



**PERFORMANCE MANAGEMENT: A CASE STUDY OF THE EMERGENCY
MEDICAL AND RESPONSE SERVICES IN LIMPOPO PROVINCE**

by

DIPOLELO NORMAN MALATJIE

STUDENT NO: 21243031

Submitted in partial fulfilment of the requirements for the degree of

**Doctor of Philosophy in Management Sciences
Specialising in Public Administration**

in the

Faculty of Management Sciences

at the

DURBAN UNIVERSITY OF TECHNOLOGY

Supervisor: Prof. N. Dorasamy (PhD., M.P.A., Adv. Dip. Public Administration,
B.A. Hons., B.Paed. Arts)

18-03-2023

Co-Supervisor: Dr. O. Fagabadebo (Ph.D. M.Sc, B.Sc (Hons)

18-03-2023

2023

DECLARATION

I, the undersigned, declare that:

- I am familiar with rules regulating higher qualifications at the Durban University of Technology, and understand the seriousness with DUT will deal with violations of ethical practice in my research;
- Where I have used the work of others, to my knowledge, this has been correctly referenced and acknowledged in the study and again referenced in the bibliography. Any research of similar nature that has been used in the development of my research is also referenced;
- I further declare that the work is submitted for the first time at the Durban University of Technology towards a PhD degree and that it has never been submitted to any other university or institution of higher learning for the purpose of obtaining a degree;
- All subsidy-earning output (artefacts and publications) from postgraduate studies will be in accordance with the intellectual property policy of the Durban University of Technology;
- Where patents are developed under the supervision of the Durban University of Technology involving institution expenditure, such patents will be regarded as a joint property entitling the Durban University of Technology to its share, subject to the Durban University of Technology's policy on the Management and Commercialisation of Intellectual Property;
- I understand that I am expected to publish an article based on my research result; and
- I understand that plagiarism is wrong, and incurs severe penalties.

I HEREBY DECLARE THAT THE ABOVE FACTS ARE CORRECT

Signed _____

Date_____

ABSTRACT

Background

The concept of performance management system (PMS) is fairly new within the South African public service system. It was introduced into the public sector in 2001 as a tool to assist, measure, develop and monitor the performance of public service employees in an effort to drive service delivery. The effective use of PM system has many benefits and contributes greatly to successfully managing the **Emergency Medical and Response Services (EMRS)**. Thus, it is likely to result in improved quality of care and accountability in the provision of health services. This is as desired by national objectives and as stipulated by the national development plan and other national government goals towards improving public services.

This research was conducted in order to assess the current state of performance management and development system in the public sector in South Africa. The research focus was on the implementation of the system in Limpopo Emergency Medical Response Services. The research approach adopted in this study was a mixed method. Interviews and questionnaires were used as primary data collection tools. Five districts were selected as a purposive sample for the study out of a total 64 stations in the Province, under the department Health. These are Capricorn, Mopani, Sekhukhune, Waterberg and Vhembe.

For the sample, 10% of operational staff members from the post establishment of each district were identified to participate in the study by filling in questionnaires distributed to them. Supervisors/Managers from respective units were sampled to participate in the interview, although only those the researcher judged to be knowledgeable about the topic under study were interviewed.

Research design and method

For the primary study, a sequential cross-sectional mixed-methods research design was employed, which was divided into two phases. The first phase consisted of a quantitative study, which was a cross-sectional descriptive survey. A self-administered questionnaire was used to collect data from 190 employees and shift managers. The second phase was a qualitative study; through purposive sampling, semi-structured interviews were conducted with 7 managers. Both phases were conducted at five districts of the Limpopo Province South Africa.

Results

The research results revealed that the current performance management and development system is not effective. The study further demonstrates that some employees are demotivated and have lost confidence and trust in the appraisal system. The results reveal that supervisors/managers are biased in managing and implementing the system. Supervisors used the system as a compliance rather than management tool. The study shows that employees are no longer motivated to perform and they suggested that the current system needs to be adjusted or amended in order to close the current gaps and challenges resulting from the bias and lack of commitment from managers.

Findings from the scoping review revealed that PM systems methods may differ across various countries; however, the practices that are deemed effective for PM system are shared, and so similarities between countries were noted. For the primary study, both the quantitative and qualitative findings of this study confirm that the PMDS has been implemented to a certain extent. However, there exist major gaps and flaws in its implementation that threaten its usefulness within the EMRS.

It was evident that the perception exists that Performance management is unfairly and poorly implemented. This, consequently, has a negative impact on staff motivation, team collaboration, employee-supervisor relationship and performance.

Practical/Managerial implications

The PMDS should not be implemented in isolation; instead, it should be utilised as part of a systems approach to drive effective staff performance to promote quality care within the EMRS settings. Evidently, the PMDS is flawed in its current state. Thus; the PM system is arguably unintentionally impacting negatively on staff morale, job satisfaction and the provision of quality care. Instead, its methods and practices should be improved to include the appraisal of attributes that are key to health outcomes, such as the provision of patient-centred care and promoting quality of care.

Key terms

Management; Performance management; Performance management system; Performance management and development system; Performance agreement; Performance instruments; Performance targets, Performance appraisal; Individual development; Evaluation; Measuring; Improvement; Target setting; Continuous engagement; Objectives; Quality of care; Employee perception, Goal setting theory.

DEDICATION

To the memory of my late father, Wilfred Sekelele Malatlie, who always said where there is a will, there is a way; and it is not over until it's over, all EMRS employees who died in the line of their duties, especially in Limpopo Province, South Africa and the World. As always "together united we conquer" and Aluta Continua.

"I am an African. I owe my being to the hills and the valleys, the mountains and the glades, the rivers, the deserts, the trees, the sea and the ever-changing seasons that define the face of my land...I am an African. I am born of the peoples of the continent of Africa...."

"Thabo Mbeki"

ACKNOWLEDGEMENTS

Firstly, I would like to thank God Almighty for giving me energy and strength to finish this project. You created a path in the wilderness;

My heartfelt gratitude to my supervisors, Professor Nirmala Dorasamy and Dr O Fagabadeo for their support, valuable guidance, patience and encouragement from the start to the end of the project;

My previous supervisor Dr Richard Siphamandla Ryan Mathaba, thank you for the foundation you provided at Masters Level. You always encouraged me not to quit;

My sincere gratitude also goes to my family, especially my wife Kefilwe Ellen Malatjie, my children Awethu and Phumelela, my mother Mashinya Diphasele, and my late uncle, Maalepokoro Paul Gadaffi Mashinya who always stood by my side, encouraged and supported me. Thank you very much;

To Sara Mitha, for helping me with referencing technicalities and for being there for all the postgraduate students, you, your family and your generations will be blessed many times;

I am grateful to all Emergency Medical and Rescue Services employees from the five districts of the beautiful Province of Limpopo, who sacrificed their valued time and took part in my research. I salute you;

The editor, Mercillene MATHEWS, for editing this document. Thank you very much and may the good Lord continue to bless and keep you safe for many more years to come.

TABLE OF CONTENTS

DECLARATION.....	i
ABSTRACT	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS.....	vi
LIST OF APPENDICES.....	xix
LIST OF TABLES	xxi
LIST OF ACRONYMS AND ABBREVIATIONS	xxii
LIST OF FIGURES.....	xxiv
CHAPTER 1: INTRODUCTION TO THE STUDY.....	1
1.1. INTRODUCTION.....	1
1.2. RESEARCH CONTEXT	1
1.3. DEFINATION OF CONCEPTS	3
1.3.1. Performance management.....	4
1.3.2. Performance management and development system	4
1.3.3. Performance appraisal.....	4
1.3.4. Member of staff.....	4
1.3.5. Supervisors.....	4
1.4. PROBLEM STATEMENT	5
1.5. RESEARCH QUESTIONS	5
1.6. AIMS AND OBJECTIVES OF THE STUDY	6
1.7. LITERATURE REVIEW	6
1.7.1. Background.....	6
1.7.2. Performance management system (PMS)	7
1.7.3. The origin of the performance management and development system.....	8
1.7.4. Significance of Performance management	9
1.7.5. Application of performance management system (PM.....	10
1.8. RESEARCH METHODS AND DESIGN	10
1.8.1. Mixed methods approach.....	11
1.8.2. Characteristics of mixed methods research.....	12
1.9. POPULATION AND SAMPLING.....	13
1.10. PILOTING OR PRE-TESTING OF THE STUDY.....	13
1.11. RESEARCH DATA COLLECTION TOOLS AND SOURCE.....	14
1.11.1. Questionnaires for LEMRS employees.....	16
1.11.2. Personal interviews.....	16

1.12. DATA ANALYSIS.....	17
1.13. IMPORTANCE OF THE STUDY	18
1.14. ASSUMPTION OF THE STUDY	19
1.15. LIMITATIONS TO THE STUDY	19
1.16. DELIMITATIONS	19
1.17. CHAPTER DIVISION.....	19
1.18. CONCLUSION.....	21
CHAPTER 2: PERFORMANCE MANAGEMENT SYSTEM.....	22
2.1. INTRODUCTION	22
2.2. PERFORMANCE MANAGEMENT SYSTEM	22
2.2.1. History of efficiency administration	24
2.2.2. Efficiency monitoring defined.....	25
2.2.3. Purpose of efficiency administration	26
2.3. DIFFERENTIATING BETWEEN PERFORMANCE ASSESSEMENT AND EFFICIENCY MONITORING SYSTEM	27
2.3.1. Purpose and benefits of performance appraisal.....	29
2.3.2. Effective performance appraisal.....	30
2.4. PRINCIPLES OF MANAGING EMPLOYEES PERFORMANCE	32
2.5. WHO SHOULD APPRAISE EMPLOYEE’S PERFORMANCE.....	33
2.6. THE PURPOSE OF PERFORMANCE MANAGEMENT SYSTEMS.....	34
2.6.1. Tactical feature	34
2.6.2. Management feature	35
2.6.3. Informative feature.....	35
2.6.4. Developing feature	35
2.6.5. Business upkeep feature.....	36
2.6.6. Documentation feature	36
2.7. FUNDAMENTAL REQUIREMENTS OF AN EFFECTIVE PMDS.....	36

2.7.1. Strategic and context harmony	37
2.7.2. Precision and thoroughness.....	37
2.7.3. Functionality	37
2.7.4. Meaningfulness.....	38
2.7.5. Uniqueness.....	38
2.7.6. Legitimate and trustworthy	38
2.7.7. Reputation and Justness.....	39
2.7.8. Visibility and correctability	40
2.7.9. Ethicality.....	40
2.8. CONCEPTS OF AN EFFICIENCY ADMINISTRATION SYSTEM.....	41
2.9. METHODS OF PERFORMANCE MANAGEMENT	41
2.9.1. Management by objectives.....	41
2.9.2. 360 degree evaluation	43
2.9.3. Benefits of using 360 – degree responses.....	44
2.9.4. Self-assessment	45
2.9.5. Competency based assessment.....	46
2.10. APPLICATION OF PERFORMANCE MANAGEMENT SYSTEM.....	46
2.11. CHALLENGES WITH THE IMPLEMENTATION OF PMS.....	47
2.12. ADVANTAGES OF PERFORMANCE MANAGEMENT SYSTEM	48
2.13. IMPLICATIONS OF POORLY IMPLEMENTED PERFORMANCE MANAGEMENT SYSTEMS	50
2.14. BARRIERS TO IMPLEMENT PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEMS.....	51
2.15. EFFECTIVE PERFORMANCE FEEDBACK.....	52
2.15.1. Supervisor/Manager’s role.....	52
2.15.2. Creation of a positive work environment.....	53
2.16. MANAGING PERFORMANCE IN THE ORGANIZATION.....	53

2.17. POSSIBLE SOURCES OF INEFFECTIVE PERFORMANCE IN AN ORGANIZATION	55
2.18. MANAGING POOR/UNDER PERFORMANCE.....	56
2.19. PERFORMANCE REVIEW AND MONITORING... ..	58
2.20. BARRIERS TO PERFORMANCE MONITORING AND REPORTING... ..	58
2.21. PERFORMANCE MANAGEMENT LEADING... ..	59
2.21.1. Establishing relations.....	59
2.21.2. Communicating.....	60
2.21.3. Motivating	62
2.21.4. Leadership.....	63
2.22. RESEARCH STUDIES ON EFFICIENCY MANAGEMENT SYSTEM FROM AN INTERNATIONAL POINT OF VIEW.....	66
2.22.1. Efficiency monitoring and growth schemes: Answers from Russia	66
2.22.2. Performance management systems in Australia.....	69
2.22.2.1. Use of efficiency monitoring system in Australia civil service	70
2.22.2.2. Efficiency monitoring and control in Australia.....	71
2.22.2.3. Criticism of efficiency monitoring schemes in Australia.....	72
2.22.3. Efficiency administration schemes in USA.....	72
2.22.4. Performance Management Systems in Germany	75
2.22.5. Performance Management Systems in India.....	77
2.22.6. Performance Management Systems in the United Kingdom.....	80
2.22.6.1. Social aspects influencing on the U.K performance monitoring	80
2.22.7. Implementation of Performance Management Systems in Lesotho.....	81
2.22.7.1. Preparation and advancement procedures in Lesotho PMDS	82
2.23. CONCLUSION... ..	84
CHAPTER 3: THEORETICAL MODEL OF PERFORMANCE MANAGEMENT SYSTEM... ..	86
3.1. INTRODUCTION.....	86

3.2. HYPOTHETICAL CONCEPTIONS OF PERFORMANCE CONTROLLING.....	87
3.2.1. Performance.....	88
3.2.1.1. Eight performance dimensions.....	88
3.2.2. Analyses of Performance management system.....	90
3.3. THEORETICAL FRAMEWORK: PERFORMANCE MANAGEMENT SYSTEM	92
3.3.1. What pushes performance.....	92
3.3.2. Clasifications of motivational theories.....	92
3.3.3. Expectancy theories.....	93
3.3.4. Maslow's Hierarchy Needs... ..	95
3.4. AN OVERVIEW OF THE PMDS MANAGEMENT PROCESS	96
3.4.1. Performance management implementation.....	97
3.5. PERFORMANCE MANAGEMENT PROCESS.....	98
3.5.1. Identifying the vision.....	99
3.5.2. Identifying the mission statement.....	99
3.5.3. Recognition of vital outcomeslocations/critical dimensions.....	99
3.5.4. Establishing efficiency purposes.....	99
3.5.4.1. The connection between goals... ..	100
3.5.5. Creating critical success factors (CSFS).....	100
3.5.6. Creating key performance indicators (KPIs).....	100
3.5.6.1. The types of KPIs.....	102
3.5.6.2. Methods for producing KPIs.....	103
3.5.7. Setting performance standards... ..	103
3.5.8. Designing the performance architecture	104
3.5.9. Linking performance to the budget.....	104
3.5.10. Reporting on performance	104
3.5.11. Rewarding performance	105
3.5.12. Institutional training and development	105

3.6. THE PERFORMANCE MANAGEMENT SYSTEM AS A CONTINUOUS PROCESS.....	106
3.7. PERFORMANCE MANAGEMENT ORIENTATION.....	107
3.8. EFFICIENCY MANAGEMENT EVALUATION.....	108
3.9. STAKEHOLDER PARTICIPATION IN THE EFFICIENCY ADMINISTRATION PROCEDURE.....	108
3.10. THE VALUE OF PERFORMANCE MANAGEMENT.....	109
3.11. PERFORMANCE MANAGEMENT SYSTEMS MODEL.....	110
3.11.1. Stages in the performance management system.....	110
3.11.1.1. Performance planning.....	110
3.11.1.2. Performance execution.....	111
3.11.1.3. Performance assessment.....	111
3.11.1.4. Performance review.....	112
3.11.1.5. Performance renewal and re-contracting.....	112
3.12. MODELS AND THEORIES SUPPORTING THE IMPLEMENTATION OF A PMDS.....	113
3.12.1. Supporting theories.....	115
3.12.1.1. Organizational theory.....	115
3.12.1.2. Contingency theory.....	116
3.12.1.3. Systems theory.....	116
3.12.1.4. Goal-setting theory.....	117
3.12.1.5. Agency theory.....	118
3.12.1.6. Social learning theory.....	119
3.12.2. Levels of the Organization Theory.....	120
3.12.3. New approaches to performance management systems.....	121
3.13. INSPIRATION AS A DEVICE FOR EFFICIENCY MANAGEMENT SYSTEM.....	123
3.14. EMERGING TRENDS AND ISSUES IN PMDS IN THE PUBLIC SERVICE.....	126

3.14.1. Predisposition as well as favouritism in rankings rating.....	126
3.14.2. Service delivery	127
3.14.3. Goals versus feedback.....	128
3.14.4. Mentoring as well as Inspiration.....	128
3.15. THE ROLE OF PMDS IN MOTIVATING EMPLOYEES.....	129
3.16. THE IMPLEMENTATION OF PMDS WITHIN THE LIMPOPO EMRS.....	131
3.17. LITERATURE REVIEW: CURRENT RESEARCH ON PMDS	133
3.17.1. Literature review: completed thesis on PM and PMDS (2009-2014).....	133
3.17.2. Literature review: publications on PM and PMDS (2009-2014).....	138
3.18. PERFORMANCE IMPROVEMENT PLAN.....	144
3.19. CONCLUSION.....	145
CHAPTER 4: PERFORMANCE MANAGEMENT SYSTEM IN THE PUBLIC SERVICES: SOUTH AFRICAN PERSPECTIVE	146
4.1. INTRODUCTION	146
4.2. PERFORMANCE MANAGEMENT IN SOUTH AFRICA	146
4.2.1. The origin of the performance management and development system.....	146
4.2.2. Performance management and development system in South African context	148
4.3. PERFORMANCE MANAGEMENT DEVELOPMENT SYSTEM IN LIMPOPO	150
4.3.1. Performance management and system at the University of Limpopo	150
4.3.2. Performance management and system in the Limpopo Department of Education.....	150
4.3.3. Performance management and development system in the Limpopo provincial legislature.....	151
4.4. GEOGRAPHICAL BACKGROUND OF LIMPOPO PROVINCE.....	153
4.5. CHALLENGES EXPERIENCED BY THE DEPARTMENT OF CORRECTIONAL SERVICES DURING PMS IMPLEMENTATION IN LIMPOPO PROVINCE	153
4.5.1. Assessment forms not signed	154

4.5.2. Assessment forms not fully completed.....	154
4.5.3. Electronic calculation not used properly	154
4.5.4. Incorrect assessment template used.....	155
4.5.5. No work plans included	155
4.5.6. Incorrect dates entered.....	155
4.6. PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM IN OTHER PROVINCES	156
4.6.1. Performance management and development systems in the Department of Social Development: Father Smangaliso Mkhatswa Health Centre	156
4.6.2. An evaluation of performance management in the public service: Gauteng Health Department.....	157
4.6.3. Implementation of performance management and development in Kwazulu-Natal	158
4.6.3.1. Recommendations provided from the study conducted in Kwazulu-Natal.	158
4.6.3.1.1. Fixed term performance contract.....	158
4.6.3.1.2. Assessing competency	159
4.6.3.1.3. External moderators.....	159
4.7. ROLE PLAYERS IN THE PERFORMANCE MANAGEMENT SYSTEMS	160
4.7.1. The role of managers in Performance management system	160
4.7.2. The role of supervisors in Performance management system.....	161
4.7.3. The role of employees in Performance management system.....	162
4.7.4. The role of Human Resources in Performance management system	162
4.8. IMPROVING PERFORMANCE THROUGH PERFORMANCE APPRAISALS, THE SOUTH AFRICAN CONTEXT	163
4.8.1. Coaching and collecting information on performance.....	164
4.8.2. Comparing performance measures against standards.....	164
4.9. REINFORCING GOOD PERFORMANCE: SOUTH AFRICAN PERSPECTIVE.....	165
4.10. IDENTIFYING CAUSES OF POOR PERFORMANCE.....	166

4.10.1. Causes beyond the employee's control.....	166
4.10.2. Causes within the employee's control.....	167
4.10.3. Getting rid of obstacles to great efficiency	167
4.10.4. Supplying responses to boost inspiration.....	167
4.10.5. Why is performance management essential?	167
4.10.6. Performance assessment and rating	168
4.11. LEGISLATIVE AND REGULATORY FRAMEWORK ON PMDS IN SOUTH AFRICA	170
4.11.1. The Constitution of the Republic of South Africa	170
4.11.2. Public Service Act, 1994 (proclamation 103 of 1994)....	171
4.11.3. Skills Development Act, 1998 (Act 97 of 1998)....	172
4.11.4. Labour Relations Act, 1995 (Act 66 of 1995).....	172
4.11.5. Public Finance Management Act, 1999 (Act 1, of 1999).....	173
4.11.6. Public Service Regulations 2001	173
4.11.7. White Paper on Human Resource Management in the public service of 1997	174
4.11.8. White Paper on Civil Services Training and Education of 1998.....	176
4.11.9. White Paper on Transforming Public Service Delivery (Batho Pele) of 1997	177
4.11.10. Public Service Coordinating Bargaining Council Resolution 3 of 1998.....	179
4.11.11. Public Service Coordinating Bargaining Council Resolution 9 of 2000	180
4.11.12. Civil Service Coordinating Bargaining Council Resolution 10 of 1999	180
4.11.13. Senior Management Service Handbook 2003, as modified.....	180
4.12. ORGANISATIONS THAT PLAYS A ROLE IN PERFORMANCE MANAGEMENT SYSTEM	181
4.12.1. Public Service Commission	181
4.12.2. Department of Public Service and Administration.....	182
4.12.3. Public Administration Management as well as Monitoring Academy Academy	182

4.12.4. Trade Unions	183
4.13. BATHO PELE PRINCIPLES	184
4.13.1. Consultation	185
4.13.2. Service standards.....	186
4.13.3 Access.....	188
4.13.4. Information.....	189
4.13.5. Courtesy	190
4.13.6. Openness and transparency	191
4.13.7. Redress/Dealing with complaints... ..	191
4.13.8. Value for money	192
4.13.9. Leadership and strategic direction.....	193
4.13.10. Encouraging Innovation Reward and Excellence	194
4.13.11. Service delivery impact... ..	195
4.14. STEPS IN THE DEVELOPMENT OF A SUCCESSFUL PMDS.....	195
4.14.1. Designing policy framework.....	196
4.14.2. Creating the system.....	197
4.14.3. Signing of performance agreement.....	197
4.14.4. Measuring performance	198
4.14.5. Managing the outcomes of performance appraisals.....	199
4.15. BENEFITS OF PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM	200
4.15.1. Patients' benefits.....	200
4.15.2. Supervisor's benefits... ..	201
4.15.3. Employee's benefits.....	202
4.15.4. Organizational benefits.....	203
4.16. LEGAL IMPLICATIONS... ..	203
4.17. CONCLUSION.....	204

CHAPTER 5: RESEARCH METHODOLOGY.....	207
5.1. INTRODUCTION	207
5.2. PURPOSE OF THE RESEARCH.....	207
5.3. STUDY AREA AND PERIOD.....	208
5.4. CASE STUDY	208
5.5. STUDY TECHNIQUES AND LAYOUT	209
5.5.1. Research design.....	210
5.5.2. Mixed methods approach.....	212
5.5.2.1. Characteristics of mixed method research.....	213
5.5.2.2. Measurable and qualitative study styles.....	214
5.5.2.2.1. Qualitative research design.....	214
5.5.2.2.2. Quantitative research design	216
5.5.3. Benefits of mixed methods approach.....	218
5.6. RESEARCH APPROACH	219
5.6.1. Exploratory research.....	219
5.6.2. Descriptive research.....	220
5.6.3. Explanatory research.....	221
5.7. POPULATION AND SAMPLE	221
5.7.1. Sampling methods.....	222
5.8. SOURCE OF POPULATION.....	224
5.8.1. Inclusive Criteria	225
5.8.2. Exclusive Criteria.....	225
5.9. MEASURING INSTRUMENT	225
5.10. DEVELOPING SURVEYS INSTRUMENT FOR DATA COLLECTION	225
5.10.1. Creating the set of questions.....	226
5.10.1.1. Structured style of survey instrument.....	226
5.10.1.2. Functions of the survey instrument.....	226

5.10.1.3. Questionnaire instructions.....	227
5.10.1.4. Questionnaire type.....	227
5.10.1.4. Organization of questions and phrasing.....	227
5.10.1.5. Appearance of survey instrument and layout.....	228
5.11. RESEARCH DATA COLLECTION TOOLS AND SOURCE.....	228
5.11.1. Questionnaire for LEMRS employees.....	230
5.11.2. Personal interviews.....	231
5.11.1.1. Advantages and disadvantages of interviews.....	233
5.11.1.2. Semi-structured interviews.....	234
5.12. ADMINISTERING THE QUESTIONNAIRE AND CONDUCTING INTERVIEWS	237
5.13. DISSEMINATION AND COLLECTION OF SURVEYS.....	238
5.14. DATA ANALYSIS.....	238
5.14. CODING OF DATA COLLECTED.....	241
5.15. AUTHENTICITY OF THE STUDY.....	242
5.15.1. Reliability.....	242
5.15.1. Validity or trustworthiness.....	243
5.15.2. Piloting or pre-testing of questionnaires.....	245
5.16. RESEARCH ETHICS.....	247
5.15.3. Approval to conduct research.....	247
5.15.4. Informed consent.....	248
5.15.4. Confidentiality and anonymity.....	249
5.15.5. Accessibility of research findings.....	250
5.15.6. Voluntary participation and harmless to participants.....	250
5.15.7. Professionalism.....	250
5.16. ESTABLISHING OF TRUSTWORTHINESS.....	251
5.16.1. Credibility.....	251

5.16.2. Transferability.....	252
5.16.3. Dependability.....	253
5.16.4. Confirmability.....	253
5.17. DELIMITATIONS.....	253
5.18. LIMITATIONS.....	253
5.19. STORING AND DESTROYING OF DATA.....	254
5.20. CONCLUSION.....	255
CHAPTER 6: DATA ANALYSIS AND INTERPRETATION OF FINDINGS.....	257
6.1. INTRODUCTION.....	257
6.2. SECTION 1: ANALYSIS OF THE QUANTITATIVE RESEARCH.....	258
6.2.1. The sample.....	258
6.2.2. The questionnaire.....	258
6.2.3. The research instrument.....	259
6.2.4. Reliability statistics.....	259
6.2.5. Analysis of the questionnaire.....	260
6.2.5.1. Section A: Demographic factors of participants.....	260
6.2.5.2. Gender.....	261
6.2.5.3. Race.....	262
6.2.5.4. Age distribution.....	263
6.3. ANALYSIS OF QUANTITATIVE RESEARCH OBJECTIVES.....	267
6.3.1. Measurement Model.....	267
6.3.2. Model Fit.....	272
6.3.3. Structural Model.....	273
6.4. ANALYSIS PER OBJECTIVES OF THE STUDY.....	278
6.5. SECTION 2: ANALYSIS OF QUALITATIVE RESEARCH.....	291
6.6. MIXING OF QUANTITATIVE AND QUALITATIVE RESULTS.....	301
6.6.1. Results, discussions, and Interpretation of findings.....	302

6.6.1.1. Mixing and Interpretation of Biographic Data.....	303
6.6.2. Discussions and interpretations aligned to QNR and QLR according to the research objectives.....	303
6.6.3. Inference of Quantitative and Qualitative results.....	319
6.7. CONCLUSION.....	328
CHAPTER 7: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	329
7.1. INTRODUCTION	329
7.2. SUMMARY OF MAJOR FINDINGS	330
7.3. RECOMMENDATIONS	335
7.3.1. Establishment of the PMS focused department.....	335
7.3.2. Allocation of funds for training on the PMS	335
7.3.3. Rewarding good performance.....	336
7.3.4. Implementing performance related pay (PRP).....	336
7.3.5. Strengthening the PMS legislation.....	336
7.3.6. Emphasizing the role of the PMS as a tool for accountability.....	336
7.3.7. Need for greater inclusivity in the PMS implementation.....	337
7.3.8. Integrating the PMS into the culture of the EMRS	337
7.3.9. User-friendly appraisal forms and up-to-date documents	337
7.4. RECOMMENDATIONS BASED ON QUANTITATIVE OUTCOMES	338
7.5. RECOMMENDATIONS BASED ON QUALITATIVE OUTCOMES.....	339
7.6. RECOMMENDATIONS FOR FURTHER STUDY	343
7.7. STUDY LIMITATIONS	344
7.8. CONCLUSION.....	345
BIBLIOGRAPHY	346
APPENDICES.....	373
Appendix A: Questionnaire.....	373
Appendix B: Letter of information/confidentiality	386
Appendix C: Letter of informed consent.....	391
Appendix D: Request for permission to conduct research LDoH.....	392

Appendix E: Invitation letter to Managers to participate in the research.....394
Appendix F: Ethical Clearance Letter from DUT.....396
Appendix G: Permission to conduct research from EMRS Management.....397
Appendix H: Permission to conduct research from HOD of Health in Limpopo.....398

LIST OF TABLES

Table 2.1: Performance appraisal versus performance management

Table 2.2: Benefit of performance appraisal

Table 2.3: Source of ineffective performance

Table 3.1: Satisfiers and dissatisfies toward employee's job performance

Table 3.2: Classification of theories

Table 3.3: Responsibility of employees v/s Managers

Table 3.4: Factors influencing individual performance

Table 4.1: Rating, categories and descriptions

Table 5.1: Comparison of quantitative and qualitative research approaches

Table 5.2: Sample questionnaire population

Table 5.3: Sample interview population

Table 5.4: Advantages and disadvantages of data collection techniques

Table 6.1: Probability values of participants for gender

Table 6.2: Probability of participants for race

Table 6.3: Age distribution

Table 6.4: Highest educational qualification

Table 6.5: Number of years in the service

Table 6.6: Current position of participants

Table 6.7: Number of years in the position

Table 6.8: Probability values of participants for descriptive statistics

Table 6.9: Item loading, cross-loading and reliability estimations

Table 6.10: Factor AVE and correlation measures

Table 6.11: Fit summary

Table 6.12: Mean, STDEV, T-Values, P- Values

Table 6.13: General inference of qualitative results

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

APP – Annual Performance Plan

B. Tech – Bachelor of Technology

COEC – College of Emergency Care

DoH – Department of Health

DPSA – Department of Public Service and Administration

EAP – Employee Assistance Programme

ECO – Emergency Care Officer

ECO-I – Emergency Care Officer-Intermediate

ECT – Emergency Care Technician

EMRS – Emergency Medical and Rescue Service

HOD – Head of Department

HRD – Human Resource Development

HRM – Human Resource Management

HRSS – Human Resource Support Service

HPCSA – Health Professional Council of South Africa

HRM&D – Human Resource Management and Development

KM – Knowledge Management

KPI – Key Performance Indicator

KPS – Key Performance Standards

KRA – Key Result Area

KSA – Knowledge, Skills and Abilities

LD – Leadership and Development

LRA – Labour Relations Act 66 of 1995

MBO – Management by Objectives

MPSA – Ministry of Public Service and Administration

NDP – National Development Plan

NDoH – National Department of Health

OP – Operational Plan

PA – Performance Agreement

PDP – Personal Development Plan

PM – Performance Management

PMDS – Performance Management and Development System

PMS – Performance Management System

PSA – Public Service Act, 1994

PSC – Public Service Commission

RSA – Republic of South Africa

SDR – Service Delivery Review

SMS – Senior Management Service

SPMS – Staff Performance Management System

SPSS – Statistical Package for the Social Sciences

STATS SA – Statistics South Africa

SWOT – Strength, Weaknesses, Opportunities and Threats

T&D – Training and Development

WPTPS – White Paper on Transforming the Public Service

WPTPSD – White Paper on Transforming Public Service Delivery

LIST OF FIGURES

Figure 6.1: Pie Chart of gender for participants

Figure 6.2: Bar Chart of race of participants

Figure 6.3: PMS Empirical results

CHAPTER ONE: INTRODUCTION TO THE STUDY

1.1. INTRODUCTION

Presently, the world views performance management and development system (PMDS) as the most preeminent strategy to deal with communal administration. This was against the backdrop of the sector being chastised for being sluggish and ineffective in administering communal administration. The expectation for central government personnel is that of excellence in the discharge of their duties to encounter the ever-growing desires of people, and this public's demands have prompted the creation of a PMDS that will monitor employees' productivity for the needed support. Politics has an impact on government agencies all over the world, and this has a direct impact on their administrative operations. Political office-holders, on the other hand, are responsible for guidelines such as PMDS, to accomplish the efficiency of personnel as well as the public service needs. This onus falls on the central government of South Africa which is the country's primary supplier of communal administration to perform well.

This responsibility can only be properly controlled if performance criteria are in place and are undoubtedly connected to the efficiency scheme of the administration. This idea prompted the Department of Public Service and Administration (DPSA) to create a productivity scheme to control the public sector's efficiency management to the highest possible standard at the management and administrative levels. To monitor if PMDS is accomplishing the objective for which it was established, it requires continuous monitoring and assessment to inform amendments accordingly. The study's history, goals, and objectives are discussed in this chapter. It establishes the issue statement, defines ideas, evaluates literal work of others, and specifies the study approach and strategy. Finally, this section describes the principles, limits, and parts that make up this research.

1.2. RESEARCH CONTEXT

The African peer evaluation device panel suggests in the Nation Testimonial Record of that, South Africa's efficiency since 1994 deals with a substantial abilities scarcity, and this is specifically intense at the rural as well as municipal government stages, where fundamental products and solutions are crucial.

The ten-year analysis attracts vital outcomes' for the worrying democratic states as well as the general public solution's efficiency. The style of the brand-new democratic state remains, however civil service efficiency in numerous region requires to be boosted dramatically (Matshiqi, 2007: 13). The Department of Public Service and Administration (DPSA) which is mandated under the National Development Plan (NDP) 2030 to execute and also work with efforts focused on developing a reliable, reliable, as well as clear federal government, which is an crucial component of a qualified and establishing state is therefore, required to be up and running. According to the NDP, there is still inequity in capacity, which contributes to inequity in public service performance and this must be corrected (DPSA's Annual Performance Plan for 2014/15 (APP)).

Stress in the political-administrative interface, instability in management, abilities shortages, inadequate interest to the state in recreating the capacities it requires, disintegration of responsibility and also power, inadequate business style, as well as reduced team spirits are all elements adding to the variation. To resolve this difference, it is essential to enhance abilities, boost morale, make clear lines of responsibility, and also cultivate a public-service value, in addition to developing devices and frameworks to aid divisions in establishing their capability and also expert principles while making certain that they fulfil their governing commitments. Since 2004, the general Public Service Commission (PSC) has actually been checking and also examining the general public places efficiency administration treatments.

The complete execution of employee PMDS was deemed to be inadequate in all reports. Elder executives' performance in the civic sector has a nonstop impact on departments' ability to carry on their objectives, as well as it's linked to power issues. Since demand is mounting to improve public service together with departments direction towards people this should be given specific attention. This can only be accomplished if performance requirements are strengthened, resulting in improved civic performance (PSC Report, 2010: 23-25). DPSA developed the existing PMDS with the objective of making sure that all divisions have correct standards on just how to handle the efficiency of staff members and also the company overall, however this was motivated by the requirement to enhance staff member efficiency.

The PMDS is a sequential logic progression that is responsible for the organization's goals. Efficiency preparation, efficiency having, efficiency assessment, efficiency incentives as well as growth, efficiency tracking, and also assessment are all part of this process. Many firms are increasingly focusing their efforts entirely on employee performance management, understanding that they will not be able to achieve their goals unless their employees perform successfully and according to established standards. Given the fast-paced setting, the community is continuously raising their expectations for government performance by demanding greater services. As a result of this demand, continual monitoring and evaluation of government agencies' performance as public service providers is required. If such requests are not met, widespread public service protests are likely to follow. Because it encompasses wage increases, transfers, demotions, retrenchments, and promotions, performance appraisal a sensitive mechanisms of the entire efficiency supervision process.

Although properly managing a worker's efficiency scheme can generate the greatest effects for the worker and the company, it can as well generate a detrimental impact on the organization and its workforces if not properly handled. Although the business harbour performance hopes of its staffs, the employees have expectations of the employer as well, particularly when they believe they have reached the established criteria. This shows that in today's quickly changing world, performance management in businesses is crucial to striving to ensure that the company continues to be a high performer. The study looks into the efficiency of the PMDS that is currently in use by South African national governments. The researcher identified the Emergency Medical and Rescue Service in Limpopo Province, under the Department of Health for this study. It is expected that new monitoring and assessment models will emerge as a result of this research, bolstering present models and practices.

1.3. DEFINITION OF CONCEPTS

Everyday culture is rich of notions, according to Neuman (2010: 40), yet many of them are ambiguous and devoid of meanings. Furthermore, people's ideals and experiences in a society may limit common notions. As a result, the definitions provided below are crucial to comprehending the dissertation.

1.3.1. Performance Management

This is a constant procedure of classifying, assessing, and improving individual and team performance in order to align it with the organization's strategic goals (Aguinis, 2009: 2; Cokins, 2009: 9). The efficiency supervision here is considered in accordance with the PMDS strategy, that states that PM in EMRS is the duty of superintendent and must be done in a collaborative, helpful, and nondiscriminatory fashion (Limpopo Provincial Government, 2002).

1.3.2. PMDS

PMDS refers to a scheme that safeguards the institution's all-out efficiency in order to achieve anticipated goals (increased productivity) (Simeka Management Consulting, 2014: 16).

1.3.3. Performance appraisal

Efficiency evaluation is now an indispensable element of improvement since it offers an agenda for identifying workers' strong point and dimness, as well as facilitating the identification of individual and expert improvement tactics in a wider goal of established growth (De Clerk, 2008: 11). In this study, supervisors' distinctive techniques and experiences in judging the performance of EMRS personnel will disclose to how much performance is managed by standards set or guidelines, and so reflect the equal efficiency philosophy in the five EMRS areas in Limpopo.

1.3.4. Member of staff

The Labour Relations Act 66 of 1995 stipulates a worker as “any person (except an independent contractor) who works for the state or any person who is entitled to receive remuneration in exchange for services performed”.

1.3.5. Supervisors

According to the PMDS policy, a supervisor is a staff who has workforce under his or her supervision, and is unswervingly answerable to who such workforce are responsible to (Limpopo Provincial Government, 2002). According to Aguinis (2009: 40), supervisors' major responsibility is to oversee the employees ' performance (the supervised official) on a daily basis by viewing and documenting their performance.as well as giving them with updates, comments, resources, and reinforcement as needed.

1.4. PROBLEM STATEMENT

A research problem is a clearly defined issue that represents one component of the research topic (Glathorn and Joyner, 2005: 17). To guarantee that patients are satisfied with the service delivered, excellence wellness supply relies on extraordinary stages of productivity from amenity suppliers. In order to maximize the effectiveness of government employees, the Limpopo Province established the PMDS for all ministries, including Health 2000. Employees must sign a contract at the start of the fiscal year, with their leaders tracked by efficiency evaluations twice a year. Without self- and other-monitoring and evaluation, performance cannot improve. It is critical to commit to this process to warrant patients satisfaction and that the department's strategic goals and priorities are met. The researcher has seen, however, that EMRS personnel operating in a relevant institutions unwilling to comply with the system's requirements for several reasons. They must be reminded multiple times that they must bond at the start of the fiscal period s well as conduct productivity assessments in September and March end.

Supervisors who are in charge of employee performance monitoring and evaluation face a difficult task. A 1.5 percent annual salary pay progression is granted based on two prepared and signed performance evaluations that show satisfactory, good, or poor performance. Finally, the key goals of performance assessments are to review performance in order to identify developmental requirements, as well as to begin preparation and ordering afresh, and also to align alongside ministries goals (Limpopo Province PMDS manual, 2002; Limpopo Province PMDS manual, 2007). As a result, it's critical to point out that there's a lack of management and employment of the PMDS in the EMRS, Limpopo.

1.5. RESEARCH QUESTIONS

Specificity is a hallmark of good research questions (Flick, 2011: 25-26). Thus the questions that were posed were:

- Does the current PMDS contribute to develop efficiency in EMRS?
- What is the level of knowledge and understanding of PMDS implementation by supervisors in EMRS?
- What challenges do employees experience during the implementation of PMDS in EMRS?

- What kind of training programmes does the provincial management provide to enhance the performance of employees in the area of study?
- What strategies can be used by employees to enhance performance?

1.6. AIMS AND OBJECTIVES OF THE STUDY

The aim of the study is to examine the performance management and development system on service delivery in EMRS Limpopo Province.

The objectives of the study are:

- To ascertain whether the EMRS performance management system is helping to boost productivity in the way it is supposed to.
- To assess supervisors' knowledge and awareness of PMDS in EMRS station.
- To identify obstacles encountered during the deployment of EMRS programs in the study area.
- To ascertain whether the EMRS provincial management offers any programs that have an impact on the performance of EMRS personnel.
- To recommend ideas that employees can adopt to improve their EMRS performance.

1.7. LITERATURE REVIEW

This will be dealt with well in the coming chapter.

