore they have the need for a performance management system which will enhance commitment and accountability from municipal officials.

The link between productivity and performance at municipalities entails greater collaboration between units inside the municipality as well as improved communication amongst the municipal officials (Linna *et al.* 2010:302; Sole 2009:5). This investigation seeks to measure the effectiveness of a municipality-wide communication and performance management system to attain the level of productivity needed, as productivity is assumed to be a fundamental drive of municipal performance management. A brief description of the research design

strategy, data collection strategy, sample size and the type and outline of the research will be done.

2. BACKGROUND TO THE RESEARCH

Mangaung Metropolitan Municipality comprises of the Mangaung, Thaba Nchu and Botshabelo locations. In terms of Section 56 (2) (a-d) of the Local Government Municipal Structures Act 1998, as amended by Act 58 of 1999, “the Executive Mayor is mandated with the obligation of identifying the needs of the municipality, reviewing and evaluating them in an order of priority, recommending municipal council stratagems, determining economical ways of realizing municipal goals in line with pertinent legislation and ensure that communities in these areas are serviced”.

The PM framework was established by the Department of Provincial and Local Government Guide to permit national and provincial governments to methodically detect:

- Primary warning signs of under-performance, in order to be proactive and to undertake appropriate interventions in municipalities undergoing hitches;
- Capacity limitations and thereby nurturing directed capacity building and support programmes for local government;
- Errors in the local government arrangement for continued alteration and improvement;
- Display their own performance in the implementation of IDPs;
- Intensify competence, usefulness, quality and accountability in service delivery, and at the same time exploit the development impact;
- Authorize societies and the civic to hold municipalities accountable as true and real agents of service delivery and development;

- Crafting a philosophy of best practice and stirring collective learning amongst municipalities; and
- Promoting accountability.

Municipalities are failing to provide sustainable services to these communities due to the fact that they are not implementing an institution-wide performance management system, in other words, only the middle management and senior management of the municipality have performance contracts. Therefore they will be requested to complete the questionnaires.

The Auditor-General is obligated to audit municipalities for their compliance and non-compliance with legislation, consequential to adverse magnitudes for the municipality, such as non-payment of services by communities due to a lack of goodwill and trust. The Auditor General's findings of the Mangaung Metropolitan Municipality on PM for the 2013/14 financial year were based on reliability, usefulness, verifiability, measurability, time-bound and relevancy. These were all well defined as mandated by the National Treasury's Framework for the Managing Programme Performance Information (FMPPI), and are as follows:

- **Key Performance Indicator (KPI) 1 - Poverty eradication; rural and economic and job creation:** Reliability could not be placed on the reported information, due to the limitation of the scope because of an inability to deliver appropriate proof as substantial evidence to the reported performance information;
- **KPI 5 - Eradication of the bucket system; VIP toilets in Botshabelo, Mangaung and Thaba Nchu, focus on the basics, building solar farming, power plant feasibility study, safety and security:** Information reported on performance was not useful because 43% of the ominously vital targets were not specific, 32% were not measurable, 51% of the targets had no timeframes, 60% of the targets were not well defined and 29% were not verifiable;

- There is a shortage of correct systems and processes which performance planning and management need to provide for the development of performance indicators. The targets included in the Service Delivery and Budget Implementation Plan (SDBIP);
- **KPI 9 - Human Settlements:** Reliability could not be ascertained on the reported information, due to the limitation of the scope, because of its inability to deliver appropriate proof as substantial evidence to support the reported performance information.

The municipal workers are engaging in continuous wage protests, stating their grievance as senior and middle management's sidelining in the consideration of suitable wage increments and performance bonuses.

The Municipality also had to outsource the debt collection function to Ramothello and Reynard Attorneys, due to the non-payment of services by communities who expresses dissatisfaction with service standards.

The problem is that the Mangaung Metropolitan Municipality is faced with on-going municipal workers' protests. The situation has escalated to a level where sustainable provision of services to the people of Mangaung, Botshabelo and Thaba Nchu locations are virtually impossible.

It is with this background in mind that the research is piloted at the Mangaung Metropolitan Municipality, to assess effectiveness of PMS and to make recommendations to the municipality.

3. PRELIMINARY LITERATURE REVIEW

Yasin & Gomes (2010:214) contend that OPM practices include detecting (i) how comprehensively the organization is in attempting to reach its objectives, (ii) the elements that will improve the procedure, (iii) inventions, (iv) answers and (iv) benchmarking standards. With proper leadership, aligned strategy to performance indicators, involvement of employees, and time for management to process and shape the behavior of employees, outcomes are easily achieved and the impact becomes easily evident. The PM and measurement process includes surveillance, examination and assessment of how raw materials are converted into superior public services and products, such as optimistic performance outcomes.

The (SABPP: 2014) model describes performance management as a strategic procedure of directing, developing, supporting, aligning and cultivating individual and team performance, in order to achieve the sustainability of organisational objectives. The model seeks to translate performance drivers into individual and team performance; establish appropriate performance management systems; establish the methodology that supports the development of a performance culture; and link performance management to other human resource processes (such as performance appraisals). This is in an attempt to preserve employees and address poor performance, promote a culture of achieving targets and measure progress against the agreed objectives (such as key performance areas).

In terms of the model, there are five key elements that set the framework for performance management systems. These strengthen high levels of performance institution-wide, and include: key principles for employee performance and management processes; performance of management approaches and policies; providing support to improve/develop performance at individual, team and organizational levels; development of performance management capability across the organization; and appraisal of the effectiveness of the PMS.

The researcher used the model from the South African Board for People Practice on Performance Management in order to investigate the effectiveness of the Mangaung Metropolitan Municipality.

4. PROBLEM STATEMENT

The problem is that, the effectiveness of the current PMS at the municipality is unknown. The municipality should be able to use Performance Management as a tool to minimize worker strikes and improve service delivery. PMS application requires a buy-in from the leadership of the municipality to set the tone by instigating wide-ranging PM practices, appraising and monitoring performance and consistently indicating that there are consequences for poor performance (Klein, 2012:31-32).

4.1 SUB-PROBLEMS

SUB PROBLEM 1: KEY PRINCIPLES FOR EMPLOYEE PERFORMANCE MANAGEMENT PROCESSES

4.1.1 Performance Expectations: The model emphasizes that each official should be aware of the expectations from him/her; expectations should be relevant to the job an employee is appointed for; and the expectations should be clearly communicated by the employer:

- Performance expectations should be formulated from top management and be cascaded down to departmental units, teams and to individual levels, so that organizational goals, objectives and targets be clear to all officials;
- Performance expectations should be stated in measurable terms and progress should be easily tracked by employers, for example two reports per quarter;
- There must be a clear contract or an agreement outlining performance expectations - normally assessments should be done on an annual basis, should be reached in a consultative manner between an employer and employee, which will also allow an opportunity to deal with disagreements;
- Agreements should accommodate unforeseen circumstances and formal agreements with employees in a collective bargaining unit.

4.1.2 Performance Feedback: This model encourages both individual employee and team feedback on achieved performance. This must be both informal (for instance quarterly) and formal (after six months). Listed below is how the performance should be viewed:

- Informal feedback should frequently be collected in order to determine performance levels and easily detect challenges requiring remedial action;
- Formal feedback should be heard at intervals (mid-year reviews) to allow for corrective measures to be implemented by the employee, in order to meet standards;
- Managers should not only make decisions based on achieved performance, but also engage with subordinates and listen to their views.

4.1.3 Consistency: Performance expectations must be consistent between individuals and teams and therefore both the managers and subordinates should be trained in setting standards and measuring the results thereof:

- The system should enable managers and supervisors to make references with other similar cases; and
- Allow for a third view in the event of disagreements, such as reviews of performance ratings by management; while performance rating should be consistent.

4.1.4 Leadership:

Management should demonstrate leadership on all levels in implementing the system so that it becomes an organizational performance culture.

Wisdom, fairness and compassion should be demonstrated in resolving conflict emanating from the application of performance management within the organization.

SUB-PROBLEM 2: PERFORMANCE MANAGEMENT APPROACH AND POLICY

- **Integration with other Organizational Processes:** The performance management approach should be able to integrate other processes and suit the type of the organization (local government sector), its location (governing legislation, and its norms and standards), its size (complexity and resources/metropolitan municipality), its maturity (well established norms and standards), its structure (degree of centralization/decentralization) and its culture (procedure driven vs. entrepreneurial);
- The performance management approach should encompass the talent management strategy as well as the HR risk management strategy adopted and endorsed by the top management of the organization;
- The performance management policy should be drawn in consultation with relevant stakeholders. It must clearly state the basis and methodology for standard setting and rates, time schedules for providing performance feedback, assurance on consistency, the links to other HR processes, such as performance bonuses and accommodating change in the processes of new manager or employee transfers;
- The policy should provide direction for the development of procedures and business processes, stating what is done, by whom, when and to what standard.

SUB-PROBLEM 3: PROVIDE SUPPORT TO IMPROVE/DEVELOP PERFORMANCE AT INDIVIDUAL, TEAM AND ORGANISATIONAL LEVELS

- Develop employee and team performance through motivation, continuous engagement with subordinates - including the assignment of other challenging activities, giving clear instructions, assisting with personal issues through support programs available in the organizations, clear allocation of roles and responsibilities, allocating enough resources to enable the employee to perform, provide training and do skills assessments.

SUB-PROBLEM 4: DEVELOP PERFORMANCE MANAGEMENT CAPABILITY ACROSS THE ORGANIZATION

- **Management Capabilities:** Managers should be able to break the business strategy down into clear workable jobs (performance expectations) at different levels, have a structured communication channel to track down achievements against expectations, be able to deliver honest feedback and the ability to confront poor performance early, allowing for corrective measures at the right time.
- **Capabilities of non-management employees:** An institution will benefit if its employees understand the strategic direction taken by top management and have the ability to translate it into their own day to day work activities, understand the performance measures and requirements for each individual and team task, and have the ability to receive feedback (negative or positive) and have productive discussions on performance.

SUB-PROBLEM 5: EVALUATE THE EFFECTIVENESS OF THE PERFORMANCE MANAGEMENT SYSTEM

- An organization should be able to use available data on performance (reports), weigh it against new trends, and be able to evaluate if the specific performance management intervention had an impact on the achievement of organizational goals;
- Performance management should form part of every manager's performance contract to ensure compliance;
- Feedback from managers and subordinates regarding the application of the PMS as a tool, should be gathered and include performance management items in employee engagement surveys;
- The standard model on the performance management standard, application standards and the professional practice standard on performance appraisals

as a benchmark, will be applied to investigate the effectiveness of PMS in top management levels.

5. RESEARCH OBJECTIVES

5.1 PRIMARY OBJECTIVE

The objective of this research is to investigate the effectiveness of the performance management system at the Mangaung Metropolitan Municipality.

5.2 SECONDARY OBJECTIVE

5.2.1 To do a literature review on performance management system requirements.

5.2.2 To investigate the effectiveness of the current systems at the municipality.

5.2.3 To make recommendations.

6. RESEARCH METHODOLOGY

Sekaran & Bougie (2013:6) pronounce research as a technique where the intent is to discover answers to a problem subsequent to a lengthy learning process, as well as analyzing factors of a specific condition. This study is directed at the accomplishment of the outlined primary and secondary objectives. The researcher employed both a qualitative and a quantitative method of approach to make more sense of the interpretation of the studied literature on PMS.

6.1 DATA COLLECTION AND ANALYSIS

Sekaran & Bougie (2013:6) further pronounce quantitative research as data in the form of numbers, which is normally assembled though arranged questions. A 30-question self-developed questionnaire was used to gather information.

The researcher also made use of the Likert scale questionnaire and frequency distribution, which Sekaran & Bougie (2013:6) describe (Lickert Scale) as a five point

scale with the following anchors: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The Likert scale also allowed the researcher to differentiate between the municipal officials and how they differ from one another in their ideas of performance management systems.

The frequency distribution analysis is described by Sekaran & Bougie (2013:6) as a probability distribution of sample variances and the family of distribution changes with changes in the sample size.

According to Sekeran & Bougie (2013:6), qualitative research is data collected in the form of responses to questions in an interview, or responses to open-ended questions in a questionnaire. In this case the researcher conducted face-to-face in-depth interviews with six employees to collect more in-depth information where employees felt dissatisfied. The researcher also focused on new trends and patterns in performance management systems, and the reasons why problem areas existed at the Marga Mangrove Metropolitan Municipality.

7. POPULATION

The population consisted of top managers and middle managers at the municipality. The city manager was also the accounting officer, who had 65 management officials reporting to her. These officials comprised of 9 heads of departments and 56 general managers. The municipality had employed 4027 officials of whom only 48 or (0.1%) were asked to complete the questionnaires. The top management structure was as follows: CENTLEC CEO, finance head, corporate services, engineering services, human settlement, planning and economic development, social services and strategic projects.

8. SAMPLING SIZE AND TYPE

Since there were 9 heads reporting to the city manager, 5 questionnaires were distributed to 8 departments, excluding, 1 namely the head in the municipal manager's office. A total of 40 plus 8 were distributed to the departmental heads, therefore the population size was 48 as demonstrated in the table below:

Table 1.1 Sampling Size and Type

Department	Number of questionnaires	Total number of questionnaires
1. CENTLEC CEO	5	5
2. Corporate services	5	10
3. Chief financial officer	5	15
4. Engineering services	5	20
5. Planning and economic development	5	25
6. Social services	5	30
7. Human settlement	5	35
8. Strategic projects	5	40
9. All 8 departmental heads	8	48

Each departmental head distributed 5 questionnaires to general managers, thus a total of 48 questionnaires were distributed to the municipality. Out of the 56 general managers, 40 questionnaires, (or 86%), were distributed and 8 questionnaires or 14%, were completed by the departmental heads. Six one-on-one interviews were conducted, based on the responses gathered from the questionnaires. The reason for excluding the office of the city manager was to get more objective results out of the research.

A purposive non-probability judgmental sampling type was used. The 40 self-developed questionnaires were distributed to the Mangaung Metropolitan Council. Cooper & Schindler (2006:424) define purposive sampling as a sample that adapts to certain criteria. Judgmental sampling is when the researcher chooses sample members to adapt to certain criteria (Cooper & Schindler, 2006:237).

9. ETHICAL CONSIDERATIONS

Consent was obtained from the city manager to allow evocative recommendations for productively implementing an efficient and effective PMS. Received questionnaires were kept private and confidential to avoid exposing the responsible employees to any risks. Respondents were made aware of their rights in the introductory remarks, highlighting their role as voluntary participants and thanking them for adding valuable information to the research. The secrecy of the respondents was well-maintained in order to safeguard the validity of the responses.

10. TRUSTWORTHINESS

The researcher piloted a self-developed questionnaire in conjunction with three departmental heads, in order to ensure trustworthiness.

11. DELIMITATION

This study did not explore:

- The impact of institute-wide (municipal) performance management on service delivery;
- The political interface amongst bureaucrats and politicians; and
- Management style.

12. CONCLUSION

Performance management is fundamental to the municipality, as it affords management a better understanding of their workforce, for developmental and training needs as well as rewards for high performance. It also enables the municipality to better provide services to their communities as there should be minimal employee protests. The field study seeks to test the effectiveness of the current performance management system at the Mangaung Metropolitan Municipality and provide recommendations to remedy deficiencies. The next five chapters include the literature review on performance management, research design, collected data analysis as well as findings and recommendations.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

PM in local municipalities has been subject to criticism on whether it can be an instrument to drive service delivery enhancement. This has become a serious issue. PMS is a serious technique, used to screen the execution of plans derived from the main objectives of the municipality. PM justifies the application management, monitoring and evaluation, which therefore became fundamental to explore and comprehend the PMS within municipalities. It is thus the intention of the researcher to assess the implementation and experiment with the effectiveness of performance management systems at the Mangaung Metropolitan Municipality.

Chapter 2 explores the literature review, which outlines key concepts and definitions on performance management systems. The key discussion of the literature review is around the (SABPP: 2014) model, which covers the sub-problems outlined in Chapter 1. These include employee performance management systems, performance management approaches and policies, whether it provides support to improve/develop individuals, teams and organizational levels, or the ability to cut across the whole organization and the effectiveness of PMS in line with the SABPP model. This was done in order to formulate an improved knowledge of what the requirements are for an effective PMS.

2.2 PERFORMANCE MANAGEMENT

2.2.1 DEFINING PERFORMANCE MANAGEMENT

PM is a prescribed and systematic continuous practice of joint inspection conducted by managers and their subordinates, where officials' job-related strong points and flaws are known, measured against set objectives, and a development plan based on the performance to support the official in cultivating his/her understanding and expertise (Strydom, 2011:287).

Since PM must be prescribed, the two local government prescripts that promote PM, are found in Chapter 6 of the Local Government: Municipal Systems Amendment Act

44 of 2003 (MSA), 2003 (Act No.44 of 2003) (RSA, 2003). These accord local and metropolitan municipalities the obligation to cultivate a PMS, set targets that are supervised and evaluate performance constructed on indicators linked to the IDP, as well as Section 19 of the Local Government: Municipal Structures Amendment Act, 1998 (Act No. 117 of 1998) which obliges municipalities to annually appraise the needs of the community and its administrative and delivery instruments for meeting service delivery objectives and the needs of the community.

A municipality's PMS comprises of a framework that pronounces and embodies how the municipality's cycle and procedures of performance planning, monitoring, measurement, review, reporting and improvement will be directed, structured and managed (Prinsloo, 2011:121). Grobler, Warnich, Carrell, Elbert and Hatfield (2011), on the other hand, interprets PMS as a practice which meaningfully affects institutional achievement by establishing a platform where supervisors and subordinates work collectively to set anticipations, appraise results and reward performance.

PM is a cohesive process, directed at planning for performance, triggering the executing institution to provide the level and magnitude of performance planned for, guaranteeing that the suitable monitoring instruments are established to footpath progress towards attaining the planned performance and appraising the overall performance on a regular basis (Minnaar, 2010:49). Performance management is intended to benefit organisations in drawing the best from their personnel by supporting individual workforces to perform at prime levels (Harzing & Pinnington, 2011:442).

PM is an on-going process of detecting, measuring and mounting the performance of individuals and teams and brings their performance in line with the organisation's goals (Dessler, 2011:329). According to Hunter (2010:185), performance management involves an intensified employee training and development element, in which the manager's main role is to support and guide subordinates. It also assists the departmental heads in concentrating on important responsibilities and goals, avails a methodical source for detecting and resolving interrelated problems and inspires the development of employees.

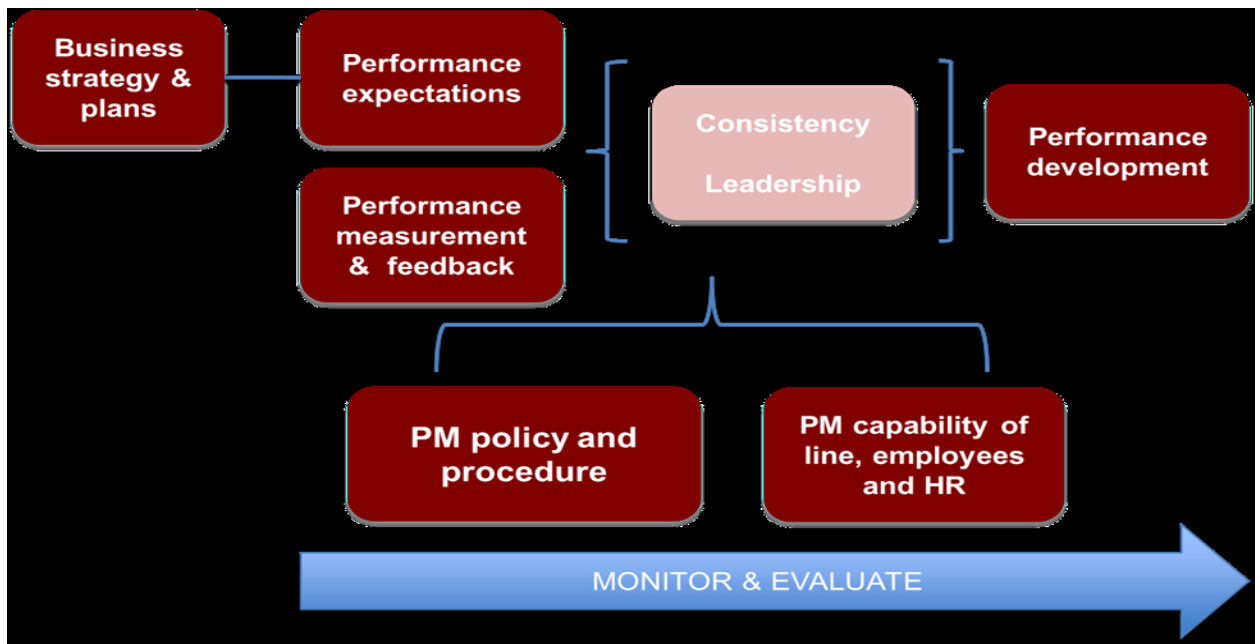
PMS therefore emphasizes a two way communication channel between a manager and a sub-ornate with a mission of outlining expectations in the set standards. It also encourages institution-wide performance improvement, supporting individual and team oriented organisational effectiveness. Performance management is a focused approach towards achieving institutional goals through the intensive training and development offered to employees, as an investment in their human capital contributions towards the achievement of long-term goals. It is also fundamental to acknowledge that PM can be used as a device to manage, conduct, appraise and reward individuals, as well as teams for high levels of productivity and achievements. This later serves as motivation to advance their performance as well as their working associations.