1.7.1. Background

The PMDS is a critical device for ensuring staff as well as the entire subdivision meet their performance goals. The organization's performance is likely to deteriorate without adequate system management. One of the top priorities in any business should be a thorough examination and evaluation of the system's effectiveness. This system's poor coordination could jeopardize the organization's ability to achieve several of its objectives.

Because of how the system is administered and its role inside an organization, public workers may improve or perform poorly. This is why this study seeks to examine the current status of PMDS in twenty-five selected EMRS stations across Limpopo's five districts, as it is applied to employees with salaries ranging from 3 to 12, with the purpose of recommending equitable methods for executing and handling the scheme.

1.7.2. Performance Management System (PMS)

The primary goal of this technique is to improve human resource capacity by identifying developmental requirements (Sangweni, 2007: 2). Human resource management and development activities include performance management as a key component. Performance management is part of the human resource approach, according to (Ntombela, 2013: 10). It is a method of identifying, measuring, and improving the performance of individuals and groups. Goal-setting, objective-setting, performance evaluation, and getting and delivering feedback are all part of the process. Performance End-of-year performance appraisals, which include a methodical description of an employee's strengths and flaws, are part of the management and development system (Aguinis, 2009: 2-3). It entails evaluating and analyzing performance, with the results being used to train underachievers and reward good performance (Seotlela and Miruka, 2014:177).

Collection of information needed for compensation administration, performance feedback, and determining employees' strengths and shortcomings is one of the goals of PMD (Aguinis, 2009:13). Planning, maintaining, reviewing, and rewarding performance are all part of the PMDS (Callaghan, 2015:4). Efficiency is what workers do, with the exception of the outcome of task execution (Aguinis, 2009:78). It is also employee behaviors in the workplace that managers are concerned about and that can contribute to company effectiveness and success. When it comes to performance, it's important to remember that it's multidimensional and evaluated. When behaviors are evaluated for individual, team, and organizational success, they are classified as negative, neutral, or positive. Employees that are multidimensional perform in a variety of ways. Employee behaviors either help or impede the fulfillment of organizational goals.

Negative behaviors obstruct organizational performance, neutral actions have no discernible impact, and positive behaviors contribute to organizational success (Aguinis, 2009: 102).

1.7.3. The origin of PMDS

The DPS introduced an efficiency controlling scheme in April 2002 which was formed as a mechanism of developing instructions and also equilibriums in the arrangement of civil services as well as consisted of in the formerly recognized Ministry of Public Service and Administration (MPSA) (Brauns and Stanton, 2016: 16). The application of PMDS is based on the premise that all departments should work more effectively. The South African national government has succeeded in expanding access to essential services since 1994. Nonetheless, the quality of these services has sometimes been questioned. As a result, education, health, job creation, rural development and safety were designated as the five priority areas for allocating money to improve services (Republic of South Africa, 2012: 17; Saravanja, 2010: 6). Despite this investment, the national government has admitted that a number of issues play a role in why many of the targets for providing quality services have not been realized. Among the reasons for this include an absence of political will, insufficient leadership, management inadequacies, incorrect institutional architecture, and mismatched decision rights.

Among these basic difficulties is the lack of a strong performance culture in the various government ministries that efficiently distributes payments and consents. If properly implemented, the PMDS will bring openness and accountability to resource allocation (Public Service Act 1994 amended 2007). It will also result in improved performance, allowing the department's goals and objectives to be met. Performance management practices must be linked to broader tactics for employee growth and alignment alongside the tactical aims of various departments, according to the Public Service Regulation (Kalashe, 2016: 23; Maepa, 2015: 90). Furthermore, the law allows the scheme to appropriately react to repeated poor performance as well as recognize exceptional show (Republic of South Africa, 2007). PM strategies, according to regulations, should lower supervisors' administrative load while ensuring openness and administrative justice (PSC, 2007; Public Service Regulation, 2016; Republic of South Africa, 2007).

The current research was focused on the PMDS implementation and application in EMRS, to be specific, in Limpopo Province.

1.7.4. Significance of PM

PMD utilizes people and other properties for extreme productivity to attain goals. Individual and organizational performances are both considered. Each employee's performance contributes to the company's overall success. The establishment of a PMDS is a powerful instrument for attaining the tactical aims and objectives of a business (Seotlela and Miruka, 2014: 177). (Handbook for the PMDS, 2015: 18) A performance agreement ties worker `efficiency to the business's objectives. In order to accomplish business goals, performance management (PM) requires creating an environment in which employees may perform at their best. Supervisors' daily responsibility is to ensure that staff achieves the required outputs, according to Meyer and Kirsten (2005: 59). PMDS is primarily focused with employee performance management by providing Human Resources (HR) with insight on the organization's performance criteria as well as the knowledge and skills required to effectively function (Meyer and Kirsten, 2005: 5).

PMDS is a crucial component of HR management, according to Meyer and Kirsten (2005:68). Setting goals serves as a source of specific information on how the organization's mission will be carried out; goals are a good foundation for making decisions, and these statements also serve as a basis for performance monitoring (Aguinis, 2009: 63).The PMS is a key instrument for putting the organization's strategic plan into action (Aguinis, 2009: 72). It is a method of evaluating, monitoring, and providing feedback to employees in order to match their performance with the organization's goals. Supervisors are accountable for creating, executing, keeping an eye on and also customizing efficiency steps (Ivancevich, 2010: 251-253). With PMDS, managers are called for to give comments relating to staff member's previous and also existing task efficiency effectiveness which offers basis for efficiency enhancement.

To allow advancement of goals by people, the business purposes and also those established at unit points are creating certain, quantifiable, possible, practical as well as bound (SMART) objectives at system points to allow supervisors to track staff member development.

Making goals clear guarantees that workers understand precisely what is anticipated of them. Paperwork of the activity steps or activities to accomplish each objective assists in progression and also convenience objective accomplishment (MacMillan S.a: 3-4). Today offices are needed to start efficiency renovation techniques in feedback to ever-increasing organization stress. Organizations are currently needed to end up being a lot more efficient and also effective in addition to doing even more with much less in order to continue to be affordable.

1.7.5. Application of PMDS

The adoption of the PMS aims to produce positive results of wellbeing personnel to help the province accomplish its tactical aims. Employee performance is checked to ensure recognition of efficiency, bad presentation is discovered, and corrective plans put in place to attain these goals. Employees and supervisors must sign performance contracts after agreeing on KPAs on which to base annual evaluations and final performance assessments, as previously mentioned. Supervisory evaluations, self-reviews, and also customer comments assist to make sure high-grade solution and also consumer fulfillment is attained. Workers have to evaluate and boost their performance utilizing an efficiency administration as well as advancement system. (Limpopo Province information handbook, 2000: 166); throughout self-evaluations, workers need to contrast their actual efficiency to performance requirements and outcomes, which are replicated as KPAs (Muller, Bezuidenhout and Jooste, 2006: 102). Each employee's total performance is evaluated based on reviews at the conclusion of the fiscal year. If an individual assessment score needs to be revised, the supervisor who conducted the initial assessments must first be contacted.

1.8. RESEARCH METHODS AND DESIGN

It's critical to define the two concepts at the center of this chapter. The phrases "research design" and "research technique" are used interchangeably. "Research designs are procedures for collecting, analyzing, interpreting and reporting data in research studies. They are useful because they help guide the methods that researchers must choose during their studies and set the logic by which they make interpretations at the end of the studies" (Creswell and Clark, 2011: 52).

Welman, Kruger and Mitchel (2005) define research design as "the plan by which we obtain research participants and collect information from them," whereas research methods are "the processes by which researchers collect data from the identified research participants" (Welman, Kruger and Mitchel, 2005: 64). It's vital to remember that each design has its own set of data collection methods, therefore choosing both (a mixed strategy) offers the researcher a variety of advantages in data collection. The research is an empirical study, which means it involves applied research and the data is drawn from what is done in businesses or organizations. Within empirical investigations, there are two types of studies: those that use primary data and those that analyze existing data (Masilo, 2013: 14). To acquire primary data for the study, the researcher used questionnaires and interviews.

To enable the scientist to delve considerably deeper into the individuals' information, and to obtain even more comprehensive point of views on the concerns increased in the sets of questions, structured sets of questions were carried out to the tasted individuals, adhered to by thorough meetings with the pertinent terminal as well as area supervisors that take care of the application and also administration of the system every day. "It is becoming more common to combine qualitative and quantitative approaches, taking advantage of the strength that each has to offer in combination. The close relationship between qualitative and quantitative forms of research is evident when it is realized that the four main techniques for collecting data (documents, interviews, observations and questionnaires) can each involve either (or both) qualitative and quantitative elements" Blaxter et al., (2010: 185). It gives more thorough data than either quantitative or qualitative research alone for studying a research problem. Another benefit of mixed method research is that instead of being limited to a particular strategy, the researcher can employ all of the data collection devices available.

1.8.1. Mixed methods approach

In a study, the advantages of employing a mixed methods approach considerably exceed the disadvantages of using only one research method. To put it another way, the benefits of qualitative and quantitative research are combined.

The integration of research methodologies is advantageous in some research domains, according to Sale, Lohfeld and Brazil (2002: 6), because the complexity of phenomena necessitates input from a large number of senses. Mixed research methods, according to Creswell and Garrett (2008: 8), are a way of gathering, analyzing, and utilizing both qualitative and quantitative data within a structured framework. The intentional employment of two or more different types of data gathering and processing techniques is known as a mixed method approach (Somekh and Lewin, 2011: 259). The ease with which findings can be reconciled is a benefit of mixed methods research. In Somekh and Lewin (2011: 260), Weisner (2005) argues that mixed methods approaches to social inquiry are particularly capable of producing superior understanding in a variety of circumstances than research limited by a single methodological tradition.

Because it uses both qualitative and quantitative data, this study takes a mixed method approach. The PMDS, for example, has both qualitative and quantitative data. Second, the participant surveys included both qualitative and quantitative data. Triangulation, complementarity, development, commencement, and expansion are the five methodological reasons for mixing identified by Somekh and Lewin (2012: 260). However, the mixed methods technique was used primarily for triangulation and complementarity objectives in this study. This was done in order to give meaning to data from diverse sources (both primary and secondary), as well as to complement quantitative data (ratings and coded closed-question responses) with qualitative data (respondents' open-ended responses). In this study, triangulation was utilized to seek convergence and corroboration of results from many methodologies in order to increase the validity of the data and trustworthiness of judgments. It is necessary to grasp both qualitative and quantitative research methodologies in order to comprehend the mixed methods approach to research.

1.8.2. Characteristics of mixed methods research

The following are the main characteristics of mixed methods research. It uses both qualitative and quantitative research techniques and also layouts. It has a methodological along with a philosophical bent. Its standard facility is that incorporating qualitative and also quantifiable methods generates a far better understanding of study topics than using just one approach.

For data collection, evaluation, as well as coverage, it uses a mix of qualitative and also quantitative strategies as well as procedures. The literature testimonial, record analysis, sets of questions, as well as follow-up personal interviews were the four data gathering instruments employed in this study. To study the research problem, mixed methods research employs many or diverse perspectives. It employs both inductive and deductive methods of investigation. In a single study, it can mix both narrative and quantifiable data (Creswell and Plano Clark, 2011: 4-6; Perry, 2012: 127).

1.9. POPULATION AND SAMPLING

Because it is often impractical to include everyone in a single empirical study, inclusion criteria are vital. According to Vanderstoep and Johnston (2009: 26), population refers to the total number of people who can be studied, whereas sample is the subset of the population. This research is being carried out in South Africa. The population of this study comprise the Emergency Medical and Rescue Services' employees in the Department of Health in Limpopo province. According to Bhattacharyya and Johnson (2014: 300), the population which the inferences are to be drawn is called the target population. The sample was selected and data was collected through a structured questionnaire and interviews.

A total of 200 participants, which is slightly over 10% of the total number of employees in the 64 EMRS, were chosen to take part in the research. The researcher was then focused on 40 participants per district for fair representation. The mixed method aided in the validation of study findings. Operational employees i.e. emergency care officers, shift managers were asked to participate in the structured surveys, while station and district managers were requested to participate in the interviews. It was done to enable the researcher to dig further into the responses of the participants to the identical questions presented in the questionnaires. According to the researcher's experience, these selected groups face daily obstacles in implementing all of their organization's policies, particularly the performance management and development system.

1.10. PILOTING OR PRE-TESTING OF THE STUDY

Immediately after the questionnaire is constructed, a pre-testing was conducted using 20 employees as a sample to assess the reliability and understandability of the items included in the questionnaires. The stations that will comprise the sample for this study were not included in the sample for pre-testing questionnaires.

Employees were initially given the questionnaire to see whether they had any trouble understanding any of the items (Leedy and Ormrod, 2005: 192). These coworkers were able to point out flaws in several of the questionnaire items, which were corrected as a result. The respondents who participated in pre-testing were asked to clarify if any item was unclear, confusing and vague or require rephrasing. Before the questionnaires were issued, they were pre-tested to ensure that the basic components of the design and procedure worked throughout the entire study. The researcher might next go over the completed surveys to make sure they matched his or her criteria and that each question addressed the research problems (Leedy and Ormrod, 2005: 192). Finally, the length of the interview was determined using the results of the pilot study.

1.11. RESEARCH DATA COLLECTION TOOLS AND SOURCE

In this study, data were collected using structured questionnaires and semi structured meetings. The data from the surveys was combined with the semi-structured interviews to create sense about PMDS in the EMRS districts. Data, according to Lankshear and Knobel (2004: 172), is "bits and pieces of information found in the environment that are collected in systematic ways to provide an evidential base from which to make interpretations and statements intended to advance knowledge and understanding regarding a research question or problem." In research, there are a variety of methods for gathering data. As a result, the researcher must choose where and how the information will be gathered. Observations and interviews, according to Gay and Airasian (2003: 197), are the most widely used sources in qualitative studies. There is one thing that all of these data collection approaches have in common: the researcher is the primary data collection source. In a similar spirit, Ivankova, Creswell and Clark (2007: 257) claim that narrative information is gathered from persons who are a part of the research context.

The researcher acts as a data collector, asking participants wide, flexible queries that permit respondents to express their thoughts on the subject under investigation. Qualitative researchers believe that truth is not simply split into discrete, measurable variables (Leedy and Ormrod, 2005: 95). As the majority of the data they collect is based on their personal involvement in the environment, the term "research instruments" is used to describe them.

Rather than surveying a wide number of people in order to draw broad conclusions, qualitative researchers prefer to focus on a smaller group of people who can best throw light on the topic under inquiry. Any potentially helpful data should be meticulously, accurately, and systematically recorded by the researcher, using any appropriate techniques (Leedy and Ormrod, 2005: 143). Data can be categorized based on how it was obtained or its inherent characteristics (Bless and Higson-Smith, 2000: 97). Primary and secondary data, both quantitative and qualitative, were employed in this study. Secondary data is the layer closest to the researcher's perspective of the truth, and it is derived from primary data rather than the truth itself (Leedy and Ormrod, 2005: 89). The researcher used a questionnaire in this investigation (both quantitative and qualitative data) for 200 EMRS employees of the 25 stations within the five districts of the Limpopo Province, which was obtained exclusively for the purpose of this study as primary data (Bless and Higson-Smith 2000: 97).

Although original data is the most valid, illuminating, and truth-manifesting, both primary and secondary data are accepted forms of information (Leedy and Ormrod 2005: 89). In the realm of academia, there are various data gathering methods, but only a handful of the most regularly used methods are addressed. The data acquired for this study is both quantitative and qualitative, thanks to the mixed method approach. The data gathering method was chosen in order to have a better grasp of the phenomenon under investigation, which was indicated by the separate purpose for mixing, as illustrated below (Sokhem and Lewin, 2011: 260):

- Triangulation improves validity and believability by bringing results closer together and correlating them.
- Complementarity is achieved by employing a variety of perspectives and methodologies to gain a thorough understanding of complex social phenomena.
- For research and development, where the results of one approach are used to guide the implementation of another (rating from the PMDS reports are used in the questionnaires).

In this study, the researcher followed the guidelines above and gathered information through structured questionnaires and interviews.

This study will use interviews to gather information from station and district managers about their knowledge, opinions, and experiences with PMDS.

1.11.1. Questionnaires for LEMRS employees

A questionnaire consists of a set of documented questions and/or assertions that survey respondents must respond to in order to provide data relevant to the study's topic (Ravhura, 2006: 32). The main purpose of this study's structured questionnaire is to learn about the personnel's attitudes (staff members), views, and experiences at EMRS in Limpopo Province regarding PMDS. Open ended surveys, which ask participants to give their own responses to questions, are the most popular type of questionnaire used for data collection in social research. In-depth qualitative interviews, which rely almost completely on open-ended questions, are similar. Open-ended questions allow participants to express themselves in as much or as little detail as they want, and in as lengthy or short a form as they like. There are no restrictions, constraints, or solutions provided (Bless et al., 2013: 209).

1.11.2. Personal interviews

Gay et al., (2009: 370) define an interview as an intended experience in which someone (recruiter) gets information from an interviewee. A meeting, according to Nieuwenhuis (2007: 87), is a two-way discussion where the recruiter asks questions of the individuals so as to collect details as well as recognize their ideas, sights, mind-sets, choices, and also practices. Information gathered throughout participant interviews should better be validated by various other proofs, such as documentary proof or questioning other persons on the very same problem (Prinsloo and Roos 2006: 102). In-depth meetings with persons are typically conducted with one interviewer and one individual each time (Mack, Woodsong, MacQueen, Guest and Namey 2005: 29). On top of that, Hennink, Hutter and Bailey (2011: 109) specify a comprehensive interview as a one-on-one data event strategy that improves "a meaning-making collaboration" between the recruiter and also the respondent. Comprehensive interviews are an outstanding technique to get individuals to connect regarding their personal thoughts, concepts, and experiences in a purposeful way (Barbour 2008: 17).

1.12. DATA ANALYSIS

Several connected activities are done during the data analysis stage to summarize and re-arrange the data. According to Ritchie, Spencer, and O'Connor (2003: 219), analysis is a two-stage process that is both ongoing and participative. The first entails data management, whereas the second entails interpreting the evidence through descriptive or explanatory narratives. A careful investigation of a complex entity is called analysis. It entails separating the thing so as order to identify the relationship connecting the separate parts and grasp its true nature. The goal of analysis is to discover qualities, causes, and effects, among other things (Prinsloo and Roos, 2006: 103). The important aim during data analysis, according to Creswell (2008), is to find common threads in people's accounts of their experiences, as stated by Leedy and Ormrod (2005: 142).

Qualitative data evaluation is a recurring, emerging, dynamic, or non-linear procedure (Henning et al., 2004: 127). Numerous writers have actually suggested numerous ways and procedures for examining information obtained throughout a study task. According to Nieuwenhuis (2007: 99), qualitative information evaluation is generally founded on an expository philosophy aimed at evaluating qualitative information's significant and symbol material. It analyses individuals' assumptions, mind-sets, cognition, expertise, ideas, sensations, and also experiences in order to approximate their building of a given phenomenon (i.e. PMS). Inductive evaluation will certainly be one of the most efficient methods for completing this study. Inductive analysis is the technique utilized by qualitative researchers to synthesize and interpret information, starting with specific truths and also concluding with groups and patterns (McMillan and Schumacher, 2010: 367). Rather than being enforced before data collection, more basic ideas and also final thoughts emerge from the information in this fashion.

Qualitative data evaluation is mainly an inductive process of categorizing information into groups and finding patterns (partnerships) among categories (McMillan and Wergin, 2006: 96). The goal of data analysis is to find patterns in the data that may be used to draw broad generalizations about correlations between categories. In qualitative research, there are two primary types of data analysis, according to Partington (2002: 113).

The content analysis is the initial stage. In content analysis, the components of the information are analyzed for emerging patterns, evidence of expected patterns, or pattern matching across several cases. The based evaluation is the following step in the process. In grounded analysis, the scientist's function is normally exploratory, with the objective of responding to a certain research question by allowing explorations and also interpretations to occur from the data while looking for inexplicable or rising patterns. Based evaluation is a more open method, according to Easterby-Smith et al., (2002: 122), since rather than requiring information right into logico-deductively acquired presumptions and also categories, research needs to be used to produce based theory, which "fits" and "works" because it is stemmed from the ideas and groups made use of by people to translate as well as organize their very own information.

1.13. IMPORTANCE OF THE STUDY

The significance of the study, according to Mouton (2011: 42), establishes why the suggested research is relevant and contributes to a new body of knowledge. The findings of this study are particularly relevant to the departmental section under investigation. The outcomes of this study will serve as a crucial reference and explanation of the current status quo in terms of the system once they are published. It provides indicators of the system's importance to the department and its ability to implement it. The findings of the study will be used to develop future practical guidelines and tools. Recommendations also detail the actions that must be taken in order to boost performance. The work added to the body of knowledge by developing a theoretical model for PMDS implementation. According to Struwig and Stead (2002: 67), the participants' rights, dignity, privacy, and secrecy of information should be protected and managed with absolute confidentiality.

Participants were requested to fill out and sign a standard consent form produced by IREC at Durban University of Technology in exchange because of their desire to take part in the research. In addition, the questionnaire did not ask for any personal information that would expose one's identity. Durban University of Technology also asked the researcher to complete the PG2 form, which is part of a research proposal. The researcher was obliged to fill out this form in order to comply with ethical clearance requirements.

These included obtaining approval from the Limpopo Department of Health and drafting an informed consent letter (Annexure B) to the participants to ensure voluntary participation (Leedy and Ormrod 2005: 101). Over and above the letter from the Limpopo Department of Health informing them of the study to be undertaken in their stations, a polite note to the District administrators was also requested of the researcher. (Annexure C) of the participating stations.

1.14. ASSUMPTION OF THE STUDY

In the first instances, it was assumed that the respondents were aware of the concepts included in this research study. Secondly, it was assumed that participants would fill questionnaires after having signed the consent forms to the best of their knowledge and in a fair manner. Finally, an impartial, objective and truthful response was assumed.

1.15. LIMITATIONS TO THE STUDY

One of the study's drawbacks is that it is the first investigation of performance management and development systems among the study group in that particular study region. Even though it may be sufficient for this research, it may not be sufficient for a more extensive examination of workplace differences and the influence of performance management across the province's 64 stations.

1.16. DELIMITATIONS

The scope of the study, according to Mouton (2014: 108), refers to the boundaries within which the research will be conducted in the region or location where it will be conducted. The research was carried out at EMRS, in all the districts of the Limpopo province, Department of Health, and only 25 stations participated and the rest were excluded.

1.17. CHAPTER DIVISION

The thesis is divided into seven (7) chapters, as follows:

Chapter One: Introduction

The purpose of this chapter is to provide an overview, setting the groundwork for the study's foundation and orientation, which includes the study's background, importance, methods, constraints, ethical issues, and thesis structure.

Chapter Two: Literature review

This chapter provides a review of the research that is currently available on performance management and development systems.

Chapter Three

This chapter presents a theoretical model of performance management system.

Chapter Four

The fourth chapter comprises performance management and development system in the public services: South African perspectives.

Chapter Five: Research methodology

The study design, which is a mixed methods approach, is the emphasis of this chapter. This is accomplished by discussing the data collection process and instruments, as well as how data was evaluated and ethical consideration issues were addressed.

Chapter Six: Findings, analysis and interpretations

Data is evaluated and interpreted in this chapter. Data that is qualitative is categorized. Data will be organized into categories based on emerging topics. SPSS is used to evaluate the pre-coded qualitative data.

Chapter Seven: Conclusions and recommendations

The discussion of the findings in Chapter Seven is based on a review of the research questions and objectives. Following that, recommendations and proposals for future research will be made.

1.18. CONCLUSION

The existing form of LEMRS' PMS was investigated and analyzed in this study. The study's topic was contextualized, and research questions arising from the problem were presented. The path this study took was determined by the study's aims, which were linked to the research questions. The study tools information collection was introduced, and the demographic and section from which the data was collected. The study's concepts were also outlined. A combination of both qualitative and quantitative methods was used. The researcher focused on collecting data in five stations per district, which gives a total of 25 stations in EMRS, Limpopo Province.

The next chapter provides a review of the research that is currently available on performance management and development system.

CHAPTER TWO: PERFORMANCE MANAGEMENT SYSTEM

2.1. INTRODUCTION

The efficiency administration and advancement scheme is an important device to make certain that private staff members and also the division in its entirety attain their efficiency determinations. In the absence of appropriate monitoring, the group is probable to decrease in its productivity. An appropriate assessment as well as analysis of the scheme`s effectiveness must be measured as a priority in any kind of setup. This project is intended to measure performance managing and growth scheme in twenty-five designated Emergency Medical and Rescue Service (EMRS) stations within the five districts of the Limpopo Province.

In addition, it is undertaken with a focus on workers between wage degrees of three-twelve, to suggest feasible means of executing and handling the system relatively. The previous phase of the project supplied the road map of all the procedures complied with in this research. This phase emphasizes on studying relevant works so as to acquire an improved indulgent of the implementation of performance management systems in the Emergency Medical and Response Services in Limpopo Province.

2.2. PERFORMANCE MANAGEMENT SYSTEM (PMS)

The key end result of PMS is to help the human resource capability with the identification of developing requirements (Sangweni, 2007: 2). Performance Administration is a vital part of human resource administration and also growth activities. According to Mtshali (Ntombela, 2013: 10), efficiency monitoring belongs to the personnel department. It is a process of identifying, measuring as well as establishing people's and also squads' efficiency. It is a non-stop procedure that entails setting objective, the solution of purposes, efficiency surveillance, reception as well as providing feedback. Performance administration systems consist of year end assessment of efficiency that requires a methodical account of a worker's fortes and also weak points (Aguinis, 2013: 2-3). It encompasses productivity analysis as well as examining, the outcomes made use of to grow inexperienced employees, and award excellent efficiency (Seotlela and Miruka, 2014: 177).

One of the purposes of efficiency administration and also growth, according to Aguinis (2013: 13) is the collection of details that is needed for salary management, the provision of efficiency responses, as well as the decision of staff members' strength and weak points. Furthermore, PMDS integrates preparation, maintenance, compensation and also efficiency reviewing (Callaghan, 2015: 4). Efficiency is merely specified by Aguinis (2013: 78) as what workers do leaving out the outcome of job execution. It has to do with the habits of staffs at work, which is a problem for managers and can add to business efficiency and also achievement. Productivity is characterized by being evaluative as well as multi-dimensional. Assesses how behaviours are classified as negative, unbiased, or positive in terms of personal, team, and corporate effectiveness. It is the multi-dimensional methods that workers carry out in a different way (Aguinis, 2013: 78). Additionally, staff member actions either add to or hinder organizational objective accomplishment.

Unfavourable habits obstruct organizational effectiveness, while neutral habits blur the line between good and bad, and positive habits contribute to organizational success (Aguinis, 2013: 78). Efficiency administration as well as development is the process of using worldly and also human sources to guarantee optimal performance in an effort to accomplish the wanted outcomes. It includes both specific as well as business performance. Each specific performance makes a contribution to the whole business efficiency. According to Seotletla and Miruka (2014: 177), the implementation of a Productivity Management and also Advancement System is an effective device for delivering the tactical objectives and goals of the organization. In addition, an efficiency contract links an individual's- performance to business goals (Performance Management and Development System (PMDS) Manual, 2015: 18).

The administration of performance consists of the development of an environment in which workers can efficiently execute to accomplish business purposes. It is an everyday task for managers which guarantee that staff members deliver the needed results (Meyer and Kirsten, 2015: 59). The main emphasis of PMDS is taking care of employee efficiency by means of supplying Human Resources (HR) with clearness on efficiency criteria of the organization along with the abilities and also knowledge to properly execute (Meyer and Kirsten, 2015: 5). Meyer and Kirsten (2016: 68), also state that PMDS is a crucial element of human resources monitoring.

The objective of establishing it is to supply certain information on just how the business goal will be carried out, as objectives supply a great basis for decision making as well as offer a basis for efficiency measurement (Aguinis 2009: 63). Aguinis (2013: 79) additional states that PMDS is a primary tool for performing the business strategic plan. It is a procedure of straightening worker's efficiency with the organization's goals, which specifies measuring, tracking and giving comments. Furthermore, Ivancevich (2010: 251-253) asserts that supervisors are accountable for creating, implementing, customizing and also checking efficiency steps. With PMS, managers are called to offer comments relating to worker's' previous and also present task performance efficiency, which offers a basis for performance enhancement. To enable the development of individual, corporate, and system-level goals that are specific, measurable, achievable, realistic, and time-bound.

(SMART) goals are developed at device level to make it possible for supervisors to track employee progression. Today work environments are called upon to get started on efficiency improvement methods in response to ever-increasing company pressures, because, establishing clear-objectives for employees guarantees that they are precisely aware of what is anticipated of them, and records of the accomplishment steps to attain each goal eases growth and goal accomplishment (MacMillan, 2011: 3-4). It is not unusual for companies to identify an efficiency evaluation system as a 'performance management system. As a result, it is important to compare performance evaluation and also efficiency administration outlined listed below:

2.2.1. History of efficiency administration

The administration of efficiency has actually advanced since the very early of the twentieth century. Efficiency evaluation systems, a mix of advantage and also management by objectives (MBO) arose in the 1970's, and its administration which is appreciable from its precursors arose throughout the 1980's (Performance Management in the Public Service, 2003: 4-7). The productivity assessment schemes, was a mixture of merit and MBO, and comprises the perception of one individual influencing another. Management did not like this.

2.2.2. Efficiency monitoring defined

Aguinis (2013) defined efficiency monitoring as a continual procedure of determining, and establishing the efficiency and also gauging of people, groups as well as companies which entails lining up efficiency with the calculated objectives of the company. DeNisi and Prichard (2006) verified that efficiency monitoring systems make up a wide collection of tasks intended at enhancing private worker efficiency for the objective of boosting efficiency on a person, while Armstrong (2006: 495) defines it as a system procedure for enhancing business efficiency by creating the efficiency of groups and also people. The later in addition highlights that efficiency administration is a method of improving outcomes by handling and distinguishing efficiency within a concurred structure.

Amos et al., (2014: 64) however, define it as a strategy that starts with converting the total tactical purposes of the company right into clear purposes for every private worker, but Jackson et al., (2009: 314) postulate an efficiency administration and also advancement system as a formatted, structured procedure utilized to gauge, examine, as well as affect staff members' task relevant perspective, habits, and also efficiency outcomes. Hereof, an efficiency monitoring and also growth system assists to guide and inspire staff members to optimize their initiatives in support of the company. The efficiency monitoring, as well as advancement system is frequently among the most affordable ranked locations in any type of staff member's fulfillment study, yet it is the essential procedure whereby job gets done.

It is exactly how companies connect assumptions and also drive actions to attain essential objectives and just how the company recognizes inefficient entertainers for growth programs or various other individual activities (Pulakos, 2009: 3). Thus, efficiency administration as well as growth systems might eventually be specified as a cyclic procedure of obtaining far better outcomes from staff members by utilizing various techniques and assistance systems offered within the company (Pulakos, 2009: 4). In order for this to take place, public authorities need to do much in the ideal feasible means when implementing their day-to-day features according to their established criteria and purposes authorized throughout their efficiency arrangement conferences at the start of the year.

2.2.3. Purposes of efficiency administration

Efficiency administration is vexed with three significant goals.

- 1) Performance improvement to realize business, team and specific success.
- 2) Growth once efficiency enhancement is not attainable unless there are reliable procedures of continual advancement, and
- 3) Satiating the requirements and prospects of all the investors, supervision, workers, patrons and the general public.

In all these three tasks, efficiency monitoring counts on interaction and also participation, as well as creating an environment in which on-going communication between supervisors and members of their groups takes place to define assumptions and share information about the company's objective values and aims (Armstrong, 2006: 143). In enhancement, efficiency monitoring starts with establishing objectives as one of the crucial features of monitoring (Harvard Business School, 2006: 2). The SMART acronym provides a guard when setting objective, whereby, the wise phrase suggests the complying with uniqueness of the term as follows:

S- Every little thing needs to specify, easy as well as clear even if tough.

M- Purposes have to be quantifiable in regards to top quality, time, amount and also cash.

A- Purposes need to be attainable, all jobs should be feasible however tough to attain with the expertise as well as experience of a worker.

R- Pertinent; indicating that job should pertain to the purposes of the company to make sure that the objectives of the worker are straightened to the department objectives.

Time- Time frame-a job have to be finished within the arranged time range.

Giving that, companies use an efficiency evaluation system as a 'efficiency monitoring system, it is essential to differentiate between the two.

2.3. DIFFERENTIATING BETWEEN PERFORMANCE ASSESSMENT AND EFFICIENCY MONITORING SYSTEM

DeNisi and Pritchard (2016: 14) note that an efficiency administration system is commonly puzzled as a system that entails staff member analysis at a provided duration without any kind of initiative in the direction of supplying efficiency comments or mentoring so that efficiency can be enhanced. An efficiency assessment refers to an official procedure of examining individuals' efficiency at job DeNisi and Murphy (2017). Formerly, the best objective of the efficiency evaluation need to give information that will certainly best make it possible for supervisors to boost staff member efficiency (DeNisi and Pritchard, 2016: 14). In his later definition, Aguinis (2013: 46) clarifies that efficiency assessment has actually been preferred with scholars as well as specialists for years; however numerous mistakes of the pure efficiency evaluation system developed a requirement for a system that goes past gauging efficiency. This requirement led to the principle of efficiency monitoring (DeNisi and Murphy, 2017: 16). The authors noted:

“Performance management refers to the wide variety of activities, policies, procedures and intervention designed to help employees to improve their performance. These programs begin with performance appraisals but also include feedback, goal setting, and training, as well as reward systems” (DeNisi and Murphy, 2017:1).

Efficiency administration describes the wide array of tasks, plans, treatments as well as action made to aid workers to enhance their efficiency. These programs start with efficiency evaluations yet additionally consist of responses, setting goal, and training, in addition to reward systems (DeNisi and Murphy, 2017:1). It depends on efficiency evaluations as a standard for determining efficiency spaces, after that, concentrate on boosting specific efficiency in a means that is regular with tactical objectives and with the best objective of boosting the company's efficiency. Therefore, in the context of efficiency monitoring, ranking precision is vital as it may influence worker inspiration, and viewed justness, which have actually been confirmed to influence adjustments in habits and also efficiency enhancement.

Efficiency evaluation is one of the procedures within the efficiency monitoring and growth system, and its dimension can be defined as an official procedure of examining a staff member's efficiency by the manager or supervisor, with the goal of examining whether the staff member is doing efficiently or not, while on the various other hand, efficiency administration is much larger as it is composed of exactly how the manager handles the efficiency as well as sustains his/her workers. The table below highlights some of the differences.

Table 2.1: Efficiency evaluation versus efficiency monitoring

Efficiency evaluation	Efficiency administration
Leading down approach	Joint procedure with discussion
Yearly as well as quarterly assessment conferences	Constant testimonial with several official evaluations
Use ratings	Rating much be less usual
Monolithic system	Flexible procedure
Concentrate on evaluated objectives	Focus on behaviours and values in addition to goals
Commonly connected to pay	Less most likely to be a straight web link to pay
Governmental complicated paperwork	Records maintained to a minimum
Possessed by human resources department	Owned by line supervisors

Source: Adapted from Flynn (2007: 125)

Efficiency administration and efficiency dimension are both essential for the liability of company as well as people in order to make it possible for targets to be established and also kept an eye on (Flynn, 2007: 125). On the various other hand, efficiency assessment is a procedure that is typically made use of throughout lots of companies to evaluate a staff member or review's efficiency in the past and to take into consideration just how to optimize the staff member's future payment (Bantifield, 2008: 281). The procedure of efficiency monitoring consists of most human source features, such as human source preparation, staff member employment and also training, choice and growth as well as settlement; while on the various other hands, efficiency assessment is an official procedure of evaluating the job or assessment done by workers in a group of staff members.

Efficiency monitoring is never ever simply satisfying with a subservient once or two times a year to examine efficiency; it implies continual, day-to-day, regular, regular monthly communications and comments to make sure constant renovation. The constant efficiency evaluation constantly entails contrasting the groups or workers' efficiency versus objectives that particularly stem from a link to the business's calculated strategies. Thus, performance management means a re-evaluation, and "if need be", modification of how the teams do their work (Van Aswegen, 2012: 133).

2.3.1. Purpose and benefits of performance appraisal

Variety of explanations may cause businesses to institute performance assessment schemes, however, the primarily aim is for growth determinations. As the function of efficiency administration main treatments varies, they are most likely to effect upon the contentment of workers within the system (Briscoe et al., 2012: 344). Torrington et al., (2012) in Analoui (2007: 202) suggests that efficiency evaluation can assist to enhance existing efficiency, give comments, boost inspiration, recognize training requirements, determine prospective, allow people additionally to recognize what is anticipated of them, concentrate on professional growth, honour wage rises as well as additionally address task troubles. Performing an efficiency evaluation of staff members does not just have advantages for staff members but also for the company.

Below is a table with advantages for both the company and also the worker when carrying out worker assessment:

Table 2.2: Advantages of efficiency evaluation

Efficiency assessment advantages for employer	Performance evaluation advantages for workers
Specific qualities make a distinction to the firm's performance	Improvement in efficiency calls for evaluation
Efficiency recording might be required for lawful defence	Employees' efficiency peculiarities need to have a result on benefit as well as the job
Assessment offers a basis for evidence and also reward	Efficiency degree as well as assessment acknowledgment can encourage employees to boost their productivity
DEVELOPING PURPOSE	ADMINISTRATIVE FUNCTION
Offer efficiency pointer	Document personnel choices
Recognize specific powers as well as flaws	Define the advancement of prospects
Aid in objective selection	Regulate relocation and also project
Identify private productivity	Bad efficiency is classified
Review objective accomplishment	Resolve retaining decision or discontinuation
Establish business teaching needs	Helps to resolve layoffs
Power arrangements are strengthened	Authenticate choice standards
Permit worker to go over trepidations	Meet lawful needs
Boost interactions	Assess preparation programmes /progress
Supply an opportunity for leaders to assist	Human source preparation

Source: Adapted from Snell and Bohlander (2013: 363) and Torrington *et al.* (2012: 168).

2.3.2. Effective performance appraisal

Throughout the 1990's, the noticeable troubles of evaluation and also appraisal as separated tasks resulted in an expanding rate of interest in efficiency monitoring systems to make sure that human sources monitoring was seen as crucial to a company's issues with efficiency enhancement and affordable benefit (Bratton and Gold, 2015: 261). Efficiency assessment is one of the most significant worries for practically every person in a company consisting of supervisors.

Taking care of efficiency assessment need to be seen as collaboration where Human resources specialists, staff members as well as supervisors, function with each other to make certain that they are reasonable and also reliable to everybody. When an appraisal system is linked with the goals of the company, employees are able to build on and share their expertise (Bioisi, 2007: 259-260). In the view of Kleynhaus a successful appraisal system must encompass these six factors (Kleynhaus, 2006: 162-163):

Work associated requirements-- The requirements for assessment need to connect to the certain task being reviewed. The standards for telephone interaction abilities might be used to an airline company reserving staff, not a welder, and the task evaluation exercises must be utilized to attract up task associated assessment standards.

Efficiency assumptions-- Staff members as well as supervisors should concur on the efficiency assumption in development of the assessment duration. Throughout this procedure, the efficiency assumptions ought to be verbalized plainly while both celebrations authorize an arrangement that the anticipated efficiency will certainly be fulfilled.

Standardization-- Efficiency evaluation standards and also assumptions need to be standard for staff members in the exact same work groups. Supervisors ought to carry out assessments covering comparable durations for these workers.

Educated Evaluator-- The specific or people that observe at the very least a depictive example of a worker's task efficiency need to typically have the obligation for assessing the staff member's efficiency. A usual mistake in assessment systems is that managers do not get adequate training.

Continual open interaction-- The majority of workers would like to know just how they are executing. Therefore, an excellent assessment system should supply them with the needed comments on a continual basis. Supervisors must deal with day-to-day efficiency issues as quickly as they develop, and not permit them to continue to be unsolved for a very long time.

Efficiency evaluation-- According to the performance management and development system (PMDS) in the general public industry, 6-month duration is an official proposed time for performing efficiency evaluations of all workers in a division. The efficiency evaluation should enable the supervisor and also worker to determine any type of weak points as well as toughness of the workers along with areas that requires training or advancement. A casual efficiency analysis can occur daily in between a worker and the supervisor.

2.4. PRINCIPLES OF MANAGING EMPLOYEES PERFORMANCE

Outcomes alignment-- The aim should be articulated against deliverable output in a specified period. This should comprise individual improvement and working purposes. The worker's efficiency must be evaluated on the basis of a job strategy covering a certain duration, establishing out clear duties as well as the purposes to be accomplished (Kleynhaus, 2006: 162-163). The job strategy ought to likewise be a common arrangement between the staff member and supervisor.

Training as well as growth-- the efficiency analysis assists to determine the weak points and also toughness and also the treatments required to handle difficulties, consisting of the staff member's future training requirements, and also various other developing treatments such as occupation therapy, mentoring as well as training.