2.2.2 MODEL ON PERFORMANCE MANAGEMENT

The researcher adopted the standard element model (SABPP: 2014) on performance management standard, application standard and the professional practice standard on performance appraisals for study purposes. The main objectives of the models are, to:

- Convert broad organisational goals into individual and team targets;
- Link PM to other HR processes to align performance outcomes (rewards and development) that retain and motivate employees;
- Develop a performance management system, process and methodology which is suitable for the organisation;
- Develop a system that is fair and aligned with the organisational culture and promotes the achievement of objectives; and
- Develop a system that is able to measure progress against agreed outcomes, concerning individuals and teams, towards the attainment of individual goals.

FIGURE 2.1 SABPP MODEL



(SABPP: 2014).

The SABPP model is discussed below as part of the literature review on sub-problems.

2.3 LITERATURE REVIEW ON SUB-PROBLEMS

2.3.1 KEY PRINCIPLES FOR THE EMPLOYEE PERFORMANCE MANAGEMENT PROCESS.

Performance expectations in PM

Communication is the glue that holds everything together, coordinating company activity (Grobler, Warnich, Carrell, Elbert & Hatfield 13, 2011). The duty of the departmental head is to communicate the performance expectations to new employees, measurement of and feedback to existing employees striving towards achievement of organizational goals (Question 3).

Orientation is the process of integrating novel workers into the institute and acquainting them with the specifics and requirements of the job (Grobler, Warnich, Carrell, Elbert & Hatfield 226, 2011). In PM, orientation involves informing new employees about procedures, creating relationships with co-workers as well as sub-

ordinates and supervisors, showing them how their job fits into the organization, acquainting them with organizational goals, outlining the method preferred to achieve goals, defining basic responsibilities of the job and the required behavioral patterns for effective performance. Both supervisors and employees should be trained on the implementation of a PM system (Question 15).

According to Fox & Uys (2001:105-106), performance planning, as part of overall strategic planning, means making sure that employees are aware of the performance standards, how performance will be measured and what the expected results are. This means that formal agreements are signed between the employer and the employee on performance expectations (contractual obligation) which in the end, rewards outstanding performance as motivation, and institute training and development for under-performance.

When an organisation can effectively outline performance expectations to employees, it can establish clear goals and the freedom to work autonomously to achieve targets. Together with substantial support from management, these can lead to enhanced personal self-development (Van der Waldt, 2004:43-44). This means that, the more comfortable an employee is with the instructions set to him/her, the clearer the deliverables will be, making the employee more efficient and enhancing work performance.

In performance planning, the area where performance is required or the nature of the performance expectations, also referred to as performance indicators, are computable measurements contracted to earlier, which reproduce the critical achievement features of an institution (Minnaar, 2010:68-69). This also means that the predetermined goals of an institution are known to managers and employees and considered in their daily work processes.

Performance Feedback: This is an interchange of facts around position and value and is used to motivate, back, direct, standardise and focus work energies and results (Kreitner & Kinicki, 2008:250). The employer uses the feedback on performance to redirect the employee to correct their destination towards their

achievement of the overall objectives of the institution. This can be done through performance appraisals.

Time-bound feedback can assist workers to rectify performance mishaps and avoid mistakes from increasing (Harzing & Pinnington, 2011:443). If key indicators and targets are time-based, communication on performance feedback should also have time-frames, as this will allow early warning signals of non-performance to be detected and corrected timeously, as well as reward outstanding performance.

Managers should take responsibility for developing the full potential of individual team members (Maxwell, 2008:483, 495, 548). It is through performance appraisals and feedback that developmental needs are identified for insertion in a mission to attain the goals of an institution.

The White Paper on Local Government (1998:5-6) states that by involving the public in setting key performance indicators and reporting back on their performance, accountability is amplified and communal trust in the local government system enriched. Performance feedback is the key, since municipal councils are accountable to communities on their performance through their annual report. The mayor is accountable to the council on performance, the accounting officer is accountable to the mayor on performance and managers are directly accountable to the accounting officer, who should also be accountable on their performance towards deliverables.

Consistency: Section 41(c) of the Local Government Municipal Systems Act 32 of 2000 (MSA), 2000, (Act No.32 of 2000) (MSA, 2000) requires that the IDP be the foundation for the annual report, therefore demanding consistency of objectives, indicators and targets between planning and reporting documents. This means that PM policy should be implemented consistently throughout the organization to avoid conflict. This could be achieved by following the approved framework and ensure that managers and sub-ordinates have the same understanding of the system (Question 4).

Institutions have a tendency to be operative when robust principles that are consistent, well-coordinated and well-integrated are implemented. Consistency is an influential foundation of firmness and inner integration that results from a mutual attitude and a great degree of conformity. PM processes should interface to broad and consistent plans for staff development and support strategic goals Department of Provincial and Local Government (2001:16).

Performance targets must be measurable and processes and systems which produce the indicators should be verifiable as required by National Treasury Framework for Managing Programme Performance Information (National Treasury: 2007). In order for the target to be verifiable, consistency should be maintained at all times. This requires a proper definition of a performance indicator. An indicator should comprise of the nature of the input or output, the actions, the desired outcomes and impacts. The key highlighters of performance indicators include:

- **Reliable:** It must be precise enough for its proposed use and respond to changes in the level of performance, allowing officials to develop their own performance plans (Question 2);
- **Well-defined:** It should be clear and unambiguous so that data will be composed consistently, and be easy to understand and use;
- **Verifiable:** It must be subject to validation of the processes and systems that produce the indicator;
- **Cost-effective:** Effectiveness must justify the cost of collecting the data;
- **Appropriate:** It must dodge accidental consequences, promote service delivery improvements, and not give managers inducements to perform activities just to meet a particular target; and
- **Relevant:** It must relate rationally and straight to the features of the institution's mandate as well as the achievement of strategic goals and objectives.

The Framework further recommends municipalities to adopt standards and targets throughout the organization and "SMART" criteria, which are as follows:

- **Specific:** Nature and required level of performance can be evidently identified;
- **Measurable:** Required performance can be measured;
- **Achievable:** Target is realistic, given existing capacity;
- **Relevant:** Required performance is linked to the achievement of IDP goals; and
- **Time-bound:** Timeframes for delivery are specified (Question 6).

Leadership: A noticeable character modeling by leaders at all levels must support the performance management approach. Only to the extent that they “live the system” will it take root and become a “performance culture” (SABPP: 2014). It means that the top management of the Mangaung Metropolitan Municipality should provide leadership and embrace the mission and the vision of the entity in cascading the performance management system, in order to attain maximum efficiency from their lower level employees, as well as the ability to resolve conflicts related to performance appraisals. In the absence of performance management systems, the overall municipal objective cannot be met and officials cannot be optimally utilized (Question 1).

It is fundamental for the employer to ensure that the work is done properly, leading to the achievement of organisational goals. Work is rationally structured into jobs that are rewarded equitably and supplying work that officials are willing to do (Grobler, Warnich, Carrell, Elbert & Hatfield 141, 2011). Supervisors are charged with the above responsibility, to the benefit of the supervisor, sub-ordinate and the organisation as a whole (Question 5).

In terms of section 56 (2) (a-d) of the Local Government Municipal Structures Act, 1998, as amended by Act 58 of 1999 “the Executive Mayor must-

- identify the needs of the municipality;
- review and evaluate those needs in order of priority, recommend to municipal council stratagems, programs and services to address priority needs over an integrated development plan, as well as issues of revenue and expenditure, interfacing any relevant national and provincial development plans; and
- recommend the best method, including partnership, programs, and services to the economic advantage of the public”.

Rooke & Torbert (2005:67) describes how transformational leaders can convert not only their own competences but also those of their institutions if they commence on the voyage of personal understanding and development. Leadership pledges will lead to the accomplishment of output and if it is visible, other participants will easily adapt to change. Participation of all stakeholders is fundamental to an effective change in management processes and change is steered by transformational leaders with the skill to acclimatize to change, brand the vision vibrant and hand over ownership.

2.3.2 PERFORMANCE MANAGEMENT APPROACH AND POLICY.

Complexity and Integration: The Local Government Municipal Systems Act no. 32 of 2000 (MSA), 2000 (Act No.32 of 2000) (MSA, 2000) requires, as mentioned, municipalities to cultivate a PMS appropriate for their particular environments. A framework should direct and embody the municipality's cycles and processes for performance planning, monitoring, measurement, review and reporting as required by the Local Government: Municipal Planning and Performance Management (RSA: 2001). The PMS must:

- Be consistent with all the requirements set out in the Act;

- Exhibit in what way it will operate and be managed;
- Outline the roles and responsibilities of each role-player;
- Simplify the processes of applying the system within the framework of the IDP route;
- Regulate the frequency of reporting and accountability hierarchy for performance;
- Link institutional performance to worker performance (Question 7);
- Outline the method by which the system is linked with the municipality's IDP practices; and
- Demonstrate the manner in which general key performance indicators (KPIs) envisioned in Section 43 of the Act will be integrated into the municipality's planning and monitoring processes.

Amathole District Municipality (2012:9-10) highlights simplicity as one principle that enlightens and guides the development and execution of the PMS. It further states that this is a modest, easy method that permits the municipality to function inside the prevailing capability of its financial, human resources and information management systems. If the system is user-friendly, it will foster integration with other functional areas within the municipality.

People Strategy Encompassing Talent Management: According to Kreisman (2002:23), talent is those employees who contribute to an institution and make a difference to customers, fellow employees, managers and shareholders among others. The performance management policy and the system should allow talent management attributes to prevail, so as to maximise the efficiency of employees. This means placing capable employees in higher posts and developing or rotating employees with low and medium performance rates.

Drafting of the Performance Management Policy: In terms of Section 67 (1)(d) of the Local Government Municipal Systems Act (MSA), 2000, (Act No.32 of 2000) (MSA, 2000), a municipality, in accordance with the Employment Equity Act (1998), must cultivate and approve suitable systems and processes to ensure fair, efficient, effective and transparent personnel administration, including the monitoring, measuring and evaluating of the performance of staff.

HR should design PMS to realize institutional goals, National Treasury Framework for Managing Programme Performance Information (National Treasury: 2007). The policy must be immediately accessible to new entrants, to use when starting in an institution.

In accepting leadership, employers/supervisors are obliged to inaugurate the officials on policy matters through induction. A policy manual is a valuable instrument to new officials in the workplace (Grobler, Warnich, Carrell, Elbert and Hatfield 230, 2011). It can be utilized as a tool to resolve battles amongst departmental heads and officials on performance appraisals (Question 11 and 12).

The municipality needs to finalize the process of identifying and consulting with the participants for its PMS. Stakeholders and roles include the following according to the Department of Provincial and Local Government (RSA: 2001) (Question 10):

- **Citizens and communities** – must be consulted on their needs;
- **Councilors** – simplify the expansion of the long-term vision and develop stratagems to attain said vision and identify priorities, adopt indicators, set targets and monitor performance in different areas;
- **Executive Committee** – plays the leading role in giving strategic direction and developing strategies and policies for the municipality;
- **Executive Management** – assists the executive committee in providing strategic direction and developing strategies and policies for the municipality;

- **Sectoral Managers** – develops sectorial plans for integration with other sectors within the strategy of the organization;
- **Employees** – partake in the appraisal of individual and organizational performance where essential (Question 8); and
- **Organized labour** – plays an influential part in giving strategic direction and mounting a long-term vision for the institution and municipal area.

Developing a performance management policy, a framework within which PM practices will take place, relies on the replies to the following questions:

- What is the starting period for the PMS (Question 9)?
- What components will be embodied in the PMS?
- Who will manage performance?
- When will PM be monitored, measured and reviewed?
- Which aspects of performance will be managed?
- How do personnel respond to good and poor performance?
- What institutional arrangements have to be recognised to make performance management work?

2.3.3 PROVIDE SUPPORT TO IMPROVE/DEVELOP PERFORMANCE AT INDIVIDUAL, TEAM AND ORGANISATIONAL LEVEL.

According to Armstrong (1994:23), quoted by Pillay and Subban (2007:55), performance management is pronounced as “a technique of instituting common knowledge about the output, and an tactic to managing and developing people in a manner that intensify the likelihood that defined outputs, will be achieved in both the

short and longer term”. This means that performance management systems should be able to play a developmental role in their employees, teams and the whole institution, which needs to be identified through appraisal processes of which the results should be action-planned to support the overall municipal strategies.

Mathis in Jain (2004:64) contends that development can be understood as conveying abilities that go outside those obliged by the present job. It demonstrates energies to advance an official's skills to handle the diversity of tasks. PM should be able to move towards this direction.

According to Bailey in the Service Delivery Review (2003), quoted by Pillay and Subban (2007:55), performance management is regarded as “the methodical, data oriented tactic to managing people at work that depend on constructive corroboration as the greatest mode to optimise performance”. The reinforcement means supplying employees with the necessary tools to better perform their duties economically, efficiently and effectively, which will also lead to spin-offs to the municipalities. Municipalities should adopt a PM system that encourages employee career development (Question 18).

According to Van der Waldt (2004:288), crucial steps in the development of the agenda for PMS are:

Select the process and build support: Firstly identify the procedure scale and construct support around top and middle management with plans of obtaining suitable means, and nurture the spirit of participation, essential in an effective benchmarking ingenuity. This includes assessing practices or issues fundamental to the goals of an institution, and whether benchmarking is suitable in assessing efficiency of the practice. It is fundamental for municipalities to develop a roadmap that focus efforts and keep information structured (Question 16).

Determine the current performance: Prior to benchmarking, internal diagnosis on own performance, is fundamental. Municipalities should ask themselves whether procedure has been mapped and/or zoomed in on flaws. Assessing the state of the present environment is fundamental to understand the effect of specific processes

on institution-wide performance, therefore benchmarking will fail to yield meaningful results (Question 14).

Determine where performance should be: This occurs when a municipality focuses on probing the procedure from an external perspective by conducting secondary research to supplement internal exploratory efforts and realising which philosophies are vital.

Determine the performance gap: This exists between the projected state of the municipality, the eminent point and the larger performance gap. The higher priority would be to minimise it. To derive benefits from performance gaps, is to rationally identify, arrange and categorised them in order to know the root cause of the gap. This should be credited to people, processes, technology or cultural influences. Additionally, each gap should be graded, based on a priority indicator (Question 13).

Design an action plan: The Municipality must develop a goal-oriented, attainable and comprehensive action plan which comprises of a narrative of the whole action plan; detailing precise action steps and each problem the actions are targeted to resolve, in order to plot the improvement course. It should outline the sequential phases for execution, defining requirements and specifications, and assigning suitable cut-off times accountable to people, as well as rewards for implementation ahead of schedule through performance appraisals (Question 17).

Continuous improvement initiatives: Benchmarking should be an on-going, continuous improvement energy that is fundamental for institutions pursuing to accomplish and preserve their competitive advantage in the new economy. Benchmarking as a tool for continuous improvement, defines as whether the institution is undertaking its utmost best to overcome the tests integral in the global, intensely competitive, environment.

2.3.4 DEVELOP PERFORMANCE MANAGEMENT CAPABILITY ACROSS THE ORGANISATION

Communication is the glue that holds everything together while coordinating company activities (Grobler, Warnich, Carrell, Elbert and Hatfield 13, 2011). Communication supports people to cooperate and produce results (Grobler, Warnich, Carrell, Elbert and Hatfield 13, 2011). The municipal PMS unit should play a key part in forming and maintaining institution-wide performance management streams to and from all officials (Question 19).

According to Langdon (2000:13), performance is the definite job that is completed to guarantee that an organization attains its mission. According to this view, all performance yields a harvest, concrete work in the form of a product, service, or knowledge. This means that every employee's job is the key towards the achievement of the municipal objective and therefore must be subjected to performance management and appraisals. It also fosters the implementation of institution-wide performance management systems (Question 20 and Question 24).

The Department of Provincial and Local Government's Guide on Performance Management (RSA: 2001) added that it includes strategic objectives of the PMS and is available to advance the performance of municipalities through:

- Creating forces for change at various levels;
- Constructing a culture of best practice and encouraging shared learning among municipalities (Question 21);
- Promoting accountability through the municipality;
- Contributing towards the overall development of the local government systems in the country;

- Helping to develop meaningful intervention mechanisms at all levels of the municipality; and
- Guiding the development of municipalities' building programmes.

“Job meaning” mostly denotes the meaning of the job a person does at his/her workplace and what it means towards attaining the company’s overall goals (Grobler, Warnich, Carrell, Elbert and Hatfield 141, 2011) . Managers are obliged to communicate to officials how their jobs underwrite to the economy and the municipality’s goals. The value added demonstrated to the workers will display that that their jobs have meaning.

Performance management is a practice by which departmental heads and officials jointly strategize for the year, are in agreement to both monitor and appraise an official’s work deliverables and the entire impact on the organization (MFMA:2003). The statement further demonstrates the need for an institution’s implementation of performance management systems (Question 22).

2.3.5 EVALUATE THE EFFECTIVENESS OF THE PERFORMANCE MANAGEMENT SYSTEM.

According to Van der Waldt and Knipe (1998:84-85), performance evaluation reviews make constant evaluation likely since it is always evident and can be demonstrated by graphs. This is a very a useful method that produces measurable results.

The National Treasury Framework for Managing Program Performance Information (National Treasury: 2007) requires that performance targets be measurable, and that processes and systems which produce the indicators, should be verifiable. This means that management should incorporate internal control mechanisms into the PMS in order to measure the effectiveness of the system. Performance information should be readily available for measurement in order to validate actual reported performance (Question 25).

Frameworks also afford municipalities the opportunity to cultivate their own PMS monitoring systems to function as strategic instruments which could permit them to screen their individual performance in carrying out IDPs, improve efficiency, effectiveness, quality and accountability in service delivery, while maximizing the development effect and allow communities and the public to hold municipalities accountable for service delivery. Performance management as defined by Department of Provincial and Local Government (RSA: 2001), as a strategic approach to management, which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact (Question 27).

Section 46 of the Local Government Municipal Systems Act (MSA), 2000, (Act No.32 of 2000) (MSA, 2000), requires the disclosure of the measures taken to improve performance, in the annual performance report where planned targets were not achieved (Question 30). The PMS should have proper procedures and information systems regarding the measures engaged to enhance performance, as disclosed in the annual performance report. The secret to long-term success is to maintain effective and efficient business practices over nonstop monitoring and measuring. The new economy is an opening to embrace change.

The Batho Pele White Paper (1997), instructs that the departments, at both national and provincial levels, must have a PMS that includes the setting of service delivery indicators and the measurement of performance. The Local Government Municipal Systems Act (MSA), 2000, (Act No.32 of 2000) (MSA, 2000), also prompts all municipalities to set targets; monitor and review performance constructed on indicators linked to their integrated development plan (IDP); publish an annual report on performance for the councillors, staff, the public and other spheres of government; incorporate and report on a set of general indicators, approved nationally by the minister responsible for local government; conduct an internal audit on performance prior to tabling the report; and have their annual performance report audited by the Auditor-General (Question 23).

The performance must be measured, monitored and reviewed against the KPIs and the performance targets (SALGA, 2006:108). Municipalities should monitor all the key performance areas and performance magnitudes relating to key performance indicators and performance targets that had been set. Uninterrupted and planned monitoring must be prepared to timely notice and predict warnings of under-performance. Should under-performance be highlighted, remedial measures should be engaged to attain the set targets. Managers should do accurate job planning and forecasting, suitable resourcing of functions and continuous supervision (Question 29).

Municipalities should review their performance management system, incorporate recommendations of the performance audit committee and focus on economy, efficiency, effectiveness and impact in respect to key performance indicators and performance targets set by the municipality. The municipality's performance audit committee should also ensure the review of the municipality's PM system. In addition, the municipality should have a committee that evaluates the scores gained on performance of different municipal departments against the predetermined objectives and provide feedback (Question 26 and 28).

2.4 BACKGROUND ON PM IMPLEMENTATION BY THE MANGAUNG METROPOLITAN MUNICIPALITY

The Mangaung Metropolitan Municipality was guided by the legislative framework regulating municipalities, which places an order on municipalities to review and manage its performance against its developmental mandate. The Local Government: Municipal Systems Act (MSA), 2000, (Act No.32 of 2000) (MSA, 2000) set the framework for PM as an instrument to measure, evaluate and report on the implementation of the Integrated Development Plan (IDP) and the Local Government: Municipal Finance Management Act (MFMA), 2003, (Act 56 of 2003) (MFMA, 2003) also obliges municipalities, during the approval of the annual budget, to adopt the Service Delivery Budget Implementation Plan (SDBIP) with service delivery targets and performance indicators, and report in a form of annual report which includes the performance report.

The Department of Corporative Governance and Traditional Affairs (COGTA) (RSA, 2001) issued Municipal Performance Management Regulations and Local Government: Municipal Performance Management Regulations for Municipal Manager and Managers Directly Accountable to Municipal Manager (RSA, 2006) to give guidance to municipalities in implementing PMS, describing roles and responsibilities and proving a roadmap on how PM should be planned, reviewed, improved and rewarded. The scope of the municipality's PM policy is applicable to the management of employees appointed in terms of Section 54A and Section 56 of the Local Government Municipal Systems Act (MSA), 2000, (Act No.32 of 2000) (MSA, 2000), i.e. the city manager and all managers directly accountable to the city manager.

2.4.1 Overview of PM at Mangaung Metropolitan Municipality

The municipality's performance demands are enclosed in the IDP and the scorecard (SDBIP) and consequently converted into a segment-wide performance scorecard in which priorities are translated into departmental SDBIPs and individual scorecards for the heads of the city's core departments.

The city's objective on PM is to ensure that the SDBIP (city scorecard) is aligned with the IDP; develop a business planning process that replicates concrete programmes, activities and targets to attain priorities; ensure a bond between planning and budgeting; ensure that the SDBIP forms a foundation for an effective organisational and employee performance management system; develop a monitoring and evaluation system that pledges performance management and reporting against performance; and inspire a performance-orientated culture transversely in the city.

The municipality has appointed the Performance Audit Committee as a performance management panel to back the executive mayor in monitoring the implementation of the municipality's performance, the remuneration of senior managers, and recommendations on the impending planning and development paths outlined in the IDP and the growth and development strategy.

The main purpose of the PM panel is to ensure good governance, empowerment, insight, objectivity, transparency and fairness. Among the responsibilities included are validating the performance agreements of the city manager and all Section 56 employees and their amendments; providing support to the executive mayor in coaching the city manager, validating the outcomes of the mid-year performance review of the city manager and all Section 56 employees; validating the outcomes of annual performance assessments of the city manager and all Section 56 employees; validate evidence given in mitigation of poor performance; recommend actions on how performance management processes and systems can be improved; and submit a performance review report at least bi-annually during the financial year to the executive mayor. The panel comprises of 5 members chosen by the executive mayor and consists of a current or retired public sector senior manager (including local government), a representative from the civic society, a business sector representative, a financial management expert and an expert on business management, with more experience in planning and project management.

Figure 2.2 below outlines the City’s Performance Management Process and Cycle



MMM PMP (2013:14)

2.4.2 Performance Planning: Involves a process of jointly identifying institutional and own performance anticipations and the attainment of an official's pledge to realizing these expectations.

2.4.3 Performance Execution: Occurs throughout the performance management period and embroils the application of scorecards, monitoring of performance against the scorecards and the facilitation of coaching.

2.4.4 Performance Review and Reporting: Takes occurrence through prescribed sessions at periodic intervals during the performance cycle to assess the level of performance against the scorecards.

2.4.5 Annual Performance Assessment Process: Takes occurrence at the closing of the performance cycle and consolidates the outcomes of the performance review processes.

2.4.6 Managing the Outcomes of Performance: Contains the implementation of agreed performance rewards and the management of poor performance in line with legislative requirements and good practice.

2.4.7 System Governance and Maintenance: Occurs throughout the performance cycle and is aimed at ensuring that the PM process is implemented in line with good governance principles and exercise due care to ensure that the system is effective, efficient and allows the city to achieve its service delivery requirements.

2.5 POLICY PROVISIONS: PERFORMANCE PLANNING

This is a process which involves the development of performance plans, conclusion of performance agreements and dealing with the amendments to the performance agreements and plan by the Mungaung Metropolitan Municipality. The process is outlined below.

2.5.1 Development of Performance Plans

All Section 56 employees are mandated to enter into individual performance agreements, containing performance scorecards and personal development plans within 30 days of the beginning of the financial year. Individual performance scorecards should be made up of Key Performance Areas (KPAs) and Core Competency Requirements (CCRs), with a relative weighting of 80% to 20% respectively.

2.5.2 Strategic Performance Objective (SPOs): Those KPIs derived from the citywide objectives and strategies with 80% KPA weighting and a performance rate that must not be less than 50% as a prescribed rule.

2.5.3 Functional Performance Objectives (FPOs): Relates to employees' functional areas, objectives and responsibilities with 80% KPA weighting and a performance rate that must not be less than 30% as a prescribed rule.

2.5.4 Core Competency Requirements (CCRs): These are prescribed by regulations and are categorised by managerial and occupational competencies. Managerial competencies include financial management, people management and empowerment, as well as customer orientation and customer focus, which are obligatory. Occupational competencies are optional and they range from self-management, the ability to implement and interpret legislation and knowledge of PM in local government.

2.5.5 Target Setting: This is done against the different key performance indicators in the following scale:

Mangaung Metropolitan Municipality Section 56 Performance Management Policy

Rating	Meaning Attached
5	Outstanding performance
4	Performance significantly above expectations
3	Employee is fully effective
2	Performance not fully effective
1	Unacceptable Performance

Table 2.1 Target Setting

MMM PMP (2013:32)

2.5.6 Conclusion of Performance Agreements: The city manager concludes the performance agreement with the executive mayor after consideration and inputs from the PM panel. All Section 56 employees conclude and sign performance agreements after consideration and inputs from the relevant Member of the Mayoral Committee (MMC) and the PM panel. Final approval of performance agreements is done by the council, subsequent to the validation of the agreements by the PM panel.

Amendments to signed performance agreements/performance plans should be supported by a written motivation which must be signed and dated by the relevant employee and the city manager. The PM panel should consider all amendments throughout the mid-year review sitting. The performance plan process could be demonstrated by the diagram below.

Figure 2.3 City’s Performance Plan Process

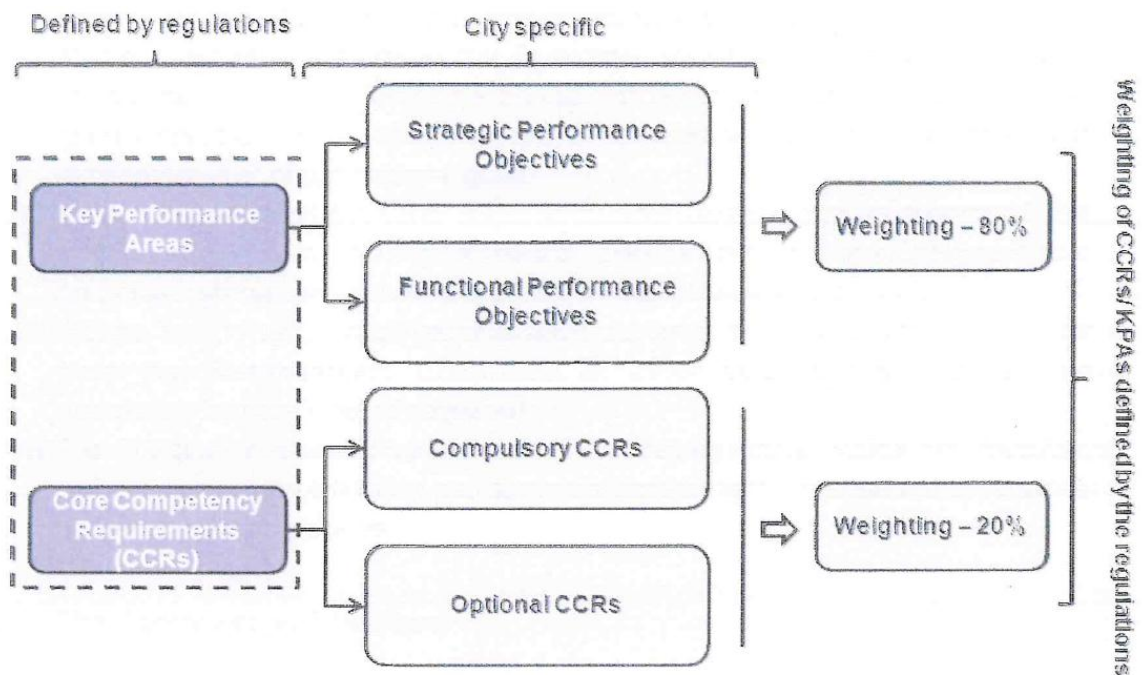


Figure 2: Structure of Scorecards

MMM PMP (2013:19)

2.6 POLICY PROVISIONS: PERFORMANCE EXECUTION

This is a process which involves the implementation of the municipal scorecard, performance monitoring, and performance coaching, and is outlined below.

2.6.1 Score Card Implementation

All employees shall be held accountable for implementing their individual scorecards for the duration of the implementation cycle. Policy instructs that employees be accountable for the city’s performance, i.e. the city manager shall be held accountable for the performance of the city and relevant Section 56 employees (heads of departments) shall be held accountable for departmental performance. To this extent, all Section 56 managers must ensure that the city’s scorecard and the relevant departmental SDBIPs are cascaded to all other employees within their specific departments.

Employees are responsible for the collection and collation of evidence to support the successful implementation of their individual scorecards. They are also required to timeously alert supervisors of any evolving issues that could hinder the realization of any performance targets, comprising of the proposed contingency measures to ensure that the bearing of deviance from original contracts is reduced.

2.6.2 Performance Monitoring

Monitoring and reviewing performance against individual scorecards follows the arrangement below:

- Monitoring individual performance must take place all year round;
- City managers shall be responsible for monitoring performance of managers directly accountable to them;
- The executive mayor, with the support of the PM panel, shall monitor the performance of the city manager;
- All employees shall be collectively responsible for collecting information on the implementation of the scorecards, and the consolidation into the progress and annual performance report; and
- All employees shall be required to collect evidence to support the achievement of performance objectives, in line with the contents of their scorecards.

All Section 56 employees are required to provide input into the process of monitoring performance against the IDP, as well as the Service Delivery and Business Improvement Plan (SDBIP or City Scorecard). The city manager must submit the progress report regarding the employment of both the IDP and SDBIP to the relevant structures within stipulated time frames. Heads of departments are required to collect information on the implementation of the departmental SDBIPs and the city manager is responsible for monitoring the implementation of all departmental SDBIPs.

2.6.3 Performance Coaching

The executive mayor, with support of the PM panel, is responsible for conducting one-on-one coaching meetings with the city manager who, on the other hand, is responsible for coaching all the managers who are directly accountable to him/her. Coaching takes place individually with due consideration for group dynamics. This happens throughout the performance cycle, for example within one month of the completion of each quarter.

2.7 POLICY PROVISIONS: PERFORMANCE REVIEW AND REPORTING

The performance execution entails the implementation of the scorecard, performance monitoring, and coaching at institutional and individual levels. This forms the basis for the review and reporting demonstrated by Figure 3 below:

Figure 2.4 City’s Performance Review and Reporting

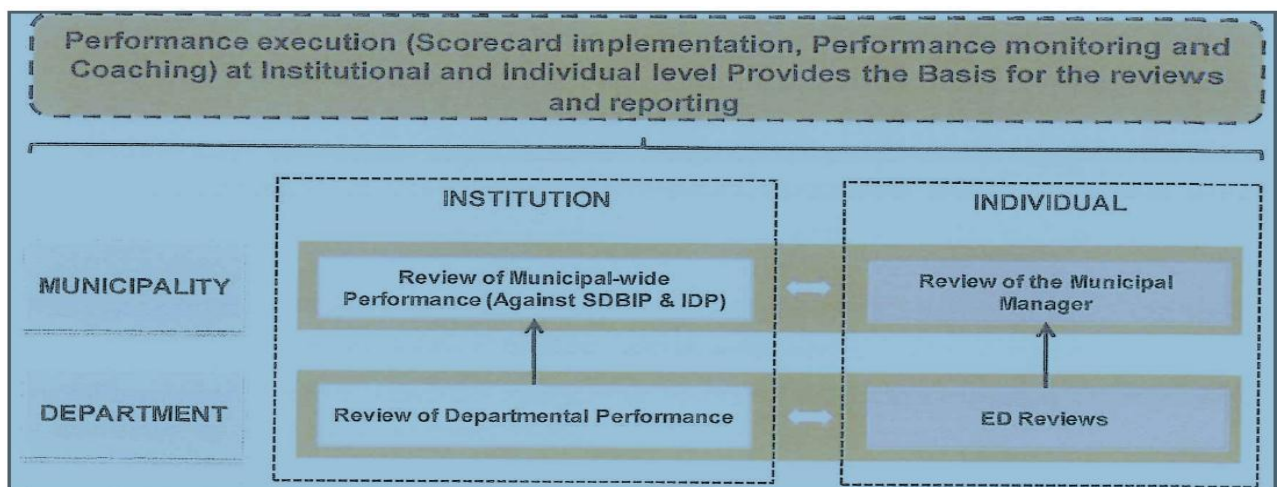


Figure 3: Performance Reviews

MMM PMP (2013:28)

All Section 56 employees undergo formal performance review sessions and it is envisaged that it takes place within one month of the end of each quarter of the performance cycle. Citywide performance becomes a key consideration in reviewing individual performance of the relevant Section 56 employees.

All employees must complete their self-assessment prior to undergoing the formal review. The municipality envisages that indicative performance ratings be made

against the scorecard and appropriate reports be submitted for noting and auditing purposes. Employees may be required to submit evidence to support the achievement of specific aspects of the performance scorecard.

2.7.1 Annual Performance Assessment and Performance Rating

Annual performance assessment takes place within one month of the completion of the performance cycle. Performance ratings must occur at the end of the performance cycle or at any time during the cycle, should the supervisor be of the opinion that the employee is under-performing. There are three performance components which are used in a 5-point rating scale: strategic performance objectives, functional/departmental performance objectives, and core competency requirements. Rating is done within a prescribed rating scale from 1 to 5 and each employee is expected to rate their own performance prior to being rated by the city manager. At the final review session the two must agree on a mutual rating and in cases of disagreements, the matter can be referred to a mediation or dispute resolution. The basis for determining the various categories of performance, based on the outcomes is as follows:

Mangaung Metropolitan Municipality Section 56 Performance Management Policy

Performance Category	Total Score
Unacceptable performance	69% and lower
Performance not fully effective	70% to 99%
Performance fully effective and above	100% to 129%
Performance significantly above expectations	130% to 149%
Outstanding performance	150% to 167%

Table 2.2 Annual Performance Assessments and Performance Rating

MMM PMP (2013:32)

2.8 POLICY PROVISIONS: MANAGING THE OUTCOMES OF PERFORMANCE

This stage is where the municipality recognises performance beyond the required standard, and reward their officials for their efforts in achieving municipal objectives. It also outlines how the municipality deals with managing poor performance, mitigating poor performance, and dispute resolutions where agreement on the rating between the supervisor and employee cannot be reached.

2.8.1 Recognising exceptional and outstanding performance

Performance bonuses are payable to all Section 56 employees after the tabling and adoption of the annual report for the year, under review by council. All evaluation requirements of the performance need to be in agreement with the provisions of the policy and approved by the council. Performance related rewards are dependent on the performance of the city, while bonuses range from 5% to 14% of the all-inclusive remuneration package. The score awarded to an individual shall determine what the bonus should be, i.e. performance significantly above expectations (130% to 149% = 5% to 9%), outstanding performance (150% to 167% = 10% to 14%).

2.8.2 Managing unsatisfactory performance or poor performance

The supervisor must complete a full and formal assessment if he is of the view that the official's performance is below the standard as indicated by the review/assessment process conducted during the performance cycle. In this event the city is obliged to provide a performance counselling support. The city acknowledges that poor performance should have been managed during the coaching sessions and quarterly reviews therefore it is the concluding appraisal that the conclusive act must be engaged concerning continued under-performance.

In the event of unacceptable performance, the city shall provide a systematic remedial or developmental support to assist the official to improve his/her performance. Subsequent to exhausting performance therapy, guidance, support and rational intervals for improvement in performance, the municipality may

contemplate phases to terminate the contract of employment of the official, on the basis of unfitness or ineffectiveness to carry out his/her duties.

2.8.3 Mitigation of unsatisfactory or poor performance

The city uses the evidence given in mitigation for poor performance. These are only accepted if the employee has duly informed the city manager in a timely manner and in writing; relevant factors are events that are beyond the control of either the city manager or official; and the city manager and official can demonstrate that the pertinent issues could not be overcome within the relevant performance period.

Evidence given in mitigation can be accepted if the proposed solutions to challenges may result in the city being in conflict with its own policies and procedures or key legislation. Once the city manager has approved a request, it should be reviewed and validated by the PM panel.

2.8.4 Dispute resolution

Disputes relating to the nature of the performance agreement concerning key responsibilities, priorities, methods of assessment and salary increments must be mediated by:

- In event of the municipal manager, the MEC for local government or another person delegated by the MEC, within 30 days of receipt of a formal dispute from the employee;
- In case of other Section 56 employees, the executive mayor, inside 30 days of receipt of a formal dispute from the official;
- Any disputes regarding the outcome of the official's performance evaluation, other than the ones relating to the performance agreement, for the municipal manager, the MEC for local government, or any other person delegated by the MEC, inside 30 days of receipt of a formal dispute from the employee;

- In the case of Section 57 employees, a member of the municipal council, provided such member is not part of the PM panel, inside 30 days of receipt of a formal dispute from the employee; and
- Decisions of the mediators shall be final and binding for both parties.

2.9 POLICY PROVISIONS: SPECIAL CIRCUMSTANCES

This policy directive deals with the handling of new appointments of Section 56 employees, transferred employees, employees on a prolonged leave, employees in acting positions as well as resignations.

2.9.1 New appointments

All new Section 56 recruits are required to enter into performance agreements that are constructed in line with the performance planning provisions of the PM policy, inside 60 days of their assumption of duty. Newly appointed employees are legible for prorated performance rewards, provided they are appointed no later than after completion of the mid-year reviews.

2.9.2 Transferred employees

All employees who have moved between jobs within the municipality during the performance cycle are required to complete new performance agreements that are in line with the planning provisions of the PM policy. Prior the employee's movement, they are subjected to a formal performance review, related to the post they are vacating. If the employee to be transferred has subordinates, performance reviews for each employee under his/her control must be completed prior to the transfer.