Rewarding excellent efficiency-- staff members that execute extremely well as well as whose abilities are specifically valued should be identified as well as awarded in order to urge them to keep the high criteria they have actually accomplished, and also to urge others to pursue enhanced efficiency.

Taking care of bad efficiency-- where efficiency has actually not gotten to the needs in the job strategy, the evaluation, both composed and also spoken, need to be concentrated on recognizing the factors as well as the reason, therefore getting to a shared arrangement on the actions that require to be required to result enhancement.

Visibility, Justness as well as Neutrality-- the staff member must be offered a duplicate of the created evaluation, as well as be offered the possibility to talk about it. The staff member can appeal versus an analysis that he/she thinks to be unjust.

The coverage supervisor's created evaluation needs to be evaluated by his/her very own instant supervisor in order to make certain that reporting criteria are consistent and also unbiased.

2.5. WHO SHOULD APPRAISE EMPLOYEE'S PERFORMANCE?

The PMDS can be instituted in the company, with proper procedures, however the major challenge of who is to appraise employees can still remain, especially, with regards to new staffs, (and even to some old ones). Inquiry of that needs to assess the efficiency of the workers to primarily recently assigned jobs, and old personnel participants. Throughout the induction and alignment of workers, instructors should be clear concerning responsibilities for the appraising of staff member's efficiency. Customers, not administrative officers, can rate a cashier's performance using particular rating systems. This must be made loud and clear to all newly inducted workers.

Snell and Bohlander (2010: 370), say that ratters might consist of managers, peer, employee, self, junior, client, suppliers, and also distributors depending upon the nature of the appraiser's task. However, it feedback could be generated from customers who will have independent view about the appraisal. Individuals in charge of assessments should consist of (Snell and Bohlander, 2010: 371):

Supervisor evaluation-- typically, supervisors are in the ideal placement to assess the efficiency of his/her workers, although it might not constantly be feasible for them to do so. Supervisors constantly grumble that they do not have the time to completely observe the efficiency of workers.

Self-appraisal-- this is a typical treatment in the general public market, wherein the worker is asked to rate his/her efficiency prior to consulting with his/her manager for the official evaluation. If the supervisor looks to enhance worker's participation in the testimonial procedure, this is valuable. It likewise aids the staff member to think of his/her weak points, toughness as well as might result in conversations concerning obstacles to the efficiency of the worker.

Secondary evaluation-- this type of evaluation is primarily great for workers that intend to obtain an honest as well as reasonable action on their efficiency. Workers ask their juniors to rank their efficiency and also provide responses.

Due to the fact that they are often in contact with their superiors and inhabit a distinct placement from where to observe several efficiency relevant practices, staffs are in a great placement to assess their supervisors.

Peer evaluation-- a peer assessment supplies information that varies to some extent from scores by a premium, considering that a staff member's peer typically sees various measurements of his/her efficiency. Peer can conveniently determine management as well as social abilities together with various other toughness and also weak points of their colleagues. One benefit of peer assessment is the idea that they provide a lot more legitimate and also exact details than evaluations by managers.

Group assessment-- in a group setup, it might be almost difficult to separate out a person's reward. Supporters of group assessment suggest that in such situations, person's evaluations can be useless since it interferes with the vital problem of the group.

Consumer assessment-- this is primarily appropriate to workers that are straight functioning with the consumers. To identify the degree of solution or efficiency clients can be asked to rank the efficiency of workers.

2.6. THE PURPOSE OF PERFORMANCE MANAGEMENT SYSTEMS

There are 6 primary features of a PM system as defined listed below:

2.6.1. Tactical feature

Efficiency administration and growth systems intend to accomplish the critical goals of the company, which is attainable by connecting the company's objectives with private objectives (as formerly gone over) (Du-Plessis, 2015; Lutwama, 2011; Lutwama, Roos and Dolamo, 2013; Nxumalo, Goudge, Gilson and Eyles, 2018). Efficiency administration as well as advancement systems are thought about to play an essential duty throughout 'on boarding' (the procedure of swearing in brand-new workers right into the company). At this juncture, efficiency administration systems enable brand-new staff members to comprehend the kinds of practices and results that are valued and also compensated, which subsequently, causes an understanding of the company's society as well as its values (Lee and Steers, 2017).

2.6.2. Management feature

Lots of scholars have actually acknowledged that efficiency monitoring systems offer a management objective (Aguinis, 2013; Du-Plessis, 2015; Lutwama et al., 2013; Nxumalo et al., 2018). The execution of benefit systems based on details offered by the efficiency administration system drops within the management objective since the managerially, the system makes available vital information that helps leaders to take salary augmentations, preferment, acknowledgements and rewards judgments. Thus it averts partiality, dishonesty, and enticement. If applied appropriately, it stresses the standing of fairness and virtue in managerial judgements.

2.6.3. Informative feature

Efficiency administration systems work as a vital interaction system that might educate staff members concerning their toughness as well as supply them with information on details capacities that can be improved. Associated to the tactical objective, they additionally offer details on the task assumption and also person's involvement to the company (Aguinis, 2013: 100).

2.6.4. Developing feature

The progressive function PMDS is enabled through the delivery of feedback which may be used to notify corrective accomplishment to advance efficiency. It is therefore kept that comments are the main element of a well-implemented PMDS (Aguinis, 2013: 100). It affords supervisors the possibility to instruct staff members and also help to enhance efficiency on a recurring basis (Aguinis, 2013; Lee and Steers, 2017; Lutwama et al., 2013; Du-Plessis, 2015; Nxumalo et al., 2018). In recognizing specific toughness as well as weak points of staffs, comments and conversations on the reasons for efficiency shortages (which can be attributed to private, team, or contextual variables) are talked about, and thus, activities are taken to decrease obstacles to efficiency. Significantly, numerous scholars show that responses are beneficial just when staff members are eager to obtain it (Awases et al., 2013; Lutwama et al., 2013). Thus, it both short-term and long-term facets for development (Nxumalo et al., 2018). Again, the developing feature of the system helps employees to collect evidence about them which can then be used to customize their career paths.

2.6.5. Business upkeep feature

A fifth feature of efficiency monitoring systems is to offer details to make use of in labor force preparation. Efficiency administration systems are the main methods through which precise ability stocks can be accumulated by both employees and the administration. Various other business upkeep objectives offered by the efficiency monitoring system consist of evaluating future training requirements, reviewing efficiency accomplishment at the business degree, and reviewing the efficiency of human resources treatments (for instance, whether staff members carry out at greater degrees after involvement in a training program). These tasks cannot be carried out properly in the absence of an excellent efficiency administration system (Aguinis, 2013, Lutwama et al., 2013; Nxumalo et al., 2018; and Saravanja 2010).

2.6.6. Documentation feature

Lastly, performance monitoring schemes allow for the collection of valuable evidence that can be stored or utilized for numerous purposes. The information gathered can be used as evidence within the firm or outside. For instance, should any staff challenge the genuineness of a promotion decision; such document can function as confirmation of effective administration (Aguinis 2013; Lutwama et al., 2013; Nxumalo et al., 2018). The above features of efficiency administration systems were adjusted from the job of Aguinis (2013) and also sustained by numerous scholars. Awases et al., (2013), Du-Plessis (2015), Lee and Steers (2017), Lutwama et al., (2013), Nxumalo et al., (2018), Saravanja (2010), among several others, over the years have actually verified the worth of making use of efficiency monitoring systems throughout various job industries around the world. The results point to the same evidence. Apart from the worth of having an efficiency administration system, the essential needs of PMDS are gone over below:

2.7. FUNDAMENTAL REQUIREMENTS OF AN EFFECTIVE PMDS

The list below is important for the effective execution of an efficiency monitoring scheme as well as advancement system in any type of context. Just how each feature is used might vary, nevertheless, the major concepts of each attribute revolve around:

2.7.1. Strategic and context harmony

Among the primary features of efficiency monitoring system is to line it up with the tactical goals of the business context. A reliable system, hence, shows a clear harmony of specific efficiency with the device's as well as company's technique (Aguinis 2013: 33; Ahmad and Bujang 2013: 42; DeNisi and Murphy, 2017: 65; Saravanja 2010: 52). Context harmony describes the demand for the system to be in agreement with the company's culture, in addition to the wider social context of the area or nation within which it runs (Aguinis 2013: 33; Lee and Steers, 2017: 38).

If a country prioritises results over practises, and as a result, implements a system that prioritises, the system is likely to be ineffective (Aguinis, 2013: 33; Lee and Steers, 2017: 38). In this circumstances, harmony should be produced in between the efficiency administration and growth system and also the calculated goals of the company in debts such as calculated preparation, HRM procedures, business society and framework, as well as with all various other significant business systems and procedures (Lee and Steers, 2017; Saravanja, 2010: 53).

2.7.2. Precision and thoroughness

The system needs to be detailed in its analysis of efficiency to include employees and managers (Nxumalo et al., 2018: 57). All major duties must be evaluated in terms of actions and outcomes. (Lutwama et al., 2013: 32). The assessment must consist of efficiency covering the whole evaluation duration, not simply couple of weeks or months prior to the evaluation (Aguinis, 2013: 35). Lastly, responses need to be provided on favourable efficiency as well as points that require innovation (Cardy and Korodi, 2011: 146; Du-Plessis, 2015: 85; Sarajev, 2010: 54; Skinner, Van Dijk, Stothard and Fein, 2017: 138; Swaarbooi, 2016: 86).

2.7.3. Functionality

A reliable efficiency monitoring and advancement system need to be straightforward for both the rating officer and the individual being rated. Aguinis (2012) repeats that the advantages of utilizing the system as (e.g. boosted inspiration, task fulfillment and also enhanced efficiency) has to be seen as surpassing the costs (e.g. time, expenditure as well as initiative) of running it.

2.7.4. Meaningfulness

The system must be significant to the customer, and this can be attained in numerous means. Efficiency dimension must consist of just matters under the control of the staff member; the evaluation needs to happen at normal periods; the system ought to give proceeding abilities advancement of both the reviewer and the reviewed, and the outcome must be utilized for crucial Human resources choices, as well as the application of the system ought to be an essential component of every person's work. Usually, efficiency monitoring system is established without considering the-obstacles that could influence efficiency, but might be beyond the control of employee (DeNisi and Murphy, 2017: 66). Furthermore, evaluations are only evocative if they occur at regular intervals and at appropriate times. (Aguinis, 2013: 34). The author argues that one official assessment in a year is generally not enough; rather, it should be on a quarterly basis. The outcomes from the system need to be utilized for crucial management choices (Lutwana et al., 2013: 33; Nxumalo et al., 2018: 57).

2.7.5. Uniqueness

An excellent efficiency administration system should offer clear as well as comprehensive advice to staff members concerning what is anticipated of them and just how they can fulfil these assumptions. Aguinis (2013: 36) recommends that efficiency monitoring systems must give information to enable differentiation between inadequacy and efficient performance. Employees must be informed about the system through standards and guidelines as well as other means (Cardy and Korodi, 2011: 64). Uniqueness notifies individuals regarding the system; assists make sure harmony of therapy, as well as it supplies staff members with official methods of allure. It likewise raises users' assumptions of justness and lawful defensibility against inadequate work techniques (Aguinis, 2013: 36; Skinner et al., 2017: 126).

2.7.6. Legitimate and trustworthy

In terms of dependability, a great system should consist of steps of efficiency that are cost-free and also free of mistakes. To be legitimate, an action has to consist of all pertinent constructs and all efficiency aspects and also it ought not to leave out any kind of crucial elements or be contaminable with variables that are unconnected to efficiency (DeNisi and Murphy, 2017).

Aguinis (2013: 38) validates that efficiency monitoring systems need to be standard, and it needs to be assessed continually throughout individuals' time.

2.7.7. Reputation and justness

According to Aguinis (2013: 38), an efficient system serves its objectives when it is regarded as reasonable by all individuals. Because subjective perceptions of justice exist, the only method to determine if a system is considered favourably by its users is to cast doubt on the individuals themselves. Aguinis (2013: 38) discussed four various kinds of justice that influence on the reputation and justness of a system, as follows:

- a) Is distributive fairness, which relates to the assumptions made about the score earned in relation to the task performed, and/or the incentive received, in relation to the efficiency evaluation results? When there is a mismatch between the job and the evaluation, or between the assessment and the benefits, the system is likely to be considered as unjust.
- b) Procedural fairness is concerned with participants' perceptions of the metrics used to govern scores and the mechanisms used to link grades to awards.
- c) Assumptions relating to social justice refer to the high quality of the style and also application of the efficiency monitoring and growth.
- d) Informative justice refers to justness understandings concerning efficiency assumptions as well as objectives, comments received, and the details offered to warrant management choices.

A consistent problem apparent in literary works is just how to create systems that are considered reasonable from the distributive, step-by-step, social, as well as informative point of views in order to reduce inadequate human resources end results that arise from PMDS that are viewed as unreasonable. This is validated by numerous scholars that have actually composed on obstacles pertaining to the justness and reputation of efficiency administration and also advancement systems. (AbuAIRub and Al-Zaru, 2012: 12; Adejoka and Bayat, 2014:36; Arnaboldi, Lapsley and Steccolini, 2015: 8; Ahmad and Bujang, 2013: 44; Saravanja, 2010: 54; Skinner et al., 2017: 130; Swaarbooi 2016: 90). Great efficiency monitoring systems are participative in nature (Steers and Lee, 2017: 42).

In enhancement, workers need to get involved in the procedure of producing the system by giving input concerning what outcomes or practices must be gauged and also just how (Lutwana et al., 2013: 35). Scholars such as Lee and Steers (2017: 40) discovered that when individuals are consisted in the procedure of carrying out the system and also developing it, such comprehensive systems are most likely to lead to even more effective administration systems. Staff participation is critical since it allows all users to express their issues and ensures that those concerns are addressed (Saravanja, 2010: 60). It also leads to reduced resistance, a decline in performance, and legal competition (Skinner et al., 2017).

2.7.8. Visibility and correctability

An open efficiency monitoring system is clear and also opened for efficiency evaluations as well as their results. Regular efficiency assessments are done along efficiency responses being offered on a continuous basis. As early as 1980, writers like O'Reilly and Anderson (2010) maintained that the efficiency monitoring technique is made up of a two-way dialogue in which information is exchanged, rather than information being delivered from the management to the employee without any contribution from the receiver. This is because, any type of criticism is better than nothing at all (Du-Plessis, 2015: 35; Lutwama et al., 2013: 40; Swaartbooi, 2016: 94).

It is secure to include that the procedure of taking care of efficiency cannot entirely remove subjectivity due to the fact that there is a component of human reasoning, which is a vital part of the assessment procedure. Hence, in the event that staff members consider a mistake in the system, there need to be an investigation to restore confidence. Some writers have actually recommended that an allures procedure should be developed for that reason, whereby staff members can test unfair choices which are a vital facet of a great efficiency administration system (Aguinis, 2013: 40; DeNisi and Gonzalez, 2017: 88; DeNisi and Murphy, 2017: 72).

2.7.9. Ethicality

An excellent efficiency monitoring system should follow moral criteria (Skinner et al., 2017: 135).

This suggests that supervisors ought to be educated to subdue their individual self-involvement in offering assessment as well as pronouncements based upon the outcomes of these assessments (Lutwana et al., 2013: 42; Nxumalo et al., 2018: 60; Swaartbooi, 2016: 96). If the afore-mentioned qualities exist, it ends up being much easier to mention mismanagement in practice, and therefore individuals end up being answerable for their activities.

2.8. CONCEPTS OF AN EFFICIENCY ADMINISTRATION SYSTEM

The concepts of an efficiency and growth monitoring in the general public solutions, internationally, are offered by the Civil Service Rules. DeNisi and Murphy (2017: 88) say that:

- Departments will take care of efficiency in a consultative, non-discriminatory and also encouraging fashion in order to improve business performance as well as efficiency, and responsibility for using resources in addition to the accomplishment of outcomes.
- Efficiency administration refines will connect constant and widely prepare for team growth and line up with the division's critical objectives.
- The main alignment of efficiency administration will be established for the efficient reaction to consistently insufficient performance and for identifying exceptional productivity.

In light of these, efficiency monitoring treatments ought to decrease the management concern on leaders while keeping openness and organizational justice.

2.9. METHODS OF PERFORMANCE MANAGEMENT

The previous section focused on the performance management principles whereby key result areas, objectives, goals, measurement, progress review, performance evaluation and performance rewards were described as the system of performance management. This section will explain methods of performance management.

2.9.1. Management by Objectives

The Gordon Institute of Business Science (2017: 1) viewed management by objectives as a tool that motivates employees to provide services in an efficient and effective manner towards the organization.

Therefore, it is recommended that managers should delegate clear roles to each employee in order to obtain positive results. In addition, managers are entrusted with their roles as mentors and they should display qualities of good support and inspiration to employees. Mulder (2010) mirrors the exact same idea that administration by goals is an efficiency administration strategy concentrated on dealing with the series in between the goals of staff members as well as the goals of the establishment. The purpose of monitoring by goals is to examine companies' goals and also supply information on the outcomes.

Administration by purposes is very closely relevant to efficiency benefits, efficiency acknowledgment as well as worker development and growth. Monitoring has to make and also create efficiency strategies at all degrees within the company. It is suggested that supervisors comply with the wise objectives intend when creating administration by purposes strategies. On top of that, the layout of the strategy need to offer comprehensive information on just how companies objectives and goals can be accomplished. According to Kotelnikon (2017: 156) management by objectives is a systematic tool directed at achieving an organization's goals and objectives. He adds that, in order to ensure that the system is effective; employees must provide inputs and suggestions to identify their roles and time frames. Therefore, since management by objectives is an on-going process, managers must provide reports in order to reach the objectives of the organization.

Barrow (2017: 214) supports that management by objectives must be clear and specific, measurable and provide time frames on how an organization's goals and objectives will be achieve. The University of Minnesota Publishing Libraries (2015) highlighted that management by objectives aims to ensure and promote performance efficiency by linking employee's objectives with the overall organizational goals and objectives. Hence, managers must concentrate on the results and not actions. Managers must also guarantee that each employee's ambitions and objectives are aligned with the company's objectives and strategy. As a result, managers must be aware of their responsibilities and how they fit into the overall operational strategy of the company.

The Society for Human Resource Management (2014: 33) commented that management by objectives as a tool requires supervisors and subordinates to grow and agree on achievable and measurable objectives. In addition, the agreement should focus on how the goals and objectives can be achieved to meet the objectives of the organization.

2.9.2. 360-degree evaluation

Aquinis (2013: 206) explained the 360-degree evaluation as the most operative and dependable means for supporting staffs, particularly at the managerial degree to advance performance. In order to get far better outcomes of efficiency, information is acquired from various people. Aquinas even more clears up that although the system is routed at managerial degree; all staff members are involved in the system, and are given the chance to value themselves according to their assumptions of efficiency. A 360-degree evaluation device works for advancement as well as management functions, hence organizations use it to accumulate details and also lower documents, which is in-line with innovation.

Bersin in Deloitte (2017: 1) defined 360-degree appraisal as the information that the employee submits to his/her supervisor. In addition, 360-degree as a tool evaluates performance and provides coaching on employee' assessment. This is supported by the Gordon Institute of Business Science (2017: 2), which states that supervisors used 360-degree appraisals as a method to gather information. Again, the concepts of this approach aid in acquiring crucial elements on a person's efficiency. Mayo (2016: 1) cited 360-degree appraisals as a multipurpose system for performance assessment that combines feedback from employee' performance. He stated that the system is utilized for employees at middle and senior levels.

Hence, the difficulty of their responsibilities allows organizations to create more information for assessment. He adds that the 360- degree appraisal is a useful tool for employee development and must be conducted yearly as an on-going process to monitor the employee's progress. Additionally, supervisors should concentrate on complying with below points:

- Growth of efficiency assessment;
- Focus on worker comments that will certainly help in self-development;
- Boost responsibility on worker efficiency;

- Integrate concepts that will certainly add to effective analysis;
- Collect details from centre management workers.

Gluck (2017:1) believes that the 360-degree appraisal is an assessment process directed at evaluating middle management employees' and managers' performance. Her views are not different from those of Mayo. She further states that a detailed performance appraisal system provides results as those of Mayo. She further states that a detailed performance appraisal system provides results on a manager's performance obtained from direct supervisors, employees and direct stakeholders.

2.9.3. Benefits of using 360-degree responses

Feedback generating is very thought-provoking for most superiors. Playing God is not a very easy job if the response one has to give is to slam the efficiency of the staff member whom one has actually reviewed. The point in the majority of instances consists is that a worker could assume that the manager is offering that unfavourable comments because he/she dislikes him (the worker) or for various other adverse assumptions that a staff member may have in the direction of the evaluator. Internationally, less than half of establishments use formal 360-degree programmes. Those who use it do so exclusively for progressive determinations.

360-degree information might drop some light on the top quality of an individual efficiency in the behaviour measurement of work efficiency, nevertheless, it is uncommon for 360degree responses results to be made use of in efficiency evaluation (Grote, 2015: 16). Utilizing 360-degree comments gives some benefits since in this procedure, comments from numerous critics removes some of the misunderstandings that a worker might have.-A business could gain the below benefits by implementing a 360-degree reaction:

- **Decline opportunity of prejudice** - due to the fact that the system consists of details from more than one source, there is a reduced opportunity of prejudice in the recognition of the worker's weak point.
- **Boost recognition of assumptions** - staff member ends up being really knowledgeable about others' assumptions regarding their efficiency. This consists of not just the manager's assumptions however the assumptions of various other supervisors, associates, clients as well as juniors.

- **Boost dedication to enhance** - workers familiarize their selves with what others think of their efficiency, which enhances their dedication to enhance since information regarding efficiency is no longer exclusive issue.
- **Boost self-perception of efficiency** - worker's sights of their very own efficiency are most likely to alter as a result of responses gotten from various other resources.
- **Enhanced efficiency** - although obtaining details concerning one's efficiency is not adequate reason to boost; it is absolutely a really crucial action. Hence knowing one's efficiency, if coupled with excellent developing strategies, it is most likely to cause efficiency renovation.
- **Decrease un-discussable concerns--** the 360-degree responses system offers an exceptional chance for juniors, managers, as well as colleagues to offer information regarding efficiency in a non-threatening and also confidential means.

2.9.4. Self-assessment

Shepherd (2016: 106) commented that self-assessment is one of the useful tools of key performance indicators, whereby an employee rates his/her own assessment. DPSA (2007: 18) supports this, whereby during the performance assessment, public service employees are offered an opportunity to rate themselves first, as self-assessment based on performance. In addition, at this stage, an employee must assess his/her own progress in terms of the performance agreement plan entered into and provide his/her own performance scores. Furthermore, it is important to alert immediate supervisors in connection with extra-ordinary inputs referred to as high performance and considered as outstanding. Duke Human Resources (2015: 10) mentioned that employee self-assessment provides an opportunity to every employee to indicate self-reflection on tasks performed throughout the year.

Hence, self-assessment allows communication between supervisors and employees. Texas M and A University (2017: 62) supports this, that performance management is an infinite process of communication between the supervisor and subordinates. Thus, the system aims at assisting and supporting employees to attain the best results of performance.

Supervisors are encouraged to plan properly regarding all activities related to performance planning, and communication with employees must be a continuous process.

2.9.5. Competency based assessment

The Ministry of Education in Nigeria, Guyana (2014: 16) defined competency based assessment is simply gathering evidence based on capability, skills and knowledge. It is also meant to afford and mentor employees with expertise in order to perform responsibilities in a qualified and well-ordered fashion. The Expertise Team (Competency Group, 2017: 85) pointed out that high degree of efficiency is crucial in a company as it depends on exactly how knowledgeable and well-informed staff members are. Staff members with the appropriate abilities will certainly be success driven and generate far better outcomes of efficiency for the advantages of the company. Asheville-Buncombe Technical Community College (2014: 106) highlighted that competency based assessment is linked to professional development and is in-line with organizations strategic plan objectives.

Therefore, managers must encourage employees to improve their skills to support performance management. Mwaniki (2016: 4) pointed out the competency-based efficiency evaluation analyses the proficiencies together with the understanding used for the advantage of the company in order to attain effective outcomes. The author includes that competency-based assessment intends to examine workers' conduct and also just how much they add to the company's efficiency objectives and purposes. Schilling (2016: 12) commented that managers must pay attention to the elements of competency based assessment in order to achieve results in performance; namely organizational results, employee performance results and skills, and competencies.

2.10. APPLICATION OF THE PMS

Application of the efficiency administration system is intended at creating beneficial results in the efficiency of health and wellness workers in order to attain the tactical objectives of the district. Prior to the process, the productivity agreements as already referred to need to be engaged by both the staffs and superiors depending on the approved KPAs to be benchmarked for the end of season examinations.

To make certain the success of these objectives, the workers efficiency is carefully kept track of and also examined so that great efficiency can be acknowledged, bad efficiency determined as well as therapeutic activity taken to enhance performance. An efficiency Administration and also Growth System needs a worker to evaluate and also rank their very own efficiency as well as assign scores for the duration under testimonial. During this self-evaluation exercise, staffs are required to quantify their real act beside efficiency criteria that are imitated as KPAs (Muller, Bezuidenhout and Jooste, 2006: 102). Come the end of the season, individual staff's competence during the year is considered centred on examinations. When it becomes apparent to alter any score, it first needs to be raised with the overseer who initiated the valuations process.

2.11. CHALLENGES WITH THE IMPLEMENTATION OF PMS

According to several research reports, there are problems in the implementation of performance management and development systems, primarily on the side of planning. The entire process is distorted by an inadequately planned performance instrument, making objective evaluations difficult. The primary obstacles typically experienced by executives in organizations with performance management are described as follows by Christensen (2006: 141-144) and Ivancevich (1998: 263):

- “Setting corporate metrics often becomes politically influenced and can result in the creation of metrics with little meaning to everyone;
- Leaders typically struggle in managing the inevitable trade-off that surfaces in the establishment of metrics;
- It can be very difficult to align individual goals with group and organizational goals;
- Engaging line managers is critical to the design and implementation of an effective performance management process, but it can be very difficult at times because of the varied agendas that management and HR leaders may have;
- Balancing the need to measure an individual's results with the need to measure group results is often challenging; and

- Achieving horizontal alignment is a challenge. Even organizations that learn to align their goals vertically from broad organizational goal down to individual goals seem to struggle with achieving alignment across departments or organizations”.

2.12. ADVANTAGES OF PERFORMANCE MANAGEMENT SYSTEMS

Prior to establishing any human management policy or method, any organization in the world must first determine the benefits and dangers associated with that approach. Many businesses initially examine if the solution will increase risk or provide value to their present management practices. In order for the management of that organization to approve a policy, it must have far more benefits than drawbacks. However, if implemented properly, a performance management system can assist firms in meeting their objectives and improving employee performance. As a result, the key question is what are the advantages of a performance management system and what are the drawbacks of a poorly managed system.

Aguinis (2013: 4-7) responded to the previous question by listing some common pros and drawbacks of performance management systems, including:

“Motivation to perform is increased - received feedback about one’s performance increases the motivation for future performance;

- **Self-esteem is increased** – receiving feedback about one’s performance fulfills a basic human need to be recognized and valued at work;
- **Managers gain insight about subordinates** – direct supervisors and other managers in charge of the appraisal gain new insight into the person being appraised;
- **The definitions of jobs and criteria are clarified** – the job of the person being appraised may be clarified and defined more clearly. In other words, employees gain a better understanding of the behaviour and results required of their specific position and, also gain a better understanding of what it takes to be a successful performer;
- **Self in-sight and development are enhanced** - participants in the system are likely to develop a better understanding of themselves and of the kind of

developmental activities that are of value to them as they progress through the organization;

- **Administrative actions are more fair and appropriate** - performance management systems provide valid information about performance that can be used for administrative actions such as merit increases, promotions, and transfers as well as terminations;
- **Organizational goals are made clear** - the goals of the unit and the organization are made clear, and employee understands the link between what she does and organizational success;
- **Employees become more competent** – an obvious contribution is that an employee's performance is improved;
- **Employees' misconduct is minimized** – although some individuals are more likely to engage in misconduct compared to others based on individual differences in personality and other attributes, having a good performance management system in place provides the appropriate context so that misconduct is clearly defined and labeled as such and identified early before it leads to something irreversible with negative consequences;
- **There is better protection from lawsuits** - data collected through the performance management system can help document compliance with regulation (e.g. equal treatment of all employees regardless of sex, race, gender age or ethnic background);
- **There is better and more timely differentiation between good and poor performers** - forces supervisors to face and address performance problems on a timely basis;
- **Motivation, commitment, and intention to stay in the organization are enhanced;**
- **Organizational change is facilitated** – performance management systems can be useful tools to drive organizational change. Performance management systems can also be used to align the organization culture;
- **Supervisors' views of performance are communicated more clearly** – the performance management system allows managers to communicate their judgments regarding performance to their subordinates;

- **Voice behaviour is encouraged** – a well implemented performance management system allows employees to engage in voice behaviour that can lead to improved organizational processes; and
- **Employee's engagement is** – a good performance management system leads to enhanced employee engagement. Employees who are engaged feel involved, committed, passionate, and empowered”.

Kanyane and Mabelane (2012: 166) listed five factors that contribute to the success of PMDS: excellent leadership, motivation, communication, a positive attitude, and skill improvement through rewards.

2.13. IMPLICATIONS OF A POORLY IMPLEMENTED PERFORMANCE MANAGEMENT SYSTEM

Every firm aspires to have the best employees that love and care about the organization's mission. Effective performance management systems must, however, be established before such a dream can be fulfilled. What happens if something goes wrong, though? Aguinis et al. (2013: 4-7) go on to highlight a number of risks associated with poorly implemented performance management systems in the workplace, namely:

Increases turnover: – Employees may become dissatisfied and physically or psychologically abandon the company, if the procedure is not regarded as fair.

Use of misleading information: – There are numerous options for faking information on the performance of an employee if a standard system is not in place.

Wasted time and money: – When performance management systems are poorly planned and implemented, they are costly and waste a significant amount of time and resources.

Damaged relationships: – As a result of a faulty system, the relationships between the individuals involved may be affected, frequently permanently.

Lowered self-esteem: – Employees' self-esteem may not be decreased if feedback is given in an incorrect and wrong manner.

Unclear rating system: – Due to a lack of communication, employees may not comprehend how their ratings are calculated or how their evaluations are translated into rewards.

Emerging bias: – Organizational standards are likely to be replaced by personal ideals, biases, and relationships.

Standards and evaluations that are inconsistent and unfair: – Both standards and individual ratings may differ between and within units, which is inequitable;

Unreasonable demands on the time and resources of managers and staff – Poorly executed systems do not deliver the same benefits as well-designed systems, but they do consume managers' and employees' time; and

Increased litigation risk – Individuals who believe they have been assessed unfairly may file lawsuits.

2.14. BARRIERS TO IMPLEMENTING PMDS

Organizational, political and interpersonal constraints, according to Cascio and Aguinis (2005: 85-100), are the three key barriers to the efficient implementation of PMDS

- **Organizational barriers:** Organizational barriers arise when employees are held liable for any mistakes that they may be the product of an organizational structure that is built-in. Variations in system performance can be attributable to common or distinctive factors, according to Deming (1986) in Cascio and Aguinis (2005: 85-100). Faults built into the system as a result of a prior decision, material issues, design errors, or other administrative deficiencies are all common reasons. Special cause refers to characteristics associated with a specific event, operator, or subgroup.
- **Political barriers:** When opposing courses of action are feasible, political barriers arise from conscious attempts by raters to increase or defend their self-interest. According to Vigoda (2010), who is mentioned by Cascio and Aguinis (2013: 85-100), appraisal occurs in an atmosphere that is everything from reasonable, straightforward, or dispassionate.

They also emphasize that managers are more concerned with encouraging and rewarding their subordinates than with achieving accuracy in ratings.

- **Interpersonal barriers:** Finally, face-to-face contacts between subordinates and superiors might create an interpersonal barrier. It could also stymie the performance management process due to a lack of communication, as employees may believe they are being graded by one set of standards when their supervisor is actually using another.

2.15. EFFECTIVE PERFORMANCE FEEDBACK

Employees are provided feedback on their performance, whether positive or bad (Aguinis, 2013: 219). Giving performance feedback is crucial since it boosts an employee's confidence (Aguinis, 2013: 219). It should be prompt, regular, and also certain in order to work. When providing favourable responses on superb efficiency, for instance, the manager needs to briefly state the capacities of superior efficiency, and also when offering adverse comments, the manager must plainly point out the areas that require renovation while specifying the approaches to impact such behaviour modification (Aguinis, 2013: 232). Prompt responses indicate that it must be provided not long after an occasion has actually taken place. Responses are beneficial to efficiency.

2.15.1. Supervisor's/Manager's role

Employees must be able to determine if their work is effective or ineffective hence a supervisor's responsibility is to provide continuous feedback (Aguinis 2013: 220). The more immediate and targeted feedback is, the more likely it is to have an impact on performance (Noe, 2008: 109; Kumar, Anjum and Sinah, 2011: 231). Continuously providing feedback enhances performance. Employees can tell if their performance is effective or ineffective if they receive feedback on a regular basis rather than waiting until the end of the quarter or year. Information on performance is provided by ongoing communication between employees and managers, with employees encouraged to communicate any performance issues. The focus of the feedback session is on areas of good and bad performance. By giving enough resources, employees are encouraged to perform.

Employees are encouraged to talk about their areas of poor performance during feedback sessions so that immediate action can be implemented (Noe 2008: 109). A manager can criticize an employee if their performance falls short of expectations, but only if the person agrees to improve their behaviour. Following the feedback, the supervisor as well as an employee set a date to evaluate behavioral improvement after deciding on specific performance goals (Noe, Hollenbeck, Gerhart and Wright, 2006: 368-369).

2.15.2. Creation of a positive work environment

The conditions in which a worker works are referred to as the work environment (Oxford South African Pocket Dictionary 2006, "context"). Managers must guarantee that the environment in which workers work is free of performance impediments because workers are constantly interacting with it. Millisen, Abraham, Siebens, Darras and also De Casterle (2006: 750-751) discovered that regardless of solid registered nurses' dedication to be qualified service providers of high quality treatment, the atmosphere was intricate and also numerous obstacles. Office ecological aspects such as work help, manager assistance, and also the physical office atmosphere, according to Naharuddin and Sadegi (2013: 66), are drivers of workers' efficiency level.

According to the Miyazu Malaysian study, elements in the office environment have an impact on employee health (Naharuddin and Sadegi, 2013: 67). A supportive work environment, according to Vischer (2007: 180), encourages individuals to devote their energy and attention to completing tasks. Environmental dangers must be identified and managed by supervisors. In the workplace, hygiene, security, confidentiality, and secrecy can all be prioritized (Mc Sherry and Pearce, 2012). Managers should work on enhancing the psychosocial environment, increasing resources, and ensuring that job expectations are manageable for employees, according to these recommendations.

2.16. MANAGING PERFORMANCE IN THE ORGANISATION

Performance management is a challenging task, but it must be performed. The organization's managers and supervisors are in charge of ensuring that employee performance is appropriately managed. The primary issue in the public sector is a scarcity of personnel with experience in performance management.

As a result, controlling the performance and development system is forced on managers as a separate role from any other task they must complete. Despite the fact that most employees consider the performance management and development system to be a human resource function, all managers across the firm have a responsibility must play a role in ensuring that their employees' work is efficient. However, there is a support and development section for human resource management and development.

The human resource management unit can make a major difference in improving institutional performance. Employees and human resource specialists' use of human resource management strategies, procedures, and systems has a substantial impact on public sector institutions' performance and service delivery levels (Westhuizen et al., 2011: 19). Every human resource action has an impact on all other activities, such as hiring people, providing training, measuring performance, and exercising discipline, which all effect performance, not just of individuals but of the entire business (Westhuizen et al., 2011:, 19). More than merely filling out papers once a year or every quarter and conducting an assessment meeting that results in a rating that determines a pay raise is involved in managing performance.

Managing performance is a continuous endeavour rather than an annual event; it is about improving rather than grading it (Armstrong, 2008: 141). It's challenging to manage performance in a varied workforce especially when some of the employees are older. This is also distinct from managing the efficiency of helpers, which is distinct from handling the productivity of staffs expected to be paid at the conclusion of the fiscal year. Beardwell and Claydon (2010: 480) argue that performance management for an mature labor force takes two significant HR insinuations: first, the organization needs to make sure of the transfer of beneficial expertise held by older employees prior to their retirement, and secondly, the establishment should resolve exactly how to preserve effective degrees of efficiency amongst older employees while they are still employed.

2.17. POSSIBLE SOURCES OF INEFFECTIVE PERFORMANCE IN ORGANIZATIONS

There are two types of employees in any organization: those that perform exceedingly well and are effective, and those who perform poorly. Managers should first ask themselves, "What is the reason of the problem?" after identifying poor performers in the organization. This should be done before making any severe decisions against an employee (Van Aswegen, 2012: 130). Many often, the causes of poor performance in businesses are factors outside the control of employees, thus managers must research the source of the problem in order to successfully solve it. Organizational rules and procedures, job worries, personal difficulties, and external influences are the four main sources of poor performance in every organization, according to Grobler (2016: 262-266). The table below provides a brief explanation of each source of these problems:

Table 2.3: Sources of ineffective performance

Organizational policies and practices	Job concerns
Job placement that is ineffective	Workload that is excessive
Inadequate job training	incapacity to do the task
Employees' complaints are not being addressed.	Work requirements that are unclear or constantly changing
Ineffective hiring practices	Employee conflict management.
When it comes to enforcing policies or employment requirements, permissiveness is a virtue.	Working situations that are hazardous.
Relationships between reporting sources are unclear.	There are issues with coworkers.
Management that is overbearing	There is a scarcity of job growth and promotion chances.
Personal problems	External factors
Problems in the marriage.	Constraints of the law
Immaturity	Conflict between the union and the management.
Workplace morale is poor.	There is a conflict between ethical standards and the needs of the profession.
Concerns about money.	
Disabilities, as well as physical restrictions.	
Inadequate effort	

Source: Adapted from Grobler (2015: 68)

2.18. MANAGING POOR/UNDER-PERFORMANCE

The majority of inexperienced managers' deal with underperformance by pretending it doesn't exist, whereas good performance management entails not just building processes and procedure, but it is still engaging with employees whose behaviour is undesirable. Instead than urging that management investigate alternate procedures, such as external appraisal processes, these outcomes compromise the organization's overall success. A meeting between management and an employee to identify areas of concern with the person's current performance is known as an informal performance review procedure, discuss and set improvement targets, and, if necessary, organize support and training to help the employee meet these goals (Kay, 2012: 303).

Municipal performance management systems, according to Mofolo (2012: 4), should assist employees by creating an organizational culture in which groups, departments, and individuals take the initiative to improve their performance on a regular basis. It should also encourage employees to enroll in higher education institutions to develop their abilities, allowing them to perform more efficiently and effectively in the long run. Empowerment begins with learning. As a result, municipal performance management systems should have and employ the proposed model of a performance management systems recommended. Learning to recruit and retain employees more successfully is an important feature that a company may do to increase individual performance. These retention methods are critical for increasing employee productivity. The consequence is that good performers are undervalued, and they are typically angry with senior management since performance appraisal systems encourage people to expect compensation and development to be linked, which rarely happens.

Recognizing the possibilities of motivational and political issues necessitates improved accountability mechanisms around performance appraisal systems, such as asking lower-level managers to describe and defend all planned evaluations prior to interviewing any employees (Boxall and Purall, 2013: 144-145). Most of the helpful information for dealing with bad performance encourages a problem-solving approach, which recognizes that the source of poor performance may be discovered within the workplace. While dealing with poor performance, it's vital to pinpoint the root of the problem.

Misdiagnosing a performance problem and blaming the worker for it accomplishes little, if anything, and may even exacerbate the problem, as a manager's approach may be pushing instead of performance enhancement (Williams, 2012: 163-164). Poor performance can be caused by factors other than a lack of skills or motivation (Harvard Business School 2006: 39). Controlling performance, according to Biosis (2017: 259-260), may be difficult even if a performance management system is in place. He goes on to say that bad performance can still happen when a company has people who:

- “Require constant supervision;
- Do work that frequently requires rectification or completion;
- Cannot be trusted to do work that, reasonably, should be within their ability;
- Avoid unpleasant tasks;
- Cause bottlenecks due to a work rate lower than that which could reasonably be expected;
- Exercise judgement, initiative, or willingness at a level below that is reasonable to expect;
- Avoid their fair share of work;
- Refuse to cooperate;
- Have an unacceptable attendance, sickness or punctuality record, and
- Cause conflict in their relationships with other employees, suppliers and customers”.

Given that the efficiency of every staff member adds to achieving the company's objectives, it comes to infer that efficiency of every staff member needs to be handled successfully. Biosis (2017: 260) highlighted that handling efficiency is for that reason a crucial HR personnel device to make sure that:

- “Employees know what is expected of them
- Managers know whether the employee’s performance is delivering the required objectives.

- Poor performance is identified and improved, and
- Good performance is recognized and rewarded”.

2.19. PERFORMANCE REVIEW AND MONITORING

The task of the supervisor does not end with making sure that employees understand their responsibilities. However, continuous performance monitoring is required. As a project process, monitoring is the systematic collecting and analysis of data, evaluation, on the other hand, is the comparing of actual project impact to agreed-upon strategic plans (Minnar, 2010: 157). It looks at what someone set out to do, what one may have accomplished, and how one achieved it, in accordance with their goals (Minnar, 2010: 157). Performance monitoring is a continual activity with the goal of detecting and treating performance deviations before they have a negative influence on the institution's quantifiable performance.

Individual performance must be continuously checked to recognize efficiency obstacles and adjustments, in addition to deal with growth and also enhancement requirements as they occur; identify and/or recognize challenges in attaining goals and targets; allow managers as well as work owners to take care of performance-related troubles; identify and provide needed support; and ensure continuous learning and development (Newell et al., 2012: 180). High performance is described as the delivery of three of those traits at the same time: high-quality products and services, great customer value, and strong financial performance (Newell et al., 2012: 181).

2.20. BARRIERS TO PERFORMANCE MONITORING AND REPORTING

The following adversely impact checking and recording of staff's efficiency (Juines and Holzer, 2008: 17-18):

Outcome vs. impact - One major issue is that it does not specify how much of the observed the results are the effect of the agency influence rather than external causes. Performance monitoring systems do not, and are not intended to, offer information on "causality."

Validity and reliability issues – whether there are enough relevant and accurate indicators of programme quality and results to avoid creating inaccurate performance data.

Cost – The loss of performance monitoring is the most serious problem. Developing and implementing a suitable performance monitoring system may take a significant amount of time and resources, and shifting objectives may render monitoring systems obsolete or even harmful.

Reporting fear – Fears among program managers that elected authorities, interest groups, and the media will utilize information about service quality and programme outcomes to attack them. They are concerned that such information could be exploited, and that they will be held responsible for any undesirable results.

2.21. PERFORMANCE MANAGEMENT LEADING

One of an organization's four core management functions is leading. Someone who takes the initiative (a leader) and someone who follows are implied by the term leading (a follower). Many businesses fail due to incompetent CEOs that lack vision and the ability to guide staff in their work. The management role of leading entails using force to motivate personnel to achieve the organization's objectives (Cengage et al., 2012: 75). Individuals who, in their perception, offer them a route to reach their goals are more likely to be followed, according to Wehrich and Koontz (2016: 86). As a result, the further managers recognize what inspires their juniors and also just how these incentives function, the lot more this understanding is shown in their practices in accomplishing their supervisory activities, better reliable they are most likely to be as leaders. Leaders require to have particular abilities if they are to prosper in leading staff members. They require abilities of structure relationships, connecting, encouraging and management.

2.21.1. Establishing relationships

Establishing solid connections at the office resembles constructing excellent partnerships beyond operations in several areas (Smith, 2010). Relationships are very important as the definition itself as well as being of life (Berscheid, 2013). We are born right into connections, we live our lives in collaborations with others, and also when we pass away, the effects of our partnerships remain in the lives of the living, resembling throughout the cells of the connections (Ragins and also Dutton, 2014). Office partnerships are important for promoting a healthy and balanced job ambience in which individuals aid each other, share information, and work together to address issues.

According to Blanchard (2015: 7), managers should constantly keep in mind that individuals are not simply possessions but the core of the companies. It is because of this that managers are required to develop healthy and balanced connections with their workers and among staff members. Supervisors should make sure that their links with their staff members and also amongst followers do not degenerate right into a problem scenario in order to accomplish business objectives. Rafferty (2016: 748) concurs that expert communications must never ever decline to the point where one or both events think they are being harassed or pestered.

Supervisors should constantly maintain the complying with concepts in mind when constructing these essential and also healthy and balanced partnerships: they need to be sensitive to the requirements of staff members with whom they connect; they have to be considerate and also mindful of workers; they have to connect with workers in a specialist as well as moral fashion; and also they need to function supportively with individuals (ELRC, 2013: 21). The essential beginning factor of establishing connections in a company is to win one's staff members. If workers count on, and also believe in a manager, they will certainly be motivated. Establishing connections includes having the ability to interact with staff members.

2.21.2. Communicating

Without communication, no company can function efficiently (Cunningham, 2010). Communication is the act of conveying, receiving, and comprehending messages with the goal of establishing shared understanding (Manning, 2014: 50). It is also the transfer of meaning, which means that those communicating must be able to comprehend the information in the same way (Robbins and DeCenzo, 2009: 278). Steyn (2012: 31) as well as Koekemoer (2014: 32) say that efficient interaction takes place when the sender's designated significance and the receiver's regarded significance are almost the same, i.e. when a message is moved from the sender to the receiver and a typical analysis and understanding is attained.

This means that the primary reality about effective communication, according to Khumalo (2009: 22), is that the message must be received, and the main truth regarding reliable interaction is that the message is extremely important, taking precedence over all else. In any organization, communication is crucial. It is carried out for a specific purpose.

Cleary (2003: 91) states that having a well-defined target (the desired consequence from the message) ensures that the message is focused and that one does not get off track. It is referred to be the glue that unites numerous elements, coordinates operations, allows individuals to collaborate, and produces results by Grobler et al., (2013: 14). Communication's role in performance management and appraisal is to acknowledge the employee's accomplishments by applauding them in front of others. It's also utilized to fix repeating problems and show that the boss cares about their achievement. It provides personal development advice to employees and to control member behaviour in that employees are expected to comply with organizational policies.

The nature and intricacy of the message, the receiver's analysis of it, the setting in which it is obtained, the degree of disturbance, the receiver's mind-set towards and also understandings of the resource, the tool made use of to transfer the message, and falling short to know that interaction is a two-way procedure are all elements that add to an absence of reliable interaction in organizations (Koekemoer, 2014: 32; Robbins and DeCenzo 2009: 284-288). Nel et al. (2008: 633) stress the importance of communication in the future and identify seven critical areas that require special emphasis:

First and foremost, the necessity of communication must be established, as well as the fact that communication channels must be both ways are open (employees being provided with information and management being open to concerns and suggestions). Second, through training and organizational literature, communication must be defined as a component of the company culture. Finally, the objective of the organization must include open communication. Fourth, appoint an internal communication manager, elevating communication to a department of its own. The fifth step is to launch an internal campaign to communicate the mission and vision to employees. The sixth point is to recognize listening as a synonym for communication, and the seventh is to teach senior management how to communicate effectively, sensitively, and respectfully.

2.21.3. Motivating

Drive is one of the most significant aspects that leads individuals to achieve their own goals, as well as the goals of the company where they work. Motivation is the term for this drive. Motivation emanates from the Latin word "Movere," that implies "to relocate" (Kiley, 2009: 115; Nelson and Quick, 2008: 122; Smit and De Cronje, 2003: 344). Therefore, it describes tasks or occasions that route as well as preserve behaviour (Kiley, 2009: 115). Bagraim (2007: 69) specifies inspiration as the power that excites, overviews, and also maintains individual's practices. Odendaal as well as Roodt (2009) define inspiration as the procedure that represents a person's strength, instructions, and also perseverance of initiative towards an objective. It is specified by Du Toit et al. (2012) as the forces within an individual that affect the instructions, strength, and also determination of behaviour under their control. Inspiration is an interior problem that triggers an individual to join certain behaviours; it involves the instructions, strength, and also determination of those practices throughout time (Swanepoel et al., 2008: 323). These interpretations reveal that there are three primary parts to inspiration: intensity, direction, and also Persistence:-

Intensity - This refers to a person's work ethic as they strive to complete a task, or how eagerly a person puts forth effort to complete a task. As a result, one becomes aware of the aims or objectives that one has established for oneself.

Direction – The effort of directing behaviour toward a purpose, such as accomplishing an organizational goal, is referred to as direction.

Employees that are involved in the goal-setting process become enthused and determined because they are in charge of those objectives; they will act in a way that will help them achieve those objectives. Employee motivation affects employee performance in terms of meeting business objectives and encourages workers to accomplish their tasks effectively, efficiently, and ideally. Motivation, according to Jones (2006: 46), is what drives people to want to achieve goals and put forth true effort in their work. This plainly demonstrates that the company's most significant asset is motivated personnel.

Persistence - The time it takes to maintain an effort in order to support the desired behaviour, i.e. the time it takes to keep an effort.

Employee motivation helps them retain behaviours that help the organization achieve its goals because they have an innate desire to be part of a team that succeeds (Odendaal and Roodt 2009: 144; Steyn and Van Niekerk 2012: 140; Swanepoel et al., 2008: 323). According to Maholi and Babandako (2012), there are certain commonalities among motivation definitions. To begin with, every human being has motivation that only has to be activated or excited. Second, inspiration is short-term, as an inspired individual can transform into an uninspired person at any moment. Thus, private inspiration needs to be maintained as well as nurtured after it has actually been properly triggered. Thirdly, the significance of individual inspiration in monitoring or a business setup is to line up staff members' habits with that of the company. That is, to route the staff members' philosophy as well as doing (efficiency) in the direction of the reliable and effective accomplishment of the business objectives.

Supervisors wish to encourage experienced staff members that will certainly harmonize the organization as well as sign up with the organization; (2) When staff members have actually signed up with the organization, a great deal of time, cash, as well as initiative is devoted to them, so managers desire those staff members to remain within the organization; and (3) Supervisors desire staff members to come to work on a normal basis due to the fact that they do not intend to be terminated (Kiley, 2009: 116). To work at the anticipated degree, staff members require leaders that have the ability to affect them in a favourable path, and to be able to affect staff members, leaders require management and leadership abilities.

2.21.4. Leadership

The practice of influencing employees to perform in such a way that the organization's goals are met is known as leadership (Oosthuizen, 2012:113). Werner (2007:288) and De Vries (2015: 15) define leadership as "the process of encouraging others to work vigorously and selflessly toward the goals of an organization." First and foremost, both definitions emphasize that leadership is a constant action. Second, one of the functions of leadership is to persuade others to accomplish what one desires. Leadership, according to Enlisted Professional Military Education (EPME), is the ability to persuade others to give you their devotion, respect, trust, and devoted cooperation. Finally, the definitions imply that those who are led freely accept and confess to being directed and controlled by those who lead them (Van Deventer and Kruger, 2013: 140).

The tasks of a leader, according to Bolton, Brunnermeier and Veldkamp (2014), are to provide direction and evaluate the environment in which the business functions in order to establish the best strategy suited to that context. Supervisors must have power in order to properly influence personnel. Leaders use their authority to persuade employees to do whatever they want in order to meet company goals or objectives. Leaders that lack power are unable to fulfill organizational goals and hence are ineffective leaders (Oosthuizen, 2012: 113). Power is defined as the ability to influence other people's behaviour in a favourable or bad way (Oosthuizen, 2012: 86). This means that if power is handled constructively, employees will work to achieve organizational goals. When power is utilized in a negative way, though, employees may oppose commands.

Power makes up a basis of management (Van Deventer and Kruger, 2013: 140). According Oosthuizen (2012: 113) and also Werner (2007: 202), managers can exert influence by making use of these bases of power: coercive power, legitimate power expert power and referent power. A description of these is supplied below.

Coercive power entails bosses using threats and/or punishment against employees in order to achieve conformity with predetermined goals. Employees cooperate out of fear of being reprimanded, suspended, fired, or humiliated.

Legitimate power is determined by a person's position of influence inside an organization. Supervisors with this level of responsibility can direct employees to perform specified tasks, and any departure is punished.

Expert power - A leader's expert power is built on his or her expertise, knowledge, and information. Employees respect a supervisor who has knowledge and competence about the task that they need.

Referent power is built on a person's personal relationships with others. Supervisors should be charismatic in order to influence staff.

Because it involves money, the most fundamental and crucial sort of power is **reward power**. As the adage goes, money is the source of all evils. People work for money so that they can meet their basic requirements.

Strikes may occur if authority is utilized subjectively and unfairly in this fashion. It goes without saying that rewarding performance is critical. Swanepoel et al. (2008: 505) list five arguments for implementing incentive pay in businesses. To begin with, incentive pay improves an organization's competitiveness in the labour market, making it easier to attract and retain talent. Second, it motivates individuals, teams, and organizations to perform better by tying incentive payouts to agreed-upon goals or work outcomes. Finally, it acknowledges and rewards superior performance.

Finally, it stimulates employee affiliation with the organization's goals and values, and it keeps fixed pay costs under control by putting a portion of fixed remuneration in the employee's pocket on the line if specific agreed-upon goals are met. According to Oosthuizen (2012), in order to encourage them to retain the high standards they have attained and to urge others to strive for improved performance, it is vital to recognize and reward individuals who perform extremely well and whose abilities are particularly appreciated in performance management systems. Pay raises in small increments are the most obvious approach to accomplish this. PMDS ensures that credit is given to a dedicated official who has performed exceptionally well.

This has motivational effect because the official will see that his or her efforts are appreciated. Withholding recognition for accomplishment will result in unhappiness and irritation, as well as a drop in the official's performance. When employees are rewarded for their hard work, the firm must adhere to certain guidelines. Employees must be aware of the reward and believe it is worthwhile; in order to obtain the award, individuals must fully comprehend what is needed of them; they need to think that they can do as needed for the incentive; there need to be a straight web link in between the incentive and also the needed behaviour; as well as there should be a straight web link in between the benefit and also the called for practices; workers need to be assured that they will certainly be assessed appropriately by managers; and also, they have to comprehend just how their benefit is figured out (Marx, 2009: 164-165).

2.22. RESEARCH STUDIES ON EFFICIENCY MANAGEMENT SYSTEMS FROM AN INTERNATIONAL POINT OF VIEW

As shown previously, the efficiency monitoring system is a worldwide sensation and also companies around the entire globe and the public, personal or charitable companies are executing various sort of efficiency monitoring systems in order to supervise their staff members' efficiency in addition to that of the company all at once. Aguinis (2013: 24-25) supplies the standing of the efficiency monitoring system around the globe. In this research study inquest, a relative investigation on efficiency monitoring was performed in the list of below nations, particularly: Russia, Australia, USA, Germany, UK, India, and also Virginia. The primary emphasis was to contrast historic, socioeconomic, social, lawful and also political variables that influence on efficiency monitoring and advancement systems in these nations.

2.22.1. Efficiency monitoring and growth schemes: Answers from Russia

In Russia, there are numerous approaches to the issue of public sector performance. Many experts believe that public administration is 'different,' and that the same norms that apply to the private sector may not, or at least not in the same way, apply to the public sector. Government entities, for example, do not have a profit margin or a bottom line. Recent efforts, as this study demonstrates, prove that this is not the case. The mission is the end result for many federal government as well as industrial organizations. It is the objective of both federal government and also industrial entities. Both the federal government and the economic sector have to address one inquiry: exactly how to integrate consumers, stakeholders, and also workers in their monitoring initiatives in order to strike an equilibrium in between completing needs and also point of views of all these teams (Zaytseva, 2010).

The primary findings for the researches performed in Russia on efficiency monitoring and also growth systems in both personal as well as the public field revealed that it is not that very easy to specify precisely the client of federal government firms, particularly for government ones. It is not, however, impossible. Despite the fact that Russia has been transitioning to a market economy for more than ten years, communist traditions and approaches continue to dominate.

They remain unmovable in Russia's public sector performance management, beginning with the question, "Who is the customer?" In the Soviet Union, there was no systematic performance management system for civil servants. The performance problem was partially overcome by "socialistic competition" and the control of civil worker performance incentives. This strategy has not been examined (Zaytseva, 2010). One could argue that performance management systems in organizations of various property types have different aims. Private companies cannot achieve their goals by operating in a centralized manner. Private enterprises cannot achieve their goals if they operate in a vacuum. The involvement of customers, stakeholders, and employees in an organization's day-to-day operations is crucial to its success and must be taken into account. As a result, private organizations must manage performance as a continuous process in order to achieve greater results for less money.

Customers are still not taken into account in Russian government organizations'. Public organizations typically have several missions and at least two sorts of consumers. The Ministry of Energy, for example, has two missions: enforcement and service, with two distinct client bases as a result. A special approach of mediated performance management was developed to avoid a conflict between missions. This system maintains high specialist requirements; however, it is not completely gotten in touch with the daily outcomes. At the basis of this system are the techniques to labelling, paying and also advertising them. As opposed to focusing on outcomes, or end results, economic outcomes, solution high quality or customer studies on client contentment, this system gauges the degree of expert credentials as an essential quality, reviewing the readiness to reveal excellent outcomes on solution top quality, outcomes as well as end results (Zaytseva, 2010).

In Russia, there is a significant variation in performance measuring systems between the public and private sectors, particularly in terms of specific indicators. Private businesses frequently track both tangible and immaterial activities. Customer satisfaction, efficiency, quality and quantity (such as completion) attributes, timelessness, and expenses are usually the major indications. In other words, the goal of a private organization's performance assessment system is to encompass the entire range of activities and expenditures.

In the public sector, the level of accumulated experience (sometimes augmented by seniority) and accumulated skills and expertise are the most important factors. Civil employees are expected to continually improve their skills and expertise in order to better match real-world employment demands. Professionalism (in this case, knowledge of the job subject), creativity, organization, and management abilities are the most important performance markers. Employees must establish their qualifications and receive evidence from their coworkers and the Attestation Commission as part of the attestation procedure (Zaytseva, 2010). Performance measuring systems are becoming increasingly thorough as a general trend.

The measures now contain more levels, coverage fields, and administration functionalities. Simultaneously, the Russian system to evaluating civil officials has remained constant since the Soviet era. Both systems have different measuring cycles. Performance appraisal is done fewer than once a year in the private sector. The financial management cycles of budgeting, reviewing, and assessing are all tightly linked to performance assessment results (Zaytseva, 2010). In comparison to commercial companies, public organizations have substantial limitations when it comes to using performance data. Private enterprises set up the system with a budget and pay based on performance. They deploy complex systems of metrics and indicators to reward people for personal achievement. In comparison to nonmonetary means, monetary benefits are quite important.

Employees can sense the direct link between individual performance and remuneration when they get annual incentives or pay raises. The attestation procedure is conducted no more than once every two years and no less than once every four years, according to "The Law of Attestation of Public Servants." This frequency is linked to the major attestation consequence, which is grade adjustment. In actuality, attestation takes place only once. Management can utilize the treatment as a device to assembly a termination (Zaytseva, 2010). Both systems additionally differ on adjusted monetary administration cycles. According to the typical Russian technique, attestation is done every four years. Although financial efficiency should remain the primary focus of each firm, the results of attestation are unrelated to its annual financial results. As a result, the financial side of public sector outputs often overlooked in efforts to improve civil servant performance management. One could argue that only if there is genuine competition and competitive pressure can technical efficiency improve.

Real and persistent competitive pressure must be applied to public entities (Zaytseva, 2010). In Russia's public sector, grade change is the only mechanism that permits any correlation between success and remuneration. As previously stated, attestation is used to assess civil workers' particular levels of qualification. The outcomes of attestation have an impact on an employee's grade modifications. This method divides positions into occupational categories based on distinctions in necessary qualifications and responsibilities. A wage schedule for each group is referred to as a grade. In Russia, there are seventeen (17) grades. They are the same across Russia's economic sectors and regions.

It signifies that no changes have been made based on cost-of-living evaluations or variances between industry branches. There are no incremental steps in each grade; instead, each grade has a fixed compensation sum. A public servant must get a grade change in order to change their remuneration. Once every four years, employees receive grade modifications upon attestation (Zaytseva, 2010). In practice, advancement through increments is frequently automated and dependent on length of service. It's easy to understand how this strategy leads to fairly rigorous and standardized performance-based pay systems. Ideally, grade adjustments should be based on annual results and individual accomplishments rather than qualifications and technical expertise levels.

2.22.2. Performance management and development systems in Australia

Covering efficiency administration systems in Australia, particularly in colleges, Lonsdale (2012: 183) keeps in mind the development of both efficiency evaluation and also efficiency monitoring system with succeeding generations. Looking forward, he suggests that the "administration of top quality", will certainly require to be changed by "monitoring for top quality" and this entails "administration for efficiency". The many issues concerning efficiency monitoring is possibly best summed up by Compton (2015: 47):

“There has been an enormous amount of research conducted on performance management, making it one of the most praised, criticized and debated human resources practices”.

2.22.2.1 Use of efficiency monitoring system in the Australian civil service

In the Australian Civil Service (ACS), the use of efficiency contracts as part-and parcel of the PMS, is required for Senior citizen Executive Solution (SES). In the ACS, focus is positioned on the layout of efficiency contracts, which must:

- “Reflect an understanding of performance expectation and what is to be achieved over the specified time period;
- Identify roles and responsibilities, at the generic and role-specific levels;
- Include strategies for training and capability and career development; and
- Reinforce opportunities for the whole of government work and cross departmental collaboration”.

The ACS likewise concentrates on carefully linking growth efficiency contracts as preparation, testimonial, and also evaluation devices to continuous casual and official efficiency responses (Australian public service commission, 2009:7). Consequently, efficiency arrangements need to consist of clear and details results and also deliverables, recognize lines of liability, define wanted behaviours (consisting of those described in the ACS morals and Standard Procedure), as well as make sure that efficiency analysis requirements are clear, set, and continually used. Along with the above focus, the ACS identifies the vital importance of the "individual's side" of efficiency monitoring. The effectiveness of a system will certainly be lowered if its application is prioritized over recurring human administration issues.

These consist of evaluating efficiency end results throughout the year to aid recognize growth demands, commemorate where efficiency quality has actually been attained, as well as suggest where underperformance has actually happened and also where enhancement is required. A PMS can just work if various other organizational variables remain in place, according to added ACS literary works and records. As part of an incorporated method to efficiency having, and monitoring, they would certainly consist of the assimilation of organizational and individual preparation and also efficiency (Australian Public Service Commission, 2009: 7). Furthermore, the APS highlights the value of the Pas "currency." In other words, once implemented, PAs should not be considered final; rather, they should be reassessed on a regular basis in response to shifting priorities.

Despite the otherwise strong fundamental concepts outlined above, the Australian Public Service Commission has identified certain key implementation issues in the public sector. First, the panel discovered that goals and organizational priorities were not always aligned. Second, there was a need to strengthen the PMS' overall credibility in this regard; Perceptions of unjust performance awards, clarity on what constitutes good performance, and promoting a better awareness of how the system may be improved are all key concerns to address (Australian Public Service Commission 2009:7).

2.22.2.2 Efficiency monitoring and control in Australia

The vast majority of performance appraisal (PA) and performance management research is conducted in industrialized countries, including Australia. In the 1950s, Australia created the first formal monitoring systems (Houldsworth and Burkinshaw, 2008). In the "soft" paradigm, performance is managed by employee devotion to the company, which leads to increased productivity. Employees who are trusted, instructed, developed, and given autonomy over their work are more likely to be committed (Guest, 2017). The Hay Group published a practitioner-based framework in 1995 to help people understand the growth of performance management. At its most basic level, it portrays the performance management system as a once-a-year event with no impact on the organization.

The model depicts performance management systems as a major integrative force in which job design, organizational priorities, training and development, and reward systems are all intertwined, and performance management is viewed as a driver and reinforce of organizational change at its most advanced level (Houldsworth and Burkinshaw, 2008). By the late 1990s, PMSs had transitioned away from those that tracked quantitative targets and results and toward those with a stronger developmental focus, according to Armstrong and Baron (1998). Pollitt (2009) and Houldsworth and Burkinshaw (2008), on the other hand, argue that the pendulum has swung away from PMSs with a developmental focus and toward systems that incorporate metrics as part of their systems. According to Pollitt (2009), performance assessment has become practically universal in the Northwest of Europe.

2.22.2.3 Criticism of Efficiency Monitoring Schemes in Australia

A performance management system, according to Connell and Nolan (2014: 80), is a strategic method to combining human resource operations with corporate policies. According to Hendry, Bradley and Perkins (2015: 72), because they do not recognize the relevance of performance management systems in strategy planning and implementation, many organizations lack a holistic or comprehensive and integrated PMS. The difficulties, according to Busi and Butitici (2016: 212), are threefold:

- “Such an approach requires a *priori* knowledge base to support both the understanding of the research problem and its implications in context;
- Attaining such a knowledge base is difficult, given the varied nature of performance management systems; and
- Its inter-disciplinary interest results are different”.

Despite recent studies demonstrating that performance management is an important component of high-performing work practices (Zacharatos, Barling and Iverson, 2015), many practitioners are skeptical of the approach (Nankervis and Compton, 2006). Their unhappiness is frequently focused on the application of the performance appraisal tool and the nonjudgmental performance review process (Beer 2011; Parker, 2013). According to Fletcher (2011), most UK firms are dissatisfied with their PMS since it fails to offer accurate performance ratings and grow and encourage employees. Fletcher (2011) examines these two methods and wonders if organizations can reconcile these seemingly contradictory goals. As a result, if the performance management tool is related to career advancement and training and development, it might be perceived positively as a developing experience.

2.22.3. Efficiency administration schemes in the USA

There is no "American design" of efficiency monitoring considering that there is substantial selection in the efficiency administration systems made use of in the U.S (Varma et al., 2008: 97). The list below had a significant influence on the establishment of different strategies to efficiency administration schemes in the United States:

(a) Historical factors in U.S performance management

The values of autonomy were adopted by the American society. The country was established on a strong aspiration for self-rule from colonial powers and the concept that all people are "created equal" inspired these principles. The USA has actually preserved a solid nationwide society based upon individuality, commercialism, and also freedom. These suggestions are converted right into a variety of extensively held ideas, such as the relevance of "individual duty" for one's activities, the assumption that wide range and also standing can be gotten via knowledge as well as effort, and the right of people to establish their very own future and choose their very own leaders. The extremely individualistic nature of American culture exposes itself in efficiency monitoring systems as an idea that workers need to be dealt with as people.

As a result, performance evaluation in the United States is mostly focused on individual employees rather than teams or work units. Workers in the United States, being a capitalist country, expect their benefits to be proportional to their individual contributions. As a result, many performance management systems have competitive aspects, with only the highest-performing staff receiving the highest incentives. According to the researchers, the harder one works, the more one earns. Capitalism has also increased the pressure on businesses and their employees to be industry leaders. Business societies that are result-driven to be very effective as well as successful are developed by force from stakeholders, leaders, and also boards of supervisors. Everybody has a say in administration in an autonomous nation, and people anticipate reasonable as well as clear establishments and also procedures.

Workers can prepare for that efficiency monitoring systems and will certainly be provided with a reasonable and also clear vision, which they will certainly have input right into just like how their efficiency is assessed. The complying issues have actually afflicted efficiency monitoring systems in the USA considering that their creation: watching efficiency administration as a management worry as opposed to a calculated device of supervisors' and workers' unwillingness to participate in honest efficiency conversations, and reasoning in addition to time aspects that hamper reliable assessment. The three vital variables that influence on the substantial bulk of efficiency administration systems in the U.S according to Varma et al. (2008: 102) are: a concentrate on outcomes, automation and also the lawful setting.

➤ **Concentrate on outcomes**

The United States has historically been driven by financial results. This concentration has had an impact on not just business sector but also public and non-profit organizations. The Federal Aviation Administration and the Government Accountability Office, both of which were focused on delivering outcomes, implemented "pay-for-performance." Many performance management systems and objectives have made the value of results and their application to drive performance a cornerstone, with the organization's strategic goals cascaded down to every level. As a result, each employee is responsible for achieving particular goals that are in line with the organization's vision. The extent to which these objectives are met is used to evaluate employee performance. Although this strategy appears to be rational in theory, it has a number of flaws. (Varma et al., 2008: 102).

These issues include: (a) lack of consistency between managers can lead to objectives which are too simple, unachievable, or unsystematic across individuals in the same job; (b) goal - setting in ahead of time can be incredibly difficult for some jobs; and (c) positions that lend themselves best to setting objectives have static performance standards and hard productivity measures (for example, sales, profitability, etc.) rather than subject indicators (for example, sales, profitability, etc.). (Varma et al., 2008: 103).

➤ **Automated human resource information systems**

The United States has a long history of getting maximum results through organizational efficiency. Organizations have been seeking to boost efficiency since the early 1900s, from the introduction of repeated flow manufacturing through the application of Total Quality Management in the 1980s to the recent trend of outsourcing non-mission important operations (for example, alternative service delivery). Automated human resource information systems are widely used in the United States to offer a great majority of human resources-related corporate operations more efficiently. Vendors, for example, usually automate human resource activities such as time and attendance, leave, benefits, pay, recruiting, and staffing as automated systems (Varma et al., 2008: 104). Performance management is gradually being integrated into an automated system, with more tools becoming available to automate all aspects of the evaluation process. On the other hand, the automated performance management system has both positive and negative effects.

On the bright side, automation streamlines the performance management workflow and minimizes the amount of paperwork involved, allowing managers and employees to devote more time to tasks that deliver results (for example, performance discussions, development activities). On the unfavourable side, automation might result in a propensity for supervisors to hurry through their efficiency monitoring commitments to avoid hanging out on performance-related communications with workers. Automated efficiency monitoring systems have actually verified to be valuable in the management of multisource or 360-degree responses systems, which are administratively harder than common managerial analyses. Automated systems are advantageous due to the fact that they effectively catch information, resulting in a shop of quickly offered information that was formerly challenging and also taxing to collect.

(b) The legal environment of U.S performance management

Laws governing equal employment opportunities and fair employment practices are in place (for example, Title VII of the Civil Rights Act, Equal Pay Act) make it feasible to dispute employment decisions in the United States. Because performance management systems are commonly used to make employment decisions, they are frequently the subject of employment disputes. This just suggests that step-by-step functions of efficiency administration, such as uniqueness, subjectivity of efficiency standards, and standardisation, are at risk to lawful arguments in court. Due to the fact that efficiency administration systems are often the topic of work lawsuits, it is essential for experts to be educated with the appropriate regulations as well as expert demands (Varma et al., 2008: 105).

2.22.4. Performance management systems in Germany

The German labour market institutions of collective bargaining, co-determination, and vocational training are the fundamental aspects of the institutional framework. In Germany, the personnel function is characterized by powerful labour unions and stringent legislation, and it must cope with complex and vast regulations - making it particularly operationally oriented (Gooderham et al., 1999: 513). Germany's HRM is defined by a strict legal environment, and, similar to France, the German performance scenario prioritizes non-discrimination.

Complex labour regulations, contractual agreements with unions, and a system of co-determination on the level of work councils, which includes participation, consultation, and information rights, constrain managerial discretion to a large extent (Varma *et al.*, 2008: 156). There are five levels of regulation in Germany's industrial relations system: state, collective bargaining, firm, plant, and individual workplace, as well as work contracts. The German government preserves trade unions' freedom in negotiating collective labour contracts and does not intervene in day-to-day operations (Conrad and Pieper, 2009: 124). Varma *et al.* (2008: 156) sum up that a participating positioning together with long-lasting developing human resources methods are main functions of the German human resources system, showing the calculated value of efficiency administration systems. This is underscored by a substantial professional system, which supplies workers with wide fundamental credentials boosting with a lengthy- term point of view in the work connection.

(a) Effect of social setting on efficiency administration in Germany

In regards to the four measurement recognized by Hofstede as pointed out by Varma *et al.* (2008: 152), the German society can be referred to as fairly short on power range high up on unpredictability evasion, high up on maleness index as well as high up on distinctiveness. The process of reaching a consensus on employment objectives appears to be influenced by power distance. Setting performance appraisal targets in German organizations is the product of an agreement between superior and employee. In Germany, a reduced power range is related to a high level of visibility in between both events in the rater-ratee connection, not just throughout the unbiased setup procedure, however additionally when it involves efficiency comments; this seems a recurring discussion between manager and junior.

In several Eastern nations, on the other hand, a high degree of power range results in the supervisor plainly designating task goals and also, oftentimes, a much more official connection between exceptional and worker (Lindholm, as mentioned in Varma *et al.*, 2008: 157). Comments is supplied in such a method that consists of open fights, Efficiency monitoring in Germany is mostly based on specific success that can typically be plainly determined. Therefore, the tactical objectives of the company are moved right into objectives appropriate for the person. This reflects the German culture's high level of individualism.

In contrast, the link to performance-based compensation must be viewed critically, despite the fact that performance-based pay has become increasingly important to German businesses in recent decades. (Varma et al., 2008: 159, citing Child, Faulkner and Pitkethly). It does not, however, carry the same connotations in other countries. This could be because German companies adopted performance-based pay policies far later than corporations in the United Kingdom and the United States. Performance-based remuneration is likewise a symptom of a temporary way of thinking, which runs counter to the stereotype that Germans are lasting thinkers (Varma et al., 2008; 158). This indicates that in Germany, firms efficiency evaluation is of high significance in the context of lasting work connections. In efficiency monitoring systems, evaluation is typically connected to the areas of administration advancement and also supervisory pay. The financial investment in training based upon efficiency assessment results appears to set apart Germany from various other nations such as the United State.

2.22.5. PMS in India

The country is currently regarded to be among the world's fastest developing economies, second only to China (Varma et al., 2008: 180). In Indian enterprises, performance management systems come in many different shapes and sizes. According to a survey of the literature, performance management systems in India range from "no appraisal" to "advanced multifunction, multi component web-based performance management systems." Some of the important aspects influencing performance appraisal management in India are as follows: Changes in the economic environment as a result of India's incorporation into the global economy, cultural diversity, and the ongoing technological revolution (Varma et al., 2008: 181).

(a) Background of efficiency administration schemes in India

Leading economic sector companies in India, such as Union Carbide, started embracing efficiency evaluation for supervisory of individuals in 1940, together with various other popular organizations in the 1950s, such as Tata Iron and also Steel Firm, Voltas and also Bata India. On the other hand, public field companies took on a personal coverage system, which has actually been the federal government's requirement for assessing its politicians since 1947 (Varma et al., 2008: 181).

Rao and Preek developed a flexible efficiency evaluation system in the 1970s that consists of efficiency preparation plus evaluation, growth recognition, participatory preparation, society structure, proficiency structure, and up assessment as well as evaluation (Varma et al., 2008: 181). In the 1970s, most businesses used performance reviews to manage their workforce. Some distinct trends in performance management systems emerged in the 1980s, for example, moving away from closed and confidential evaluations and toward open debate and discussion-based methods. Furthermore, a shift from a solely numerical evaluation format to a qualitative, interactive, and improvement-oriented approach could be seen (Varma et al., 2008: 181). Until recently, performance management was a function in Indian enterprises that was undervalued. Most Indian organizations did not begin stressing the establishment of strong performance management systems until the early twenty-first century.

Performance management methods began to incorporate development-oriented technologies, as well as feedback and counseling systems, around this time. Furthermore, some organizations, such as Voltas, acknowledged communication and counseling as significant parts of self-improvement development in 2004 and encouraged raters to be objective during the rating process (Varma et al., 2008: 182). Ironically, despite the huge changes sweeping the Indian economy and the resulting professionalism, informal and confidential evaluations by immediate supervisors remain a feature of the evaluation process, particularly in public sector enterprises. There are some remarkable exemptions, such as Life Insurance Policy Firms. These public industry companies are popular for their use of dynamic, flexible efficiency evaluation for practically three decades (Varma et al., 2008: 182).

(b) Social elements effecting efficiency administration in India

In India, "it is not easy to find manifestations of Indian culture" that are: (a) are practiced by all the people, and (b) peculiar to the society alone, according to the GLOBE (cross-cultural study covering 63 countries) (Varma et al., 2008: 187). India is generally classified as a traditional and collectivist culture because of continuing old rites, the impression of time, reverence for seniors, and the occurrence of family-owned businesses.

India scored highly on communism and human alignment, and was ranked in the best one-third of all countries for efficient placement, according to the GLOBE results. For this reason, the country is categorized by Trompenaars (Varma et al., 2008: 187) as a "family society", marked by a hierarchical and person-oriented culture which often tends to be power-oriented. Hence, a leader or manager is viewed as a caring parent, and power has a tendency to be social and moral in nature. Finally, the emphasis is on effectiveness (Pattanayak et al., 2012: 474-5).

Varma et al. (2008: 188) additionally note that Indians are very happy with their "nonreligious", multi-religious, multilingual as well as multicultural societies. The fact that the country has 15 official languages adds to the country's and its workforce's complexity. Furthermore, developing a standard and complete efficacy administration system for such a varied country is hard in the absence of a robust lawful framework and its unambiguous implementation, can define the extent of different HR plans and also practises. Finally, the high context, power-oriented, hierarchy-driven frame of mind of Indian supervisors has a considerable effect on performance management, especially in neighbourhood and nationwide as well as economic sector organizations (Varma et al., 2008: 188).

Furthermore, Indian supervisors' style of management is paternalistic in nature, usually creating employees to search for in-depth and constant support, in order to accomplish the specified objectives (Sparrow and Budhwar 1997 pointed out in Varma et al., 2008: 188). Therefore, the adherence to standards and managerial instructions is emphasized. Human Resource arrangements in the public division are usually maintenance-oriented as opposed to dynamic. Efficiency administration schemes are normally utilized for promotion objectives, and rewards are not clearly connected to productivity or efficiency (Varma et al., 2008: 188-189).

Because of this, PMS schemes fostering is incredibly inadequate, which is worsened by the reality that most monitoring systems are run as a "closed system." Numerous research studies have discovered that score and promotion selections are manipulated (Amba-Rao et al., 2000; Sharma 2006 as cited in Varma et al., 2008: 189). Efficiency administration has actually become a worldwide sensation across all systems of efficiency evaluation and development of personnel in either private or public organizations.

Objective preparation, tracking adjustments, training, inspiration, evaluation (or review), employee development, honours, and an effective organization are all part of the performance management system (Luecke, 2006).

2.22.6. Performance management systems in the United Kingdom

In its efforts to carry out activities in general, the United Kingdom adopted the ethos of "voluntarism." When it came to the performance management process, however, the state followed the notion of separation from the job relationship. The job relationship, on the other hand, is defined by three factors: a complex mix of individual and collective agreements, implicit and explicit understandings, and legal rights and obligations (Varma et al., 2008: 131). Some of the variables influencing the development of performance management in the United Kingdom are listed below.

2.22.6.1 Social aspects influencing on the U.K performance monitoring

The nationwide culture has an effect on the nature of discussion. The dialogue in the rater-ratee relationship has developed a "joint issue fixing" setting. Thus, an activity that decentralized obligation over how private goals might be fulfilled (Randall, Packard, Shaw and Slater, as cited by Varma et al., 2008: 133). Sparrow and Hiltrop as cited by Varma et al., 2008: 133) determined three comparative HR attributes that can be connected to the nature of efficiency systems, that is:

- "the role of specific cultural values;
- the efficiency of the manager-subordinate relationship; and
- the level of strategic integration and development of HRM".

Low-power distance is combined with low-uncertainty avoidance in both the United Kingdom and the United States. The term "power-distance" refers to the degree to which premium influences junior behaviour and vice versa. As a result, a low-power distance is linked to higher acceptability of equity, involvement, and co-operation between higher and lower business settings (Fletcher 2001 cited in Varma et al., 2008: 139). It also states that the supervisor or management can be bypassed and rules twisted in order to satisfy the employee. As a result, the focus is on employee autonomy and self-realization. The manager's job in the United Kingdom is to supervise and be an effective manager without having a thorough understanding of the technical aspects of the subordinates.

Managers in France, on the other hand, are expected to know their subordinates' tasks inside and out in order to answer any queries about their work. The effectiveness of the manager-subordinate relationship has a significant impact on the type of performance management systems at the institutional level. According to Fletcher and Williams (1992), the United Kingdom underperformed on two criteria, namely, the assessed degree of management talent and levels of worker motivation, when compared to Spain, Greece, and Portugal.

Performance management systems failed because they were not made use of, designed, or sustained on top of the organization; line supervisors saw the system as a management problem; efficiency goals were subject as well as subjective to alter; or supervisors were unable to offer reliable and positive responses or resolve conflicts. A year later on, companies in the UK functioned to improve the performance of work connections as well as traditionally high degrees of efficiency administration system failing. The reality that UK supervisors were sincere and open regarding the imperfections of their companies' efficiency administration systems assisted the enhancement in efficiency (Varma et al., 2008: 143). The area of efficiency administration in the United Kingdom become strong. Throughout background, succeeding problems for expense performance, dedication, skills, and also comprehensibility have shaped organizational practice (Varma et al., 2008: 143).

2.22.7. Implementation of Performance management systems in Lesotho

The Government of Lesotho adopted Public Service Reform (PSR) in the 2000s as part of the Public Sector Improvement Reform Programme (PSIRP) in order to improve the delivery of public services. Strategic ministerial goals are straightened to federal government papers such as National Vision 2020, the Destitution Decrease Approach Paper (currently referred to as the National Strategic Advancement Strategy 2012/13 -2016/ 17), and also the Centuries Growth Goals in order for federal government ministries, consisting of the MSD, to execute PMDS successfully (MDGs). In between the years 2000 and also 2001, all federal government companies, divisions, as well as ministries, consisting of the MSD, were called for to prepare and send yearly functional strategies based on Lawful Notification No. 21 of 2000 in order to assess the performance of their respective ministries by the Principal Secretaries.