2.9.3 Employees on prolonged leave

For employees who were on prolonged leave (three months or longer), an amended performance agreement should be signed, unless the prolonged leave was catered for during the performance planning phase. All performance reviews must take place accordingly. Relevant employees may only qualify for a performance reward if their period of absence did not exceed three months, unless their absence was catered for, in which case the relevant provisions with regard to performance rewards shall be applicable.

2.9.4 Employees in acting positions

For employees who are acting in higher positions for more than three months, an amended performance agreement should be signed, including provisions for an acting allowance. All performance reviews must take place accordingly. Performance incentives must be calculated at the salary level of the post to which the employee is contracted and may be pro-rated, based on the acting allowance (where such provision has been agreed upon), for the duration of the acting period.

2.9.5 Resignations

All employees who have resigned during the performance cycle must be subjected to formal performance reviews as part of the exit management process. If the resigning employee has subordinates, performance reviews for each employee under his/her control must be completed as part of the exit management process. Resigning employees may only qualify for performance rewards if they successfully pass the period of 9 months of the applicable performance cycle, and if all requirements have been met as set out by the PM policy.

2.10 CONCLUSION ON LITERATURE REVIEW

It is clear from the above exploration of performance management that this system needs to be lead from a political head of an institution (mayor), who needs to delegate administratively for the implementation to the accounting officer. The city manager should ensure the establishment of the PM, monitor, measure and report on the implementation of the legislative mandate of delivering IDP and SDBIP requirements in an economic, efficient and effective manner. The municipality has established a performance panel that assists in evaluating the performance of Section 56 employees. Performance agreements are signed by the managers, directly reporting to the city manager, and the performance is rated against the set targets specified in the performance agreements. The implementation responsibility is vested with every Section 56 employee, in order to ensure that the policy is implemented within his/her area of responsibility. This denotes that lower level employees are inducted about their departmental SDBIPs, but do not sign the performance agreements.

The municipality adopted a performance cycle that involves performance planning, performance execution, performance review and reporting, annual performance assessment and the management of the performance outcome, which are a directive from the municipal policy. It also caters for special circumstances, such as employees acting in senior positions, resignations and transfers. The city should be able to demonstrate the ability to reward outstanding performance, and detect under-performance early for corrective measures; implement institution-wide performance management systems; involve employees in the crafting and application of the PM system; use the system to develop individuals and teams to the benefit of the city; and report on their performance as legislated. It remains a question whether the Mangaung Metropolitan Municipality's current PMS is effective and conforms to the SABPP standards.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter summarizes the research design which outlines the structure for the assembly and study of data, to respond to the research enquiry and meet research goals, providing and articulating the defence for choice of data sources, collection procedures and analysis techniques (Saunders, Lewis & Thornhill, 2012: 680). It is therefore the blueprint for the collection, measurement and analysis of information, based on the research questions (Sekaran & Bougie, 2013:95). The chapter serves as a roadmap on how the investigation on the effectiveness of performance management systems at Mungaung Metropolitan Council, will be undertaken against the SABPP model for performance management, as well as the sub-problems described in Chapter 2. The research is a case which can be defined as a research plan that comprises of an empirical examination of a specific contemporary phenomenon within its real life context, using numerous methods of data collection (Yin, 2009).

3.2. RESEARCH DESIGN

A research design is a case study that provides both qualitative and quantitative data for analysis and interpretation, thus a mixed method will be used. A mixed method of research is a combination of both quantitative and exploratory studies in the form of interviews, as a technique to collect data , and analyse processes which can be carried out to better understand the nature of a problem, since very few studies have been conducted in that area (Sekaran & Bougie, 2013:104). The researcher made appropriate decisions from the study design based on:

- The research perspective of the investigator, i.e. that the performance management system is not fully optimized as a system to the betterment of the institution, individuals and teams; and
- The problem statement, i.e. how effective is the performance management system in the municipality;

To conclude, the research design indicates the approach the research will follow, with emphasis on the participants and the instruments of data collection.

3.3 RESEARCH OBJECTIVES

3.3.1 PRIMARY OBJECTIVE

The objective of this research is to investigate the effectiveness of the PMS of the Marga Mangrove Metropolitan municipality.

3.3.2 SECONDARY OBJECTIVE

- To do a literature review on performance management system requirements;
- To investigate effectiveness of the current system at the identified municipality;
- To make recommendations.

3.4 QUANTITATIVE RESEARCH

In business research, quantitative research attempts the detailed measurement of consumer conduct, knowledge, and opinions or attitudes (Cooper & Schindler, 2006:161, 164). This method responds to the numerical questions as to how much, how many, when and who. The method is ideal for the research on practical issues, such as performance management, which is also a legislative mandated for implementation by the municipalities. When utilizing the qualitative method of research, better results for interpretation could be obtained. The method is mostly dependent on the researcher's optimal goal of the studied subject, collecting data that outlines the narrative of occasions and scenarios, and contact between people and things. Thus it provides depth and details concerning the testing of the theory.

Since quantitative research uses questionnaires, the researcher will count on the numerical data to experiment with the effectiveness of the performance management system at the Marga Mangrove Metropolitan municipality. The researcher will exploit a self-

developed questionnaire with a 5-point Likert scale to accumulate data and frequency distribution analysis to scrutinise the information accumulated.

3.5 QUALITATIVE RESEARCH

Qualitative research includes an “array of interpretive techniques pursuing to describe, decode, translate, and then derive to a meaning, not the frequency, of certain more or less naturally occurring phenomena in the social world Cooper & Schindler (2006:160).” This array of techniques includes focus groups, individual depth interviews with for instance the high rating individuals, case studies, ethnography, grounded theory, action research and observations. Since qualitative research involves behavioral observations and the study of artifacts and traces proof from physical evidence; qualitative research becomes ideal if the researcher who wants to Oexact feelings, emotions, motivations, perceptions or self-described behavior on the performance management system.

The type of questions asked during these interviews will be open ended questions which will be directed by the responses received in the completed questionnaires (triangulation method). The interviews will be conducted to get more in-depth knowledge and look for trends and patterns with the intention of making a sense of why problem areas exist.

3.6 SAMPLING (SIZE AND TYPE)

A sample examines a percentage of the target population, and a percentage must be prudently nominated to represent that population (Cooper & Schindler, 2006:88). The basic idea for sampling comprises of a selection of some features in a population, which may arrive at a conclusion regarding the whole population (Cooper & Schindler, 2006:362). A non-probability purposive judgemental sampling type is utilised. Non-probability sampling is where a slight effort is made to generate a sample that is as representative as possible (Cooper & Schindler, 2011:167). Purposive sampling is a non-probability sample where a researcher chooses participants known for their exceptional features or their skills, attitudes or

perceptions. As conceptual or theoretical categories of participants intend to grow during the interviewing process, researchers pursue new participants to experiment new trends (Copper & Schindler, 2006:167).

In this study, the researcher chose a small sample size constituting of departmental heads at the Margaung Metropolitan Municipality; purposefully selected because these individuals are exposed to the application of the PMS at the municipality as opposed to the lower levels, where it is not implemented. Their experience would thus be of assistance in determining the effectiveness of the performance management system processes.

Target population refers to those people, occasions, or records that comprise of the desired information and can answer the measurement questions. It might then be determined whether a sample or a census is desired (Copper & Schindler, 2006:88). The targeted population for this study was eight departments which five questionnaires were distributed to, distributing a total of forty questionnaires ($8 \times 5 = 40$). People heading these departments were specifically requested also to complete the questionnaires ($8 \times 1 = 8$). The aim was for 48 test subjects out of 4027 municipal officials to complete questionnaires. The reason for this type of selection was based on the fact that the performance management system was only implemented at a specific level and the researcher would like to test the effectiveness thereof.

3.7 DATA COLLECTION

Data is defined as the details presented to the researcher from the study environment and can be described by their abstractness, verifiability, elusiveness and closeness to the phenomenon (Cooper & Schindler, 2006:89). The data were harvested from 8 (eight) departmental heads as well as directors reporting to the heads of departments. The reason for this selection was based on the fact that performance management systems were only implemented at top management levels. The purpose of the research was to test the effectiveness of this implementation in the municipality. The method to be utilized for data collection

tactic, were the mixed methods data collection strategy with these underlying constituents:

- Questionnaires; and
- In-depth interviews.

Cooper & Schindler (2006:160), shares a notion that the outcomes cannot be generalised from a qualitative study to a bigger group, since it poses a threat to the method, and therefore managers retain these techniques as quantitative research fall short of giving the insights required for business decision making. It is because of the need to support each method that the researcher chose the mixed-method research; to permit the methods to supplement each other. Cooper & Schindler (2011:182-183) suggest that qualitative methods may be shared with the quantitative methods to escalate the perceived quality of the research, especially when a quantitative study follows a qualitative study and delivers endorsement for the qualitative findings. In this case, the researcher started with the quantitative model, and then followed with the qualitative study.

3.7.1 Structured Questionnaires

A questionnaire is a pre-formulated written set of questions to which the respondent notes the answers, usually inside rather closely delineated alternatives (Sekaran & Bougie, 2011:397). The questionnaire was developed centred around the sub-problems identified in Chapters 1 and 2. The questionnaire expresses the behaviour patterns towards the employee's performance management process; policy development and approval; performance development of individuals, teams and the organisation; management capacity across the municipality; and the measurement of the effectiveness of performance management in order to deliver quantitative data.

The researcher used a Likert scale for its ease of use to compile data, also taking into consideration that it will measure multi-dimensional areas. Eight (8) departmental heads as well as forty (40) directors, reporting to the departmental heads were required to present an opinion, directed by certain statements relating to

performance management within the municipality, on a five-point scale (strongly disagree, disagree, neutral, agree and strongly agree). The questionnaire contained 30 questions. A briefing session with each departmental head as well as the five directors, outlining how the process should unfold, was held. Completed questionnaires was analysed and fall-outs or very high responses were earmarked for in-depth-interviews.

According to Sekaran & Bougie (2013:150-154), the following provides the basis for the development of effective questions or statements:

- **Ambiguous:** Respondents must interpret questions similarly for the accurate provision of answers;
- **Double-barrelled questions:** Questions that lend themselves to two possible solutions should be avoided;
- **Leading questions:** Questions should be phrased in a manner that will lead the respondents to give answers that the researcher is looking for;
- **Loaded questions:** Avoid asking emotionally charged questions;
- **Length of questions:** Short, simple items are the best;
- **Include both negative and positive items:** Inform the respondent that they cannot respond to all questions with strongly agree/very high as they need to go through and read the questions; and
- **Recall-dependent questions:** Questions that oblige respondents to evoke past practices that are hazy in their memory, might have biasness and therefore should be avoided.

Sekaran & Bougie (2013:148) outlines the advantages of using personally administered questionnaires by stating the following:

- Less expensive when administered to groups of respondents;
- Doubts can be cleared;
- Can establish rapport and motivate respondents;
- Anonymity of respondents is very high; and
- Almost 100% response rate ensured.

This method is cost effective and time to gather data can be reduced, which is beneficial to apply to this research.

3.7.2 Structured face-to-face individual interviews

According to Sekaran & Bougie (2013:119), structured interviews are those piloted when it is known from the beginning what facts are desired. The interviewer has a predetermined set of questions to be asked to the respondents. The interviewer personally asks questions that are relevant to the phenomenon, respondents express their views and the researcher takes down their responses. Structured interviewing should also be free from any bias (Sekaran & Bougie, 2013:121). Furthermore, the interviewer should establish trust and rapport with the interviewee, listening attentively to the interviewee, showing a keen interest in what the respondent has to say, using tact in questioning, repeating and clarifying the questions posed, paraphrasing some answers to ensure a thorough understanding and recording responses accurately. All of these are fundamental. The researcher should follow the guide with the intent to gain, as far as possible, the most accurate and reliable information.

Interviews will be conducted individually, based on four main fall-outs or very high responses with the 5 (five) heads of departments, as they permit a more direct comparability of responses. This should provide more qualitative data. Interviews will include open ended questions in order to extract as much in-depth information as the researcher can, and to find the trends in the performance management system. Logistically, interviews will be time-bound and pre-arrangements should be made in the form of appointments. The researcher should do thorough preparations prior to the set dates.

3.8 DATA ANALYSIS

A Likert scale is a variation of a summated rating scale, requiring the participants to express satisfactory and unsatisfactory opinions towards the matter at hand. The responses demonstrate the strength of the attitudes, and which individual score is dominant for the overall attitude measure (Cooper, 2006:706). The frequency distribution might also be used to assess the quantitative data derived from the questionnaires (Cooper & Schindler, 2006:710-716). The researcher used the aid of the Likert scale and frequency distribution exploration to express the statistical data. This process guided which issues required in-depth interviews in order to clarify issues that need clarity, to support and attest to the completed questionnaires, to provide in-depth knowledge and to expose the application of new trends.

3.9 RESEARCH ETHICS

According to Sekaran & Bougie (2013:162), the first ethical issue is treating information provided by the participants as confidential and protecting their privacy. The briefing session should be used as an opportunity to inform participants about the objectives and benefits of the study, as well as their rights and protection. The nature of the study objectives and purpose should be clearly defined, respect of participants should be maintained at all times, respondents should not be forced to participate and misrepresentation or distortion of collected data should be avoided at all cost.

The action list above was executed during a brief introduction of the questionnaires and a debriefing communication letter sent out after the completion of the research. Introductory remarks, explaining the goal and purpose of the study were made when interviews were conducted, followed up by a communication letter or follow-up interview to part results. It should be disclosed that individual interviews would be recorded, but be available only to the researcher for the protection of the rights of all participants.

This research was a piloted at the Marga Mangrove Metropolitan Municipality, since the consent of the municipality had been granted. The results of this research should be availed to outdoor bodies. The municipality had the right to quality research.

Respondents were kept anonymous and their identities protected at all times, due to the nature of the information contained in the research. Non-participants' rights were respected.

3.10 DELIMITATIONS

According to Sekaran & Bougie (2013:148), the quantitative research method of data collection can easily be exposed to bias. Participants recognise that they are a measure in a research project and may therefore fine-tune their answers accordingly, avoid complex questions or not reply due to fear that they would not remain unidentified. The validity of data collected due to above-mentioned reasons then could become questionable.

With regard to the structured interview, the respondents were all in high level positions within the municipality and therefore securing an appointment might pose a challenge, leading to time constraints.

3.11 CONCLUSION

The research methodology and design were thoroughly outlined in the chapter. Data collection strategies, sampling design, data analysis and delimitations were discussed. The value of the research lay in the contribution it could make towards refining the PMS of the municipality towards maximum capacity in the implementation thereof. The researcher assessed the responses from the questionnaires as well as response notes during the interviews in Chapter four (4), using the aid of the statistical data techniques.

CHAPTER 4: ANALYSIS OF THE RESULTS

4.1 INTRODUCTION

This chapter outlines the processes that were followed in order to gather both quantitative and qualitative data. A meeting was arranged between the researcher and the head of the department at the office of the city manager, Mr Kadimo Masenkwané, to discuss the purpose and the outlay of the research. In the meeting, a self-developed questionnaire consisting of 30 questions was deliberated on to ascertain its trustworthiness and to guarantee content correctness as well as limiting the risk of exposing the municipality to external parties in the event that results are shared. The importance, value and anonymity of filled out questionnaires, were debated at length and an agreement was reached that the head of the department will circulate the questionnaire to the different departmental units with timeframes included, after a briefing was done by the researcher.

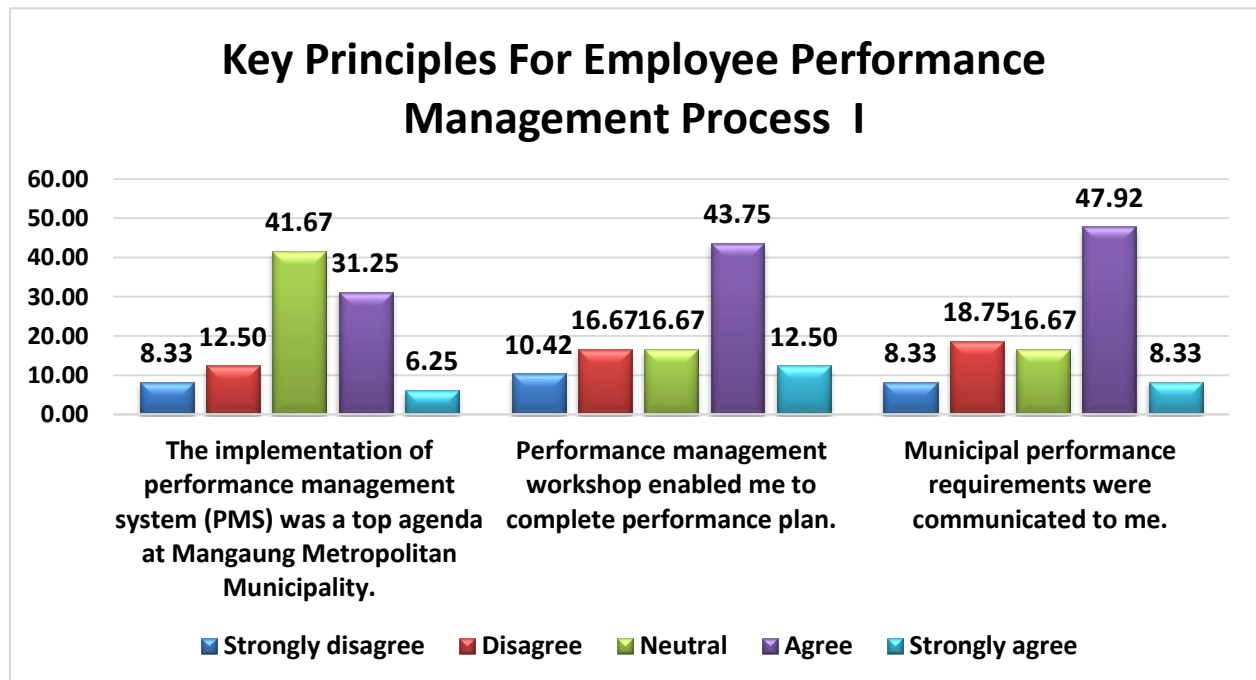
Interview questions were derived from the analysis of the submitted questionnaires after identifying three problem areas. The rest of the chapter provides feedback of the questionnaires as well as the interviews which were analyzed under qualitative data.

4.2 QUANTITATIVE DATA

Six questionnaires were distributed per department (across 8 departmental units) and all questionnaires were received back completed.

4.2.1 The first pillar of Performance Management Systems that was tested was the **Key Principles for Employee Performance Management Process**. This pillar consists of six questions, assessment is as follows:

Figure 4.1 Key Principles For Employee Performance Management Process I



Question 1: The implementation of a performance management system (PMS) was a top agenda at the Mangaung Metropolitan Municipality.

Findings of Question 1

Many respondents are not certain whether the performance management system was a top agenda at the municipality, indicating neutral responses of 41.67%, while 31.25% agreed and 6.25% strongly agreed with the statement. On the other hand, 12.5% disagreed and 8.33% strongly disagreed, which could be interpreted that a performance management system was not taken seriously, as it was not a top agenda item at the municipality.

1. Interpretation

A noticeable character modeling by leaders at all levels must support the performance management approach. Only to the extent that leadership “live the system” will it take the root and become “performance culture” (SABPP: 2014). It was clear from the above that the leadership at the municipality ignored performance management as a top agenda item, since the required leadership was not visible. It

was for this reason that the majority of the municipal officials were not sure about the seriousness of the performance management system at the municipality, and it was therefore impossible to create a performance culture.

Question 2: Performance management workshops enabled me to complete my performance plan.

Findings of Question 2

A majority of 56.25% of the respondents (with 43.75% agreeing and 12.50% totally agreeing) attested that performance management workshops assisted them in completing their performance plans, while 16.67% was neutral. There were respondents who disagreed (16.67%) and 10.42% totally disagreed with the statement, which implied that the workshops did not play any role in the crafting of their performance plans.