This came after the first trial to examine Principal Assistants, Replacement Principal Assistants, and also Supervisors in 2001, which occurred in May-June for Principal Assistants and also July-August for Replacement Principal Assistants as well as Supervisors (Ramaqele, 2013: 9). An additional effort to assess the efficiency of various staffs of public employees was made in 2004, finishing in the introduction of efficiency contracts for police officers in wage Grade I and over (currently J after a wage evaluation in April 2013), nonetheless it did not start well. After acknowledging the drawbacks of the PMDS, the federal government of Lesotho developed approaches for executing the efficiency administration system in the Lesotho Civil Service including the MSD, under the supervision of the Ministry of Public Service. These will be outlined in the next paragraphs.

2.22.7.1 Preparation and advancement procedures in Lesotho PMDS

The adhering to segment will certainly highlight the preparation and also advancement procedure action in the application of the efficiency administration system in all ministries, divisions as well as companies in Lesotho, the Ministry of Social Advancement included (Federal government of Lesotho, HRM Criterion Procedures Overview 2012: 43-46).

- “The Ministry of Finance and Development Planning (currently known as the Ministry of Development Planning after the 2012 General Elections in Lesotho) prepares and publicizes the national development plan.
- The Cabinet Secretarial issues national development priorities on an annual basis, at least six (6) Months before the beginning of the financial year.
- Ministries, department and agencies develop annual plans aligned to national development priorities i.e. National Vision 2020, Millennium Development goals (MDGs), Poverty Reduction Strategy currently known as the National Strategic Development Plan 2012/13-2016/17, public Sector improvement programme (PSIP) and Service Delivery Agenda.
- The ministerial and departmental annual strategic and operational plans are submitted to the Central Moderation Committee and inspectorate Unit in the Ministry of the Public Service by 30 April every year.
- Ministries development annual departmental and service delivery standards six (6) months before the beginning of the financial year.

- Ministry prepares budget framework papers, which will inform budget estimates/ceilings for the next financial year.
- Ministers enter into performance contracts with the Prime Minister and Government Secretary at the beginning of each financial year, while officers on Grade I (Currently Grade J after a review of salaries in April 2013) and above will sign with the Principal Secretaries.
- Public officers develop work plans based on departmental plans at the beginning of every financial year. The individual performance plan should be informed by the job description and the operational plan for the division.
- Line managers and officers assess the skills required to complete the key tasks successfully. Suitable training and other leaning experience are then identified and incorporated into the training plan”.

It should be highlighted that the Government Secretary's office constantly monitors progress, assists ministries, and provides comments. The performance review process assists and offers feedback to ministries. The HRO announces the review period every six months, and the performance evaluation protocols are then followed (in all ministries, including the MSD). The line manager and officer convene a review meeting based on this. The line manager and officer complete the appraisal form and, if necessary, make revisions to the work plan. Line managers and team members meet on a regular basis to discuss progress. As a result, line managers keep a close eye on the officer's progress and offer assistance and comments. The efficiency assessment involves four actions.

Throughout action one; the HRO introduces the efficiency evaluation duration at the end of every fiscal year (31 March). The Head of Section (HOS) and also the officer fulfils to evaluate the officer's efficiency by ranking each efficiency location based upon the concurred efficiency indications. The performance agreement form is completed and signed by both the appraiser and the appraisee. Officers at salary Grade H (now, Grade I after the April 2013 salary review) and higher make it easier for their subordinates to evaluate them. The HOS and officer agree to continue the incomplete activities, which will serve as the foundation for future work plans. The HOS gives the HRO the completed performance review form to fill out (Ramaqele, 2013: 9).

In the LPS, performance rewards are given in the form of Public Service Performance Awards, which are given out each year during Public Service Day in November to recognize outstanding public service performance at both the individual and ministerial levels. Every ministry's HODs, including the MSD, publish annual plans that are linked with the budget and communicate achievements to the Cabinet Office and CMC. CMC assesses and evaluates ministry performance and publicizes evaluation results through the media. During the celebration of Public Service Day, the Prime Minister's office offers awards to the best-performing ministries. The CMC is made up of representatives from civil society, the media, academia, business, and the private sector. 9-10 in Ramaqele, 2013). In establishing Ministerial Efficiency Honours, the HOSs send yearly strategies plus success to MMC. MMC examines efficiency of the divisions as well as introduces analysis outcomes. The Honourable Minister in charge of the Ministry of the general public Solution offers the honours to the most effective division throughout the event of Civil Service Day.

2.23. CONCLUSION

This chapter included a review of the PMS literature. Goal-setting and expectancy theories were considered as models and theories for performance management systems. According to the literature review, no organization can prosper unless it sets goals for itself. Goal-setting is critical since it provides direction for the company. Control was also given consideration. The literature review revealed that the act of regulating entails the establishment of criteria, the measurement of actual performance, and finally the implementation of corrective measures. By monitoring employee work, supervisors will be able to determine if the organization is on track to meet its goals and objectives. Employees must understand how their work will be evaluated. This necessitates the establishment of performance standards against which employees will be evaluated.

Based on the literature studied, it can be stated that most organizations' performance management and development systems are still a challenge. Internal and external issues that employees have no control over are some of the factors affecting the system's execution. However, with proper training and supervision, some of the factors that contribute to these challenges could be eliminated.

Organizations could consider training both managers and employees to prevent some of the errors that occur during the system's management and installation. Analyzed research shows that the most common obstacles that impede the system's successful implementation are poor policy translation and a lack of training. The human resource development unit's lack of training support has a detrimental impact on the system's successful deployment. In order to boost their efficiency and also accomplish the collection efficiency criteria connected to the organizational objectives, freshly assigned workers rely upon training and induction from both their managers and the personnel growth scheme, while plan translation plays an essential duty in making sure that the PMDS plan is conveniently comprehended by the staff members. So far, this phase of the study concentrated on an evaluation of the associated literary works on efficiency monitoring in the general public field in order to figure out the reasons and also feasible remedies which could be made use of to make certain that the system produces the designated fruits.

The next chapter is devoted to discussing the theoretical model of performance management system.

CHAPTER THREE: THEORETICAL MODEL OF A PERFORMANCE MANAGEMENT SYSTEM

3.1. INTRODUCTION

A full overview of a PMDS was provided in Chapter Two. The third chapter will cover a theoretical model of the PMDS. Concepts utilized in this study will be theoretically defined. A multiple theoretical approach is adopted to adequately explain the concept under investigation. A performance management and development system is a continuous process that aims to improve the performance of individuals and the organization as a whole (Sole, 2009: 13). The procedure comprises a methodical approach to putting in place performance criteria as benchmarks for increased productivity and efficiency. It is linked to goals and outcomes that can be set to measure performance using a standardized performance management system (PMS), including perceived, desired, and projected goals and outcomes. Chapter three aims at clarifying key events that support the performance management procedure in this environment. It presents the study's conceptual aspects by reviewing theoretical works on a performance management system.

This chapter goes into greater detail on how the above-mentioned performance variables have evolved through time in the public sector. It demonstrates that effective service delivery in the public sector necessitates performance management. The study's performance management framework serves as a foundation for investigating the central events of the PMS. "By its very nature, the performance management framework is currently in approach as it explains the latest trends in performance management and development systems" (Sole, 2009: 13). Definitions of the concepts are provided in this chapter with the express intent of demonstrating conceptual distinctions rather than to divide the two activities. In order to emphasize significant or major mechanisms of the PMS, an overview of the process is provided.

The core operations of the performance management system are then thoroughly examined, starting with the documentation of the idea and concluding with performance reportage. The terms "performance management orientation" and "performance management" are thoroughly discussed. The stakeholder participation model is also described to demonstrate the need of involving all stakeholders in the process integrally. Finally, it considers best practices, tools, models, and applicable methodologies for governing PMDS implementation to characterize the design and anticipated developments of performance management systems within the public sector.

3.2. HYPOTHETICAL CONCEPTIONS OF PERFORMANCE CONTROLLING

The purpose of this section is to provide definitions of both performance management and performance measurement in order to distinguish between the two inextricably linked concepts that are sometimes used interchangeably. The definitions of the two ideas are analyzed in this section to show how they are intertwined. Before deciding how a PMS should be implemented in civic organizations, it is necessary to investigate the many conceptual views of PM. For the sake of the research study, this part aims to clarify the various notions of performance management. In the sections following, key definitions of performance will be clarified.

3.2.1. Performance

Performance refers to the outcomes of correctly performed work (Van der Waldt, 2014: 37). The notion of performance includes not just human resources but also the procedures followed as well as the organization's primary functions. Thomas (2014: 12) shares this viewpoint, stating that performance encompasses all interactions, activities, programs, and projects in which people are involved that are related to the organization's performance. "it is the measurement of outcomes of work for stating that it provides the strongest linkage to organizational strategic goals, customer satisfaction, and economic contributions" (Rogers, 2012: 12). A legal, operational, or functioning definition is used in this study. These thinkers clearly share similar viewpoints, as they distinguish between organizational and human performance as means of supporting the organization in enhancing the quality of services to clients.

Boxall, Purcell and Wright (2017: 366) indicate that performance is "a behaviour or action relevant to the attainment of organizational goals that can be scaled and measured". Johnson, Penny and Gordon (2009: 2) add, "Performance is a sequence of responses aimed at modifying the environment in a specific way". They claim that oral assessments and demonstrations can be used to assess performance. The explanations above paint a visual image of performance as attaining the organization's or an individual employee's goals. Basically, the goals are achieved on purpose, as they are planned, and not by chance. As a result, they can be assessed.

3.2.1.1. Eight performance dimensions

In this study, Van der Waldt (2014: 133) identifies eight performance factors as being significant to the implementation issues of PMS. These dimensions allow for a better comprehension of the process of improving organizational performance, as well as how these proportions contribute to the definitions of performance. The definition helps "to understand a great deal about the process of improving organizational performance". There is some amount of uncertainty about the definition depending on which aspect you focus on. The eight dimensions are (Van der Waldt, 2014: 134):

- ***Modification of perceptions and attitudes:*** By enhancing the flow of information, this dimension tries to address aspects such as the changing quality of people's emotions, beliefs, values, and attitudes.

Explaining policies, hosting staff meetings, keeping doors open, and using other relevant and effective communication tools are all ways to accomplish this.

- **Modification of the authority systems:** This component improves management responsiveness, authority relationships, decision-making procedures, and communication strategies.
- **Structural re-organization:** Changing issues include the unit's structural size, staffing procedures, physical arrangements, and budgeting systems, to name a few.
- **The process of measurement and evaluation:** This process includes setting goals, objectives, and targets, as well as assessing progress and evaluating results using techniques such as management by objectives, management information systems, and programme planning and budgeting.
- **Modification of work methods through technology:** The technological alteration of work methods includes changes in equipment, work methods, control systems, form and tracking devices, as well as work and reporting processes.
- **Re-training and replacement of staff:** This component comprises the training of new skills as a result of redefining human capital's jobs, responsibilities, and job criteria.
- **Modification of the workflow:** This comprises rearranging work units or jobs in such a way that the workflow sequence is altered.
- **Introduction of new innovative programmes:** Factors such as the introduction of new products or services play a role in the implementation of these programs. It's the last step in the process of improving performance.

These factors stress the necessity of having a good attitude when dealing with systems, as well as redesigning the organization to meet the operational plan's aims and objectives. The staff development programme, it has been noted, delivers new skills to employees in order for them to obtain knowledge, and that it is beneficial to both employees and the organization as a whole. From a broader perspective, PMS will be discussed next.

3.2.2. Analysis of PMS

Individual and team performance are identified, measured, and developed through a continuous process that aligns their efficiency with the company's tactical objectives (Aguinis, 2009: 2; Cokins, 2009: 9). In this research, the efficiency administration procedure is checked out according to the PMDS plan, which mentions clearly that efficiency administration in EMRS is the task of every manager as well as have to be performed in a consultative, encouraging, and non-discriminatory way (Limpopo Provincial Government, 2002). It is “a discipline that assists in establishing, monitoring and achieving individual and organizational goals (Brudan, 2013: 109)” Performance management can also be defined as “the process of defining goals, selecting strategies to achieve those goals, allocating decision rights, and measuring and rewarding performance” (Verbeeten, 2012: 430).

Performance management, according to Shane (2010: 6), is an organized initiative to boost efficiency with a recurring procedure of developing wanted end results, establishing efficiency criteria, and after that accumulating, assessing, and also reporting on streams of information in order to enhance cumulative and singular efficiency. Performance management, according to Armstrong (2016: 495), is a system for increasing organizational performance through creating the efficiency of groups and also people. He likewise highlights that efficiency monitoring is an approach of enhancing outcomes by handling and comprehending efficiency within a collection of agreed-upon parameters. According to Amos et al. (2014: 64), performance management is a method that starts with translating the organization's broad strategic objectives into specific objectives for each individual employee.

A performance management and development system, according to Jackson *et al.*, (2009: 314), is an organized, structured method for measuring, evaluating, and influencing individuals' job-related attitudes, behavior, and performance results. In this sense, a performance management and development system can assist in directing and motivating employees to put in their best efforts on behalf of the company.

A performance management system, according to Amaratunga et al. (2011: 181), is "the use of performance management information to effect positive change in organizational culture, systems, and processes, by assisting in the setting of agreed-upon performance goals, allocating resources, informing managers to either confirm or change current policy or directions to meet those goals, and sharing results of performance in pursuing those goals." Efficiency dimension is a dimension method that targets tracking as well as preserving business control, making certain that a company goes after approaches that bring about the success of general objectives (Amaratunga and Baldry, 2012: 217). Brudan's (2010: 109) meaning of efficiency administration claims that the efficiency strategy should be focused on companies and also people.

As real as this this might be, the meaning leaves out groups or teams which are the crucial elements of companies, without which it would certainly be difficult for these companies to accomplish their objectives. Because the abovementioned declaration, of Brudan (2010: 110) assumes that the term efficiency ought to be made use of at numerous degrees, specifically, private, group as well as business degrees. Simply put, individual efficiency, group efficiency and also business efficiency must all be taken care of correctly. Amaratunga et al. (2011: 182) and also Verbeeten (2008: 430) agree that "in the process of performance management, performance goals are established and performance, in pursuit of the attainment of the goals, is monitored or measured." Verbeeten (2008: 430) adds that "performance management without rewarding satisfactory performance would not be a complete process."

Verbeeten's definition, on the other hand, falls short of offering guidance in the case of poor performance. Amaratunga et al. (2011: 183) and Bahri, St-Pierre and Sakka (2011: 604) argue that "the goal of performance management should be the enhancement of individual, team, and organizational performance." Even when performance is satisfactory, performance management "should try to improve the very satisfactory performance," according to the argument. "Performance management should be an ongoing activity," Goedegebuure, Deradts and De Waal (2011: 6) add. In the end, performance management entails a variety of tasks such as establishing organizational goals and relevant objectives, analyzing and evaluating employee performance, and rewarding employees who meet the performance goals and objectives (Tsang, 2017: 272).

The essence of the performance measurement process is monitoring and analyzing performance. As a result, performance measuring is an inextricably linked sub-process of performance management. As a result, the notion that "performance measurement and performance management should not be used interchangeably" has gained traction (Hellqvist, 2011: 929-930).

3.3. THEORETICAL FRAMEWORK: PMS

3.3.1. What pushes performance?

Good management includes the capacity to encourage employees so that they want to do a good job and contribute to the organization's goals. Any organization's management team must understand what motivates its employees' performance in order for it to run efficiently. Employees are influenced by a variety of elements that determine how and when they perform. As a result, it is the job of the organization's management to determine what aspects must be implemented in order to encourage their staff to perform at a satisfactory level. Motivation is a process that incorporates the intentionality of one's actions (Ziel et al., 2009: 129). Factors that activate behavior and impact its direction and persistence cause the process (Ziel et al., 2009: 129).

3.3.2. Classification of motivational theories

The facts involved in the realization of the suggested theories are summarized in Table 3.1. The content and process theories are concerned with how motivation works, whereas the reinforcement theories are concerned with how desirable behavior might be fostered (Smith et al., 2011: 387). There are two types of motivation theories: content and process theories. Process theories, on the other hand, stress individual variances in demands and focus on the cognitive process that causes them, whereas content theories presume that all human processes have the same set of wants and so dictate the features that should be present in a job (Smith et al., 2011: 387). For example, content theorist Frederic Herzberg claimed that job satisfaction and dissatisfaction are generated by distinct reasons. The following is a list of satisfiers and dissatisfiers in an employee's job performance.

Table 3.1: Satisfiers and dissatisfiers in employee work efficiency

Health aspects (Dissatisfiers)	Incentives (Satisfiers)
Regulation	Goal success
Programme	Acknowledgment
Job surroundings	Inherent landscape of the effort situation
Connection with co-workers	Obligation
Salary/Payments	Progression

Source: Adapted from: Smith, Cronje, Brevis and Viba (2011)

Incentives provide individuals a reason to remain, however inadequate health can make individuals intend to leave. What every one of these concepts and procedures share is a concentration on cognitive procedures in establishing an individual's degree of inspiration. Equity concept presumes that one vital cognitive procedure includes individuals looking around as well as observing exactly how much initiative various other individuals place right into their job and what incentives they obtain. Vroom's (1973) debate mentions that the assumption of a link in between initiative as well as incentive is critical to inspiration at the office. Viewing this link can be considered a procedure in which people compute initially, whether there is a relationship in between initiative and also incentive, as well as the likelihood that compensation will certainly comply with high performance (Vander Wagen, 2012: 229-230).

Table 3.2: Classification of theories

No	Content theories	Process theories	Reinforcement theories
Facts	<ul style="list-style-type: none"> • Determine the employee's desire to be satisfied. • 2. Determine the factors that impact employee behavior. 	<ul style="list-style-type: none"> • The process of goal setting • Evaluations of satisfaction after goals have been achieved 	<ul style="list-style-type: none"> • Behaviour - as a function of its consequences
Theories	<ul style="list-style-type: none"> • Maslow's hierarchy of needs • Herzberg two factor model • Acquired need theory 	<ul style="list-style-type: none"> • Equity theory • Expectancy theory 	<ul style="list-style-type: none"> • Reinforcement theory

Source: Adapted from Van der Wagen (2012: 230)

3.3.3. Expectancy Theory

Change beneficiaries may be motivated to support a change if they believe it will offer them with benefits, however, whether they will take advantage of this opportunity depends on their belief that the change will provide the promised benefits. (Swanepoel, Erasmus and Schenk, 2008: 333). The theory of expectation looks at how expectations affect motivation.

Expectancy is influenced by two things. In Swanepoel, Erasmus and Schenk (2008: 333), expectancy theories (Vroom, 1994 and Porter and Lewer, 1968) claim that behavior is a consequence of two factors: the attractiveness of outcomes and expectation regarding the achievement of value outcomes. Vroom's Prediction According to the theory of motivation, the strength of the expectation that the act would result in a given outcome, as well as the degree to which the individual wishes that goal, impact the chance of acting in a certain way.

- **Outcome:** This is referred to as a "Valence" by Vroom (1994). Stakeholders are likely to object if they believe the change would diminish the availability of desired outcomes. On the other hand, people are more inclined to approve it if they believe it will improve the availability of valuable results.
- **Expectancies:** Expectations about the likelihood of receiving useful results in practice will influence a stakeholder's motivation.
- **Effort to performance expectancy:** This relates to a person's anticipation that they will be able to perform at a certain level and that their efforts will result in success.

Performance to outcome expectancy: This is a person's anticipation that a certain level of performance will result in the desired outcome or the avoidance of bad consequences.

3.3.4. Maslow's Hierarchy of Needs

While no need can ever be totally met, according to motivational theory, a partially met need no longer motivates. If you wish to motivate someone, Maslow suggests first determining where they are in the hierarchy and then focusing on providing their needs at or above that level. Maslow divided the five requirements into two categories: higher and lower needs. Lower-ordered needs were psychological and safety, whereas higher-ordered wants were social, esteem, and self-actualization (higher-internally and lower-externally) (Swanepoel, Erasmus and Schenk, 2008: 325).

Maslow's Hierarchy of Needs

Self-actualization needs – Growth, achieving one's potential, and self-fulfillment are all part of the impulse to become what one is capable of being.

Esteem needs – External elements such as status, recognition, and attention, as well as internal factors such as self-respect, autonomy, and achievement.

Affiliation needs – Friendship, belonging, acceptance, and attention

Safety needs – a sense of safety and security from physical and emotional harm

Physiological needs- encompasses physical requirements such as hunger, thirst, shelter, sex, and other body functions

3.4. AN OVERVIEW OF THE PERFORMANCE MANAGEMENT PROCESS

It is critical to define a vision, mission, objectives, and goals in order to boost the productivity of businesses. To achieve these objectives, strategies must be executed. This is, all part of the efficiency monitoring procedure must be strategized. The procedure of keeping track of activities, additionally called efficiency dimension in scholastic literary works, is enveloped by the efficiency monitoring procedure. Organizations can raise their performance by utilizing the efficiency monitoring technique (Bourne, Franco and Wilkens, 2013: 15; Taticchi, Tonelli and Cagnazzo, 2012: 47). Training is an additional sub-process of efficiency administration, according to Black and Marshal-Lee (2011: 277), and it is targeted at boosting the efficiency of groups as well as people that might be evaluated to be carrying out listed below specified efficiency requirements.

Amaratunga and Baldry (2012), as well as Meekings, Povey and Neely (2009: 13), say that "efficiency dimension shows "what took place," yet efficiency administration systems "investigate "why it happened" and "what to do about it." Bourne *et al.* (2013: 15) concur that "when organizations make effective use of the results of performance measurement they will be able to make a transition from performance measurement to performance management." "The aims of performance management include inspiring employees, helping individuals develop their talents, developing a performance culture, selecting who should be promoted, and dismissing individuals who are poor performers," according to Halachmi (2015: 511) and Tsang (2017: 273).

Those goals must be met in order for business plans to be implemented successfully. As compensation is an inextricable sub-process of performance management, the aforementioned objectives implicitly point in that direction (Hegewisch and Larsen, 2006: 7). Performance management encompasses performance measurement, compensation, and training and development, among other sub-processes. Because of the importance of sub-processes like performance assessment, pay, and training and development to performance management, each of them will be discussed in detail in Chapter 4. A performance management system is built at each of an organization's three hierarchical levels: strategic, operational, and individual or team. The performance management system deals with strategic planning at the strategic level — getting things right the first time.

The system deals with the productivity and efficiency of workers at the departmental level at the operational level. Individual (personal) efficiency and performance goals are incorporated into the system at the individual or team level. These objectives are intertwined at all three levels since, finally, performance is assessed to see if the organization as a whole is efficient and productive. "Performance management is future oriented, designed to reflect the particularities of each company, and based on a causal mode linking inputs and outputs," says Kihn (2010: 483). The conclusion is that the performance management process should move away from setting precise goals against which individuals, teams, and the entire organization's performance should be judged. In conclusion, this study emphasizes the transition from performance measurement to performance management in order to "bridge the 'knowing-doing' gap, which indicates the difficulties of firms in efficiently transforming information derived from process measurement into effective activities." (Taticchi et al., 2009: 56).

3.4.1. Performance Management implementation

Pulakos (2012: 102) identifies four best-practices for putting in place an effective performance management system. These include (i) ensuring that the system has sufficient leadership support; (ii) gaining buy-in from all levels of the organization; (iii) realistically assessing the organization's appetite for a performance management system; and (iv) developing an effective communications strategy.

Several more implementation steps, according to the author, are required after the performance management tools and processes have been designed. These include automating tools and procedures including creating Human Resource Information, pilot testing the Performance Management System, educating personnel on how to use it, examining the system, and also updating it based upon the analysis results.

On the other hand, the Treasury Board of Canada Secretariat (2014: 1) describes a performance management system as a performance management programme. The actions of a department or agency's performance management program guarantee that workers' work is straightened with calculated goals and also top priorities, which those objectives are on a regular basis fulfilled efficiently and effectively (Treasury Board of Canada Secretariat, 2014: 1). The program should assist departments and agencies in correctly and equitably measuring performance.

3.5. PERFORMANCE MANAGEMENT PROCESS

Efficiency monitoring procedure, according to Management Study Guide Experts (2013: 1), "By linking individual employee accomplishments with the business's vision and objectives, and ensuring that both the person and the organization understand the value of a given job in achieving outcomes, the foundation for rewarding excellence is laid." Clear performance expectations, which include results, actions, and behaviours, can help employees understand what is expected of them at work. Managers can discover which positions are relevant and eliminate those that aren't by establishing performance standards. The advantage of using a performance management system is that it allows you to diagnose problems early and take corrective action by providing regular feedback and coaching to your staff.

Performance management can be defined as a proactive approach to managing employee performance in order to help individuals and organizations achieve their goals. It's all about achieving a harmonious alignment between individual and corporate goals in order to achieve performance excellence (Management Study Guide Experts 2013: 1). The core activities of a performance management process are examined in this section. The framework of performance management proposed by Sole (2009: 13) is used to investigate the performance management process.

3.5.1. Identifying the vision

Identifying an organization's vision is the first step in building a performance management system. An organization's strategic plan lays forth its vision for achieving goals within a set time frame. An organization's vision statement provides an answer to the question, "What do we want to become?" (Ehlers and Lazenby, 2010: 69)

3.5.2. Identifying the mission statement

The formation of a vision leads to the formulation of an organization's mission statement, which specifies the outputs to be achieved by all departments and units within the organization. Mission statements are a "popular staple of corporate life, they serve a valuable function for public organizations (including municipalities) by helping shape who they are and what they do" (McEwen, Shoemith and Allen, 2010: 587). Greiling (2014: 412) believes that the external and internal stakeholders of a department should be considered while formulating goals. An organization will be able to grasp its reason for existing and prioritize what needs to be done as a result of this. In the "public service, the output is measured in terms of quality of service and customer satisfaction, the number of customers served, while input is measured as the time consumed to serve customers" (Parameshwaran, Srinivasan and Punniyamoorthy, 2009: 796).

3.5.3. Recognition of vital outcomes locations/critical dimensions

According to Macaully and Cook (2013: 4), identifying key results areas entails looking at the following: the rationale for a certain job's existence; the major goal that the job incumbent should attain; and the critical services that the job incumbent provides to other employees or departments. Supervisors/managers in a department/unit identify those essential end results areas together with their staffs. The nature of the assessment clears up the fashion in which the primary outcomes settings should be understood within the company. The vital outcomes place separate significant measurements or locations that are essential to attaining business objectives. The production of vital measurements helps in the organization of the work tasks to be measured into a logical order. "The key results areas create a conceptual order for the use of performance indicators through which key results areas could be measured" (Adhikari, 2012: 309-310).

3.5.4 Establishing efficiency purposes

The organization's objectives are set by the many departments and groups that make up the organization (Natale et al., 2013). Breaking down goals for lower levels of the company should become a difficulty, since departments or units will design their own objectives that are not linked with the overarching organizational goals (Natale, et al., 2013: 6-7). As a result of the nature of fragmented objectives, a vast array of efficiency signs might be offered inside a solitary company, making it difficult to establish a combined vision and also objective. For the company's general efficiency, homogeneity of efficiency indications as well as typical framework of goals are important.

Furthermore, according to Macaulay and Cook (2013: 4) and Brumback (2013: 167-169), "objectives should be SMART to be effective." By implication, objectives should be "specific, measurable, achievable, relevant and time-bound" (Mol and Beeres, 2012: 534). It's vital that the goals you set are both relevant and attainable. When a crisis strikes, goals should not be abandoned, and managers and subordinates should not give up despite the presence of out-of-date goals. The efficiency monitoring technique will certainly be a shame if these troubles are not attended to, as well as team will certainly be demotivated. The future and existing modifications demand a testimonial and also adjustment of purposes according to the brand-new service needs, along with re-prioritization (Macaulay and Cook, 2013: 5). "Performance expectations should be planned results articulated as targets," according to Brumback (2013: 169).

In fact, the author recommends that the setting of objectives be done inside the Management-by-Objectives framework (MBO). In the next section, we'll go through this occurrence in further depth. Employees are required to withhold accountability under the system. Staff members involve right into a mental agreement with their prompt employers over liability for their very own efficiency. Both the staff member and also the manager must review, keep track of, evaluate, and afterwards re-negotiate the objectives to be accomplished based on the psychological contract.

The psychological contract between the employee and the immediate supervisor must be negotiated and renegotiated on a regular basis to avoid a breakdown in the employee-supervisor relationship, which could have dreadful effects for the implementation of task duties and success of efficiency objectives (Cheng, Dainty and Moore, 2010: 63). Establishing objectives has a large effect on worker inspiration and company efficiency. Consequently, approximate objectives need to stay clear. Targets that are set at random are usually based on previous performance. In the “process of setting objectives, external benchmarks should be used as a way of identifying comparative levels of performance. This practice results in the improvement of productivity for manufacturing entities, and improvement of service for non-manufacturing entities” (Cheng *et al.*, 2011: 61). The partnership in between them must be meticulously taken into consideration when goals are established. The following section probes the reasoning for developing partnerships in between purposes.

3.5.4.1. The connection between goals

After the goals have been identified, the relationship between them should be developed. This is accomplished by the production of diagrams such as business models, strategy maps, and success maps, which "show the logic of how the organization's objectives interact to generate overall performance" (Bourne *et al.*, 2013: 16). The improvement of performance management necessitates the establishment of a link between operations in order to achieve an organization's overall goals. This would ensure that units or departments work together to complete their tasks. Appropriate resources should be allocated to the units or departments in order for them to execute their purpose appropriately (Sudhakar, Farooq and Patnaik, 2011: 197).

3.5.5. Creating Crucial Success Factors (CSFs)

Important success aspects are specified as “the attributes or characteristics to be measured and include characteristics used to measure output” (Shane, 2010: 14). To ensure that the performance management system succeeds, the important "success factors" should be integrated (Review, 2006: 23). The link between crucial success elements (CSFs) and also key performance indicators (KPIs) is important to the performance of efficiency administration (De Waal and Counet, 2009: 371).

By matching the performance management system with changing circumstances, it can be kept current and functional. The applicable CSFs and KPIs should reflect the changed circumstances. The appropriate CSFs and KPIs make it easier to track and evaluate the organization's strategy and personnel performance (Anderson et al., 2011: 62-63). It is critical to analyze performance results on a regular basis in order to determine and implement remedial actions. Reinforcement activities, which include methods of performance measurement, training and development, and remuneration, are among the corrective actions discussed in the next section. The "examination, analysis, and discussion of performance results" lead to a company's objectives being fulfilled. It is essential to take restorative activity immediately in order to fulfil business objectives (Greiling, 2014: 552).

3.5.6. Creating KPIs.

Key Performance indicators are "quantitative or qualitative measures that demonstrate meaningful steps that are being taken towards the stated goal" (McEwen et al., 2010: 587). The standards for each and every efficiency measurement, along with the needed elements, should be developed prior to KPIs can be developed. "Relationships between the various KPIs should be examined or explained," Flapper et al. (2011: 32) urge. In general, there are two kinds of partnerships: interior partnerships between KPIs used within one feature and also outside partnerships between collections of KPIs defined for various objectives (outside feature). Manville (2007: 164) competes that "KPIs should be selected and agreed upon, based on both internal and external stakeholder requirements. All stakeholders should be used to collect information which forms the basis for generation of a set of KPIs" (De Waal and Coevert, 2011: 405).

Indicators need to be "split into lagging KPIs, which report results after the event and leading KPIs which are used to predict a future event" (Fryer, Antony, and Ogden 2009: 484). Staff member satisfaction is an example of a leading sign that may be used to predict customer satisfaction "relying on lagging indicators is not sufficient or effective as this practice fails to analyze performance data in a predictive and dynamic way" (Greiling, 2014: 449). In order to achieve the effective implementation of performance management systems, KPIs "should be properly designed and clearly defined" (De Waal and Counet, 2011: 370).

It should be possible to discover regions that are not performing up to expectations if the KPIs are roughly developed and clearly defined. It is necessary to look into the reasons for the bad performance. This could lead to re-allocating resources to an under-resourced region or suggesting personnel training and development (Soltani, Van der Merwe, and William, 2012: 39-40). KPIs can be created in a company's calculated, functional, group, or individual markets. KPIs are important for analyzing development in executing calculated efforts and also assessing the performance with which preferred end results are attained in the tactical rounds (Sole, 2009: 25). At the functional level KPIs are established to gauge the "internal operating efficiency (input and output measures) and efficacy (service quality and customer indicators) of an organization" (Halchmi, 2011: 28). At the team or individual spheres, KPIs are "related both to the single employee or team performance." Individual individuals, as well as the units in which they operate, should be evaluated using these measures. As viewed through these measures, the purpose of performance measurement is to link performance to motivation (Chau and Witcher, 2010: 180-181).

3.5.6.1. The types of KPIs

There are four categories of key performance indicators, according to Fryer *et al.* (2012: 481): output, welfare, performance, and composite indicators. The output KPIs "are concerned with the amount of output." When considering the quantity of resources (inputs) used in connection to services provided to a given number of community members, this sort of KRI is relevant for organizations (efficiency). The welfare KPIs, on the other hand, "relate to the value of service to final recipients of the service" (Ingram and McDonnel, 2009: 41). The KPIs for performance indicate how the services are delivered (Sharif, 2012: 63). The output, welfare, and performance metrics are combined to create composite KPIs. According to Fryer *et al.* (2012: 481), as well as De Waal and Counet (2010: 370), also numerous KPIs in the efficiency system have damaging impacts on efficiency and high quality. The writers recommend that the vital efficiency signs need to be restricted in between 7 and 9 to maintain the inspiration as well as boost of staff members.

3.5.6.2. Methods for producing KPIs

Among the reliable ways for producing KPIs is thinking. Conceptualizing signifies an “uncensored though structured way of generating KPIs. It is an uncensored approach since each participant writes his or her suggestions on cards” Flapper *et al.* 2011: 32). During the “brainstorming session KPIs are defined for the first time or if they existed before they may have to be reviewed. After all participants have defined their sets of KPIs, one common set of KPIs is selected. Hereafter participants discuss about the relative importance of each KPI with the purpose to rank-order KPIs” (Srimai, Radford and Wright, 2011: 663-664). The “importance of brainstorming KPIs is that participants develop a common meaning and understanding of KPIs.” The implication of the preceding is that KPI data should not be obtained hastily. KPIs will not lose their reliability as a result of this (Krause, 2013: 12).

It is vital to focus on a few relevant KPIs to maintain motivation and engagement strong. “Reducing the number of KPIs ensures that measurement is accomplished to make performance management effective and not to measure for measurement’s sake” (Koufopoulos, Zoumbos, Argyropoulou and Motwani, 2012: 342). Instead of focusing on the existing organizational structure, key performance indicators should be established with the ideal business process in mind. Considering process rather than structure encourages transformation and aligns operations with strategy (Krause 2013: 10; Lawrie et al., 2014: 353).

3.5.7. Setting the performance standards

The performance standards are developed after the KPIs have been established. For each position, performance criteria “specify the minimal acceptable outcome.” Performance standards are the numerical values of a performance metric that must be fulfilled or exceeded by a certain date, and are often stated as a degree of excellence or other required level that meets or surpasses pre-defined requirements” (Shane, 2010: 14). Employees respond positively when performance standards are established. Employees have a better knowledge of performance expectations and how those goals are measured thanks to performance standards. Employees gain an understanding of the control system in this manner (Sui-Pheng and Khoo, 2011: 126). Individual and team performance will be compared against the performance standards, which are “baseline data” (Chau and Witcher, 2011: 180).

'Good' performance is defined as exceeding the baseline in terms of performance results. "Key result areas can be made apparent by defining standards or metrics for each job, which will eventually give indicators of success," Macaulay and Cook (2013: 5) argue.

3.5.8. Designing the performance architecture

The software that should be built to support the installation of the performance management system is referred to as performance architecture (De Waal and Counet, 2010: 369). Employees can utilize the program to swiftly identify the causes of poor performance and understand data. Employees aren't reliant on trained analysts. The ability of software to "generate performance insights and performance focus" is what makes it valuable (Meekings et al., 2012: 15).

3.5.9. Linking performance to the budget

Board can select the place majority of funds must be allotted for what (McEwen *et al.*, 2010: 590). The implementation of a performance budget approach (PBB) can help with this process (Sudhakar et al., 2011: 188). The linking of performance to the budget also engenders a "sense of accountability by demonstrating that financial resources are scarce, they are not limitless and come with expectations" (Sudhakar et al., 2011: 188).

3.5.10. Reporting on performance

Performance reporting is an important part of performance management since it guarantees that effective decisions are made. When reporting is used, systems are more likely to become transparent, and employees are held accountable for their actions. The findings in performance reports should be described in detail, and the reports themselves should be updated on a regular basis. Employees' actual achievements in respect to intended performance outcomes should be detailed in performance reports (Mackenzie and Hamilton-Smith, 2011: 9).

3.5.11. Rewarding performance

Motivated employees produce excellent results. This means that a manager must understand the needs of employees and devise unique work mechanisms to meet those demands while simultaneously guaranteeing that the organization's goals are met. Individual and team performance must be rewarded by managers (Macaulay and Cook, 2013: 5-6). Later in the study, this element of compensating employees for their performance is examined. A manager who fails to meet the demands of his or her staff should expect poor performance from those personnel, which will inevitably lead to lower customer satisfaction (Ingram and McDonnel, 2009: 39-42).

3.5.12. Instituting training and development

Cheng et al. (2007: 61) describe performance management as “the process of delivering sustained success to the organization through its employees.” Ineffective implementation is caused by a lack of understanding of the mechanics of performance management systems and the ability to work with them (De Waal and Counet, 2010: 370). Natale et al. (2013: 7) posit that “the individual who is trained in how to use performance management system adds value to the system implementation and has better levels of quality and motivation”. As a result, it is recommended that training be integrated into new incumbent orientation strategies. This would ensure not just effective induction and integration of new employees, but also that they learned proper PMDS implementation processes (Adhikari 2010: 308). Bourne et al. (2013: 19) add that “the development of employees should be in areas such as the use of PMDS-related equipment, databases and management process if performance management system should succeed”.

Cross-evaluation exercises should be implemented to encourage the exchange of ideas and learning about the PMDS currently in place. This means that, for example, the Department A trainer will also serve as an evaluator for Department B, and the Department B trainer will assess Department A's performance (Sui-Pheng and Khoo, 2011: 110). Employees in many areas are encouraged and must be able to detect and solve their own difficulties using this evaluation system. Continuous improvement in the use of the performance management system is ensured by the practice of cross-evaluations and the development of problem-solving solutions.

Regular departmental and company-wide meetings can help improve the utilization of a performance management system by providing the framework for meaningful discussions regarding the system's processes and outcomes (Adhikari, 2010: 310). Furthermore, discipline is a prerequisite for a successful performance management system installation. In this sense, discipline refers to instilling a performance culture in order for employees to develop and maintain the habits necessary for properly executing a performance management system. These are essential behaviors for performance-driven behaviour (Sui-Pheng and Khoo, 2011: 107-108).

3.6. THE PERFORMANCE MANAGEMENT SYSTEM AS A CONTINUOUS PROCESS

In their study "Performance Management Skills Capacity in the Government Sector," Kanyane and Mabalane (2009: 64) claim that performance and productivity in the government sector are difficult to quantify because both are concerned with output, but not necessarily with production, which is a separate issue. The production of the government sector appears hazy since it is intangible and difficult to quantify. Professionalism, leadership, motivation, communication, attitude, skilling through training, and reward are all important factors in the application of PMDS in businesses, according to Kanyane and Mabalane (2009: 64). They conclude that a PMDS should not be viewed as a one-time event, but rather as a process geared at ensuring that an organization's performance and that of its people are in sync with organizational objectives, mission and vision. This is possible if the organization is equipped with adequate skill capacities.

Specific targets, performance indicators, measurable goals, outputs, and outcomes should be provided to employees. All employees should be informed of the consequences of good or bad performance. All personnel should be given clear instructions. If the aforementioned key factors are taken into account, performance management in the government sector will no longer be a buzzword, but will instead achieve the best possible organizational outcomes. Furthermore, Munzhedzi (2011: 136) conducted a study titled "PMS and Improved Productivity" at the Department of Local Government and Housing in the Limpopo Province. His research looked into whether the PMDS helps the Department of Local Government and Housing increase productivity. Munzhedzi (2011: 136) concluded his research with the following measures:

- “There should be regular and thorough training of the departmental officials about the PMDS in the public service and how it impacts on productivity;
- The Departments should ensure that employees understand how their individual performance impacts on the overall productivity of the Department;
- Punitive/disciplinary measures should be meted out to those officials who do not comply with the provisions of the PMDS policy, particularly non-submission of performance instruments;
- The departmental Moderation Committee should demand verifiable evidence to justify ratings during assessment;
- PMDS training on the purpose and objective of the system should be conducted annually for all departmental employees;
- Monitoring of performance should not only be quarterly and annually, but should be extended to monthly, so as to detect weaknesses as soon as possible; and
- The PMDS division, Training and Development section and Employee Awareness Programme section should work together to address the lack of skills and other problems associated with under-performance.”