2. Interpretation

One of the key principles in the application of a performance management system is the training of both managers and employees in setting and measuring results on a standard basis (SABPP: 2014). In order to attach reliability to the performance management system, it must be precise enough for its proposed use, and respond to changes in the level of performance, allowing officials to develop their own performance plans National Treasury Framework for Managing Programme Performance Information (National Treasury: 2007). The outcome demonstrated that a greater percentage (56.25%) of the respondents agreed that they were able to complete their performance plan and therefore the information conformed to the literature.

Question 3: Municipal performance requirements were communicated to me.

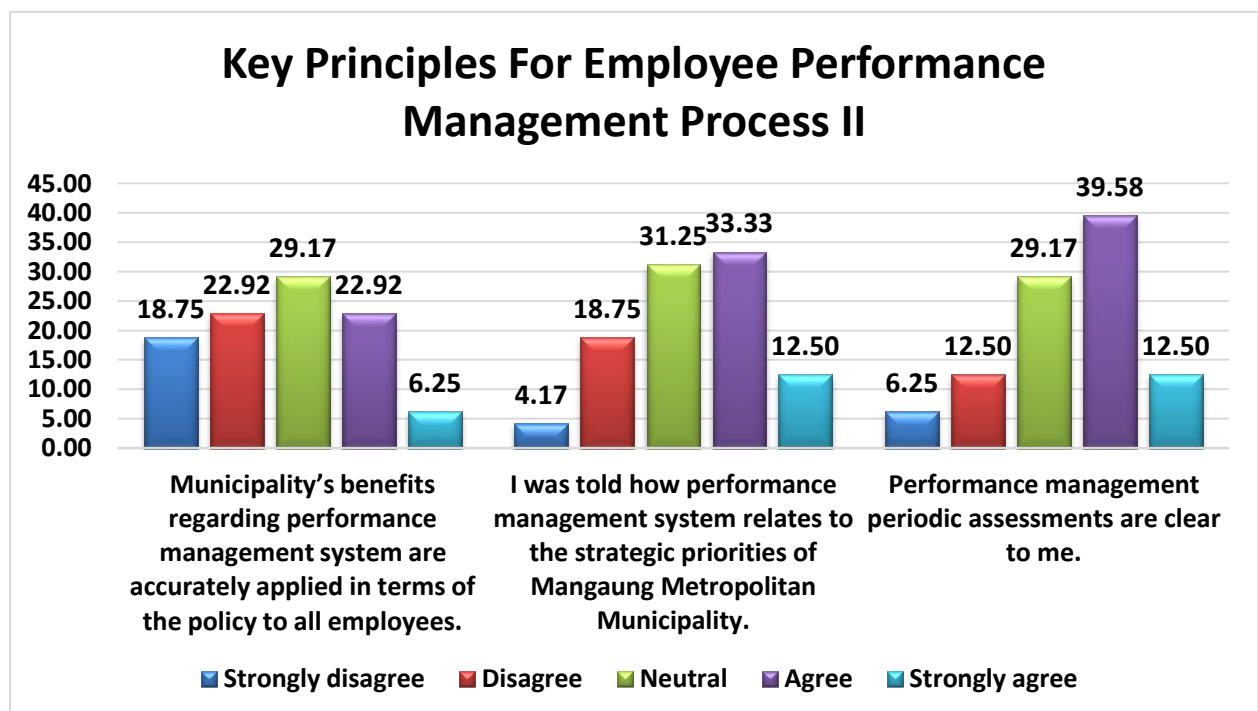
Findings of Question 3

56.25% of the respondents acknowledged that performance requirements were communicated to them, with 47.92% agreeing and 8.33% strongly agreeing with the statement. A total of 16.67% of respondents were neutral, while 18.75% disagreed with the statement and 8.33% strongly disagreed that performance management was communicated to them.

3. Interpretation

Every worker ought to know what is expected of him or her in terms of goals that are comprehensible and evidently relevant to their work (SABPP: 2014). Communication is the glue that holds everything together, coordinating company activity (Grobler, Warnich, Carrell, Elbert and Hatfield 13, 2011). Departmental heads are obliged to communicate the performance expectations to employees, and 56.25% respondents indicated that performance requirements were communicated to them; which conformed to the literature.

Figure 4.2. Key Principles For Employee Performance Management Process II



Question 4: The municipality's benefits regarding a performance management system are accurately applied in terms of the policy, to all employees.

Findings of Question 4

As seen from the analysis, most of the respondents were neutral at 29.17%. A total 22.92% of respondents agreed with the statement and 6.25% strongly agreed. On the other hand, the percentage of respondents who disagreed, totaled 41.67%, split into 22.92% of those who disagreed and 18.75% for strongly disagreed.

4. Interpretation

PM should be linked to other HR processes to align performance consequences (reward, recognition and development) that attract, retain and motivate employees and address poor performance (SABPP: 2014). Section 41(c) of the Local Government Municipal Systems Act (MSA), 2000, (Act No.32 of 2000) (MSA, 2000) requires that the IDP be the foundation for the annual report, therefore demanding consistency of objectives, indicators and targets between planning and reporting documents. From the above, it could be derived that the municipality was not consistently applying a performance management system, as 41.67% disagreed with the statement; therefore it did not conform to the literature.

Question 5: I was told how our performance management system relates to the strategic priorities of the Mangaung Metropolitan Municipality.

Findings of Question 5

A greater percentage of the respondents (45.83%) agreed that the performance management system related to the strategic priorities of the municipality, with 33.33% agreeing and 12.5% strongly agreeing. A number of respondents were neutral (31.25%) and those who differed with the statement were represented by 22.92%, with 18.75% disagreeing and 4.75% strongly disagreeing.

5. Interpretation

Employee deliverables should be clearly interrelated in a transparent and comprehensible way with the strategic objectives and values of an institute (SABPP: 2014). It is fundamental for the employer to ensure that the work is done properly, leading to the achievement of organisational goals. Work is rationally structured into jobs that are rewarded equitably and supplying work that officials are willing to do (Grobler, Warnich, Carrell, Elbert and Hatfield 2011: 141). From the above it was clear that a performance management system was to a certain extent aligned to the strategic objectives of the municipality, as 45.83% agreed. This was partially in line with the literature.

Question 6: Performance management periodic assessments are clear to me.

Findings of Question 6

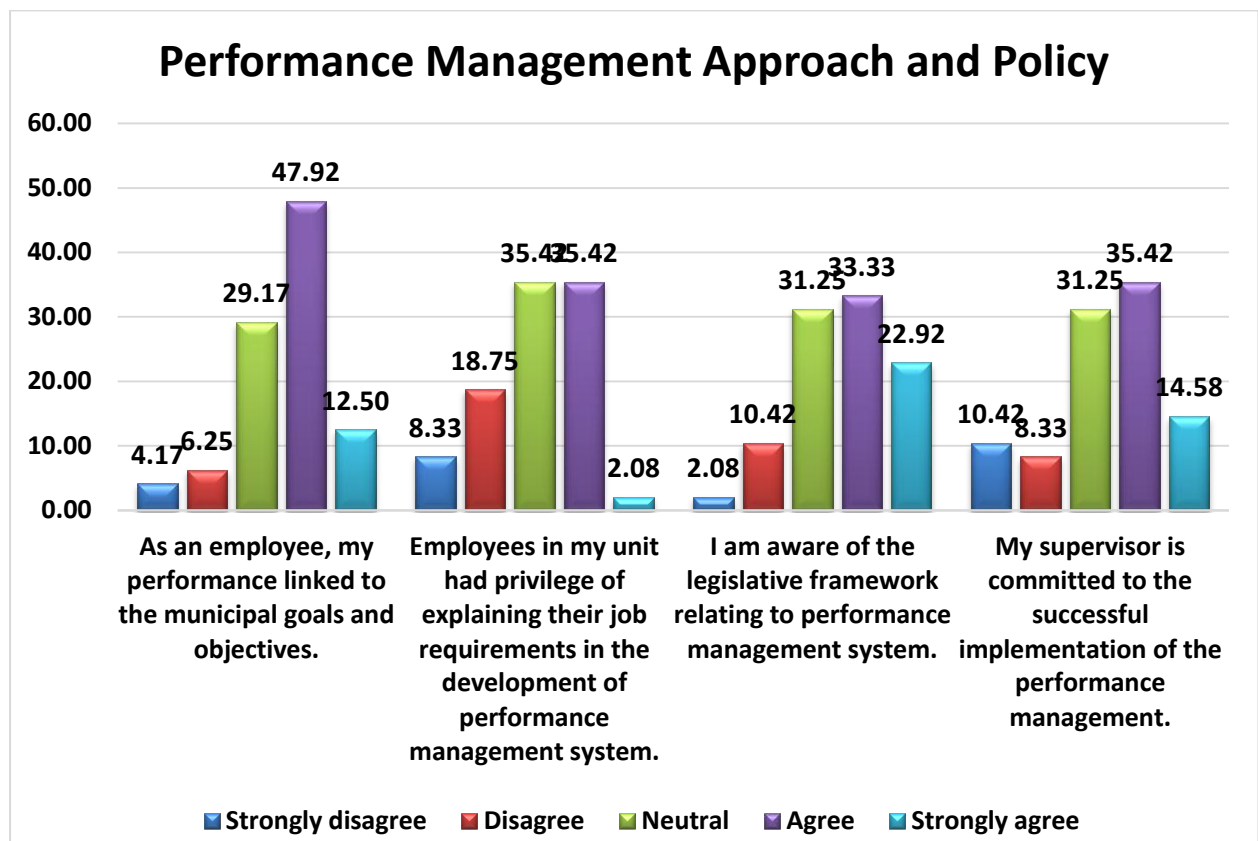
A total of 52.08% of respondents agreed with the statement (39.58% agreed and 12.50% strongly agreed), while 29.17% were neutral. Only 18.75% disagreed with the statement and was divided into 12.5% who disagreed and 6.25% who strongly disagreed.

6. Interpretation

Official feedback should be set at intervals which permit the workers to adjust their own performance to the required level, should deviations have occurred (SABPP: 2014). The framework recommends that municipalities adopt standards and targets throughout the organization, using "SMART" criteria. One of the principles is that targets must be delivered on specified timeframes National Treasury Framework for Managing Programme Performance Information (National Treasury: 2007). The majority (52.08%) agreed that performance management assessment cycles were clear to them and therefore this was in line with the literature.

4.2.2 The second pillar of the performance management system that was tested was the **Performance Management Approach and Policy**. This pillar consists of six questions and two diagrams (first a bar chart and secondly the pie chart), which were used for the assessment as follows:

4.3 Performance Management Approach and Policy



Question 7: As an employee, my performance is linked to the municipal goals and objectives.

Findings of Question 7

The greater percentage of the respondents (60.42%) was officials who agreed that a performance management system relates to the strategic priorities of the municipality with 47.92% agreeing and 12.5% strongly agreeing. A total of 29.17% of respondents was neutral, while 10.42% differed from the statement (6.25% disagreed and 4.17% strongly disagreed).

7. Interpretation

Performance deliverables should be set at organizational, business unit, team and individual levels. This process is called cascading goals/objectives/targets (SABPP: 2014). The Local Government Municipal Systems Act no. 32 of 2000 (MSA), 2000, (Act No.32 of 2000) (MSA, 2000) requires municipalities to cultivate a PMS that links institutional performance to worker performance Department of Provincial and Local Government (RSA: 2001). The above findings clearly showed that the municipality adhered to the literature, as 60.42% agreed that individual performances were linked to municipal goals and objectives as opposed to only 10.42% who disagreed.

Question 8: Employees in my unit had the privilege of explaining their job requirements in the development of the performance management system.

Findings of Question 8

A total of 37.50% of respondents agreed to the statement (35.42% agreed and 2.08% strongly agreed), while 35.42% was neutral. This was equal to respondents who agreed, excluding those who strongly agreed. Only 27.08% disagreed with the statement (18.75% disagreed and 8.33% strongly disagreed).

8. Interpretation

Items on performance management should be included in employee engagement surveys to check that key principles are applied (SABPP: 2014). The Local Government Municipal Systems Act (MSA), 2000, (Act No.32 of 2000) (MSA, 2000) requires that municipalities' employees partake in the appraisal of individual and organizational performance where essential Department of Provincial and Local Government (RSA: 2001). From the above it could be derived that the municipality did not involve their officials sufficiently, as the neutral feedback percentage was too close to those who agreed, and therefore did not adhere to the literature.

Question 11: I am aware of the legislative framework relating to performance management systems.

Findings of Question 11

As seen from the analysis, most of the respondents (56.25%) agreed with the statement, which consisted of a combination of those who agreed (33.33%) and those who strongly agreed (22.67%) with the statement. On the other hand, 31.25% of respondents was neutral and 12.50% of respondents disagreed (10.42% of those disagreed and 2.08% strongly disagreed).

11. Interpretation

Performance management could be compiled for consultation with entirely suitable structures (SABPP: 2014). In taking leadership, employers/supervisors are obliged to inaugurate the officials on policy matters through the induction and a policy manual; a valuable instrument to new officials at the workplace (Grobler, Warnich, Carrell, Elbert and Hatfield 2011: 230). It is notable from the above that the municipal officials (56.25%) were aware of the legislative requirements for the implementation of a performance management system, which implied literature conformity.

Question 12: My supervisor is committed to the successful implementation of the performance management system.

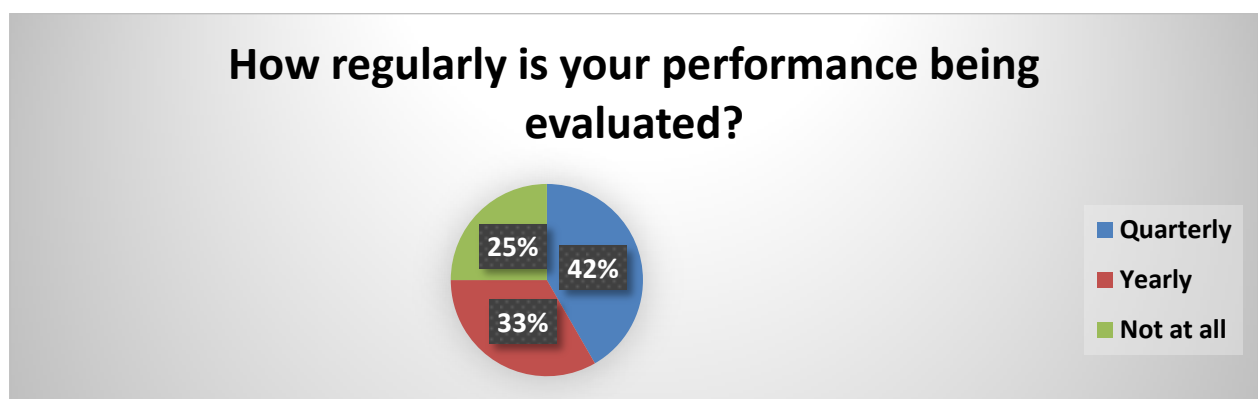
Findings of Questions 12

50% of the employees agreed that their supervisors were committed to the implementation of a performance management system (35.42% agreed and 14.58% strongly agreed). A total of 31.25% was neutral, while 18.75% disagreed (8.33% disagreed and 10.42% strongly disagreed).

12. Interpretation

In leadership positions, employers/supervisors are obliged to inaugurate the officials on policy matters through their induction. A policy manual is a valuable instrument to new officials at the workplace (Grobler, Warnich, Carrell, Elbert and Hatfield 2011: 230). A combination of 50% commitment and 31.25% neutral respondents paint a clear picture, namely that the management was not committed enough to the implementation of a performance management system.

Figure 4.4: Question 9: How regularly is your performance being evaluated?



Findings of Question 9

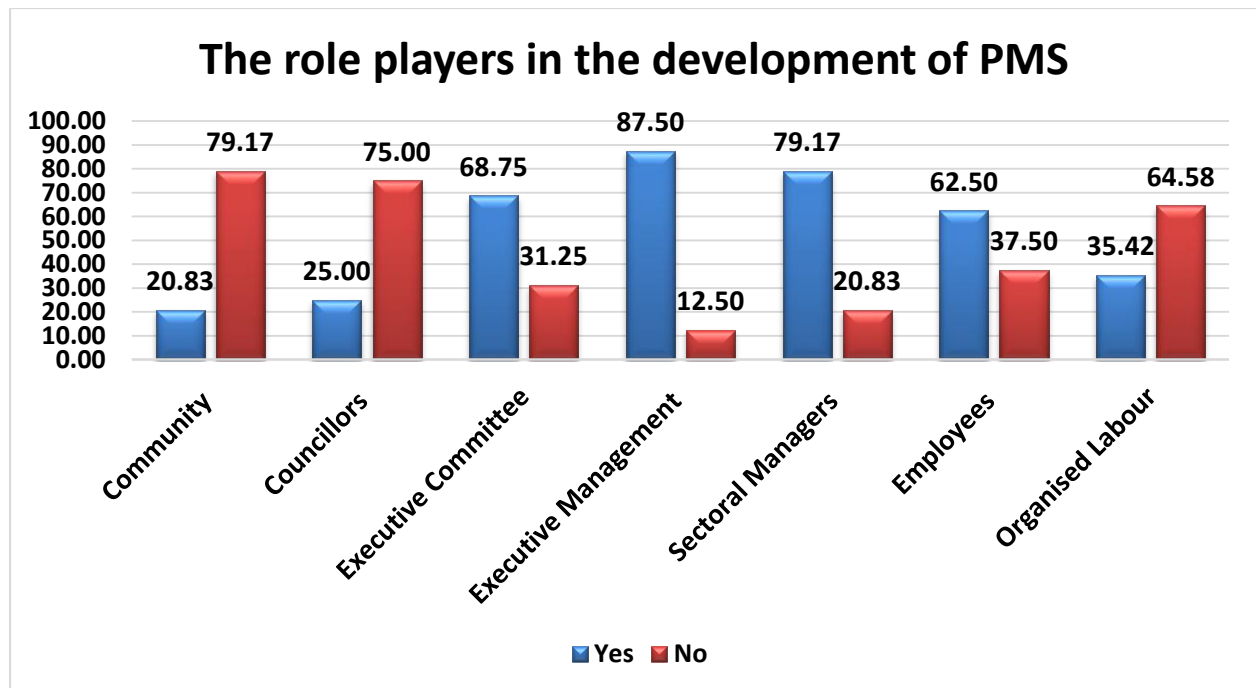
The larger percentage (42%) of respondents who stated that their performance is evaluated quarterly, was followed by those who indicated yearly (33%), and lastly 25% who indicated not at all.

9. Interpretation

The performance management policy should clearly outline the frequency and the manner of providing feedback (SABPP: 2014). The municipality needs to finalise the process of identifying and consulting with the participants for its PMS; including stakeholders Department of Provincial and Local Government (RSA: 2001). The framework also emphasizes that the system must respond to questions such as; what is the starting period for PMS? It is clear that there are inconsistencies in the

application of performance management systems, as management apply them differently, which in turn is inconsistent with the literature.

Figure 4.5: Question 10 Tick the role players are in the development of PMS



Findings of Question 10

The biggest role player, according to respondents (87.5%), is the executive management, opposed by 12.50%. This was followed by sectorial managers at 79.17%, opposed by 20.83%; then the executive committee at 68.75% as opposed to 31.25%; employee involvement was 62.50%, opposed by 37.50%; labour involvement was at 35.42%, opposed by 64.58%; councillors' involvement was at 25%, opposed by 75%; and lastly, community involvement at 20.83%, opposed by 79.17%.