3.7. PERFORMANCE MANAGEMENT ORIENTATION

Departmental officials should be trained on the PMDS in the public sector and how it affects productivity on a regular and thorough basis; appropriate behavior and cultural change are prerequisites for properly implementing an efficiency monitoring and also growth system. To place it an additional means, efficiency monitoring alignment, as the sensation is recognized, is a requirement for the effective release of an efficiency administration and advancement system (Walker, 2008: 340). Different writers (De Waal and Coevert 2007: 398; De Waal and Counet, 2010: 371) concur that behavioural aspects are essential for applying efficiency administration and advancement systems due to the fact that "much focus has been on the results of the implementation of PMDS than on the behavioural factors required for the effective implementation of PMDS". De Waal (2007: 518) increased on his job by classifying the behavioural variables needed for constant use of efficiency administration and advancement systems right into five classifications:

Supervisor understanding, supervisor perspective, efficiency monitoring system positioning, efficiency monitoring system emphasis, and also business society. Elzinga, Albronda and Kluijtmans (2009: 517) rearranged and broadened the listing of behavioural factors.

3.8. EFFICIENCY MANAGEMENT EVALUATION

Both the framework of an efficiency monitoring system and also a company's performance-driven actions ought to be integrated right into the efficiency administration system throughout the layout and application stages, (De Waal and Gerritsen-Medema, 2011: 26). Making the behaviour and architectural facets of the efficiency administration system a part of it is important to its success. The architectural side concentrates on the system's architectural elements, such as essential success variables, essential efficiency signs, and also a well-balanced Scorecard. On the one hand, the behaviour element concentrates on the company's employees and just how they make use of a PMS (De Waal and Gerritsen-Medema 2011: 26).

3.9. STAKEHOLDER PARTICIPATION IN THE EFFICIENCY ADMINISTRATION PROCEDURE

The creation and implementation of an organization's performance management and development system should involve stakeholders. Managers, employees, customers, and suppliers are all important stakeholders (Simmons, 2008: 469: 469). The Stakeholder Systems Model is important for an organization's performance management system because the communities must ensure that service providers are held accountable for the funds and authority given to them. Communities should be involved in the evaluation of those who provide them with services, to see if their actual performance fits the performance targets.

Employee performance, as well as the overall performance of such businesses, should be made public so that communities can hold them accountable. "Information provides the incentive for public authorities to justify decisions and influence future states," says the author. Putting information out in the open for inspection completes the accountability loop (Shane, 2010: 20). When it comes to the use of public funds, external accountability is critical.

3.10. THE VALUE OF PERFORMANCE MANAGEMENT

An excellent performance management system could help firms deal with a variety of problems. Performance management, when properly applied, can "cut through red tape; it saves waste and improves service delivery" (Greiling, 2014: 449). The emphasis on effectiveness and quality in service delivery has given rise to the New Public Management (NPM) ideology. The new public administration also emphasizes service delivery efficiency (Deakins and Dillon, 2011: 41). The mission and objectives of a certain organization must be clearly stated in order to apply performance management and development systems effectively (Deakins and Dillon, 2011: 41). Prior to the performance period, the performance targets should be known. Employees gain insight into the organization's direction and a better understanding of their own operations by comprehending the purpose, objectives, and performance targets (Deakins and Dillon, 2011: 41).

Employees are more responsible and accountable in their operations when they know their performance targets ahead of time (Macaulay and Cook, 2013: 3; Ingram and McDonnell, 2009: 40-41; Andersen et al., 2011: 62). Person, group, and also general company efficiency can be kept track of as well as enhanced where the goal is acknowledged as well as the goals, consisting of efficiency targets are plainly specified (Macaulay and Chef, 2013: 3-15; De Waal, 2007: 371; Sole, 2009: 4). To achieve the established aims and objectives for improvement, performance measurement is essential. Furthermore, performance measurement helps political and public officeholders within an institution account for public concerns about resource allocation, stressing openness in local administration. Amaratunga and Baldry (2012: 218) say that companies can raise their efficiency by executing a PDMS.

Staffs as well as supervisors obtain responses on the accomplishment of certain goals as opposed to generalist input in companies when efficiency administration is performed effectively (Amaratunga et al., 2011: 179). The overemphasis of assessment and rewards over learning and improvement is a prevalent problem in performance management. A negative halo effect occurs in performance management when assessment and rewards are prioritized over learning and development (Brudan, 2010: 109). Taking on a methodical technique to efficiency administration would certainly, overall, lead to this treatment being executed efficiently.

A systems approach to efficiency monitoring concentrates on the interpretation of the system, along with the exact objectives that the system needs to meet. To guarantee that all parts of a system and also the sights of the well-balanced Scorecard are linked to each other, the system strategy incorporates them all (Kihn, 2010: 473-474).

3.11. PERFORMANCE MANAGEMENT SYSTEM MODEL

3.11.1. Stages in the Performance Management System

Performance management and development systems are divided into four stages, according to the PMDS policy: performance planning, performance implementation, performance assessment, performance evaluation, and performance renewals and re-contracting. Aguinis (2009: 32-34) and the Department of Justice and Constitutional Development (2011: 10) outline the methodologies of performance management and development systems as follows:

3.11.1.1. Performance planning

Employees should understand the performance management system thoroughly. At the outset of each cycle, the supervisor and employee meet to discuss and decide on what needs to happen and how it should be accomplished. This phase is known as performance agreement in the South African public sector. According to Aguinis (2009: 32-34) and the Department of Justice and Constitutional Development (2011: 10), the performance agreement must have the following elements:

Results: refers to the work that must be completed or the result that an employee is expected to attain. This information is frequently acquired from the job description of the employee.

A performance standard is a statistic for determining how successfully employees have reached their objectives.

Behaviour - Discussing competences, which are measurable clusters of Knowledge, Skills, and Abilities (KSAs) that are crucial in deciding how results will be attained, is part of a discussion of behavior.

Developmental plan - Before the review cycles begin, it is critical that the supervisor and employee agree on developmental goals. This strategy should at the very least include identifying areas that require improvement and defining targets for each one. Results and behavior are frequently included in developmental plans (Aguinis, 2009: 32-34) and the Department of Justice and Constitutional Development (2011: 10).

3.11.1.2. Performance execution

Employees endeavor to accomplish the results and demonstrate the behavior agreed upon previously once the review cycle begins, as well as work on developmental needs. This process is entirely under the employee's control and ownership. The factors listed below should be present at the performance stage (Aguinis, 2009: 32-34). All key duties are in the hands of management and employees throughout the performance execution stage.

Table 3.3: Responsibility of employees versus managers

Employees	Managers
Commitment to achieving one's objectives.	Observation and documentation
Feedback and mentoring on a continuous basis.	Updates
Keeping in touch with superiors.	Feedback
Data on performance is collected and shared.	Resource

Source: Adapted from Aguinis (2014: 133).

3.11.1.3. Performance assessment

During the evaluation phase, both the employee and management are responsible for determining the extent to which the planned behaviours have been displayed, as well as whether the desired results have been achieved. Although information about performance can be obtained from a variety of sources (e.g., peers, subordinates), the information is usually provided by the direct supervisor.

This also involves a review of how well the development plan's objectives have been met. This phase requires both parties to participate by giving important information that will be used in the review phase. Knowledge is more likely to be used productively in the future when both the employee and management are actively participating in the appraisal process. Employees' defensiveness during performance reviews can be lessened by self-appraisal, which can also improve employee satisfaction with the performance management system by enhancing perceptions of accuracy and fairness, and hence system adoption (Department of Justice and Constitutional Development, 2011: 10).

3.11.1.4. Performance review

The meeting between the employee and the management to examine their assessments is known as the performance review stage. It's significant because it creates a formal context in which an employee can receive feedback on his or her work. This official process occurs twice during the public service's 12-month performance cycle in South Africa (Department of Justice and Constitutional Development 2011: 10).

3.11.1.5. Performance renewal and re-contracting

Performance management is a continuous process that includes formal performance measurement and formal feedback sessions with the goal of improving future performance. Supervisors and subordinates meet for feedback sessions to provide information, including performance evaluations and suggestions for improvement. Employees should be informed about any problems and, where necessary, the importance of change (Jackson, 2012: 339). Although most firms with formal assessment systems provide employees with feedback, experts advise that activities involving the employee's progress or remuneration should not be discussed during this discussion (Ivancevich, 1998: 289). Organizations must make a lot of judgments about individual employees' promotability, training and development needs, and wage increases during their early career planning. Employees require ongoing performance feedback, particularly in relation to their career objectives (Greenhaus, 2010: 219).

The 360-degree feedback process is a method of performance evaluation in which all parties involved in an employee's performance contribute comments. Others who may be included are supervisors, peers, subordinates, customers, and others (Tucker, et al., 2013: 181).

3.12. MODELS AND THEORIES SUPPORTING THE IMPLEMENTATION OF THE PMDS

Ritchey (2012: 10) defines models as "representations of a system that allow for the examination of the system's features and, in some situations, the prediction of future outcomes." They give a framework for characterizing and categorizing (morphing) differences in modeling kinds (Ritchey, 2012: 14). Models, according to Ritchey (2012: 15), are a conceptual representation of a phenomenon that are frequently utilized in quantitative and technical analysis, as well as fundamental analysis. Because of the complexities surrounding the concept of performance management systems, different authors use different models to convey the subject. A performance management system, according to Mabey (2003), referenced in Wachira (AAPAM, 2012: 3), is a process of constructing a framework in which employees can work and the performance by individuals can be directed, monitored, motivated and refined.

Every business begins by defining organizational objectives, which are short-term goals drawn from the organization's mission. To achieve high levels of performance, they are connected with individual goals. A performance measurement system must be in place to evaluate organizational performance against established goals and objectives. This type of measurement method aids the company in assessing its performance. Individual employees are assessed using the evaluation system, and feedback on their progress is provided in order to determine employee awards (i.e. promotion and salary increase). The performance cycle continues after an employee's performance is evaluated, and disparities are identified and remedied by altering objectives or tasks.

The agency theory, social learning theory, and goal-setting theory are all significant theories at the individual performance management system level. Organizational theory, contingency theory, systems theory, and goal setting theory are all significant theories at the operational performance level.

Organizational theory, contingency theory, systems theory, and goal-setting theory are all significant theories at the strategic performance level. There is a requirement for education on the usage of performance management and the mechanisms involved in its execution at all levels of the company. At all levels of the company, learning about performance management aids in goal achievement. To achieve desired levels of performance, performance must be disseminated throughout all levels and connected with the organization's mission, goals, and objectives. HR or PMDS offices, which coordinate performance management in enterprises, are commonly used by employees at all levels.

Within enterprises, the HR/PMDS office commands and supervises the performance system. In an organization, integrated performance management refers to the alignment of several performance management components such as a strategic plan and a budget (Verweire, and Van Den Berghe, 2014: 9). Integrated performance management is essential for boosting real-time performance analysis and delivering insights for decision-making across the enterprise. According to Baret (2017: 7), integrated performance management necessitates performance management initiatives should be linked to a budget of 'financial forecasts' and strategic plans.

The use of synergies between strategic planning, budgeting, and performance reporting is central to integrated performance management. Integrated performance management, according to Moodley (2013: 28), "combines performance management procedures with the strategic planning processes of the business in such a way that plans derived from the corporate strategy are in sync with work plans or "performance plans. "Integrated performance management, according to Stringer (2007: 93-94), is the combination of performance factors such as objectives, strategies, targets, rewards, information flows, budgets, transfer pricing, capital expenditure, and performance evaluation. Integrated performance management, according to Stringer (2007: 94), aims to bring all performance factors together in order to create a coherent operation.

3.12.1. Supporting theories

3.12.1.1. Organizational Theory

Organizational Theory, according to McAuley, Duberly and Johnson (2016: 66), investigates companies and, just how they adjust, as well as the approaches and frameworks that direct them. Company Concept is rational, information-based, efficiency-oriented, and worried about components of control approach, according to these authors, that separate between two types of efficiency analysis control: outcome-based and also behaviour-based. The capability and also analysis processes are compared using Organizational Theory. In organizational theory, reward is implicit; it employs social control to suppress divergent preferences and treats information as a commodity. As a result, performance management is one of the aspects that influence an organization's total performance. It is frequently related to an efficiency reward system, particularly when monetary motivations are connected to efficiency assessment, which evaluates specific efficiency and boosts the business's total efficiency. Efficiency monitoring is deemed a procedure of linking worker efficiency to the general efficiency of an organization.

Many studies on performance derive from Organizational Theory and strategic management, according to McAuley et al., (2007: 56). McAuley et al. (2007: 56) go on to say that three major theoretical approaches to assessing organizational efficiency have evolved in Organizational Theory: the goal-based approach, the process-based approach, and the outcome-based strategy (which recommends that a company is examined by the objectives that it establishes for itself). Both methods stop working to account completely for distinctions in stakeholder teams' assumptions on efficiency, according to the literary works (McAuley et al., 2007: 56). The last choice is the multiple-constituency technique, which takes into account these disparities in views and assesses how well diverse stakeholder groups' agendas are met. Organizations use the performance management system to create goals that must be met within specific timeframes. These objectives are drawn from the organization's strategic plans, which include the vision and mission statements, and are focused at improving effectiveness and efficiency in the delivery of services within the business.

3.12.1.2. Contingency Theory

According to Bacher (2015: 2), the Contingency Theory provides the foundation for combining both human resource and classical ideas, as it bases management decisions on employee expectations and adapts classical management to a more flexible and uncertain context. Contingency Theory, according to Bacher (2015: 3), takes into account the conditions in one situation at one point in time, allowing for many methods of doing things to match different situations. Contingency Theory, according to Donaldson (2016: 19-40), is now a major foundation for organizational design. The core of the Contingency Theory of Organizations is the belief that organizational efficiency is achieved by matching the characteristics of the organization (structure) to various contingencies such as the environment, organizational size, and strategy.

In general, many forms of constituency theory stress the importance of task characteristics, particularly task programmability, in determining which control method to use (Bacher, 2015: 4). The existence of "people," or social control, is an alternative to performance evaluation-based control. Unlike classical scholars, most contemporary theorists agree that there is no single optimum way to organize. What matters is that the structure, size, technology, and environmental requirements of the business are all compatible (Halsall, 2012: 55). The Contingency Theory is the name for this viewpoint.

3.12.1.3. Systems Theory

A sub-set of organizational concept is thought about to be an Equipment Concept, that includes a collection of variants such as Von Bertalanffy's (1956) General System Theory; Mulej's Dialectical System Theory; Flood and Jackson's (1995) Critical Systems Thinking, or Beer's (1984, 1985) Viable Systems Theory. Systems theory opposes reductionism and also advertises holism. As opposed to decreasing an entity (e.g. cells or body organs), Equipments Concept concentrates on the plan of and connections between the components which attach them right into a whole (Halsall, 2008: 29-30). Von Bertalanffy's systems theory, according to Halsall (2008: 31), focuses on distinct organizational structures of systems as well as problems concerning their purposes and outputs. It also distinguishes systems from their surroundings as well as non-system structures.

The complexity of reality is acknowledged in systems theory, which focuses on synergy, combination analysis, and synthesis. Organizations, according to systems theory, are systems with relative limits that interact with the setting and also needs to adjust to ecological adjustments in order to exist (Halsall, 2008: 187). They are open systems having inputs and outputs that interact directly with the environment. A performance management system is seen as part of an organization's systems theory. It indicates that interconnected dynamics are used to control and develop employee performance. The PMS is made up of systems for measuring performance (balanced scorecards, activity-based costing, benchmarking, and so on) and tracking objectives by means of essential efficiency indications (Willie, 2014: 111-121). Individual proficiency, shared vision, psychological designs, group discovering, and staff member recognition are the five concepts that define the Systems Theory. These principles are employee-oriented, which means that they are defined and modified by employee performance, motivation, and behavior, resulting in a more successful performance management system.

3.12.1.4. Goal-setting theory

Goal-setting Theory, according to its proponent, Dr. Edwin Locke, is a powerful tool for inspiring others and encouraging oneself. The value of goal-setting is so well recognized that entire management systems, such as Management by Objectives, are built on it (Locke 2014: 19). In industrial and organizational psychology, Human Resource Management, and Organizational Behavior, goal-setting is widely acknowledged as one of the most valid and useful motivation theories (Locke 2009: 19). As a result, many people have learnt to develop SMART goals, which are Specific, Measurable, Attainable, and Relevant, as well as Time-bound. The Goal-setting Theory of Locke and Latham (2012: 64), which is just one of the most reliable inspirational concepts, was established inductively based upon over four years of empirical research.

Its foundations are built on the idea that conscious goals influence behavior (where the aim or goal of an action is deemed). While goal-setting theory is most typically researched at the individual level, its ideas can also be applied to businesses (Locke, 2009: 19). Goal setting, according to the author, is useful for any endeavor in which people have influence over their performance.

Goal-setting Theory is currently being researched at both the individual and organizational levels. Individual, team, and entity goals all matter in the workplace, according to empirical observations. Incompatible acts might be motivated by goal conflict, which can have an influence on performance. As a result, for maximum performance, individual and group goals must be aligned. Employees are driven by clear goals and enjoy feedback, according to Dr. Edwin Locke's 1968 study article "Toward a Theory of Task Motivation and Incentives" (Locke, 2009: 157-189).

Working toward a goal, according to Locke, is a primary source of motivation to actually achieve the objective, which increases performance. In a nutshell, the notion is a valuable strategy for motivating people to work swiftly and effectively, resulting in improved performance through increased motivation and efforts, as well as increased and improved quality feedback. Goals must follow five principles to be motivating: clarity, challenge, commitment, feedback, and task complexity (Locke, 2009: 157-189). All these five principles help make goals in an organization SMART, which denotes that they are specific, measurable, attainable, realistic and time-bound.

3.12.1.5. Agency Theory

The Agency Theory is based on the work of Adolf Augustus Berle and Gardiner Coit Means, who first examined agent and principal difficulties in 1932. They looked at the concept of agency and how it may be used to the growth of major organizations (Omari, Mayogi and Guyo, 2014: 146). These authors observed how the interests of a company's directors and managers differed from those of its owner, and they used the concepts of agency and principal to explain why. The theory defines the interaction between a principle and an agent, who each delegate labor to the other. The concept basically recognizes that various celebrations associated with an offered scenario with the exact same provided objective will certainly have various inspirations, which these various inspirations can show up in different methods.

According to the idea, there will always be partial goal conflict among parties; efficiency and effectiveness are inextricably linked; and information between principal and agent will always be asymmetric (Omari et al., 2014: 146). The Agency Theory's issue of delegation is an example of an organizational structure in which each member of staff is responsible with performing certain tasks.

Employees' job methods and responsibility and power are distributed within an organization through organizational structure. According to Omari et al. (2014: 146) hierarchy, authority, division of labor, and procedure are the fundamental elements of organizational structure. The authors go on to say that organizational structure divides responsibilities and assures coordination; it balances specialization and integration, and it serves as a foundation for either centralization or decentralization.

3.12.1.6. Social Learning Theory

Albert Bandura's Social Learning Theory has become one of the most important theories of learning and development (Bandura 2011: 2). Despite the fact that it was based on many of the key assumptions of traditional learning theory, Bandura maintained that direct reinforcement could not account for all types of learning (Bandura 2011: 9). Bandura's (2011: 3) hypothesis contained a social component, implying that people can learn new information and actions by watching other people. Observational learning (modeling) is a type of learning that can be used to explain a wide range of behaviours. Social Learning Theory is built around three main concepts. The first is observational learning, which is the concept that people can learn by watching others. Following is the concept that interior frame of minds is a crucial part of this procedure-innate support (satisfaction, contentment and also a feeling of achievement) (Bandura, 2011: 9).

Finally, this method recognizes that simply learning something does not guarantee that it will result in a change in behaviour. Different countries may utilise different PMDS models depending on which one best suits their needs in terms of performance management and development. As with performance management and development systems, countries around the world, including South Africa, learn from one another in order to progress. Various countries employ theories, models, or forms of PMDS that have been proven to work in other countries. As a result, the social learning theory remains true. The following paragraphs will highlight levels of the organizational Performance Management System, new approaches to performance management system, the performance management system process and the performance management system implementation.

3.12.2. Levels of the Organization Theory

There are typically three degrees in companies, particularly strategic/organizational efficiency administration degree, operational/team efficiency monitoring degree as well as person efficiency monitoring degree (Brudan, 2012: 6). In efficiency literary works, business efficiency monitoring is described as a device or system that straightens all business procedures within the existing tactical imperatives within a company (Kaplan and Norton, 1996; Neely, Adams and Kennerly, 2012; Franco and Bourne, 2013, as pointed out in O'Boyle and Hassan, 2013: 52).

This system, according to the writers, have to be sustained by reliable management and also proficiencies from elderly administration (Arnold, Fletcher, and Molyneux, 2012: 14; Fletcher and Arnold, 2013: 66); a society that highlights efficiency enhancement instead of penalty for inadequate efficiency; stakeholder participation and interaction; as well as consistent tracking, responses, circulation, and picking up from outcomes (Anthony and Ogden, 2009: 18; De Waal, 2013: 34).

Strategic/Organizational performance management level

The strategic performance management level is where organizations' strategic decisions are decided, and it is made up of top officials such as CEOs, Directors, and Managers. These individuals establish how organizations run, the technologies to be used (such as the type of PMS and performance management measurement), the resources required, the cash required, the services given, and the clients served. To ensure that the organization achieves the best potential level of performance, top authorities develop performance standards and goal setting.

Operational/Functional/Team performance management level

This is where the organization's activities are carried out in order to fulfill its mission. This level is appropriate for the department of the organization where teamwork is mostly realized. Employees develop team/departmental goals and objectives in alignment with the organizations to meet performance requirements at the departmental/team level. Successful organizations are built on the foundation of productive teams.

Group efficiency monitoring is the principle of changing a group's structure, context, or instructions in order to boost the group's efficiency as determined by business criteria for contrasts and groups to anticipated progression or end results of the group's job (Human Resource Management Standard Operations Guide 2012: 45). Supervisors might take care of better controls if their groups recognize and understand what is anticipated of them, have the abilities as well as capability to provide on these assumptions, are sustained by the company in creating the ability to meet these assumptions, and also are given comments on their efficiency. Groups can add and question specific or group objectives as well as purposes, resulting in high degrees of business efficiency.

Individual performance management level

Individual performance entails individuals working with the organization to define performance standards and set short- and long-term goals that are based on the organization's goal, objectives, and purposes. Establishing specific objectives guarantees that the company's targeted degree of efficiency is satisfied. person's efficiency is tracked by means of efficiency conversations to make certain that tasks are performed by people based on well-established efficiency criteria and also targets. Person efficiency inside the company is determined in order to establish business efficiency. Person efficiency dimension systems aid to the assessment of business efficiency. An evaluation system and also responses on private advancement based upon defined efficiency criteria are generally included in measurement systems. This assessment aids HR in determining the reward structure for employees, such as promotions and bonuses.

3.12.3. New approaches to Performance Management Systems

A performance management system, according to Stuart, Partner, and Dawson (2014: 2), is a tried-and-true method of enhancing employee engagement and productivity at work, however, it is obsolete and ineffective. Pulakos (2009: 3) supports this argument, calling it the "Achilles'heel" of human capital management and the most challenging HR system to deploy in enterprises. According to Pulakos, employee satisfaction with performance management is among the lowest, if not the lowest, in the industry; yet, work is accomplished using the essential procedure.

Stuart et al. (2014: 2) argue that instead of annual one-sided conversations used to evaluate employees' performance in the context of what the organization wants them to do, leading organizations are beginning to adopt a new, better strategy for employee development and retention - Career Management. According to these authors, career management acknowledges that employees demand more from their jobs than just a paycheck; they want to gain skills through experiences that will help them advance their careers. Career Management offers the ability to explore and create new possibilities, making it an excellent retention approach. Career Management, according to Stuart et al. (2014: 2), is about matching each employee's evolving interests and skills to possibilities within a company.

Employees take ownership of their professional development, management encourages it, and the company assists with Career Management. Career management is a useful tool for talent planning because it reveals the amount of employees with the necessary abilities to carry out objectives and meet succession demands. Career Management, according to the authors, is a technique to connect employee growth with changing requirements in order to better retain talent and produce a new generation of leadership candidates. Career Management is responsible for defining the values of the next generation of employees, as well as identifying the challenges they seek, developing the skills they desire, and providing frequent feedback (Stuart et al., .2014: 2). According to Brudan (2010: 6), the new approach to performance management entails integrating performance management levels to achieve better outcomes, a system-thinking focus, and learning as a key driver in performance management implementation.

An additional sight on the review of efficiency administration is sustained by research study performed in 2013 at Cargill (a worldwide manufacturer as well as marketing professional of food, farming, commercial and also economic solutions and items) to establish the performance of performance management. The research study suggested that brand-new methods to performance management system should revolve around the following principles: Strengthen PMDS-related capacities of managers and staff; and Simplify PMDS procedure and types (consisting of getting rid of official efficiency assessment rankings) (Pulakos and Hanson, 2014: 11).

3.13. INSPIRATION AS A DEVICE FOR EFFICIENCY MANAGEMENT SYSTEMS

- "Managers and administrators of performance management systems should have a well-planned and implemented evaluation system, which can contribute immensely to employee growth and enhance skills," Warnich, Carrell, Elbert and Hatfield (2015: 330-331). A supervisor must adopt specific responsibilities and possess particular attitudes and skills in order to conduct a successful problem-solving interview. Employee motivation approaches include the following characteristics:
- Tell and sell: Communicate an employee's evaluation and urge them to improve.
- Communicate evaluation and relieve defensive sentiments through telling and listening.
- Problem-solving: Encourage an employee's growth and development.
- Tell and sell: If deficiencies are known, employees can express their desire to remedy them. Anyone who wishes to improve can do so.
- Tell and listen: When defensive feelings are removed, people will change.
- Problem-solving: It is possible to grow without repairing flaws. Discussing work issues leads to better results.

If employees are involved in the organization's plans and operations, they will be more motivated. Managers and supervisors are encouraged to go above and above in ensuring ongoing contact with employees, addressing difficulties, and providing clarity when employees are unsure about an evaluation. Negative views should be diffused as well, as they may believe that the purpose of a performance evaluation is to provide them criticism and negative comments. Many managers, according to Werner (2011: 118), will say, "If only my employees were motivated, my problem would be solved." This statement assumes that all an organization needs to improve performance is for its employees to be dedicated and motivated to accomplish their jobs. However, employee performance is influenced by a variety of elements in addition to how devoted and motivated they are. Some of the elements that determine individual success are listed in Table 3.4. The table shows that a variety of factors have an impact on employee performance.

Table 3.4: Factors influencing individual performance

Relating to the individual	Relating to the organization
Committed to the organization	Management
Selection	Framework of functioning systems
Personality	Equipments and also treatments
Attitude	Making it possible for assistance
Skills	Empowerment
Ability	Chance to carry out
Knowledge	Task style
Being there (not being absent)	Benefits (pay as well as advantages, and so on).
Motivation	
Energy level	

Source: Adapted from Werner (2011: 118)

The focus of this area of the study is on motivation, which lies at the intersection of individual and organizational influences. Employee motivation, it is said, makes it easier for them to flow with the other aspects. "What inspires employees?" is the essential question. Different employees have different expectations; thus different tactics must be used to inspire them. Some employees are motivated by intrinsic values, while others are motivated by extrinsic values. In this perspective, one might agree with Werner (2011: 85) that motivation theories can be divided into two categories: content theories and process theories. Individual motivation is the focus of content theories of motivation. What influences, directs, and sustains behavior?

They are usually focused with identifying the precise demands that inspire individuals or employees. For managers and supervisors, both ways to understanding motivation are critical. The PMDS is a Human Resource Management (HRM) procedure used in South Africa, according to Sangweni (2007: 4), to evaluate and enhance employees' performance in relation to clearly defined goals that are aligned with corporate goals. The PMDS is a tool for communicating an organization's objectives, rewarding individuals for their efforts, and holding people accountable for their actions. Sangweni (2007: 4) also describes a five-step method that departments might employ to achieve desired outcomes:

- “Decide on the main objectives to be achieved;
- Design performance measures under each objective;
- Assign responsibility to a specific person for each objective and ensure there are adequate resources allocated;
- Measure performance and give feedback; and
- Review the performance making adjustments where required.”

What influences, directs, and sustains behavior? They are usually focused with identifying the precise demands that inspire individuals or employees. For managers and supervisors, both ways to understanding motivation are critical. The PMDS is a Human Resource Management (HRM) procedure used in South Africa, according to Sangweni (2007: 4), to evaluate and enhance employees' performance in relation to clearly defined goals that are aligned with corporate goals. The PMDS is used to communicate an organization's goals, reward employees for their efforts, and hold people accountable for their actions. As a result, no one can be defined as a performer unless their own vision and mission are realized (Heathfield, 2016: 1-2).

The following concepts should be followed while setting performance criteria and targets. They must be explicit, quantifiable, achievable, and reasonable, as well as having a deadline. As a result, active participation of team members in the goal-setting process is crucial (Ngima and Kyongo, 2013: 235). Performance management should be able to encourage responsibility, clarify roles and duties, establish performance goals, and address developmental needs if successfully done. Performance management is strategic, and it should foster an environment that allows individuals to align their goals with those of the organization. Employee support is required for this to succeed.

Armstrong (2016: 10-25) suggests the following in order for performance management to work properly:

- “PMDS should be a continuous process that is simple, not over-elaborated or bureaucratic;
- PMDS should be owned and driven by line management, not HRM and there should be enthusiastic support from top management;

- PMDS will only work with the willing and effective contribution of line managers and supervisors, procedures need to be simple, well communicated and consultation and training should be provided;
- PMDS should be about developing people in order to improve their performance and not about generating ratings to inform remuneration decisions; and
- PMDS should involve a continuing dialogue between employees and their supervisors and should be based on the achievement of goals, performance analysis and constructive feedback that leads to performance improvement and personal development plans” (Armstrong, 2016: 10-25).

To this aim, performance management can be defined as a method of improving an organization's, teams', and individuals' performance by understanding and effectively managing performance in accordance with agreed-upon goals. The DPSC and the Public Service Commission (PSC) collaborated on a study that found that supervision and management are at the source of unhappiness, poor communication, ineptitude, and unfairness.

3.14. EMERGING TRENDS AND ISSUES IN PMDS IN THE PUBLIC SERVICE

Since its beginnings, the PMDS has evolved specific tendencies as a performance management evaluation instrument in public service institutions. According to Moynihan (2008: 3), government asks public service managers to defend their activities not simply in regards to effectiveness, however likewise in regards to the repercussions of service shipment. The general public field (such as wellness divisions) is anticipated to be able to show its worth as well as to choose cutting-edge methods to enhance efficiency often (Moynihan, 2008: 3). As supervisors reviewed efficiency in Health and wellness, the adhering problems as well as patterns pertaining to PMDS were determined.

3.14.1. Predisposition as well as favouritism in rankings

There is numerous interest in rankings, for instance, scores that are susceptible to prejudice (consisting of preference) and also are regularly tinted by the nature of the connection between juniors and managers. In order to avoid having to give unfavorable criticism, supervisors frequently falsify ratings (Varma et al., 2008: 189).

The majority of employees receive evaluations on the upper end of the scale, which is used to make decisions. Employee strengths and development requirements are reflected in development ratings, which are more variable (Varma et al., 2008: 100). Mguqulwa (2008: 91-93) Women are more committed to organizations than males, according to a general tendency in performance management. Women, on the other hand, are more likely than men to obtain a middling performance rating on PMDS than their male counterpart regardless of the amount of effort put in.

In terms of the Labor Relations (Act 66 of 1995) principles, the researcher claims that the way women are scored in PMDS is an unfair labor practice. "Most employees continue to believe that assessments are a waste of time and should be abolished," according to the news (Varma et al., 2008: 186). When using the PMDS for decision-making, numerical ratings are crucial. However, if the system is for development, numerical ratings are unnecessary, and they may even hinder development (Varma et al., 2008: 100).

3.14.2. Service delivery

PMDS introduced a more methodical approach to the traditional system of notch profiles, merit, and promotability assessments as stipulated by the Public Service Code (hereinafter referred to as PSSC). Individual and organizational performance must be aligned and monitored in terms of service delivery in this growing systematic approach (Maila, 2015: 5). However, according to Maila (2015: 70), the implementation of PMDS has yet to have the expected influence on service delivery. According to (Maila, 2015: 71), the most significant hindrance to public-sector service delivery is poor strategy formulation, which includes a lack of clearly defined strategic goals, outcomes, and metrics (targets and indicators). The use of the balance scorecard (BSC) is another emerging PMS (Maila, 2015). The BSC, as the public sector's operational excellence strategy, has a lot of value since it compels the public field supervisors to choose and very carefully specify their objective and target constituency. The BSC is made use of to aid public companies attain their objective at a minimal expense, with less imperfections and much less time (Kaplan 2000: 3-4 cited in Maila, 2015: 8).

Solution shipment and efficiency dimension are essential in sustaining the evaluation of the impact of department result on federal government's key plan top priorities, as Mkhize and Ajam (2006: 769) mention. The arising fad is that the divisions (consisting of education and learning) require to establish efficiency dimension including one or even more of the complying with measurements or aspects of efficiency are:

- “Quantity, volume or level of output to be delivered;
- Quality at which outputs are to be delivered;
- Cost of supplying the output; and
- Timelines or timing required for the delivery of outputs” (Mkhize and Ajam, 2006: 769).

3.14.3. Goals versus feedback

The BSC, as the public sector's operational excellence strategy, has a lot of value since it compels public sector managers to make decisions and carefully define their mission and target constituency. The BSC is used to help public organizations achieve their mission goals at a lesser cost, with fewer flaws and in less time (Kaplan, 2000: 3-4 quoted in Maila, 2015: 8). Service delivery and performance measurement are critical in supporting the assessment of the influence of departmental output on government's primary policy priorities, as Mkhize and Ajam (2006: 769) point out. According to Kanyane and Mabalane (2009: 60), a performance review is one approach of giving employees feedback on whether they are performing an excellent or poor job in PMDS. They also suggest that many managers avoid evaluating employees in the same way that their workers fear hearing the words "performance review." As a result, performance feedback is critical because insecure employees can create a cutthroat, gossip-filled environment within the firm.

3.14.4. Mentoring as well as inspiration

As quoted by Kanyane and also Mabalane (2009: 61), Bratton as well as Gold support that the current fad towards PMDS has actually aided to integrate the contending functions of evaluation and also assessment in business. Monitoring assistance as evaluators and facilitators of various other individuals' advancement has a great deal of confidence in PMDS.

Kanyane and Mabalane (2009: 63) agree with the last statement, mentioning that management is crucial in both behaviour and classic administration, which might be specified as a technique of motivating and also revitalizing staffs to finish designated obligations. According to Kanyane and Mabalane (2009: 66), one more climbing propensity is that an individual's training and advancement is customized to his/her requirements, as revealed by the PMDS procedure. Because of this, training is associated with work efficiency, and also every firm needs to have a training plan that uses staff members advice, opportunities, centres, and also financial backing. The success of PMDS, like any other policy or practice, is determined by how well managers handle human resource tasks. According to Marais (2011: 6), "many managers lack the ability to properly manage staff."

Furthermore, many administrators regard PMDS as a time-consuming process, which is at the root of many educational problems (Marais, 2011:6). Finally, the extent to which these trends influence the evolution of the PMDS and its difficulties will be explored in the subheading below, in light of the developing tendencies revealed by the literature. The success of PMDS, like any other plan or technique, is established by just how well supervisors execute their personnel jobs. According to Marais (2011: 6), "several supervisors do not have the capacity to appropriately handle team." Several supervisors see PMDS as a lengthy procedure, and this has become the basis of several academic problems (Marais, 2011:6). With the expanding propensities divulged by the literary works, the degree to which these patterns affect the development of the PMDS and its challenges will certainly be talked about in the subheading listed below.

3.15. THE ROLE OF PMDS IN MOTIVATING EMPLOYEES

Performance development, according to Ngima and Kyongo (2013: 235), leads to continual improvement in public services, and supervisors/managers have management tools at their disposal to promote employee efforts, thereby creating an environment conducive to effective performance. Performance management, according to Armstrong (2006: 63-64), is committed to fostering a culture of continuous learning and development at both the organizational and individual levels. It enables for the combination of learning and work so that everyone can profit from their everyday triumphs and issues.

As a result, performance management, also known as contribution-related pay, is a key component of the compensation system. A good performance management system includes a job description, performance expectations, continuing evaluation, disciplinary actions, and a reward system. A good performance management and development system will ensure that a creative and productive team receives enough assistance. Bedford and Malmi (2009: 5) listed the following features of performance management and development systems as necessary to ensure an organization's overall effectiveness and efficiency:

- “Formalized strategic planning processes outlining quantitatively measured goals and detailed plans of action.
- Strategy that is implemented and controlled through a combination of budgets and performance measurement systems must be in place as follows:
 - Budgets primarily as a system to monitor and evaluate deviances from targets, while performance management systems are used more to encourage information sharing, debate and direct attention towards new opportunities.
 - Measurement systems that incorporate a range of dimensions and measures for subordinate evaluation, particularly ‘leading’ measures that provide an indication of future financial performance.
 - Greater emphasis on performance-contingent compensation.
- Use of structural mechanisms, such as task forces, project committees and cross-functional teams that cut across traditional hierarchical relationships encouraging information sharing.
- Use of policies and procedures limiting the scope of subordinate behaviours non-invasively, such as codes of conduct, and pre-action reviews that subject subordinate activities to review prior to implementation but provide significant autonomy once approved.
- Emphasis on human resource procedures and the development of shared organizational values, providing a foundation for decision-making.
- Organizations that emphasize efficiency as a strategic priority used performance measurement systems as a means of accountability and evaluation, emphasizing bonus compensation determined objectively on the basis of short-term targets.

- Organizations attempting to balance innovation and efficiency have highly formalized strategic planning processes and encouraged subordinate participation and used both budgets and performance management systems intensively.
- High performing firms, irrespective of strategic priority, benefited from a focus on human capital and organizational values.”

3.16. THE IMPLEMENTATION OF PMDS WITHIN THE LIMPOPO EMRS

According to the 1996 Constitution of the Republic of South Africa (Act of 1996), the efficiency and effectiveness of employees in carrying out their tasks is critical to the success of the public sector in achieving its objectives. Public sector organizations can benefit from effective performance management and development systems. An effective HRM and development plan must include methods for performance management and development. It is a continuous process in which employees and managers/supervisors work together to advance an institution's overall goals. The following principles support the performance management and development system: results oriented training and development, rewarding good performance, managing poor performance, and openness, fairness, and objectivity (South Africa 1996: 42-43).

The DPSA (1997: 9) emphasizes the importance of performance management systems in government, stating that the public service's ability to meet its operational and developmental goals is largely dependent on the efficiency and effectiveness with which employees perform their duties. Furthermore, the DPSA (2007b: 36) emphasizes the importance of focusing on compliance and improving the way PMDS is applied in order to improve performance management in the public sector. As a result, HR rules must be present, well-defined, and understood by all employees in every company. Unfair and inconsistent labour practices may develop in the absence of HR policies, leading to increased discrimination and favoritism. Emergency Medical and Response Services (EMRS) constitute a vital component of the Health Care Delivery Systems, often referred to as Ambulance Services. An EMRS is considered an "essential service" and is designated as such (Department of Labour 1997: 1). Patients' first point of contact and admittance into the health-care system is through the EMRS.

The EMRS' primary role in the health-care system is to give pre-hospital medical care and/or treatment to people in critical health conditions who require immediate medical attention and eventual transportation to health-care institutions where definitive care can be provided, such as hospitals (Garrison et al., 1997: 84). EMRS is a complex system of people, equipment, and facilities that respond to the public's emergency and rescue requirements, and often work out of ambulance trucks to provide emergency medical care (EMC). The Department of Health's objective is for a health-care system that is accessible, caring, and of high quality. Its purpose is to enhance health status by preventing illnesses and promoting healthy lifestyles, as well as to improve the health-care delivery system throughout time by focusing on access, equity, efficiency, quality, and sustainability (Department of Health, 2010: 1).

The National Department of Health is established under Schedule 4 of the Constitution of the Republic of South Africa of 1996 and the National Health Act 61 of 2003. Schedule 4 of the *Constitution of the Republic of South Africa* of 1996, and the National Health Act 61 of 2003; state that the National Department of Health, across all nine provinces of South Africa, is the competent authority that has been entrusted with the provision of Health Care Services. The EMRS is a component of the network and is responsible for providing emergency medical services in all provinces. The construction of a service delivery model that specifies and conforms to a province's Department of Health's mandate is required for the EMRS to achieve its mandate; that is, integrating EMS operations with a Departmental strategy within a specific province. Staff members of the EMRS in Limpopo are required to provide timely, effective, and efficient EMC to the general population, with the degree of care provided varying depending on the level of qualification and scope of practice.

In summary, employees play a critical role in achieving the Department of Health's objectives, thus their performance is measured against the aforementioned targets, which are linked to the DHMIS performance indicators through PMDS contracts (Buytendijk, Geishecker and Wood, 2015: 12).

3.17. LITERATURE REVIEW ON CURRENT RESEARCH ON PMDS

The first half of the next section examines the literature on four completed research theses on performance management and performance management systems. The second section examines the literature on Performance Management and Performance Management Systems publications.

3.17.1. Literature review on completed thesis on PM and PMDS (2009-2014)

Between 2007 and 2010, the first study was undertaken. The purpose of the study, titled "The Impact of Performance Management Systems on Accountability in the Lesotho Public Service," was to determine the relationship between PMS and accountability in the LPS. It was revealed that the PMS and accountability in the LPS have no apparent relationship (Bekker and Sefali, 2011: 1-6; Sefali, 2010: 181). The research discovered that PMS application is not doing well, owing to an absence of training motivations, an absence of political dedication to perform the system, inadequate preparation, as well as a scarcity of monitoring abilities that might assist with the system's application (Sefali, 2010: 2010). An interaction technique is additionally discovered to be among the root causes of failing of the execution of the Lesotho PMS (Sefali, 2010: 190). The research study divulged that out-of-date PMS standards impacted the application of the PMS adversely.

The research study recommended the complying with treatments for reliable execution of the PMDS in the LPS as:

- “Formulation of a Cabinet Sub-committee to deal with issues of PMS. Provision of funds for training public officers on PMS to enhance their development.
- Introduction of rewards for good performance in order to motivate officers and the introduction of performance–related pay.
- Strengthening of PMS legislation to punish non-compliance.
- Review GOL communication strategy (Sefali, 2010: 202).
- Greater inclusivity in the PMS implementation; that is, widening the size of stakeholders in the implementation of the PMS, and instilling a culture of performance and accountability integration of the PMS in the LPS culture and family.

- User-friendly appraisal forms and up-to-date documents be introduced (Sefali, 2010: 206-207).
- Establishment of a department that solely deals with the implementation of PMS for all government ministries, departments and agencies.”

Roos (2009) conducted a second study in the South African public sector between 2006 and 2008, titled "Performance Management within the Parameters of the PFMA." The goal of the research was to look at and describe the current state of research and knowledge on performance auditing and reporting, as well as how these two aspects of Performance Management could be implemented in the South African public sector in accordance with the Public Financial Management Act (no. 1 of 1999). The study uncovered the difficulties of performance auditing and indicated that accounting officers frequently incorporated information on the performance reporting procedure in yearly reports. Their responsibilities were emphasized in this report over the data from completed performance audits (Roos, 2009: 114). The study also revealed the difficulties of performance reporting, including the lack of reporting standards and the role of legislators in performance reporting, all of which prevented fruitful conversations on current and planned performance (Roos, 2009: 115-116).

The study recommended that:

- “In performance auditing, accounting officers should use annual reports to fulfill the accountability bestowed upon them as per the stipulations of the Public Financial Management Act (no. 1 of 1999) and to ensure that resources were acquired and utilized economically, efficiently and effectively (Roos, 2009: 117).
- The Central Agency, Treasury including The Presidency, Department of Provincial and Local Government and Government Communication and Information Systems should be held accountable for supporting the improvement of performance reporting by providing specific guidelines and standards, which included good practices developed with inputs from senior management and relevant stakeholders (Roos, 2009: 117).
- Reviews had to be carried out and the recommendations provided on public performance reports to be executed and departments should solicit experts on reporting performance audits.

- Audit Committees should be made aware of their role in performance information and guidance must be solicited by professionals regarding the accuracy of information that needs to be discussed by the Audit Committee (Roos, 2009: 119). Adoption of the use of appropriate technology was encouraged to ensure high quality and accessible information.
- Introduction of rewards and sanctions by the Auditor-General South Africa in order to recognize good public performance reporting and encourage improved performance auditing. Internal Auditors should play a vital role in assisting accounting officers to ensure reliable, balanced and unbiased reporting. Furthermore, research was required on the development of measures of success to evaluate performance monitoring systems and integrating performance auditing and performance reporting with risk management (Roos, 2009: 119).”
- Epucia Emmanuel Lubwama Mpanga conducted a third research between 2007 and 2008 on "the implementation of the PM programme in Uganda's public sector." The study's goal was to give a summary of just how Uganda's public industry controls personnel efficiency in order to enhance solution distribution (Mpanga, 2009: 1). The adhering paragraphs clarify the research determined in the application of the PM program at Uganda's Ministry of Public Service (MPS): Improperly skilled management to execute PM in the general public field; not enough liability within the general public industry; and also failing to equate the objectives of the general public solution into objectives possible by the personnel (Mpanga, 2009 79).
- Efficiency dimension was determined as a difficulty in the monitoring of efficiency. The research uncovered that business purposes have actually not been plainly determined; therefore, efficiency was hard to gauge.

From the research, the scientist suggested solutions in the direction of enhancement in the application of the PM program in the general public industry. They were as follows:

- “Development of core leadership competencies to be instigated” (Mpanga, 2009: 80).

- “The ministry of public service (MPS) had to focus more on managing performance, and educating senior staff on the importance of cascading knowledge of the appraisal process to their subordinates” (Mpanga, 2009: 80).
- “The PMS has to be cautious with rewarding exceptional performance in order to encourage continuous exceptional performance. It was also suggested that under-performers be coddled in performance improvement plans to encourage improved performance” (Mpanga, 2009; 81).
- “The study proposed a 360-degree feedback, which would enable each public-sector employee to get feedback of performance from supervisors, peers staff members, co-workers and clients” (Mpanga, 2009: 81),
- “The MPS had to adopt an electronic system in completing performance appraisals for public servants in order to help improve the way appraisal history was kept to track continuous improving performers to be marked for reward and to track under-performers for whom corrective measures had to be taken” (Mpanga, 2009: 81).
- “The budget for each year should cover the human resources in order to monitor performance and increase on the financial reward techniques of the excellent performers” (Mpanga, 2009: 82).
- “There should be a link between PM in the public sector and staff career development.
- The findings of the study showed that the integrated performance Management framework in Uganda’s public service was pivoted on the Results oriented Management (ROM) and suggested a shift towards service delivery” (Mpanga, 2009: 82).
- “Actors in the Public Service Reform should adopt a long-term perspective based on change demands. Sustained effort, commitment and leadership over many generations” (Mpanga, 2009: 82).

The fourth investigation was conducted between 2008 and 2010 at XYZ Corporation (Pty) Limited in Namibia. Michael Mukichi Gotore's study was titled "Evaluating XYZ's PMS Implementation." The study's objectives were to determine how the new PMS was implemented and to compare it to existing views on PMS implementation and strategic change.

The study also intended to discover if those who were impacted by the change had the same goals as the change drivers in terms of the new system's ability to promote employee engagement and performance, which would improve corporate performance (Gotore, 2011: 76). The following “paragraphs summarize the findings of the study:

- The XYZ Company faced resistance in its efforts to introduce the PMS prior to 2009 as there were no clear vision and strategy that the company worked to achieve and as a result fatigue was rife in the process of implementation (Gotore, 2011: 68).
- Training was identified as an important activity in selling PMS initiatives and creating capacity and willingness to change particularly at the implementation stage (Gotore, 2011: 69).
- Communication methods used were top-to-bottom with little opportunity for bottom-up communication. The findings further showed that the perception of management was that they did not listen to employee concerns and did not respond in a manner that showed genuine concern (Gotore, 2011: 70).
- Lack of control over the activities expected of them suggested technical flaws in individual performance contracts, as it did not support successful implementation of the PMS.
- Performance ratings were revealed as a source of discontentment and stress amongst employees except at managerial level. The study established that there was limited knowledge and understanding on how to perform performance ratings” (Gotore, 2011: 72).

The following are the recommendations of the study:

- “Introduction of a transformational leadership style for PMS implementation. Within the company, reward and punishment played a major role in managing resistance.
- The XYZ Company’s BSC should frequently be integrated and improved. The study indicated that although most Key performance indicators (KPIs) within the financial perspectives were clearly measurable and easily understood, the measurements of some non-financial indicators were not clear” (Gotore, 2011; 74).

- “Training sessions on PMS should be categorized into groups tailored to suit each group and should include training on performance contracting, measurement, self-tracking appraisals and XYZ’s IT capabilities on PMS” (Gotore, 2011: 76).
- “The XYZ company should review its BSC and confirm appropriateness of measurements contained in them
- Continuous selling of the PMS to employees until the process is embedded through regular communication” (Gotore, 2011: 77-78).
- “Adoption of 360-degree evaluation and audits should be performed by a working Committee to ensure objectivity and equity, and the use of the company IT capabilities using SAP to monitor and provide data for review purposes.
- The outcomes of the PMS should be used for employee development and promotional purposes together with its current uses in order to enhance the system’s acceptance as a transparent replacement of the old October Adjustment” (Gotore, 2011: 78).

A recent literature review of articles on the implementation of PM and PMS is included in the next section.

3.17.2. Literary works on PM and also PMDS (2009-2014).

The first study mentioned in this research is a replication of Alan Clardy's "A General Framework for PMSs: Structure, Design, and Analysis" from 2009 to 2012. The purpose of the study was to identify the elements that make up a PMS, characterize their many design characteristics or possibilities, also take note of the analytic challenges that come with evaluating a company's PMS (Clardy, 2013: 5-6). According to the research, a PMS must have the following features in order to be successful:

- 1. The executive leadership's commitment, attention, and support. The author asserts that leaders define the values and beliefs that shape the organizational culture. He believes that executives are the ultimate decision-makers who help create organizational structure, establish strategy and roadmap, allocate resources, evaluate the organization's performance, and make critical staffing decisions (Clardy, 2013: 6-7).

- 2. A well-designed or engineered organizational framework with three parts: a service strategy or approach that specifies just how business sources will certainly offer solutions and products; a monitoring control system that is considered as a type of efficiency procedures versus targeted objectives and results (such as BSC, TQM, Benchmarking, and also Activity-based setting you back); as well as a properly designed or crafted job procedures to make certain that job is done cost-effectively with couple of feasible mistakes to generate favourable outcomes. Workflow procedures consist of (a) the technological system of equipments, modern technology treatments, and also procedures, and (b) the social system of individuals that utilize and run the technological system (Clardy, 2013: 6-7).
- Personnel plans and methods are needed to specify and also implement the required work connection. These consist of staffing, growth evaluation, retention, settlement and interactions.

Finally, managers, supervisory conduct, and work group dynamics shape working conditions (Clardy, 2013: 12), which refers to the workplace procedures and conditions in which employees work. According to the author, supervisors or managers shape the working climate through various management and supervisory approaches, and businesses can impact the working climate by how they hire, train, and treat their supervisors.

Through performance tracking, direct observation, and regular reports, the researcher identified three management practices: identifying and communicating performance expectations, training and coaching to improve capabilities, and monitoring performance for organizational control, reporting systems, and how employees do their work. Finally, ramifications for poor performance, i.e. providing feedback on whether or not an employee's performance is appropriate. Good performance should be rewarded and reinforced, and if no gains or improvements in performance are realized, the existing framework of repercussions must be modified, for example, through the submission of reports, increased positive reinforcement techniques, coaching, and the clarifying of goals, according to Clardy (2013: 12). Workgroups have an impact on organizational performance. The Hawthorne Studies, according to the researcher, leveled the playing field for workgroup performance.

Clardy (2013: 14) reminds out that high levels of solidarity produce significant demands to comply with group norms, whereas high levels of morale maintain good performance in workgroups. He points out that it is the responsibility of managers and supervisors in a workgroup to create a working environment that encourages or hinders both solidarity and morale (Clardy, 2013: 12). Any PMS exists at four levels, according to Clardy (2013): executive leadership, organizational design, human resource policies and procedures, and workplace working conditions. This methodology should give a methodical way for a performance improvement specialist to audit any organization's PMS in order to discover weaknesses and what is most needed (Clardy, 2013: 12).

The second research, "Performance Management Systems in the Public Housing Sector: Dissemination to Diffusion," was completed in Fiji between 2008 and 2013. The research was carried out by Nirmala Nath and Umesh Sharma. The study's goal was to look into the implementation of a PMS in Vale's public housing. The authors state in their article that the goal of their study is to "investigate and present interpretations of why PM and measurement are introduced and implemented, as well as expose whether the indicators are appropriate to serve the organization's strategy." The essay goes on to examine the success of PM at Vale in Fiji using the Diffusion of Innovation hypothesis (Nath and Sharma, 2014: 2-3).

The findings of the research indicated:

- Obstacles in the application of efficiency steps are based on the clashing effects on public industry entities, uncertain purposes and also political disturbances.
- Efficiency in the general public entities is tough to gauge and efficiency signs are hard to construct (Likierman, 2008; Johnsen, 2005; Modell, 2005, pointed as out in Nath and Sharma, 2014):
- PMS is considered an advancement that has actually not totally diffused right into everyday business use; that is, it is brand-new and also made use of for the very first time.

The desire of Fiji and NPM reforms introduced by the World Bank and Asian Development Bank (ADB) and Heads of Business Units informed the adoption of a PMS in Vale. The goal of PMS in Vale was to use it as a tool to help low- and middle-income people find affordable accommodation.

However, the study's findings revealed that homelessness is becoming more prevalent in Fiji. In implementing the PMS in Vale, the ADB consultants and heads of business units selected five KPAs and developed departmental targets and KPIs, according to the research. Interest service ratios, total administrative costs to revenue, and current assets to current liabilities were among the financial measures used to determine profitability, according to the study. Vale's management began mortgaging the homes of clients who failed to meet their mortgage obligations in order to meet performance targets (Nath and Sharma, 2014: 15). Despite the PMS's inception in Vale, the authors note that there was not enough proof to recommend that it had actually attained complete diffusion and execution.

The research makes the list below suggestions to resolve PMS obstacles:

- The writers suggested that future study be performed to utilize a lot more essential philosophies to highlight the historic and social origins of PMS in order to create modern audit systems.
- Study is needed to concentrate on relative researches of public field real estate PMSs in establishing nations (Nath and Sharma, 2014: 16).

Between 2009 and 2010, Peter Vlant conducted the third study in numerous organizations. "Performance Management Mistakes" is the title. The study's purpose was to find common performance management issues in a variety of businesses. Among the blunders he cited were forcing organization structures to accommodate PM software suppliers, developing homegrown system software, and using Performance Management for project management. According to the conclusions of the study, most firms make several mistakes owing to a lack of experience in the area of Performance Management Systems. According to the author, manual PMSs in large businesses frequently fail 18 months after implementation due to a lack of system compliance (Vlant, 2011: 26).

Line managers are unable to keep track of their progress through the PMS system. They lose track of who they've set goals for, who they've reviewed, and what actions they need to do as part of their employee development strategy (Vlant, 2011: 26). Goal setting is identified as a problem in PMS by the report, which claims that line managers have little or no understanding of the process and usually struggle with goal definition.

The following are the study's recommendations:

- The adoption of a Performance Management System should be accompanied by extensive training for line managers, including how to develop targets and relevant examples for each functional unit. Furthermore, more senior managers may require one-on-one coaching on how to set meaningful goals for their teams (Vlant, 2011: 26). Instead of focusing on putting information into a computer, staff members and management should meet regularly and have in-depth talks while implementing automated PMSs.

The study recommended that employees meet face-to-face to create goals and conduct reviews (Vlant, 2011: 26). Vlant (2011: 26) suggested that two methodologies, Strategic Cascade Down and MBO, be used to help create targets.

Gerrit Van der Walddt's fourth study focuses on the "Implementation problems facing performance management systems in South African municipalities" (2013).

The study's objectives were to identify and assess impediments to the successful implementation of a performance management system in selected municipalities using a case-study design (Van der Walddt, 2014: 132). The goal of the study, according to the author, was to assess empirical information from a qualitative study research. South African communities experience solution shipment concerns and also non-compliance with the PM system, according to Van der Walddt (2014). The writer exposes that South African districts battle with the application of long-lasting strategic plans and consequently are slammed for their absence of efficiency.

The obstacle with PMS execution in districts, according to Butler (2009 as pointed out in Van der Walddt, 2014: 137), is that districts perform their IDP, efficiency, and budget plan treatments in silos. Therefore, the PMS's combination is poor. The conclusion was based upon three study carried out in the Ngwathe Resident District, Matlosana Citizen Town and Dr Kenneth Kaunda District Area and will certainly be reviewed in the complying with paragraphs. According to Van der Walddt (2014: 144-146), those three communities experienced obstacles in the execution of their PMS, as detailed below:

- “Lack of political will to make PMS a success and lack of commitment and political buy-in into the PMS.
- Senior political and administrative officials are not aware of crucial guidelines that should enable municipal practitioners to implement and maintain a PMS successfully.
- Lack of guidance on institutional systems and structures in the implementation of the PM.
- Attempts to improve on non-performance had failed, i.e. quarterly reports were filed and not scrutinized to ensure they served as early indicators of non-performance and that the performance was in line with set targets.
- Absence of performance reporting, which makes it difficult for municipalities to detect early indicators of underperformance.
- Performance indicators do not measure what they are intended to measure.
- Inadequate support structures such as finance, supply chain management and human resources”.

In order to resolve the above mentioned obstacles of executing PMS in the Municipalities, Van der Waldt (2014; 146-148) advances the list below suggestions, meant to get over those obstacles;

- Formation of an efficiency society in communities. Here, the writer suggests solid political will as well as management which will certainly develop an efficiency alignment and also efficiency society in the towns. The writer better promotes that efficiency monitoring ought to be instilled very closely with all significant metropolitan preparation and also budgeting procedures, i.e. the IDP, top-layer SDBIPs as well as department service-delivery (functional) strategies. The writer advises that the management within the towns must create an efficient coverage system for PMS amongst frameworks and also authorities. Community councils must make sure oversight of the efficiency of all its frameworks, procedures, tasks as well as systems are in place. Van der Waldt (2014: 147) additionally suggests that PMS execution must be politically driven pertaining to the oversight, tracking and assessment of local quality.
- Overview of human resources advancement in towns by connecting business efficiency to specific efficiency (Van der Waldt, 2014: 147-148). The whole PMS needs to consequently need to flow to all authorities in the towns.

All authorities ought to establish efficiency targets and efficiency contracts with their managers. Educating programs on the application of PMS need to be developed and executed. The system needs to aid elderly supervisors to determine areas of inadequate efficiency and layout campaigns for team growth and enhancement. A reward system needs to work together with PMS to incentivize quality.

- The report recommends institutional changes and operational changes in municipalities (Van der Waldt, 2014: 148). The author suggests that a separate PMS unit within the municipality's organogram be formed for institutional arrangements. The PMS unit should be able to handle performance-related tasks and data such as strategy planning, budgeting, policy analysis, organizational evaluations, and manager performance appraisals. 4. Municipalities should develop suitable initiatives with well-defined roles and objectives.
- This will aid in the establishment of a positive performance culture, the design of interventions aimed at building people's capacity, and the necessary institutional structures and operational procedures to institutionalize performance management in the municipality (Van der Waldt, 2014: 149).

3.18. PERFORMANCE IMPROVEMENT PLAN (PIP)

Poor performance is addressed using Performance Improvement Plans (PIP). This is a practise that begins with the employee's key performance areas (KPAs) being identified as areas where he or she did not perform as expected. The next stage is to figure out what's causing the poor performance, which could include a lack of knowledge and abilities, a bad working environment, bad workplace interpersonal interactions, insufficient guidance and support, or personal concerns. The supervisor and the employee then develop and debate remedies that are appropriate to the areas of difficulty (Provincial Performance Management Policy and System, 2002: 26).

3.19. CONCLUSION

This chapter's goal was to give you a broad review of efficiency, efficiency administration, and efficiency monitoring systems. This was completed with a testimonial of efficiency concept as well as conversations engrossed in the objectives, purposes, numerous academic viewpoints, concepts to adhere to, step-by-step procedures, as well as finest techniques for taking care of the application of efficiency and also efficiency administration systems. For public business, efficiency monitoring is coming to be progressively critical. An excellent system makes it simpler for federal government firms to supply great solution. Therefore, the efficient advancement and implementation of an efficiency administration system by these services is important. Person and group efficiency in public business can be enhanced with a reliable and efficient administration system. The advantages of effective application are incredible.

The research study will certainly have the ability to uncover prospective lessons from the experiences of staff members and monitoring in the Limpopo District, establishments, as well as divisions, which can be made use of to expand the extent of the research study. Efficiency administration, concentrates on treatments instead of end-results and reliable administration of personnel and sources inside the company. A shortcoming in performance management systems, according to Arnaboldi, Lapsley and Steccolinni (2015: 5), is a lack of motivation and providing the required support to reach organizational goals, as well as staff behavior management.

The next chapter is devoted to discussing the Performance management and development system in the public services: South African perspectives.

CHAPTER FOUR: PERFORMANCE MANAGEMENT SYSTEMS IN THE PUBLIC SERVICES: SOUTH AFRICAN PERSPECTIVE

4.1. INTRODUCTION

The theoretical model of a PMDS is the subject of Chapter Three. In the public sector, a PMDS functions within a regulatory framework. A performance management and development system (PMDS) is supported by a number of legislative and regulatory frameworks, according to the conclusions of this study's literature review. A variety of statutes and statutory directives drive the development and execution of performance management in the public sector. Below is a detailed explanation of the regulatory framework that governs performance management approaches. It will also be crucial to pay special attention to the several role actors involved. Building a policy framework, signing a performance agreement, assessing performance, and managing the end of the performance evaluation are all mentioned as steps in developing a successful PMDS in the public sector. This chapter examines the legislative mandates that establish the notion of PMDS in the public sector. Acts of parliament, regulations, rules, and policies are the most common legislative prescripts.

4.2. PERFORMANCE MANAGEMENT IN SOUTH AFRICA

The name given to the performance management system used by public employees in South Africa is the Performance Management and Development System (PMDS). The terms "performance management system" and "performance management and development system" are interchangeable in this study because it focuses on workers in the public sector. In South Africa, in particular, there is an overemphasis on using the performance management system as a development tool. Later chapters contend that, while the PMDS is a good tool, it is currently underutilized as a tool for staff development, and that the system's name is misleading.

4.2.1. The origin of the Performance Management and Development System

In April 2002, the Department of Public Services implemented a performance management system. The PMDS was established as a tool to create checks and balances in the delivery of public services, and it was previously known as the Ministry of Public Service and Administration (MPSA) (Brauns & Stanton, 2016: 16).

The performance management and development system was implemented on the assumption that all departments should operate more efficiently. The South African government has been effective in expanding access to basic services since 1994. The value of such services, on the other hand, has been consistently questioned. As a result, education, healthcare, employment generation, rural development, and safety were designated as the five priority areas for allocating money to improve services (Republic of South Africa, 2012; Saravanja, 2010: 6). Regardless of this allotment, the national government has acknowledged that a number of issues contribute to the failure to meet many of the goals set for delivering quality services.

Among these are an absence of political willpower, weak leadership, managerial issues, incompetent institutional design, and mismatched decision rights. The lack of a strong performance culture in the many government ministries, which efficiently distributes incentives and sanctions, is one of these key challenges. In terms of attaining the NDP and the ten-point plan targets emphasized as part of the NDoH strategic objectives, poor quality health results have revealed a considerable gap between vision and reality. Departments must manage performance more effectively, according to the current PMDS, in order to establish a strong performance culture (Republic of South Africa, 2007). To increase organisational efficiency and effectiveness, all departments are urged to manage performance collaboratively, supportively, and without discrimination (PSC, 2007). The PMDS will ensure that resource consumption is transparent and responsible if it is implemented correctly (Public Service Act, 1994 amended 2007).

It will also result in improved performance, allowing the department's goals and objectives to be met. According to the Public Service Regulation, performance management procedures must be linked to broader objectives for employee development and matched with the strategic goals of individual departments (Kalashe, 2016: 23; Maepa, 2015: 90). Furthermore, the law stipulates that performance management should be primarily developmental, allowing for appropriate responses to recurrent bad performance as well as acknowledgement of excellent achievement (Republic of South Africa, 2007). It also implies that performance management strategies should lower supervisors' administrative load while retaining transparency and administrative fairness (PSC, 2007; Public Service Regulation, 2016; Republic of South Africa, 2007).

The current study focused on the establishment and application of a performance management and development system in the Limpopo Province's EMRS.

4.2.2. Performance Management and Development Systems in South African context

In its Country Review Report analyzing the country's performance since 1994, according to the African peer review mechanism panel, South Africa has a significant skills deficit. It's particularly acute at the provincial and municipal levels, where basic products and services are essential. The ten-year evaluation reveals significant discoveries about the democratic state and the performance of the public sector. Even if the new democratic state's foundation is in place, public service delivery in many areas still needs to be improved (Matshiqi, 2007: 13). The National Development Plan (NDP) 2030 requires the Department of Public Service and Administration (DPSA) to apply and collaborate interventions targeted at generating an efficient, and development-oriented civil service, which is an important element of a capable and creating state.

According to the NDP, imbalance in capacity still exists, which contributes to inequity in government performance. Annual Performance Plan for the Fiscal Year 2014/15 (APP). Tensions at the political-administrative interface, inadequate focus to the state's role in replicating the capabilities it requires erosion of responsibility and authority, poor organisational and layout, and low employee morale are all factors that contribute to unfairness. Improve skills, boost morale, clarify lines of accountability, and foster a public-service values, in addition to developing frameworks and devices to assist departments in establishing their ability and specialist ethos, while guaranteeing departments satisfy their regulative commitments to improve solution distribution (DPSA Report-2014/ 15, APP).

The General Public Service Commission (PSC) has actually been examining and also checking performance monitoring approaches in the public sector since 2004. In all assessments, the overall implementation of employee performance management and development systems (PMDS) was deemed insufficient. In the public sector, senior managers' performance has a direct impact on departments' capacity to meet service delivery goals and is tied to governance concerns.

Given the growing desire for improved public service delivery and agencies that are more citizen-centric, this should be given special attention. This can only be done if performance standards are tightened, resulting in better civil service efficiency (PSC Record, 2010: 23-25). DPSA developed the current PMDS with the function of making certain that all divisions have enough instructions on how to monitor individual employee and organizational performance, but it was inspired by the need to improve employee performance. The PMDS is a logic-based procedure that guarantees the organization's objectives are realized. This procedure includes performance preparation, efficiency contracting, evaluation, rewards and advancement, as well as tracking.

Many companies are increasingly concentrating their efforts solely on employee performance management, realizing that they will not be able to fulfil their objectives unless their employees perform well and according to defined standards. In today's fast-paced world, citizens are continuously raising the bar for government performance by demanding more services. As a result of this demand, continual monitoring and evaluation of government agencies' performance as public service providers is required. If these requests are not met, there may be massive public service demonstrations. One of the most delicate aspects of the total performance management process is performance appraisal because it covers wage increases, transfers, demotions, retrenchments, and promotions.

While appropriately managing an employee's performance appraisal can benefit both the employee and the company, it can also be damaging to the organization and its employees. Employees have expectations of their employers, especially when they believe they have satisfied the stated criteria. This demonstrates the importance of performance management in organizations in today's rapidly changing world in ensuring that the corporation stays a top performer. The study examines the effectiveness of the present performance management and development system used by South African national administrations. For this study, the researcher chose the Limpopo Province's Emergency Medical and Rescue Service, which is part of the Department of Health. New monitoring and assessment models are expected to emerge from this research, bolstering present models and practices.

4.3. THE PMDS IN LIMPOPO

4.3.1. The PMDS at the University of Limpopo

Mogotsi (2002) investigated whether the University of the North, as a higher education institution, delivers professional and respected public service on a national and international scale. The purpose of the study was to address low morale, discontent, demotivation, and a deteriorating job performance and accountability culture among administrative workers at the University of the North. Personal aims and objectives, according to Mogotsi, should be aligned to those of the organization (2002). To achieve the desired degree of effectiveness and efficiency, an universal language is required. According to Mogotsi (2002), in order to improve productivity, quality, and customer service delivery, management should set clear norms and processes that will instruct the institution's administrative sector on what is expected of them. The study added to the body of information on the PMDS in the setting of a parastatal as presented in a university setting, but it did not address the issue of the PMDS in the public sector contributing to improved productivity as highlighted in this research.

4.3.2. The PMDS in the Limpopo Division of Education

At the Limpopo Department of Education, Ravhura (2006) conducts another empirical study on performance management. The PMDS is assessed in terms of its methodology for application and implementation, as well as the procedures involved. The study discovered that there was a lack of training and understanding of the PMDS, as well as insufficient money in the Limpopo Department of Education for the PMDS's goal. According to the conclusions, the Limpopo Education Division should prepare its staff in charge of PMDS implementation. Other important recommendations include increasing departmental employee awareness of the PMDS and allocating enough financing for the PMDS process. However, because the study's budget was based on the DPSA's framework, framework, which caps performance bonus budgets at 1.5 percent of pay or remuneration, it is unlikely to be implemented. The department's wage bill is limited to 2% pay or salary advancement (notch). The department can only go beyond budget plan with the Executive Authority's endorsement (Ministers in nationwide divisions and Participants of Executive Councils in provincial divisions) (Ravhura, 2006).

4.3.3. PMDS in the Limpopo Provincial Legislature

- The practice of performance management in the Limpopo Provincial Legislature was studied by Mabelane (2007). "Whether present administrative arrangements allow the provincial legislature to fulfill its tasks efficiently and effectively in accordance with the PMDS," was the study problem under investigation. The goal of the research was to identify and evaluate the obstacles to performance management implementation in the Limpopo Legislature, as well as possible solutions. While investigating the Limpopo assembly's performance management procedure, Mabelane (2007: 57) discovered bias and preference for officials with political ties, friendships, and other types of ties. The study found that the Limpopo Legislature's Performance Management System policy does not address actual employee performance issues, but rather serves as a mechanism for offering employees annual notch increments. The study also discovered that all employees' performance is judged satisfactory regardless of whether they have accomplished their quarterly or annual objectives. Mabelane (2007: 64) advises that the following be considered in order to improve the PMDS in the Limpopo Provincial Legislature: "Managers should adopt the PMDS policy with caution."
- To eliminate subjectivity, a performance review committee should be established to evaluate the manager's job.
- The legislature should develop measures to train and retain its high-performing employees;
- Employee benefits, such as high-performing allowances, should be appealing; and the
- Legislature should develop a policy that ensures that high-performing employees' salaries are increased even if they remain in the same position.
- The leadership and management styles of the Limpopo Provincial Legislature's management be retrained and capacitated."

Herholdt (2007) focused on the Tasmanian Department of Health and Human Services' evaluation of a PMS within a division of a bigger public-sector enterprise. The researcher was tasked with determining whether or not the PMS is fully operational.

The study found that implementing a PMDS is a complex and interrelated process, and that if critical needs are not completed during the early stages of implementation, the institution will be unlikely to benefit from the system's competitive advantage. In this context, Herholdt (2007) suggests that a continuous audit of the impact of PMS installation be performed in order for a PMS to be successful, even though this is not required. Herholdt's (2007) study offers numerous important lessons to public sector organizations. Individual performance has a significant impact on institutional achievement, as public sector organizations are increasingly recognizing. As a result, institutions must replace outmoded performance appraisal systems with the new PMS, which can help institutions integrate institutional strategic goals with individual performance goals.

Managers see performance appraisals as an inconvenient administrative chore as well as an unreasonable and arbitrary policing system by supervisors, according to Ravhura (2006: 3). Another fault in the system was that it discouraged conversation between supervisors and subordinates, which frequently led to long-running confrontations. The appraisal system was based on a review of general behavior and occurrences rather than outcomes or areas of responsibility (South Africa, Department of Public Service and Administration 1999: 50). Herholdt's (2007: 116) study, on the other hand, should be carefully scrutinized because it was done in an altered atmosphere, in the Australian public sector, rather than Limpopo, South Africa, as this study was. According to Ravhura (2006: 3), the previous system of employee analyses had the trouble of needing more time from supervisors to produce reports, submit kinds, and also hold assessment sessions. During personnel appraisals, officials were uncertain regarding the objective of their work past the execution of duties.

The promotion of ranking was performed in phases (South Africa, DPSM 1999: 50). In 2001, the PMS was adopted for the first time by the federal government. The literature review conducted for this study reveals a vast body of knowledge on various aspects of the PMS in the field of public administration. The PMS was implemented in the public sector for a number of reasons, including improving performance and meeting stated goals. It's critical to determine whether the PMS improves productivity. The study should also address areas of PMS shortcomings and how they can be improved, according to the Limpopo Department of Health, EMRS.

4.4. GEOGRAPHICAL BACKGROUND OF LIMPOPO PROVINCE

The province shares borders with Gauteng, Mpumalanga, and the North-West provinces in the Republic of South Africa's north-western region. It shares borders with the Republic of Mozambique on the east, Zimbabwe on the north, and Botswana on the west. 6.28 million people live in the province, which covers an area of 123 910 square kilometres. After Gauteng, Kwazulu-Natal, and the Eastern Cape, the province holds 10.6% of the Republic of South Africa's estimated population of 57.6 million people, making it the country's fourth most populous province (Stats SA, 2018). The Department of Health operates 64 Emergency Medical and Rescue stations in Limpopo, with over 1895 personnel.

4.5. CHALLENGES EXPERIENCED BY THE DEPARTMENT OF CORRECTIONAL SERVICES DURING PMDS IMPLEMENTATION, LIMPOPO PROVINCE

At the end of each assessment year, the Department of Correctional Services in the Limpopo Province conducts an internal audit on assessment papers before the final recommendations are endorsed. This audit is carried out by internal authorities who work with performance management in the province's several management departments. This is usually a cross-audit, where authorities audit places where they are not based to ensure objectivity. When an auditor from management area A audits management area B and vice versa, there is no direct interchange within the Limpopo Province. The most recent audit took place in 2012 for the fiscal year 2011/2012 evaluation. The results and recommendations from the audit were put into a single document. Every managerial area discovered had problems.

The auditors' procedure was to notify the audited management area of the findings and give them a deadline to finish or fix the faults detected. According to Armstrong (2010: 176) quality control can be achieved by rigorous induction programme, managers checking how performance agreements and reports are completed, and HR/PMDS offices reviewing the scheme's execution. Following the completion of the first cycle, a survey was conducted to obtain feedback on how the PMDS is working from managers and employees.

All non-compliance concerns uncovered during the audit are listed below. The conclusions of the 2012 Internal Audit report of the Limpopo Province Department of Correctional Services are detailed below:

4.5.1. Assessment forms not signed

In the 2012 PMDS audit report, one of the findings was that neither employees nor supervisors signed assessment forms. This means that the people who were intended to sign the documents might not agree with them. It could also mean that the documentation were not completed in a timely manner or that the staff are having trouble filling out their forms (Ndou, 2013: 69).

4.5.2. Assessment forms not fully completed

Different sections of the evaluation forms must be completed. Incomplete assessment forms are not permitted since they complicate administration. Incomplete forms can lead to a situation where the PMDS is compromised since part of the information is only filled after the process has been completed. This could be due to some employees not knowing how to complete their paperwork (Ndou, 2013: 69). The summary should be completed by the supervisee. It also allows the supervisor to comment before both the supervisor and the supervisee sign the document. This paper will be presented to the moderating committee by the supervisor. The moderating committee moderates the supervisor and supervisee's performance evaluations. Unsigned summary motivation could imply that the supervisee disagrees with it or that it was written or presented without his or her knowledge. As a result, it's vital to ensure that the right protocol is followed at all times, that the summary is always accurate, and that both the supervisor and the supervisee sign the summary motivation (Ndou, 2013: 70).

4.5.3. Electronic calculator not used properly

Before downloading the document, use the Microsoft Excel tool to double-check that the computations of scores on assessment forms are correct. These documents are frequently tampered with or formatted wrongly, leading the Excel calculator to misbehave. The evaluation findings may deteriorate if this issue is not addressed. It's possible that a person's performance review will be awarded an incorrect score. If this occurs, the entire process will be flawed, and the outcomes will not accurately reflect the individual's performance (Ndou, 2013:70).

4.5.4. Incorrect assessment template used

Because of the changes that have occurred since 2007, several templates have been used since 2007. Because the evaluation techniques for these categories differ even if the system they operate in is the same, the introduction of Occupational Specific Dispensation (OSD) for distinct types of personnel in the Department of Correctional Services resulted in different assessment documents. Such an assessment will be wrong if a person chooses an erroneous form that does not address the features of his or her category. Officials were asked to use the correct forms in cases where this was discovered. If the inappropriate templates are allowed, the results will be tainted, and the final score will not accurately reflect actual Department of Correctional Services staff performance (Ndou, 2013: 70).

4.5.5. No work plans included

As previously indicated, action plans have always been developed from each employee's job description. The documents are included in the evaluation packages because they specify what should be completed during the performance year in question. Since performance ratings must always be based on what was accomplished over the year, these are the key sources of documentation. Despite the fact that the moderation had been finished, it was determined during the audit that certain documents lacked work plans. This could indicate that some employees are confused of which forms to complete or how to complete their assessments. If there is a disagreement at the end of the procedure, it will be impossible to compare what has been granted on performance without a work plan (Ndou, 2013:70).

4.5.6. Incorrect dates entered

There are various places in the assessment documents where the date is crucial since it defines what was required to be done on time. In some cases, the dates entered were consistent throughout the paper. This could indicate that the contract, all performance meetings, the mid-term review, and the final evaluations were all completed on the same day.

This shows that some employees are inexperienced with the performance management and development process. It is apparent that there are concerns with the PMDS in the Department of Correctional Services in Limpopo Province, based on all of the non-compliance issues discovered during the 2012 PMDS audit exercise for Limpopo. By addressing these challenges, the Department is able to get an accurate appraisal of its current performance (Ndou, 2013: 70).

4.6. PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM IN OTHER PROVINCES

4.6.1. PMDS in the Department of Social Development: Father Smangaliso Mkhatswa Health Centre

Gauteng Division of Social Advancement implemented performance monitoring and development systems in July 2004. Supervisors and also juniors have been at odds ever since, during and after the yearly evaluation duration. The centre experiences tension amongst team member throughout the annual evaluation duration, which brings about clash amongst workers and also between staffs and supervisors (Paile's report 2012: 3). Tension amongst personnel (managers as well as staffs), reduced spirits, and an absence of dedication amongst staff. During the 2013/14 fiscal year, the issue became so serious that several employees refused to be evaluated on a quarterly basis. This was due to their dissatisfaction with the prior annual assessment methods and results.

Some claimed they had filed formal grievances with the Department but had received no feedback or solution. Paile's (2012: 4) research looked into just how efficiency management might help personnel at the Father Smangaliso Mkhatswa health center perform better. Bosses use efficiency administration to manage and also reprimand subordinates, while juniors make use of efficiency administration to earn extra money through performance bonuses, according to the research. This could explain why the performance evaluation period is considered as a time when supervisors and subordinates are at odds (Paile, 2012: 3).

4.6.2. An evaluation of Performance management in the public service: Gauteng Health Department

According to Letsoalo (2007: 10), the purpose of the study was to analyze performance in the public sector, specifically the Gauteng Department of Health, and to learn about staff attitudes concerning PMDS. The information gathered from two hospitals, Natalspruit Hospital and Tambo Memorial Hospital, was analyzed and statistically scrutinized. The study's findings highlighted the importance of performance management and provided insight into management performance perceptions and components. The implementation of performance management at Natalspruit Hospital and Tambo Memorial Hospital is well-known. Employees' attitudes and perceptions of the performance management and development system are likewise well documented. The findings revealed that performance management is ineffective and was not applied adequately in the two hospitals. There was a strong link discovered between how PMDS is implemented and employee attitudes towards it.

The employees' affiliation with the hospital, their roles, and their pay levels all had a role. It therefore implies that the more PMS is implemented correctly and in a fair manner, the higher the influence on service performance because employees will think and be positively opinionated toward it. According to the findings, hospitals should provide on-going training on performance management and development systems. The study's findings revealed that PMDS is not administered in the same way. As a result, different people have different perspectives on performance management policies. As a result, on-going training on the system will help managers, supervisors, and employees remember what is required of them in terms of performance management. The report recommended that the Gauteng Department of Health endeavour to attract and retain more personnel in order to avoid a staff shortfall. According to the participants, a lack of staff is the primary cause of bad performance management, which leads to poor service delivery.

4.6.3. Implementation of performance management and development, Kwazulu-Natal

The performance management and development system has been in place since April 2002, according to Singh's report (2010: 116). The main goal was to boost production and efficiency within the company. The purpose of the study was to see if there were any links between the Senior Management Service's performance and the Kwazulu-Natal Department of Education's goals. The South African Public Service established performance management and development systems for top managers in 2002 with the goal of improving productivity, individual and organizational performance.

4.6.3.1. Recommendations provided from the study conducted in Kwazulu-Natal

4.6.3.1.1. Fixed-term performance contract

The Performance Management System should be approached as a team effort. If the entire group that he or she is in charge of is underperforming, a manager cannot be satisfied. Similarly, if all of the individuals are performing above expectations, the company cannot perform poorly. Individual and organizational performance must resemble each other in terms of synergy and consistency. As previously stated, the organization's findings should be factored into the individual's final evaluation. All other Senior Managers, with the exception of the Head of Department, are not guaranteed by five-year fixed-term agreement. All Elderly Bosses should be subjected to an eco-friendly five-year efficiency agreement with their on-going employment and tenure contingent on their productivity of the previous five years.