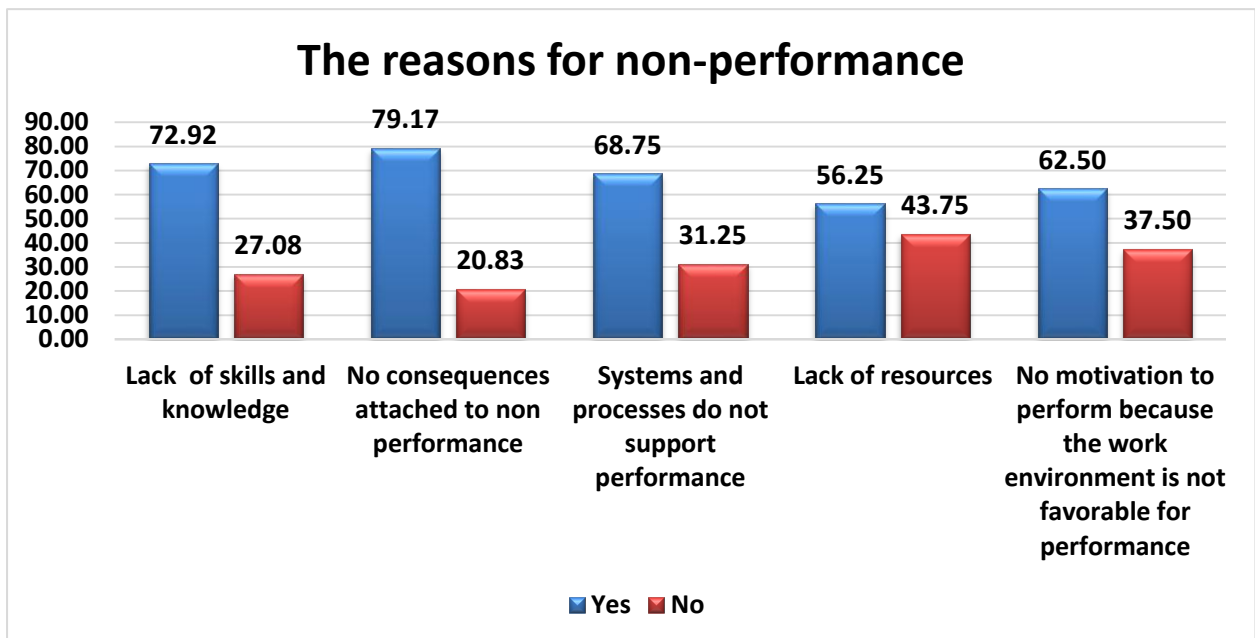
10. Interpretation

The municipality needs to finalize the process of identifying and consulting with the participants for its PMS. Stakeholders and roles include: **citizens and communities, councillors, executive committee, executive management, sectorial managers**

and organized labour, Department of Provincial and Local Government (RSA: 2001). From the above it was clear that there was minimum participation of key stakeholders, such as employees and labour organizations, which meant that the information did not conform to the literature.

4.2.3 The third pillar of performance management systems that was tested, was the manner in which the municipality **Provide Support to Improve and Develop Performance at Individual, Team and Organizational Levels**. This pillar constituted six questions and two diagrams used for the assessment, as follows:

Figure 4.6 The Reasons For Non-Performance



Question 13: In your opinion, generally, what are the reasons for non-performance?

Findings of Question 13

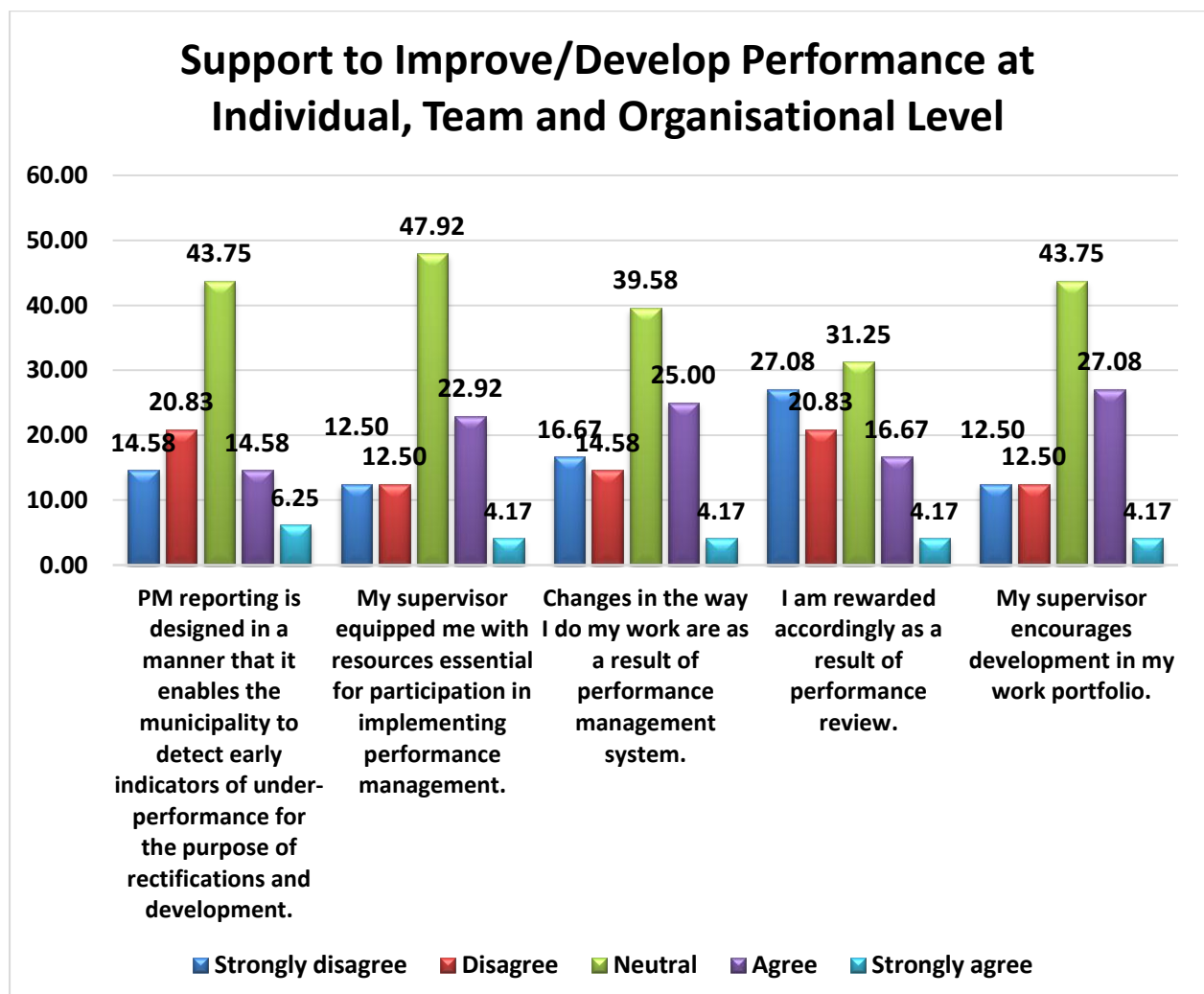
The highest percentage in reasons for non-performance was the absence of consequences for non-performance at 79.17%, opposed by 20.83%. This was followed by a lack of skills and knowledge at 72.92%, opposed by 27.08%, systems and processes did not support performance at 68.75%, as opposed to 31.25%, while

no motivation to perform because the work environment is not favorable for performance was at 62.5%, as opposed to 37.5% and a lack of resources at 56.25%, as opposed to 43.75%.

13. Interpretation

According to Van der Waldt (2004:288), crucial steps in the development of the agenda for a performance management system includes determining the performance gap. The above shows clearly that there is lack of accountability for non-performance, a lack of knowledge of how to implement a PMS and a lack of processes for proper implementation; resulting in the system not being able to provide sufficient support and development for individuals, teams and organisational levels. According to the information, the literature is not adhered to.

Figure 4.7: Support to Improve/Develop Performance at Individual, Team and Organisational Level



Question 14: PM reporting is designed in a manner that enables the municipality to detect early indicators of under-performance for the purpose of rectifications and development.

Findings of Question 14

Many respondents were not certain whether a performance management system was designed in a manner that would detect early indicators of non-performance at the municipality, indicated by a neutral overall reply at 43.75%, while 14.58% agreed and 6.25% strongly agreed with the statement. On the other hand, 20.83% disagreed and 14.58% strongly disagreed with the statement.

14. Interpretation

Informal feedback should be provided frequently and acknowledge equally good and poor performance events (SABPP: 2014). According to Van der Waldt (2004:288), crucial steps in the development of the agenda for PMS include determining current performance to check whether procedure has been mapped and/or flaws zoomed in on. From the above it could be noted that a performance management system was not used as an early warning system, and the municipality did not conform to the literature.

Question 15: My supervisor equipped me with the resources essential for participation in implementing performance management.

Findings of Question 15

Many respondents (47.92%) were neutral on the involvement of the supervisor in equipping them with the necessary resources essential for participation in the implementation of a performance management system, while 22.92% agreed and 4.17% strongly agreed with the statement. On the other hand, 12.5% disagreed and 12.5% strongly disagreed.

15. Interpretation

From the performance management policy, clear measures and business processes should be crafted by setting out step by step what is done, by whom, when and to what standard (SABPP: 2014). Orientation is the process of integrating new workers into the institute and acquainting them with the specifics and requirements of the job (Grobler, Warnich, Carrell, Elbert and Hatfield 2011: 226). In PM, orientation involves informing new employees about procedures, creating relationships with co-workers, including sub-ordinates and supervisors, showing them how their job fits into the organization, familiarizing them with organizational goals, outlining the method preferred to achieve goals, defining basic responsibilities of the job and the required behavior patterns for effective performance. From the above it is clear that employees are not well resourced to implement a performance management system (47.92% was neutral and 25% disagreed), which was inconsistent with the literature.

Question 16: Changes in the way I do my work are as a result of a performance management system.

Findings of Question 16

The highest percentage of respondents (39.58%) was neutral. Those who agreed were at 25% and those who strongly agreed were at 4.14%. A total of 31.25% of respondents were opposed to the statement (14.58% disagreed and 16.67% strongly disagreed).

16. Interpretation

According to Van der Waldt (2004:288), crucial steps in the development of the agenda for PMS include **selecting the process and building support** through the assessment of current practices or issues fundamental to the goals of an institution and assessing the efficiency of the practice. As learned from the findings, not all employees were subjected to performance assessment as a measure of improving work performance, which was also inconsistent with the literature.

Question 17: I am rewarded accordingly as a result of my performance review.

Findings of Question 17

The majority of respondents were neutral concerning the rewards earned as a result of performance reviews at 31.25%, while 16.67% agreed and 4.17% strongly agreed with the statement. On the other hand 20.83% disagreed and 27.08% strongly disagreed.

17. Interpretation

The PM approach should be as simple as probable linking of supplementary HR processes, such as rewards and career pathing, when the whole HR environment is sufficiently matured (SABPP: 2014). According to Van der Waldt (2004:288), crucial steps in the development of the agenda for PMS include the **designing an action plan** which outlines the sequential phases to execution; defining requirements and specifications; assigning suitable cut-off times; accountability to people; and rewards for implementation ahead of schedule through performance appraisal. As indicated by the findings above, not all employees were given performance rewards, as the literature requires (31.25% was neutral and 47.91% disagreed).

Question 18: My supervisor encourages development in my work portfolio.

Findings of Question 18

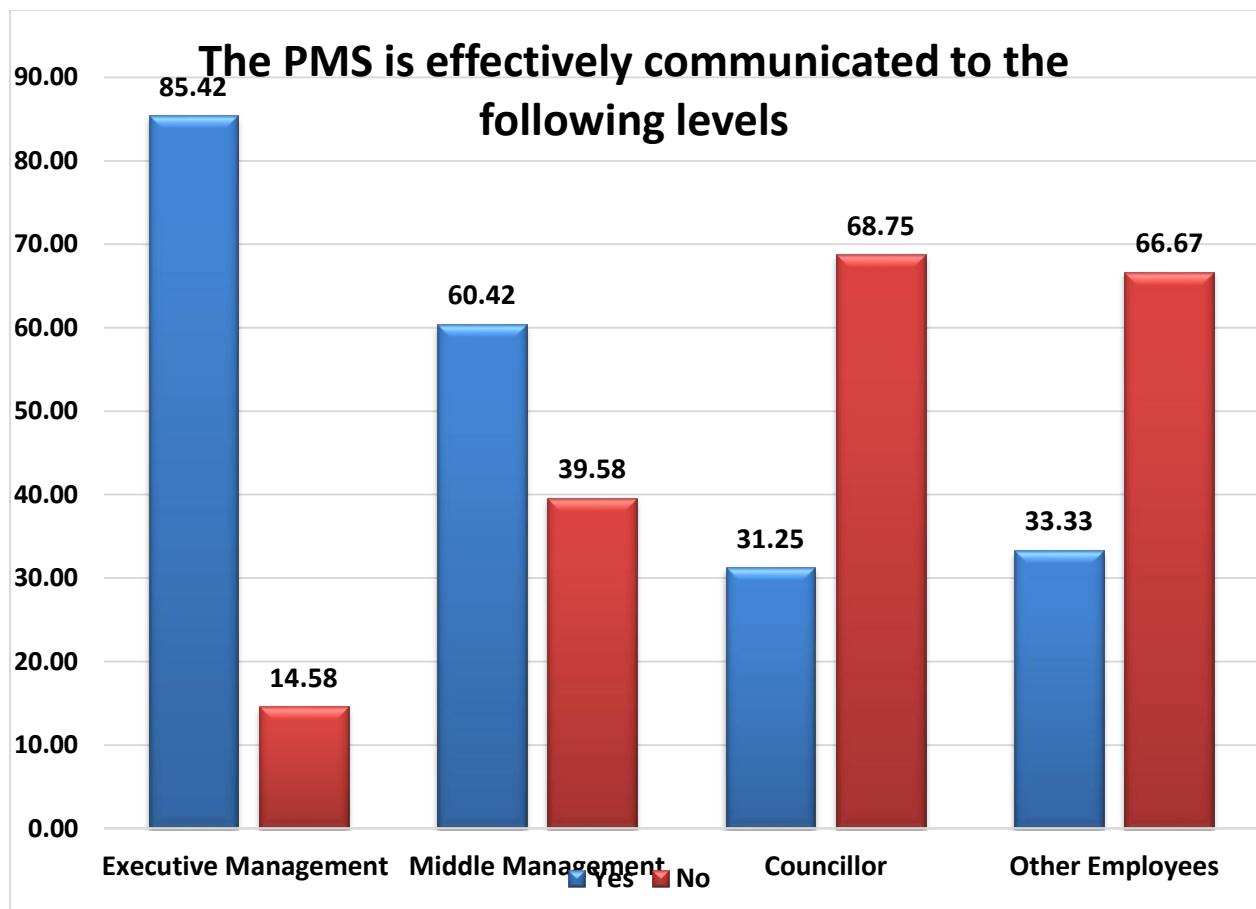
The majority of respondents (43.75%) answered neutral to the statement that their supervisor encourages development in their work portfolio as part of the implementation of a performance management system, while 27.07% agreed and 4.17% strongly agreed with the statement. On the other hand, 12.5% disagreed and another 12.5% strongly disagreed.

18. Interpretation

According to Bailey in the Service Delivery Review (2003) quoted by Pillay and Subban (2007:55), performance management is regarded as “the methodical, data oriented tactic to managing people at work that depend on constructive corroboration as the greatest mode to optimise performance”. Municipalities should adopt a PM system that encourages employee career development. The above finding did not show a career development drive by management, as 43.75% was neutral and 25% disagreed with the statement. Only 31.25% agreed, which showed that the municipality did not conform to the literature.

4.2.4 The fourth pillar of performance management systems was the **Development of Performance Management System across the Organization**. This pillar consisted of six questions and two diagrams, used for the assessment as follows:

Figure 4.8: The PMS Effectively Communicated to the Following Areas



Question 19: The PMS is effectively communicated to the executive management, middle management, councilor and other employees.

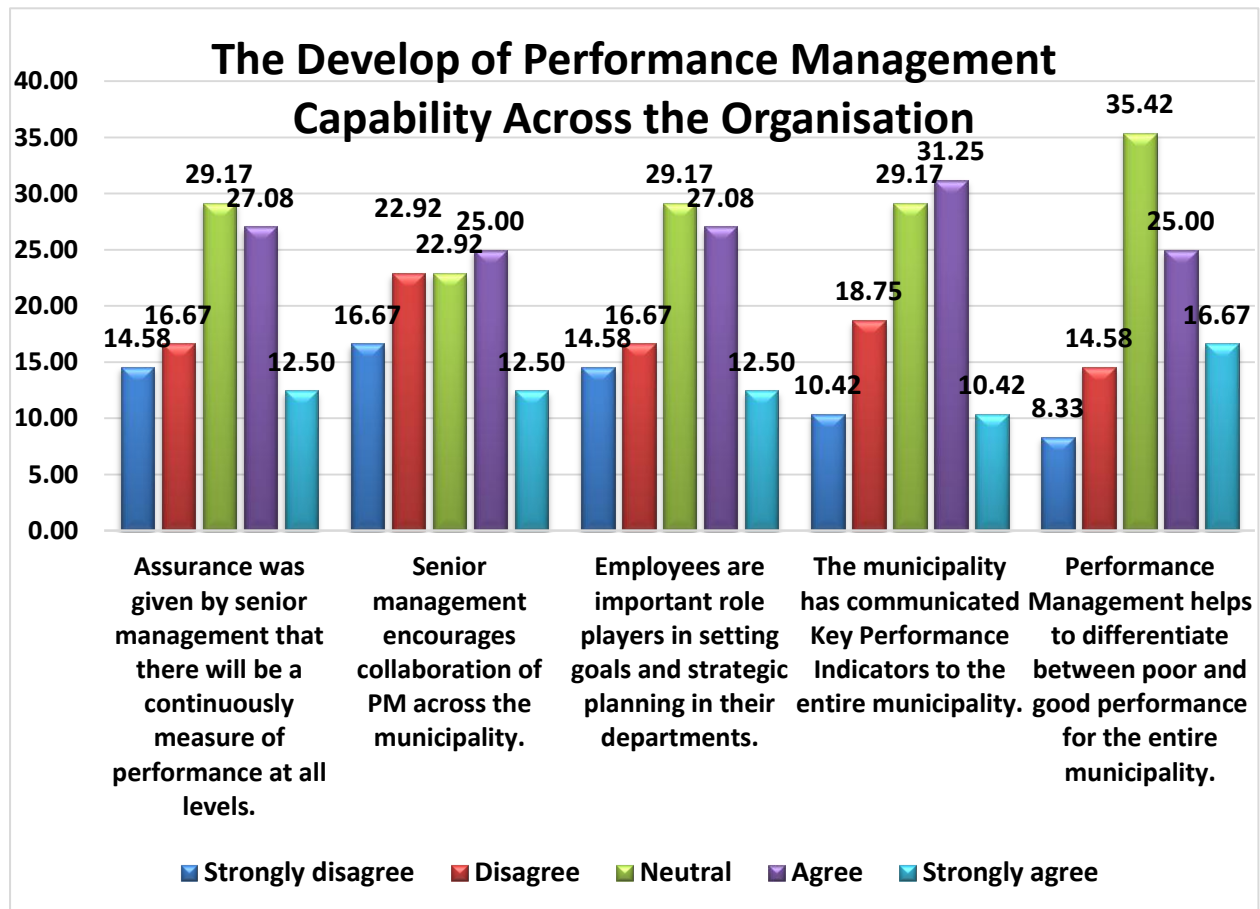
Findings of Question 19

Executive management topped the list on the level at which PMS was effectively communicated, at 85.42%, opposed by 14.58%. This was followed by middle management at 60.42%, opposed by 39.58%, other employees at 33.33% opposed by 66.67%, and councilors at 31.25% as opposed by 68.75%.

19. Interpretation

Communication is the glue that holds everything together, coordinating company activity (Grobler, Warnich, Carrell, Elbert and Hatfield 2011:13). Communication supports people to work better together and produce results (Grobler, Warnich, Carrell, Elbert and Hatfield 2011:13). The municipal PMS unit should play a key part in forming and maintaining an institution-wide performance management stream to and from all officials. The above analysis clearly indicated that performance management was mainly applied to executive management and senior management. Other employees and councilors were highly opposed and the fact that other employees were excluded, meant that adherence to literature was minimal in this regard.

Figure 4.9: Development of PMS Capability Across the Organization



Question 20: Assurance was given by senior management that there will be a continuous measure of performance at all levels.

Findings of Question 20

The majority of respondents were neutral (29.17%) concerning that assurance was given by senior management on continuous measurement of performance at all levels, while 27.08% agreed and 12.5% strongly agreed with the statement. On the other hand, 16.67% disagreed and 14.58% strongly disagreed.

20. Interpretation

Langdon (2000:13) states that performance is the definite job that is completed to guarantee that an organization attains its mission. This means that every employee's job is the key towards the achievement of the municipal objective, and therefore must be subjected to performance management and appraisal. It also fosters the implementation of an institution-wide performance management system. From the findings above, it was clear that performance management was not implemented across the municipality, as a neutral opinion was the highest at 29.17%, while 31.25% disagreed. Therefore there was no conformity to the literature.

Question 21: Senior management encourages collaboration of PM across the municipality.

Findings of Question 21

The highest percentage was 25% of the employees who agreed that senior managers encourage collaboration of PM across the municipality, followed by a combination of 25% who agreed and 12.5% who strongly agreed. A total of 22.92% was neutral, while 39.59% disagreed (22.92% disagreed and 16.67% strongly disagreed).

21. Interpretation

The Department of Provincial and Local Government's Guide on Performance Management (RSA: 2001) added that inclusive strategic objectives of the PMS are to advance the performance of municipalities through constructing a culture of best practice and encouraging shared learning among municipalities. As learned from the above finding, 25% of employees agreed, but the combination of those who disagreed (39.59%), was greater than the combination of respondents who agreed (37.5%). This demonstrated that the collaboration of performance management was minimal. This also meant a contradiction with the literature.

Question 22: Employees are important role players in setting goals and strategic planning in their departments.

Findings of Question 22

The majority of respondents were neutral (29.17%) to the statement that employees were important role players in setting goals and strategic planning in their departments, while 27.08% agreed and 12.5% strongly agreed with the statement. On the other hand, 16.67% disagreed and 14.58% strongly disagreed.

22. Interpretation

Performance management is a practice by which departmental heads and officials jointly strategize for the year, and are in agreement to both monitor and appraise an official's work deliverables, as well as the entire impact on the organization (MFMA:2003). From the above findings, it could be concluded that the percentage of participants who agreed that employees were involved was higher (39.58%) than those who disagreed (31.25%). Taking into consideration that 29.17% was neutral, it could be agreed that there was employee involvement, but that it was minimal, which did not conform to the literature.

Question 23: The municipality has communicated Key Performance Indicators to the entire municipality

Findings of Question 23

A total 41.67% of the employees agreed that the municipality has communicated Key Performance Indicators to the entire municipality (31.25% who agreed and 10.25% who strongly agreed), 29.17% was neutral while 29.17% disagreed (18.75% disagreed and 10.42% strongly disagreed).

23. Interpretation

The Municipal Systems Act, enacted in November 2000, prompts all municipalities to set targets; monitor and review performance constructed on indicators linked to their Integrated Development Plan (IDP); publish an annual report on performance for the councillors, staff, the public and other spheres of government; incorporate and report on a set of general indicators approved nationally by the minister responsible for local government; and conduct an internal audit on performance prior to tabling the report and have their annual performance report audited by the Auditor-General. From the above findings, the extent to which key performance indicators were communicated was higher (41.67%) than those who disagreed (29.17%). Taking into consideration that 29.17% was neutral, it could be agreed that there was employee involvement but that it was minimal, which does not conform to the literature.

Question 24: Performance Management helps to identify between poor and good performance for the entire municipality

Findings of Question 24

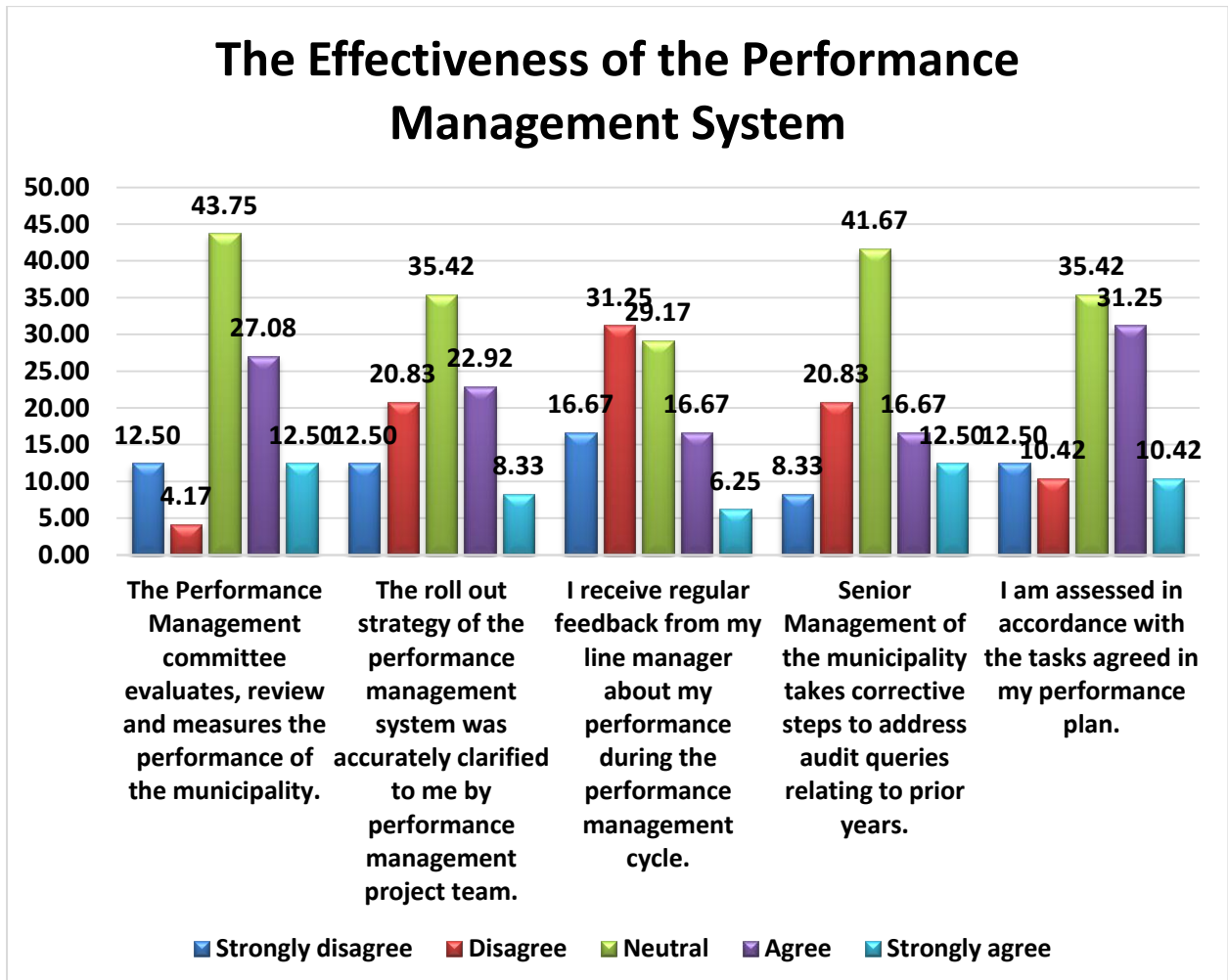
The majority of respondents were neutral (35.42%) on the statement that performance management helped to identify between poor and good performance for the entire municipality, while 25% agreed and 16.67% strongly agreed with the statement. On the other hand 14.58% disagreed and 8.33% strongly disagreed.

24. Interpretation

According to Langdon (2000:13), performance is the definite job that is completed to guarantee that an organization attains its mission. In this view, all performance yields a harvest - concrete work in the form of a product, service, or knowledge. It also fosters the implementation of an institution-wide performance management system. From the findings above, it was clear that performance management was able to identify between poor and good performance, but to a limited extent, as only 41.67% of the respondents agreed while most of the respondents were neutral at 35.42%. A total of 22.91% disagreed, which indicated that it did not conform to the literature.

4.2.5 The fifth and last pillar of performance management systems is the **Effectiveness of Performance Management Systems**. This pillar constituted six questions and two diagrams used for the assessment as follows:

Figure 4.10 The Effectiveness of the Performance Management System



Question 25: Performance Management committee evaluates, reviews and measures the performance of the municipality

Findings of Question 25

The majority of respondents (43.75%) was neutral on the statement that the performance management committee evaluates, reviews and measures the performance of the municipality, while 27.08% agreed and 12.5% strongly agreed with the statement. On the other hand 4.17% disagreed and 12.5% strongly disagreed.

25. Interpretation

According to Van der Waldt and Knipe (1998:84-85), a performance evaluation review creates constant evaluation likely since it is always evident, can be demonstrated in graphs and is a very a useful method that produces measurable results. The National Treasury Framework for Managing Programme Information (FMPPI) (National Treasury: 2007) requires that performance targets be measurable and that processes and systems, which produce the indicators, should be verifiable. From the findings above, it was clear that the performance management committee evaluated and reviewed performance, but to a limited extent as neutral was highest at 43.75%, while only 39.58% agreed with the statement. Therefore there was no conformity to the literature.

Question 26: The rollout strategy of the performance management system was accurately clarified to me by the performance management project team.

Findings of Question 26

The majority of respondents (35.42%) were neutral on the statement that the rollout strategy of the performance management system was accurately clarified to them by the performance management project team, while 22.92% agreed and 8.33% strongly agreed with the statement. On the other hand, 20.83% disagreed and 12.5% strongly disagreed.

26. Interpretation

The performance must be measured, monitored and reviewed against the KPIs and the performance targets (SALGA 2006:108). In addition, the municipality should have a committee that evaluates the scores, gained on the performance of different municipal departments, against the predetermined objectives, and provide feedback. As indicated by the findings above, a combination of those who disagreed (33.33%) was greater than the combination of those who agreed (31.25%), and with 35.42% who were neutral, this was a clear demonstration that the rollout strategy of the

performance management system was not accurately clarified, and did not conform to the literature.

Question 27: I receive regular feedback from my line manager about my performance during the performance management cycle.

Findings of Question 27

The majority of respondents (31.25%) disagreed that they received regular feedback from their line managers about their performance during the performance management cycle, followed by a neutral feeling (29.17%), while 16.67% agreed and 6.25% strongly agreed with the statement. On the other hand, a total of 47.92% said that they did not receive feedback (31.25% disagreed and 16.67% strongly disagreed).

27. Interpretation

Feedback from both line managers and employees on ease of use of tools provided should be gathered (SABPP: 2014). The performance must be measured, monitored and reviewed against the KPIs and the performance targets (SALGA 2006:108). In addition, the municipality should have a committee that evaluates the scores gained on performance of different municipal departments against the predetermined objectives and provide feedback. From the above findings, it was clear that the municipality did not provide feedback on performance during the performance cycle, considering that 47.92% disagreed, and 29.17% were neutral, opposed by 22.92%. This also indicated non-conformity with the literature.

Question 29: Senior management of the municipality takes corrective steps to address audit queries relating to prior years.

Findings of Question 29

A total of 41.67% of the employees were not certain whether the senior management of the municipality took corrective steps to address audit queries relating to prior years, while 16.67% agreed and 12.5% strongly agreed. The statement was opposed by 29.16% who disagreed (20.83% disagreed and 8.33% strongly disagreed).

29. Interpretation

The performance must be measured, monitored and reviewed against the KPIs and the performance targets (SALGA 2006:108). Should under-performance be highlighted, remedial measures were engaged to attain the set targets. Managers should do accurate job planning and forecasting, suitable resourcing of functions and continuous supervision. From the findings it was clear that corrective measures were taken, but to a limited extent, considering that a neutral opinion was the highest at 41.67%, while only 29.17% agreed. Therefore it could be concluded that there was no conformity to the literature.

Question 30: I am assessed in accordance with the tasks agreed to in my performance plan.

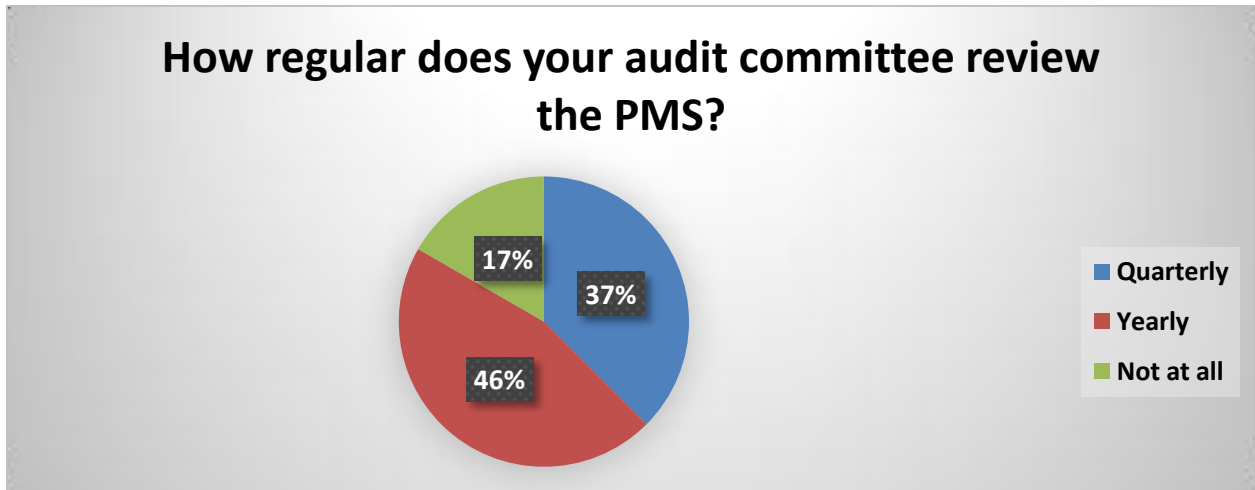
Findings of Question 30

The majority of respondents (35.42%) were neutral on the statement that they were assessed in accordance with tasks agreed upon in their performance plan, while 31.25% agreed and 10.42% strongly agreed with the statement. On the other hand, 10.42% disagreed and 12.5% strongly disagreed.

30. Interpretation

Section 46 of the Local Government Municipal Systems Act (MSA), 2000(Act no 32 of 2000), (MSA, 2000) requires disclosure of measures taken to improve performance in the annual performance report, where planned targets were not achieved. The PMS should have proper procedures and information systems regarding the measures engaged to enhance performance, as disclosed in the annual performance report. The secret to long-term success is to maintain business practices that are effective and efficient, over non-stop monitoring and measuring. From these findings, it was clear that continuous assessment of an agreed upon performance plan was undertaken, but to a limited extent or level; considering that a neutral opinion was the highest at 35.42% and 41.67% of respondents only agreed. Therefore there was no conformity to the literature.

Figure 4.11: Question 28: How regularly does your audit committee review the PMS?



Findings of Question 28

The larger percentage of 46% of respondents (46%) stated that the audit committee reviewed performance yearly, followed by those who said quarterly at 37%, and lastly 17% who stated not at all.

28. Interpretation

The performance must be measured, monitored and reviewed against the KPIs and the performance targets (SALGA 2006:108). Municipalities should review the performance management system, incorporate recommendations of the performance audit committee and focus on economy, efficiency, effectiveness and impact in respect to key performance indicators and performance targets set by the municipality. The municipality's performance audit committee should also ensure that they review the municipality's PM system. These findings showed that performance management reviews were mainly done on a yearly basis and moderately on a quarterly occasion.

4.3 QUALITATIVE DATA

There were five pillars identified in the research and out of each pillar a problematic area was recognized during the Quantitative Data Analysis. This information was reworked in order to do structured interviews within the municipality. The head from the city manager's office, as well as the head of corporate services, were chosen for interviews, in order to source more in-depth data. The reason for two interviewees was due to availability of executives in the Metropolitan Municipality. Each pillar had one problem area to be cleared. These were as follows:

4.3.1 As part of the first pillar of the performance management system (**Key Principles for Employee Performance Management Process**), an interview question that warranted a follow-up was on Question 4: **The municipality's benefits regarding the performance management system are accurately applied in terms of the policy to all employees.**

Rephrased Question: The majority of the respondents felt that the municipality's benefits regarding the performance management system are **not** accurately applied in terms of the policy to all employees, can you please explain why?

Table 4.1 Benefits of PMS accurately applied in terms of the policy to all employees

Respondents	Explanation
A	Benefits of the performance management system were not communicated because the policy says only Section 56 employees.
B	Only executive directors are subjected to the performance management system.

Analysis from the responses

From the responses above, it could be detected that the municipality did not consistently apply the performance management policy throughout the organization. Both of the respondents acknowledged that employees would not see the benefits of the performance management system as envisaged. Only executive directors were subject to performance management as Section 56 managers (managers directly reporting to the city manager). Notes should be taken that part of the sample included were general managers who reported directly to these executive directors, but their appraisals were limited to scorecard/SDBIP implementation.

4.3.2 As part of the second pillar of the performance management system (**Performance Management Approach and Policy**), an interview question that warranted a follow-up was on Question 8: **Employees in my unit had the privilege of explaining their job requirements in the development of the performance management system.**

Rephrased Question: Only 37.50% of the respondents agreed that their unit had the privilege of explaining their job requirements in the development of the performance management system, can you please explain why?

Table 4.2 Employees explained their job requirements in the development of PMS

Respondents	Explanation
A	Municipal strategic direction is at top management level.
B	Employee’s job requirements are derived from the strategic goals of the city and cascaded down.

Analysis from the responses

One respondent highlighted the protocol type of reporting and communication which only allows cascading of job requirements from the top to the bottom. This clearly showed that there was less concern from the managers below, as they had to accept the directives from the top. The other respondent indicated that the strategic session was only attended by the top management of the municipality and that other managers below were not part of the session; therefore they had no platform to raise their concerns in terms of job requirements.

4.3.3 As part of the third pillar of the performance management system (**Provide Support to Improve and Develop Performance at Individual, Team and Organisational Level**), an interview question that warranted a follow-up was Question 17: **I am rewarded accordingly as a result of my performance review.**

Rephrased Question: The majority of the respondents said that they are **not** rewarded accordingly as a result of performance reviews, can you please explain why?

Table 4.3 I am rewarded accordingly as a result of my performance review

Respondents	Explanation
A	Not all employees are eligible for rewards.
B	Performance appraisal is only done for compliance

Analysis from the responses

One respondent was very brief and precise, in responding that the reasons why employees were complaining about the rewards were because they were supposed to motivate and provide evidence of how they had performed. They became discouraged and provided the minimum required score. The other respondent acknowledged a lack of commitment and said that performance appraisals were done for compliance, according to need by the performance management committee (the PM panel including the performance audit committee), and therefore not done properly. He further said that there should be informal reviews during the year.

4.3.4 Part of the fourth pillar of the performance management system (Development of a Performance Management System Across the Organisation), an interview question that warranted a follow-up was Question 21: Senior management encourages collaboration of PM across the municipality.

Rephrased Question: 39.59% of the respondents disagreed that senior management encourages collaboration of PM across the municipality, can you please explain why?

Table 4.4 Senior Management encourages collaboration of PM across the municipality

Respondents	Explanation
A	The municipality intends on improving collaboration and cascading performance management to lower levels.
B	Each departmental unit is measured on its scorecard.

The first respondent acknowledges that there were challenges for them to streamline the performance management system and collaborate with different departmental units. The fact that it still needed to be cascaded down, also required proper consideration. The other respondent felt that it was sufficient for each department to be measured on its scorecard/SDBIP, rather than trying to synchronize the performance management system across the municipality. From this, one could

conclude that there was lack of commitment from management to fully implement a comprehensive system.

4.3.5 Lastly, as part of the fifth pillar of the performance management system, (**Effectiveness of Performance Management System**) an interview question that warranted a follow-up was Question 27: **I receive regular feedback from my line manager about my performance during the performance management cycle.**

Rephrased Question: The majority of the respondents said that they were not receiving regular feedback from their line managers about their performance during the performance management cycle, can you please explain why?

Table 4.5 I receive regular feedback from my line manager about my performance during the PM cycle.

Respondents	Explanation
A	Feedback is done in a form of annual report.
B	The municipality needs to improve through quarterly feedback.

Analysis from the responses

One respondent attested that the annual report was the only communication feedback to the employees about what was achieved out of the set targets. The other respondent acknowledged that the level of communication feedback was poor from the municipality’s side and that they needed to communicate better. The responses above were in contradiction with the policy, as it required quarterly reviews by the performance audit committee and if reviews were done; feedback would be simple.

4.4. CONCLUSION

This chapter highlighted the findings of the research in conjunction with the responses to the literature review in Chapter 2. There were five problems identified, which are key principles of the employee performance management process, namely performance management approach and policy; providing support to improve and develop performance at individual, team and organizational level; development of the performance management system across the organization; and effectiveness of the performance management system. These sub-problems were benchmarks (SABPP model) against which the current performance management system of the Marga Mangrove Metropolitan Municipality was designed. Received questionnaires were analyzed based on those five pillars, and there were also follow-up interviews for a better understanding and clarity. The explanations of each item were deliberated against the relevant performance management and the SABPP model for the performance management system.

In terms of the mean scores of each of the sub-problems as recognized in Chapter 1, it was determined by demonstrating the performance management approach and policy implementation phase to be the most successful with a mean of 3.40. This was followed by the key principles of the employee performance management process with a mean of 3.20. Thirdly was the development of the performance management system across the organization with a mean of 3.09. Then followed the effectiveness of the performance management system, with a mean of 3.00 and lastly, providing support to improve and develop performance at individual, team and organizational levels with a mean of 2.80. The last part elaborated on the findings gathered from the data of the interviews, held by the researcher.

The last chapter (Chapter 5) deliberated further on the findings of the conclusion. This leads to the comparison of the SABPP model, as well as other complementing literature from Chapter 2, and made concrete recommendations to the city to guarantee that the application and management process of the new individual performance management system effectively became part of the municipal performance culture.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

In this chapter, the emphasis was on the problem areas identified by the study and recommendations were made to correct and enhance the implementation of PMS. The aim of this study was to investigate how effective the PMS system at the Marga Mangrove Metropolitan Municipality was and to test it against five key main principles including, key principles for employee performance management processes; performance management approach and policy; provide support to improve/develop performance at individual, team and organisational levels; develop performance management capability across the organisation; and evaluation of the effectiveness of the performance management system.

The principles of the (SABPP) model, together with other literature reviewed on performance management, were analysed in Chapter 2. In line with the literature review background, recommendations were prepared and communicated back to the municipality. The researcher used a mixed research methodology, comprising of both qualitative and quantitative data, as described in Chapter 4, which also delivered drawn-out arguments on the findings, interpretations and particular conclusions of the research.

In order to table recommendations before the management of the city (Marga Mangrove Metropolitan Municipality), concerning the key principles for employee performance management processes, performance management approach and policy, provide support to improve/develop performance at individual, team and organisational levels, develop performance management capability across the organisation and evaluation of the effectiveness of the performance management system, this chapter (Chapter 5) intended to appraise the research results and conclusions prepared in Chapter 4 alongside the recognized sub-problems of the research.

5.2 Evaluation of the research findings and conclusions against the identified sub-problems of the research

Table 5.1: Evaluation of the research findings and conclusions vs. identified sub-problems of the research

Problem Area	Theoretical Perspective	Action Plan	
		What	Who
<p>1. Key Principles for the Employee Performance Management Process:</p> <p>The average mean scores for this key principle, derived from the questionnaires is 3.20 with question 4 as a singled out problem area, outlined as follows:</p> <ul style="list-style-type: none"> The municipality's benefits regarding the performance management system are accurately applied in terms of the policy to all employees. <p>Question during the interview:</p> <ul style="list-style-type: none"> The majority of the respondents felt that the municipality's benefits regarding performance management 	<p>PM should be a linked to other HR processes to align performance consequences (reward, recognition and development) that attract, retain and motivate employees and address poor performance (SABPP: 2014).</p> <p>Section 41(c) of the Local Government Municipal Systems Act (MSA), 2000(Act no 32 of 2000), (MSA, 2000) demands consistency of objectives, indicators and targets between planning and reporting documents.</p>	<ul style="list-style-type: none"> The city manager's office should ensure that it dedicates enough time and resources to communicate the benefits of PMS such as rewards, recognition for good performance and development opportunities. Top management should also ensure that the policy is consistently applied to the city's employees. 	<ul style="list-style-type: none"> City manager Section 56 managers (executive directors).

<p>system are not accurately applied in terms of the policy to all employees, can you please explain why?</p> <p>The interviews served as a yardstick for attesting to the discoveries from the questionnaires.</p>			
Problem Area	Theoretical Perspective	Action Plan	
		What	Who
<p>2. Performance Management Approach and Policy:</p> <p>The average mean score for this key principle, derived from the questionnaires is 3.40 with question 8 as a singled problem area, outlined as follows:</p> <ul style="list-style-type: none"> Employees in my unit had the privilege of explaining their job requirements in the development of performance management system. <p>Question during the interview:</p>	<p>Items on performance management should be included in employee engagement surveys to check that key principles are applied (<u>SABPP</u>: 2014). The Municipal Systems Act no. 32 of 2000 requires municipalities' employees to partake in the appraisal of individual and organizational performance where essential Department of Provincial and Local Government (RSA: 2001).</p>	<ul style="list-style-type: none"> Top Management need to demonstrate the level of commitment towards the execution of performance management. Escalate communication rates to officials on the opportunities available to them and give them the opportunity to express their requirements. 	<ul style="list-style-type: none"> City manager Section 56 managers (executive directors).

<ul style="list-style-type: none"> • Only 37.50% of the respondents agreed that their unit had the privilege of explaining their job requirements in the development of performance management system, can you please explain why? <p>The interviews proved the findings from the questionnaires to be correct.</p>			
Problem Area	Theoretical Perspective	Action Plan	
		What	Who
<p>3. Provide Support to Improve/Develop Performance at Individual, Team and Organisational Levels:</p> <p>The average mean score for this key principle derived from the questionnaires is 2.80 with question 17 as a singled out problem area, outlined as follows:</p> <ul style="list-style-type: none"> • I am rewarded accordingly as a result of performance review. 	<p>PM approaches should be as simple as probable linking of supplementary HR processes such as reward and career paths when the whole HR environment is sufficiently matured (SABPP: 2014).</p> <p>According to Van der Walt (2004:288), crucial steps in the development of the agenda for PMS including the design of an</p>	<ul style="list-style-type: none"> • Top Management should deploy equitable time and resources to employees for appliance and enforcement of performance management systems. • According to Swanepoel et al. 	<ul style="list-style-type: none"> • City manager • Section 56 managers (executive directors).

<p>Question during the interview:</p> <ul style="list-style-type: none"> • The majority of the respondents said that they are not rewarded accordingly as a result of performance review, can you please explain why? <p>The interviews served a yardstick for attesting to the discoveries from the questionnaires.</p>	<p>action plan which outlines the sequential phases of execution, defining requirements and specifications, and assigning suitable cut off times, accountable to people and rewards for implementation ahead of schedule through performance appraisal.</p>	<p>(2007:373), formal PM and appraisal systems will aid career planning and development, providing employees with feedback on their strengths and weaknesses and on how to improve future performance. Providing inputs for personal remedial interventions. The municipality must develop a system of performance management system that will fit the specific needs of the company and deliver the performance needed to reach the goals of the company.</p>	
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Problem Area	Theoretical Perspective	Action Plan	
		What	Who
<p>4. Develop Performance Management Capability Across the Organisation:</p> <p>The average mean score for this key principle, derived from the questionnaires is 3.09 with question 21 as a singled out problem area; outlined as follows:</p> <ul style="list-style-type: none"> • Senior management encourages the collaboration of PM across the municipality. <p>Question during the interview:</p> <ul style="list-style-type: none"> • 39.59% of the respondents disagreed that senior management encourages collaboration of PM across the municipality, can you please explain why? <p>The interviews proved the findings from the questionnaires to be correct.</p>	<p>Team and organisational performance should be regarded as more than the sum of the parts of the individual performance (SABPP: 2014).</p> <p>. The Department of Provincial and Local Government's Guide on Performance Management added that inclusive strategic objectives of the PMS are to advancing the performance of municipalities through constructing a culture of best practice and encouraging shared learning among municipalities.</p>	<ul style="list-style-type: none"> • Guarantee that there is supervisory coalition which is dedicated to the execution of the performance management system. • Let Section 56 managers' personal contract include pms, then cascade it down in stages to general managers, mangers and lower level employees. This should be done in phases. A buy-in from the city manager is required as this will encourage other officials to give their 	<ul style="list-style-type: none"> • City manager • Section 56 managers (executive directors).

		best towards achieving the goals of the municipality.	
Problem Area	Theoretical Perspective	Action Plan	
		What	Who
<p>5. Evaluation of the Effectiveness of the Performance Management System:</p> <p>The average mean score for this key principle, derived from the questionnaires is 3.00, with question 27 as a singled out problem area, outlined as follows:</p> <ul style="list-style-type: none"> I receive regular feedback from my line manager about my performance during the performance management cycle. <p>Question during the interview:</p> <ul style="list-style-type: none"> The majority of the respondents said that they are not receiving regular 	<p>Feedback from both line managers and employees on the ease of use of the tools provided should be gathered (SABPP: 2014).</p> <p>. The performance must be measured, monitored and reviewed against the KPIs and the performance targets (SALGA 2006:108).</p>	<ul style="list-style-type: none"> Top management must be work-shopped on <i>effective feedback</i> throughout the performance review process. There should be quarterly and bi-annual reviews with the focus on promoting individual growth and development, as well as increased performance of the municipality. Intensify communication incidences to officials 	<ul style="list-style-type: none"> City manager Section 56 managers (executive directors)

<p>feedback from their line manager about their performance during the performance management cycle, can you please explain why?</p> <p>The interviews served a yardstick for attesting to the discoveries from the questionnaires.</p>		<p>on the significance and essentials of the performance management systems.</p>	
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5.3 Value of the study

5.3.1 Theoretical value

A combination of both the SABPP model for performance management (SABPP:2014), as well as other literature provided a baseline for the implementation of the performance management system and key highlights are as follows:

- The research outlined the theory of the application of individual performance management systems for the metropolitan municipality;
- The research strengthened the significance of applying key principles for employee performance management processes, such as the performance management approach and policy, provided support to improve/develop performance at individual, team and organisational level, developed performance management capability across the organisation, and evaluation of the effectiveness of the performance management system;
- The research on the SABPP model (SABPP: 2014) outlined the importance of integration between different departmental units, individuals and teams towards the achievement of the municipal objectives through institution-wide performance management systems.

5.3.2 Practical value

The research had the following practical value for the Mungaung Metropolitan Municipality:

- The research contributed to the advancement of the office of the city manager, human resources and Section 56 managers to successfully accomplish the implementation of individual performance management;

- The municipality was able to recognize their deficiencies and acknowledged that performance management should not end at senior management level and that it should also not be a once off process, but be continuous.

5.3.3 Methodological value

The research had the following methodological value:

- The research delivered strategies for the execution of performance management systems, utilizing the SABPP model which was nationally accredited;
- The research emphasized the fundamentals for the benchmark against the SABPP models as a base for the implementation of performance management systems.

5.4 Conclusion

The last chapter dwelt much on the delinquent areas recognised from the research and matched it against the literature review in Chapter 2. Recommendations were tabled, relating to the sub-problems recognised in Chapter 1, to the city manager with the intentions of correcting the current implantation level. The first sub-problem deliberates on **key principles for employee performance management process** relating to the application of municipal benefits, and derived from the accurate implementation of the performance management system as per the SABPP model. Deductions from statistical data given in Chapter 4, were analysed, and thereafter provided recommendations in line with the theory from Chapter 2, with the intention of improving the knowledge of top management towards better communication of the performance management rewards.

The second sub-problem was identified as part of the **performance management approach and policy** and thus the research objective was to evaluate the level of employee involvement in the development of performance management policies. According to the SABPP model, there must be employee engagement surveys to check that key principles are applied to performance management policy development. Conclusions from the statistical data delivered in Chapter 4 were analysed, and thereafter provided recommendations in line with the theory from Chapter 2, with the intent of improving the top management's commitment towards involving employees in the development of the performance management policy and their approach.

The third sub-problem was more regarding the **provision of support to improve/develop performance at individual, team and organisational level** and the research objective was to assess the rewards made available to employees and teams as a result of performance management. According to the SABPP model, the PM approach should be as simple as probable linking of supplementary HR processes, such as reward and career pathing, when the whole HR environment became sufficiently matured. Conclusions from the statistical data delivered in Chapter 4 were analysed and thereafter provided recommendations in line with the theory from Chapter 2, with the intent of improving the top management's commitment towards performance appraisals and rewards through the performance management system.

The fourth sub-problem concentrated on the **develop performance management capability across the organisation** and the research objective was to evaluate the level at which senior management encourages collaboration of PM across the municipality. According to the SABPP model, team and organisational performance should be regarded as more than the sum of the parts of individual performance. Conclusions from the statistical data delivered in Chapter 4 was analysed, and thereafter provided recommendations in line with the theory from Chapter 2, with the intent of improving the top management's commitment towards coalition that is dedicated to the execution of the performance management system.

The fifth sub-problem was identified on the **Evaluation of the Effectiveness of the Performance Management System** and the research objective was to evaluate the level and frequency of employee feedback from the line manager during the performance management cycle. According to the SABPP model, feedback from both line managers and employees on ease of use of tools provided should be gathered. Conclusions from the statistical data delivered in Chapter 4 was analysed, and thereafter provided recommendations in line with the theory from Chapter 2, with the intent of improving the top management's commitment towards effective feedback throughout the performance review process. There should be quarterly and bi-annual reviews with the focus on promoting individual growth and development, as well as increased performance of the municipality.

The value of this study was that it had contributed to research-based studies on the management of the implementation process of performance management systems. The research had succeeded in building a theory on the implementation of individual performance management systems for metropolitan municipalities. The research finally provided guidelines for the implementation of performance management systems using the SABPP model.

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20 October 2015

To whom it may concern

LANGUAGE EDITING

I, Wilma Pretorius, hereby confirm that I did the language editing of the dissertation of mr MM Parkies (2012173593).

Thank you,

A handwritten signature in cursive script that reads "W Pretorius".

Ms W Pretorius

BA Languages (University of the Free State)

Translation (NWU)

The Performance Management system at Mangaung Metropolitan Municipality:

This questionnaire is conducted as part of research for an MBA degree at University of the Free State Business School.

Dear Sir/ Madam

I hereby request your assistance in filling the attached questionnaire. I am currently conducting a survey on the **effectiveness of the Performance Management system at Mangaung Metropolitan Municipality**. The questionnaire consists of 30 questions and should take you 20 to 30 minutes to complete.

Background

PMS is a critical method to monitor the implementation of plans. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process. Performance management purports to get better results from the whole organisation, from the individual employees as well as from teams. Performance monitoring systems serve as strategic tools to enable municipalities to:

- Monitor their own performance in the implementation of IDPs;
- Improve efficiency, effectiveness, quality and accountability in service delivery while maximising the development impact; and
- Empower communities and the public to hold municipalities accountable as true and real agents of service delivery and development.

Thank you in advance for giving your valuable time to assist in completing this questionnaire.

Molefi Maximillian Parkies

MBA Student

E-mail: mparkies@treasury.fs.gov.za

Cell number: 079 884 9530/083 299 7440

PERFORMANCE MANAGEMENT SYSTEM (PMS)

On the scale of 1 to 5 as indicated below please indicate to what extent you agree or disagree with the statements and some instances will require (Monthly, Quarterly, Yearly or Not at all) or Yes or No which are listed below

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Monthly	Quarterly	Yearly	Not at all	
Yes	No			

1. Key Principles For Employee Performance Management Process		SCALE				
1	The implementation of performance management system (PMS) was a top agenda at Margaung Metropolitan Municipality. Page 24	1	2	3	4	5
2	Performance management workshop enabled me to complete performance plan. Page 23	1	2	3	4	5
3	Municipal performance requirements were communicated to me. Page 20	1	2	3	4	5
4	Municipality's benefits regarding performance management system are accurately applied in terms of the policy to all employees. Page 23	1	2	3	4	5
5	I was told how performance management system relates to the strategic priorities of Margaung Metropolitan Municipality. Page 24	1	2	3	4	5
6	Performance management periodic assessments are clear to me. Page 24.	1	2	3	4	5
2. Performance Management Approach and Policy		SCALE				
7	As an employee, my performance linked to the municipal goals and objectives. Page 26	1	2	3	4	5
8	Employees in my unit had privilege of explaining their job requirements in the development of performance management system. Page 28	1	2	3	4	5
9	How regularly is your performance being evaluated? Page 29	M	Q	Y	N/A	
10	Tick who the role players in the development of PMS. Page 28					
(a)	Community	Yes	No			

(b)	Councillors	Yes	No			
(c)	Executive Committee	Yes	No			
(d)	Executive Management	Yes	No			
(e)	Sectoral Managers	Yes	No			
(f)	Employees	Yes	No			
(g)	Organised Labour	Yes	No			
11	I am aware of the legislative framework relating to performance management system. Page28	1	2	3	4	5
12	My supervisor is committed to the successful implementation of the performance management. Page 28	1	2	3	4	5
3. Provide Support to Improve/Develop Performance at Individual, Team and Organisational Level		SCALE				
13	In your opinion, generally what are the reasons for non-performance? Page 31					
(a)	Lack of skills and knowledge	Yes	No			
(b)	No consequences attached to non-performance	Yes	No			
(c)	Systems and processes do not support performance	Yes	No			
(d)	Lack of resources	Yes	No			
(e)	No motivation to perform because the work environment is not favorable for performance	Yes	No			
14	PM reporting is designed in a manner that it enables the municipality to detect early indicators of under-performance for the purpose of rectifications and development. Page 30	1	2	3	4	5
15	My supervisor equipped me with resources essential for participation in implementing performance management. Page 21	1	2	3	4	5
16	Changes in the way I do my work are as a result of performance management system. Page30	1	2	3	4	5
17	I am rewarded accordingly as a result of performance review. Page 31	1	2	3	4	5
18	My supervisor encourages development in my work portfolio. Page 30	1	2	3	4	5
4. The Develop of Performance Management Capability Across the Organisation		SCALE				
19	The PMS is effectively communicated to the following levels: Page 31-32					

a	Executive Management	Yes	No			
b	Middle Management	Yes	No			
c	Councillor	Yes	No			
d	Other Employees	Yes	No			
20	Assurance was given by senior management that there will be a continuously measure of performance at all levels. Page 32	1	2	3	4	5
21	Senior management encourages collaboration of PM across the municipality. Page 32	1	2	3	4	5
22	Employees are important role players in setting goals and strategic planning in their departments. Page 33	1	2	3	4	5
23	The municipality has communicated Key Performance Indicators to the entire municipality. Page 34	1	2	3	4	5
24	Performance Management helps to differentiate between poor and good performance for the entire municipality. Page 32.	1	2	3	4	5
5. The Effectiveness of the Performance Management System		SCALE				
25	The Performance Management committee evaluates, review and measures the performance of the municipality. Page 33	1	2	3	4	5
26	The roll out strategy of the performance management system was accurately clarified to me by performance management project team. Page 34	1	2	3	4	5
27	I receive regular feedback from my line manager about my performance during the performance management cycle. Page 34	1	2	3	4	5
28	How regular does your audit committee review the PMS? Page 35	M	Q	Y	N/A	
29	Senior Management of the municipality takes corrective steps to address audit queries relating to prior years. Page 35	1	2	3	4	5
30	I am assessed in accordance with the tasks agreed in my performance plan. Page 34	1	2	3	4	5

COMMENTS OR RECOMMENDATIONS

1. Are there any recommendations that you would like to make in order to successfully implement the PMS?

2. What are the challenges that the municipality is experiencing in order to successfully implement the PMS?

THANK YOU FOR YOUR PARTICIPATION AND VALUABLE INPUTS