When civic officers are contracted for good, their efficiency and spirits endures, while the organisation's morale suffers. Tenure security comes with its own set of issues. "If public servants do not expect to be hired for life," Hughes (2013: 163) says, "they should have less morale difficulties than those earlier employees who felt they would." Employees treat the company as if it were their personal kingdom, mediocre performance becomes the norm, and growth in compensation is assumed. Individual performance will be high with a fixed-term contract with precise performance targets, resulting in considerably higher organizational performance than when there is no contract that is for a specific period of time.

This would award prepared managers while screening out those who believe they can get away with anything in the public sector.

4.6.3.1.2. Assessing competency

The suitability of important management criterion should be reassessed, and the assessment process should not involve a competency evaluation. Skills and abilities, according to Daley (2012: 178), can be utilized as performance criteria. However, behaviours are insufficient to distinguish between different degrees of performance. It simply indicates what is required to do a job properly. PMDS and the Department place a premium on skill development, and also devising rural skills growth operated by expert and management employees is critical to meeting the needs of senior management. Recruitment of highly specialized employees who are capable of the progressive requirements of workers through the wellness range should be prioritized.

This could be conveniently sponsored by utilizing the Skills Advancement Fund tax obligation which can operate at both the head office as well as the district level. Managers should pass an expertise evaluation before being appointed, and another assessment should be undertaken halfway through the set five-year contract to determine progress and give additional training and development as needed. For development goals, it should be done by external entities. Managers whose contracts are not renewed after they have completed training and development programs should be fired. This conduct would not be considered an unfair labour practice in any way (Labour Relations Act 66 of 1995, section 186).

4.6.3.1.3. External moderators

In any appraisal or PMDS, there is always the possibility of bias. It is advised that external moderators be hired to ensure impartiality and objectivity in the process of individual evaluation. Because a manager's on-going tenure will be evaluated on performance after five years, the function of an external arbitrator becomes increasingly critical.

4.7. ROLE-PLAYERS IN THE PERFORMANCE MANAGEMENT SYSTEMS

The previous section explained performance measurement whereby different ways, methods and tools to improve performance measures in organizations were discussed. It is vital that managers understand aspects of performance measurement in order to achieve the performance goals and objectives of an organization. This section will focus on the role-players in performance management systems.

4.7.1. The role of managers in performance management systems

Managers, according to Management Study Guide (2016: 1), have a key role in performance. Furthermore, their primary responsibility is to guarantee that effective performance management policies are in place to achieve the organization's goals and objectives. Furthermore, managers should ensure that the organization's culture is well developed by doing the following:

- Communicating the mission goals and objectives of a company to employees, clients, and stakeholders;
- Clearly stating job responsibilities and expectations through communication with all parties involved in the organization's overall success.
- Employees involved must be kept up to date on their performance.

Line managers are also important in establishing human resource (HR) policies, according to Management Study Guide (2016: 1). As a result, it is critical that management guarantees that line managers possesses the required qualities and abilities to put into action human resource and performance management strategies. Performance managers must design rules that will ensure the smooth and efficient management of performance, according to Management Study Guide (2016: 1). Line managers should be aware of the value of performance management as a tool and what motivates it. As a result, line managers are responsible for informing their staff about performance targets and ensuring that the entire performance process is transparent and straightforward. Pote (2016: 16) agrees, stating that managers should use performance management as a tool system to help, grow, and develop their employees.

Managers should hold regular meetings to discuss performance targets and goals and how they are progressing. Problems should be identified, and remedies should be provided through performance coaching. Performance targets must also be revisited and revised by managers. When properly implemented, according to Tibco and Mashery API solutions (2016), performance management reaps benefits.

As a result, managers must take the lead in terms of performance and communicate performance goals to ensure that employees are aware of their employer's expectations as well as their duties and responsibilities. One of the managers' flaws, according to Hughes (2017: 1), is that they place a strong emphasis on the targeted performance goals instead of training employees. He goes on to say that managers must have the correct roles and qualifications because performance management will fail if they are in the wrong jobs. Managers and supervisors should focus on employee development and achievement in performance management, according to the University of Southern Maine (2017: 6).

4.7.2. The role of supervisors in performance management system

Supervisors, as middle managers, are critical in delivering leadership, according to Management Study Guide (2016: 1). Supervisors should also play the following roles in employee performance:

- Provide direction and guidance.
- Consult with managers about the relevance of performance as a success factor.
- By incorporating line managers in the creation of a performance management plan, you can ensure that performance management is a consistent and on-going process.

Supervisors must ensure that performance appraisals take place and are on-going, according to the Department of Public Service and Administration (2007: 14). Supervisors should therefore pay attention to both internal and external aspects of performance management. Supervisors must evaluate employees' contributions to the organization's objectives and find areas for improvement. The supervisor's duty, according to Compass Point Non-profit Services (2012: 35), is to support and encourage staff performance.

Furthermore, it is encouraged that the supervisor and the employee have mutual regard. As a result, the supervisor must demonstrate his or her belief in the employee's ability to achieve.

4.7.3. The role of employees in performance management system

Employees play a critical part in performance as a process that incorporates them, according to Management Study Guide (2016: 2).

They are crucial in the creation of a performance agreement that includes them. Additionally, they collaborate with their supervisor on a performance agreement. They must communicate with supervisors about their responsibilities, competencies, and goals. According to DPSA (2007: 13), each employee is accountable for designing a performance plan, and the supervisor is responsible for communicating the plan. Employees play a critical role in performance management, according to Halogen Software Incorporation (2017: 1), to guarantee that they strive toward reaching organizational goals and self-growth.

4.7.4. Role of human resource management in performance management system

Human resource management is defined by Management Study Guide (2016: 2) as a strategic organization's partner that plays an essential role in the realization of an organization's strategy. Human resource strategies will also ensure that performance management is handled professionally. Furthermore, modern human resource management has offered new inventive approaches for managing performance. Human resource development is responsible for recognizing staff training needs and incorporating them into organizational planning, according to DPSA (2007: 32). As a result, deliver performance management training as an organizational tool. Furthermore, human resource development should incorporate training requirements into the organization's capacity and skill development strategy. Managers should recognize that staff plays critical roles in performance, according to the International Society of Professional Accountants (2015: 1). As a result, human resource management must guarantee that the firm has the proper personnel with the right abilities in order to operate effectively and efficiently. As a result, training and growth are promoted in order to improve performance.

4.8. IMPROVING PERFORMANCE THROUGH PERFORMANCE APPRAISALS, THE SOUTH AFRICAN CONTEXT

The reality that managers do not, or cannot, aid staff members in carrying out to criterion is the resource of much of the objection fixed efficiency evaluations. Inadequate time, excessive documentation, a lot of personnel and various other obligations to manage, and also a lot of troubles to address that call for instant focus are all typical descriptions specified.

If these tasks are not finished, inadequate efficiency is not likely to boost, and will certainly continue, as well as the system is not likely to generate dependable efficiency procedures (Falcone and Sachs, 2017: 14). Armstrong (2012: 149) mentions a research study by the Council of Interaction Monitoring that discovered that favourable comments connecting to workers' initiatives for a work well done is among one of the most effective incentives of staff member efficiency. Performance management appraisals provide good opportunity to encourage through formal evaluations and regular informal approaches.

Performance management assessments can be considered as a culmination of various discussions, both formal and informal, held throughout the year, rather than a traumatic event. They can be objectively formed by explicit performance requirements for employees. They can also assist employees in their own professional development. Grote (2011: 64) agrees, mentioning that the objective of an efficiency assessment is for people to really feel that their involvement throughout the evaluation duration has actually been sufficiently taken a look at and also recognized, which they have a strong structure for future efficiency preparation. Supervisors ought to think that the evaluation was complete, that the specific values are recognizes exactly how his/her involvement has actually been valued, which the previous evaluation duration's discussion has actually been improved favourably for the future.

For many firms, the review process has been designed around the forms that go with it, as well as support or regulatory guidance for the examiner and worker. These are important, but they don't make up for the establishment of an atmosphere in which people welcome and use all types of feedback from managers and leaders who know how to convey positive and tough communications while maintaining inspiration and involvement.

Supervisors, according to the scientist's outcomes, have a tendency to concentrate extra on the design template (what) and also much less on developing an encouraging and positive testimonial procedure (just how). Holpp (2012: 72) outlines various actions that a supervisor must follow in order to make fair and accurate judgments about an employee's performance, help them in performing at a high level, and select what type of feedback to give.

The following are some of them:

4.8.1. Coaching and collecting information on performance

The goals of this procedure, according to Authur (2018: 60), will be to assure that the performance standard is grasped, to collect performance data on the employee, and to assist the individual. Communication should be two-way in the coaching relationship. The supervisor should guarantee that there are no misunderstandings about the allocated responsibilities and the desired outcomes for the employee. The supervisor should provide any knowledge, skills, or experience they have that will help the employee do the job successfully and reward the employee's successful behaviours. Employees must do their share by putting their full competence to the task, finding and sharing activities that they believe will increase efficiency, seeking assistance when needed, and keeping their supervisor updated on their progress.

4.8.2. Comparing performance measures against standards

Holpp (2012: 73) suggests that the line manager take the following steps:

- Create a strategy and agenda for the performance management appraisal;
- Organize the launch and put the employee at peace;
- Prepare for the employee's reactions; anticipate task inquiries; and
- Review developmental needs.

Wilson (2011: 108), according to Wilson, the supervisor must compare the metrics to the performance standard to determine whether the employee's performance is up to par. In the time between yearly or semi-annual performance reviews, several such appraisals may be conducted. Depending on the conditions, each one of these comparisons covers a different time period.

These include:

- The necessity to provide employee feedback;
- How significant would a failure be for the organization and its employees?
- The amount of time it takes to get a quantifiable result.
- To be reached are deadlines, target dates, and production schedules.
- Other parts of the organization create events.
- Other aspects that is specific to the job, the employee, or the company.

4.9. REINFORCING GOOD PERFORMANCE: SOUTH AFRICAN PERSPECTIVE

A supervisor may inform the employee that his or her performance is adequate and explain how the decision was made. The purpose of this process is to recognise good work while also informing the employee about the criteria used in the appraisal. Swan and Wilson (2011: 45) propose that strong performance must be encouraged on a frequent basis if it is to be sustained. Frequent reinforcement is important when an employee starts a new job, but supervisor engagement can be reduced considerably to a steadier, less frequent schedule.

Examples of ways to provide feedback:

- Displaying the results of a sample of the employee's performance
- personalized conferences and evaluations; day-to-day compliments such as "that's fantastic work"
- publishing performance statistics;
- Measuring output with automatic recording devices;
- Quality control programs; and
- Graphic presentations of performance metrics

Holpp (2012: 204) takes a different approach, believing that good performance should be reinforced through prizes and recognition. The argument he makes is that while financial benefits are important, acknowledgment fulfils psychological demands that we all have, whereas financial rewards are not.

4.10. IDENTIFYING CAUSES OF POOR PERFORMANCE SOUTH AFRICAN PERSPECTIVE

If a supervisor believes an employee's performance is below par, he or she cannot blame the employee. The supervisor and employee must collaborate to identify whether the cause for low efficiency was within the employee's control. After that, the supervisor should be responsible for eliminating the source of the poor presentation. Once identified that the poor efficiency something the employee could have controlled, it's usually regarded as a motivational issue that will necessitate some sort of incentive to fix (Delpo, 2007; Falcone and Sachs, 2017).

4.10.1. Causes beyond the employee's control

Poor performance can be caused by factors and conditions outside the employee's control (Mager & Pipe 2013).

- Poor policies and procedures;
- Insufficient job design;
- Faulty performance indicators;
- A failure to communicate the performance standard effectively;
- Insufficient tools and supplies;
- A lack of skills or expertise; and
- Training that is ineffective

Davis (2009: 46), a system researcher, agrees with the aforementioned issues and identifies an absence of development and troubles with the approval of brand-new health care approaches as variables past the control of health care workers (registered nurses as well as physicians). Various other elements consist of the person's medical care strategy and whether the individual complies with the therapy strategy, as a health care employee can just do so a lot. These components are beyond the employee's control and must be taken into account when evaluating the employee's performance.

4.10.2. Causes within the employee's control

Poor connections with various other participants of the job team, discontentment with the manager, treatments or plans, absence of approval of the efficiency criterion, and also troubles in the house are several of the reasons for poor job efficiency that might be within the worker's control. Lack of motivation can also be caused by an absence of financial or social motivations (Mager and Pipe, 2013: 166).

4.10.3. Getting rid of obstacles to great efficiency

The manager ought to take actions to remedy the scenario if the manager and worker figure out that an efficiency void is attributable to elements past the worker's control. The manager must make sure that the worker recognizes the resource of the efficiency distinction and also the actions required to resolve it. The objectives are to get rid of obstructions to great efficiency as well as to maintain staff members' confidence in the assessment system (Falcone and Sachs, 2017: 32).

4.10.4. Supplying responses to boost inspiration

Actions need to be taken to improve the individual's inspiration if the manager and also staff member concur that the staff member is to be condemn for an efficiency void. The objective is to give incentives in addition to a technique for improving worker efficiency. Philosophers of inspiration differ on just how to specify "rewards" and also what sorts of rewards need to be utilized. All concur, nevertheless, that rewards are required (Delpo 2013: 62; Grote 2011: 187; Holpp 2012: 244).

4.10.5. Why is performance management essential?

Performance management addresses the challenges that companies face in defining, assessing, and supporting employee performance with the ultimate goal of improving organisational performance. . More than just a collection of procedures, performance management has evolved. Instead, it's seen as an integrated approach in which managers' work with their employees to exceed expectations, monitor and review results and performance, and improve employee performance, all with the purpose of helping improve organisational success (Mondy et al., 2012). The literature on strategic human resource management (HRM) places a similar focus on the need of so-called high-performance work systems (Appelbaum et al., 2012: 126).

According to Roberts (2011: 57), performance management entails the following: the establishment of organisational, divisional, group, and personal goals (also known as "policy deployment," or the streaming down of a strategic plan to a purposeful set of goals for each person involved); through use of reward systems, effective incentive strategies and initiatives; training and development plans and strategies; feedback, dialogue, and mentoring; and individual performance management. As a result, performance management entails the day-to-day supervision, support, and growth of employees.

4.10.6. Performance assessment and rating

The rating scale goes from 1 to 5. Since 2002, annual assessments and ratings have been conducted. Unit supervisors have been rating performance quarterly since 2007. The performance rating function is handed over to the moderation committee at the conclusion of the year.

The table below shows the ratings, categories, and descriptions.

Table 4.1: Ratings, categories and descriptions

Rating	Category	Description
1	Performance that is unsatisfactory, poor or substandard.	Performance does not fulfill the job's expectations, and agreed-upon goals are not met.
2	Unacceptable performance.	The number of objectives achieved is a little less than half of what has been agreed upon during the planning phase.
3	Performance that meets expectations	In all aspects of the job, the minimum effective results were obtained.
4	Excellent or noteworthy performance	Above-average performance in all areas of work
5	Performance that is exceptional or great	Significantly exceeds the job's expected quality of performance. Exceptional outcomes were achieved throughout the performance cycle.

Source: Adapted from Limpopo Province PMDS manual (2012)

The first two categories, which include people who are rated 1 and 2, are the focus of PMDS. Employees who have recently been assigned to positions with the above ratings are still in the process of growing and developing. Rating 1 achievers have yet to show any signs of improvement. Achievers who receive a rating of 2 show signs of improvement and meet part of the performance criteria. Rating 3 indicates that the employee has progressed to the point where he or she meets the job requirements and is eligible for advancement in pay. Employees with a rating of 4 or 5 outperform the acceptable level in every task area.

These are outstanding performers who are eligible for pay increases of more than 1.5 percent and performance incentives (PMDS manual 2007: 44; Employee Performance Solutions 2009).

4.11. LEGISLATIVE AND REGULATORY FRAMEWORK ON PMDS IN SOUTH AFRICA.

Scholars like Erasmus, Swanepoel, Schench, Van der Westhuizen and Wessels (2005: 270) explain that PMS in the general public field in South Africa is based upon a variety of white documents and lawful instructions. The 1996 Constitution of the Republic of South Africa (hereafter described as the 1996 Constitution); the general public Solution Act, 1994 (Pronouncement 103 1994); the Abilities Advancement Act, 1998 (Act 97 of 1998); the Work Relations Act, 1995 (Act 66 of 1995); the general public Financing Administration Act, 1999 (Act 1 of 1999); the general public Solution Laws of 2001; and also the White Paper on Personnel Monitoring in the general public Field, the White Paper on Changing Civil Service Distribution of 1997; and also the general public Solution Coordinating Negotiating Council Resolution 13 of 1998 are amongst the governing structures that underpin PMS.

Sections 4.9.1 to 4.9.10 provide a full overview of how these legislative recommendations facilitate the implementation of the PMDS in the public sector. Many laws govern the South African public sector to ensure that policies are implemented correctly and fairly. Legislative frameworks are examined in the formation of each policy. The major source of authority for various aspects of the performance management and development system (PMDS) in South Africa is the DPSA, EPMDS (2007: 9) and PSC (2014: 5-7).

4.11.1. The Constitution of the Republic of South Africa

According to Area 2 of the 1996 Constitution, it is the superior regulation of the Republic, and also any kind of regulation that perform to negates as illegal, as well as the commitments established by it needs to be fulfilled whatsoever times. The general public solution should cultivate solid personnel monitoring and occupation advancement strategies to take full advantage of human capacity, according to area 195 of the 1996 Constitution, to name a few points.

It is additionally recommended that source economic situation, efficiency, as well as performance should be motivated. Area 195 (1) serves as an overview for public officials' actions, consisting of efficiency in all locations of federal government. In order to expand and also take full advantage of human capacity, the area highlights, to name a few points, the concept of great personnel administration as well as job advancement methods. As stated in section 195 (1) (b) of the 1996 Constitution, maximizing human potential in the execution of tasks also include the efficient, economical, and effective use of resources. Section 195(1) establishes accountability as one of the principles of public administration, which is also important in performance management (f). In this sense, Van der Waldt and Du Toit (2009: 384) feel the 1996 Constitution provides for the successful discharge of administrative functions. It might also be argued that one of the founding legal prescripts from which the PMDS arose is the 1996 Constitution. The 1996 Constitution, as the supreme law of the land, should inform all legislation and policy provisions at all times.

4.11.2. Public Service Act, 1994 (Proclamation 103 of 1994)

Performance appraisal should be provided for in the public service, according to Section 3(5) (c) of the Public Service Act of 1994 (Proclamation 103 of 1994). Proclamations further state that a HOD of a public service institution is accountable for the proper management and administration of his or her department, which obviously involves managing staff performance, as stated in Section 7(3) (b) of the aforementioned Act. The Public Service Act of 1994 (Proclamation 103 of 1994) mandates that performance in public service institutions be managed in a consultative, supportive, and non-discriminatory way in order to improve institutional effectiveness, efficiency, and accountability. Public service institutions, according to Van der Waldt (2014: 4), should reduce administrative burdens while retaining openness and administrative justice. The executive authority (Ministers in national departments or Members of Executive Councils in provincial departments), senior management, and supervisors are all outlined in the proclamation's responsibility for performance management.

4.11.3. Skills Development Act, 1998 (Act 97 of 1998)

Because it is development-oriented, a PMDS places a strong emphasis on providing training in the skills that employees need in their personal development plan and competency profile (Maila, 2006: 26). Employee development should be prioritized, according to section 2 (1) of the Skills Development Act, 1998 (Act 97 of 1998), Employees must be able to perform properly and efficiently in order for the institution to succeed. A skills audit is a PMDS requirement that evaluates the gaps between work demand and a given individual's competencies. Under this Act, the employer is obligated to create a Workplace Skills Plan. According to Coetzee (2002: 95), workplace skills plans refer to strategic human resource training and development aimed at increasing skills capability, which further aids the institution in accomplishing its own goals and objectives.

All public sector institutions must budget at least 1% of their payroll for official training and development, according to Section 30 of the Skills Development Act, 1998 (Act 97 of 1998) Employees in government are trained and nurtured to increase their skills, performance, and productivity. The PMDS is also required to improve productivity and competitiveness in the workplace, according to Section 2. One of the Act's stated aims is to improve the delivery of social services, which can be accomplished through developing the skills of the South African workforce, as allowed for in section 2 (1) (iv) of the Skills Development Act, 1998. (Act 97 of 1998). The complete application of the Act in an institution helps to boost staff performance and productivity.

4.11.4. Labour Relations Act, 1995 (Act 66 of 1995)

To avoid unnecessary lawsuits, a performance management method must be legally solid (Nel, Van Dyk, Haasbroek, Schultz, Sono & Werner 2004: 488). Employee incapacitation and poor performance are addressed in Schedule 8 of the Labour Relations Act of 1995 (Act 66 of 1995). Maila (2006: 26) criticizes the Labour Relations Act 1995 (Act 66 of 1995), claiming that it makes it impossible to fire an employee just for failing to meet performance goals. The Act also lays out how to handle bad employee performance without resorting to firing as a first option. Prior to any dismissal, thorough and corrective procedures must be taken, including an investigation into the causes of poor performance in the process.

During any investigative or disciplinary process, including underperformance, an employee has the right to be heard and to be assisted by a union representative or a co-worker, according to Section 14 (4) of the Labour Relations Act, 1995 (Act 66 of 1995). To put it another way, firing an employee for bad performance should be a last resort after all other possibilities for improvement, such as coaching, counselling, and training, have been exhausted. Van der Waldt (2014: 94) goes on to say that the PMDS should be developmental in nature, so that effective solutions for consistently poor performance can be found. Outstanding performance, on the other hand, should be rewarded (Byars & Rue, 2006: 245).

4.11.5. Public Money Management Act, 1999 (Act 1 of 1999)

The General Public Money Administration Act of 1999 (Act 1 of 1999) very carefully thinks about PMDS plan structure arrangements, especially on income spending plan expense. The Act controls monetary administration in federal government bodies, consisting of rural and also nationwide ministries, and also guarantees that properties, income, as well as expenses are taken care of efficiently and also effectively. The bookkeeping officer is liable for the efficient, reliable, as well as cost-effective use of public sources, according to area 38 (1) (b) of the general public Money Monitoring Act, 1999 (Act 1 of 1999). As a result, this Act mandates that performance measurements in the public sector be given special attention. Accounting officers are in charge of implementing performance measures through their chief financial officers. Regular comparisons between financial aims and outcomes are required (Archibald, 2012: 131).

4.11.6. Civil Service Laws of 2001

The Executive Authority ought to develop a structure that connects specific efficiency to institutional objectives combined with their divisions, according to Component VIII of Phase 1 of the general public Solution Rules of 2001. Efficiency contracts will be utilized to take care of the efficiency of all participants of Senior Administration Solutions (SMS), according to Component III of Phase 4 of the general public Solution Rules. The laws likewise specify that a manager should frequently keep track and monitor, as well as examine the efficiency of a subservient utilizing the recommended efficiency assessment style.

Civil service organisations should determine different procedures for efficiency evaluation for HOD's, elderly supervisors, and all employees, according to Component VIII, paragraph B1 of the general public Solution Policy of 2001 and also area 1 (5) of the Text Civil Service Manual (Republic of South Africa, 2003). The General Public Solution Rules of 2001 also state that an Executive Authority (Ministers in nationwide divisions or Participants of Exec Councils in rural divisions) is accountable for figuring out the division's efficiency monitoring and also advancement system for workers that are not participants of the SMS. The Executive Authority of each department must establish a performance assessment tool for various occupation groups or levels to assist management in making decisions about employee probation, awards, promotions, and skill development. Unsatisfactory performance must also be successfully managed in accordance with the Public Service Regulations of 2001, which include the implementation of staff performance improvement initiatives.

Masango (2010: 66) argues that performance management in the public sector, as defined by part VIII of Chapter 1 of the Public Service Regulations of 2001, is a procedure for increasing productivity both numerically and qualitatively. Productivity rises when performance management systems strive to ensure that more and improved services are provided at the lowest possible cost. To put it another way, with the limited resources at hand, better services should be delivered. Institutions of public service should aim to increase institutional efficiency and resource accountability by focusing on results. All performance management programmes should aim to provide more and better services for the least amount of money (Van der Waldt, 2014: 93). In order to match ever-increasing public demands and requirements with available resources, employee performance in the public sector must be constantly high.

4.11.7. White Paper on Personnel Administration in the Public Solution (1997)

Before the magazine of the White Paper on Human Resource Administration in the general public Service in 1997, the South African public service was believed to be biased in its workers monitoring treatments (Erasmus et al., 2015: 177). Previously disadvantaged groups, such as ladies and blacks, were selected, promoted, and also worked under much less favourable conditions than white males.

The essential objective of the 1997 White Paper on Personnel Administration in the general public Service was to create a varied, qualified, and well-managed workforce, efficient in and dedicated to providing high quality services to South Africans (Department of Public Service and Administration 1997: 2). Unlike the periods before the 1994 autonomous dispensation, the new civil service is led by principles as well as conceptions drawn from Section 195 of the 1996 Constitution, such as fairness, equity, access, transparency, participation, responsibility, and also professionalism. According to the White Paper, if an employee is disappointed with the last evaluation, she or he may be supplied the opportunity to appeal the choice. Justness and neutrality can be made sure through timely supervisor or supervisor intervention.

Certain ideas attending to the PMDS in the general public sector are outlined in the White Paper on Personnel Management in the Public Field (1997). This White Paper addresses training and growth as one of the PMDS concepts, assisting an institution in determining staff toughness and weak points, in addition to various other vital activities. These interventions describe a variety of training and development initiatives that might be required. The significant goal of efficiency management, according to this White Paper, is to produce and also acknowledge outstanding performance inside the organisation.

To indicate appreciation, the institution could offer performance bonuses, a pay/notch advancement, or any other non-monetary advantages it considers suitable. If the results aren't sufficient, mutual steps to enhance them must be agreed upon. Career counseling, coaching, mentorship, retraining, and redeployment are examples of intervention steps (Banfield & Kay, 2008: 288). In order to have effective performance management, Van der Walt and Du Toit (1999: 386) agree with the White Paper's ideas and emphasize other concepts such as adapting varied cultures and values. According to this White Paper, there must be a work plan covering a particular time period that explains the employee's tasks and is structured to meet the strategic objectives. This work plan must also be accompanied by regular performance reviews for all staff. The transformation of obsolete and ineffective human resource practices is a catalyst for developing capable and skilled Public Service Human Resources (Department of Public Service and Administration, 1997: 6). The White Paper offers a road map for establishing human resource management practises that will allow for an effective and efficient public service centred on economic and social reform.

As a result, it's vital to acknowledge that, in order to be effective, public-sector change must also include a shift in human-resource methods. Human resource performance management is critical to achieving a successful transformation of the public sector. The efficiency and effectiveness with which staff carry out their jobs is crucial to the Public Service's ability to achieve its operational and developmental goals, according to Section 5.9.1 of the White Paper on Human Resource Management in the Public Service from 1997. It also underlines that an effective human resource management and development strategy must include performance. It is a continual process where the employee and the employer collaborate to enhance the employee's individual performance while also contributing to the company's broader objectives. Employees understand what is expected of them; managers understand whether the employee's performance is meeting the goals; poor performance is recognized and improved; and good performance is recognised and rewarded.

4.11.8. White Paper on Civil Service Education and Learning of 1998

The significant objective of the 1998 White Paper on Civil Service Training and also Education and learning is to develop a clear strategy and plan structure that can be made use to direct the application of brand-new plans, treatments, and regulations targeted at enhancing civil service training, education and learning. Civil service training and learning must be changed into a vibrant, needs-based, as well as aggressive tool with the ability of adding to the advancement of a brand-new civil service for autonomous as well as brand-new culture in South Africa (Division of Civil Service and Management 1998: 13). The White Paper's anticipated goal is that training, education and learning must consist of the following:

- Linking change and HRD in the public sector, as well as
- Effectively planning and coordinating strategies to increase accountability, cost-effectiveness and quality
- Be founded on widespread participation and the inclusion of formerly marginalized groups.
- Being demand-driven necessitates competency-based education and training.
- Individual and institutional capacity can be enhanced.

The aforementioned expected effects could be extremely beneficial in reforming the public sector.

While the 1998 White Paper on Civil Service Training as well as Education and learning concentrates on official training in the general public industry, it additionally identifies much less official strategies consisting of training, work, as well as tracking turning. The objective of presenting this White Paper is to fix unskillfulness and fragmented method to training and education and learning among the general public. The inefficacy of existing training and education and learning needs to be attended to, in addition to an absence of a technique, and a competency-based strategy to public field training and learning. Staff members that have actually not gotten training ought not to be required to perform jobs that exceed their existing ability or understanding degree (Ivancevich, Konopaske, and Matteson, 2011: 209).

Extra effective training techniques, requirements, and frameworks need to be executed, with the DPSA's Civil Service Field Education and Learning as well as Training Authority blazing a trail. Staff member efficiency surveillance, profession, and also promotional development must all be linked to individual advancement programs (Department of Public Service and Administration, 1998: 16). The DPSA's performance management system framework emphasizes the link between personal development plans and major performance areas. In any public service institution, training and education are critical to the implementation of a PMDS. A PMDS that is not related to training and education is unlikely to be successful in instilling peak performance. Lack of institutional training might lead to underutilized abilities (Byars & Rue, 2006: 222).

4.11.9. White Paper on Changing Civil Service Efficiency (Batho Pele) of 1997

South Africa's government has long been linked with red tape, incompetence, poor customer service, and a negative attitude (Van der Waldt, 2014: 87). However, South Africa's public sector has been transformed by a policy known as Batho Pele, which means "people first." The policy outlines eight principles aimed at changing or transforming public employees' and politicians' behaviour in interactions with the public, as well as ensuring that the public holds Authorities and government office holders must be held accountable. All public service institutions should always put the concerns of the citizens first and strive to improve the way organizations offer services, according to the Batho Pele principles.

Examination, solution requirements, gain access to, respect, openness, details as well as visibility, remedy, and worth for cash are amongst the principles detailed in the White Paper on Changing Civil Service Distribution (Batho Pele) of 1997, (Department of Public Service and Administration 1997: 15).

Actions to applying solution distribution programs as shown by Van der Waldt (2004: 89) consist of the following:

- Recognising the client;
- Developing consumer demands as well as concerns;
- Developing the existing degree of service distribution;
- Determining the enhancement void between assumptions and the degree of service given;
- Preparing for distribution; educating consumers concerning their federal government's criteria; as well as
- Checking distribution versus outcomes as well as releasing the outcome
- Establishing service guidelines;

Van der Waldt (2014: 89) claims that when public service organizations follow the processes outlined above when providing services to the public, service delivery may improve. Adherence to the preceding processes, as well as the principles of Batho Pele in the implementation of service delivery programs, may improve the quality of services given. The White Paper on Transforming Public Service Delivery (Batho Pele) of 1997 recommends that provincial and national administrations prioritize service delivery to achieve continuous improvement. Improving public service delivery entails correcting historical inequities and includes individuals who had previously been marginalized, such as African Americans, women and the disabled (Department of Public Service and Administration, 1997: 11).

Prior to the publication of this White Paper, a comprehensive overhaul of how public services were delivered was required. Following 1994, the democratic government devised efforts to improve citizen service delivery. The Department of Public Service and Administration produced the White Paper on Transforming Public Service Delivery (Batho Pele White Paper) to provide a conceptual framework and a practical implementation strategy for public service delivery reform.

The Batho Pele principles were identified as a means of holding public officials accountable for service delivery in the South African public sector (Department of Public Service and Administration (DPSA) 1997: 3). South Africans are safeguarded by state delivering services standards, which include engagement, service levels, access, courtesy, information, openness and transparency, redress, and value for money, as defined in the Batho Pele (People First) principles, according to Anderson et al. (2004: 2).

The Batho Pele principles, according to Kaisara and Pather (2011: 3), proposed a new approach to service delivery in South Africa, one which puts a strain on systems, procedures, attitudes, and behaviour within the public sector and reorients them in the Customer's favour, putting customers first. In a highly competitive commercial market, private businesses cannot afford to ignore the expectations and wants of their customers if they want to stay in business, because unsatisfied customers can choose to take their business elsewhere. Understanding what customers want and providing it faster, better, and cheaper than competitors is key to a business's success. "The client comes first" is not an idle phrase, but a crucial business philosophy, as competitive organizations around the world quickly realize (the White Paper on Transforming Public Service Delivery, 1997: 13). The PMDS method operates under the Batho Pele principles, with the goal of determining whether EMRS stations follow the Batho Pele principles to govern their service delivery operations.

4.11.10. Public Service Coordinating Bargaining Council Resolution 13 of 1998

A specific provision in the Public Service Coordinating Bargaining Council Resolution, 1998 (Resolution 13 of 1998) established a structure for individual SMS members to enter into a performance agreement. This resolution establishes a framework for top government officials to agree on individual performance, including:

- Key duties and responsibilities;
- Outputs targets for the performance agreement period; and
- Key responsibilities and responsibilities.
- Date for performance evaluations;
- Mechanisms for resolving disputes; and

- Dates on which wage increases will take effect, as well as the method for administering and awarding compensation increases. (Erasmus and colleagues, 2015: 272).

To deal with PMDS, all public service organisations must develop their own policy framework, which must be based on the legislative and regulatory framework outlined below, among other things. The Executive Authority (Ministers in nationwide divisions or Participants of the Executive Council in rural divisions) establishes and figures out the abovementioned PMDS, as gone over in paragraph 4.10.9. The Executive Authority and heads of civil service establishments are called to establish, carry out, keep an eye on, and review a PMDS in a consultative, helpful, as well as non-discriminatory way, according to numerous White Documents reviewed above, the general public Solution Act, and the general public Solution Laws. The regulative frameworks that sustain a PMDS were checked out in the context of rural and also nationwide federal governments.

4.11.11. Civil Service Coordinating Negotiating Council Resolution Number 9 of 2000

This resolution asks for reimbursement bundles to be structured in such a way that converts to a much clearer complete expense to the worker and a comprehensive adaptable pay bundle system.

4.11.12. Civil Service Coordinating Negotiating Council Resolution Number 10 of 1999

Procedures for unsatisfactory performance are outlined in paragraph 4 of the resolution. It outlines how to manage employees who are underperforming.

4.11.13. The Elderly Monitoring Solution Manual, 2003, as modified

The techniques and requirements of performance management and development for SMS members are described in Chapter 4 of the Handbook. Part III states that the MPSA has the authority to issue senior management performance management instructions.

It also suggests that departments create their very own department PMDS plan as well as include the arrangements of Phase 4 of the text Manual right into their plan on efficiency monitoring and also growth, in addition to guarantee that performance measures for SMS members and non-management employees are linked.

4.12. ORGANISATIONS THAT PLAYS A ROLE IN PERFORMANCE MANAGEMENT SYSTEMS

The process of managing performance in the public sector involves various participants. The Public Service Commission, the Department of Public Service and Administration (DPSA), the Public Administration Leadership and Management Academy (PALAMA), and trade unions are among the key stakeholders. These are mentioned farther down (section 4.12.1 to 4.12.4).

4.12.1. Public Service Commission

Under section 196 of the 1996 Constitution, the Public Service Commission (PSC) was founded as a chapter 10 initiative to enhance the ideals and objectives indicated in section 195 throughout the public sector. Proposing initiatives to guarantee effective and efficient public service delivery is one of the Commission's tasks. The commission also serves as a watchdog, investigating, monitoring, and evaluating the public sector's human resource practices (Erasmus et al., 2015: 9). The PSC office coordinates the performance agreements of Provincial Heads of Departments and National Directors General. The Commission publishes its conclusions as public reports once its investigations, inspections, monitoring, and evaluations are completed.

A record on the arrangement of efficiency motivations (bonuses/pay development) to Department Heads without annual efficiency evaluations was released in 2008, as was a record on the evaluation of Efficiency Agreements as a reliable efficiency monitoring device in 2009. A PSC's additional duties consist of offering guidance to rural and also nationwide federal government bodies on employees' methods such as recruiting, consultation, transfer, job and discharge administration. The PSC's function is to guarantee that plans like the PMDS are properly applied in the general public market as well as give suggestions where required.

4.12.2. Division of Civil Service and Management

According to the 1997 White Paper on Human Resource Management in the Public Service, the DPSA concentrates entirely on the public sector in terms of human resources. The DPSA's major obligations consist of developing personnel plans, getting nationwide assistance for such plans from arranged labour, making sure of plan usefulness, as well as making sure that personnel plans are gotten in touch with various other improvement tasks (Erasmus et al., 2015: 35). The DPSA has to likewise give support to nationwide divisions and rural managements in the application of personnel plans as well as the advancement of capability to perform the programs and plans devised. The DPSA developed the very first PMDS plan structure in 1999 to act as a recommendation for rural and nationwide companies in developing their very own plans. All federal government companies have to straighten their plans with the DPSA structure. Specific efficiency objectives have to be matched with department objectives and goals in order to boost the division's general efficiency (Banfield and Kay 2008: 310). A division's plan should be regular with the DPSA's PMDS plan structure, and each division's plan have to be customized to its specific demands as well as conditions.

4.12.3. Public Administration Management as well as Monitoring Academy

The Public Administration Leadership and Management Academy (PALAMA) was founded in 2008 to replace the South African Management Development Institute (SAMDI), with the goal of making public servant training more accessible. The Public Service Act of 1994 (Proclamation 103 of 1994), as revised by the Public Service Act of 1999, establishes PALAMA as a Schedule One agency (Act 5 of 1999). The Minister of Public Service and Administration reports to the Director-General of PALAMA. As the public sector training academy, PALAMA plays a critical role in enhancing the public sector's ability to function successfully and efficiently (PALAMA, 2010: 3). PALAMA provides training and development to public sector employees in order for them to improve their performance, which in turn helps to improve public service delivery.

However, PALAMA faces significant hurdles in fulfilling its goal of helping to the establishment of a high-performing public service through equipping public employees (PALAMA, 2010: 4). The fragmented method in which public service training is offered is one of the challenges. PALAMA works hard to ensure that government personnel have all of the necessary skills, such as technical, leadership, and financial expertise. A training institution recognised as a national department shall provide or cause the supply of training, according to the Public Service Amendment Act (Act 30 of 2007). Through relevant training programmes, PALAMA should address the public sector's lack of awareness of a PMDS.

4.12.4. Trade Unions

A union is defined by the Labour Interactions Act of 1995 (Act 66 of 1995) as a group of employees whose principal goal is to control employee-employer relations, employer-representative organisations are included. Every level of a union that wishes to stay on top of issues that affect its members in any institution will have a shop steward (Bendix, 2011: 167). Because shop stewards play such an important role in the workplace in all matters affecting their members, unions must ensure that the institution's administration acknowledges them. From the creation of a PMDS strategy through the facilitation of the process, trade unions play a vital role in advocating the interests of their members.

Employees are routinely treated unfairly when it pertains to the payment of bonus payments or subjective performance appraisals, resulting in trade unions fighting management on a regular basis. The shop steward is responsible for maintaining and promoting the union's relationship with its members (Bendix, 2011: 168). Employees sometimes file complaints with a trade union against their company when they do not earn performance bonuses at the end of the fiscal year. When members of trade unions claim that they have been treated unfairly in the PMDS, trade unions step in.

4.13. BATHO PELE PRINCIPLES

The White Paper on Transforming Public Service Delivery, often known as the "Batho Pele" White Paper, was introduced in 1997 by then-Minister of Public Service and Administration, Zola Skweyiya. Batho Pele is a Sesotho word that means "People First." The primary principle of this concept is that state services should be cost-effective and efficient so as to provide citizens the most value for their money. The White Paper on Transforming Public Service Delivery, published in 1997, is an attempt to change the way public services are delivered. Khoza (2002: 33) makes the following argument:

"Batho Pele is a means to an end, not an end in itself, for achieving the larger goal of reform in the public sector and the country as a whole." In sum, the causes of wide social revolution will have a considerable impact on Batho Pele's success and pace." Khoza's social transformation refers to a shift in the way public services have been offered in the past. The bulk of the people in South Africa were denied service under the apartheid era, and the service supplied was of substandard grade. Human dignity was regularly violated, and people were treated badly. While a variety of issues can have an impact on the quality of public service, it should be purpose-specific, timely, and responsive to the needs of the public. It also includes a professional and courteous relationship between service providers and service users.

The White Paper on Transforming Public Service Delivery, released in 1997, was not intended to be a public relations exercise. It was a planned campaign by public savants to build a culture of accountability, performance, and compassion. Its purpose was to raise accountability in the public sector and establish a performance management culture, motivating staff to strive for excellence and commit to continuous service improvement. When adapted by various government departments, the White Paper on Transforming Public Service Delivery served as the foundation for the Citizen's Charter, which is viewed as a semi-formal contract between government and the public (Bates, 1993: 30). The eleven principles adopted by the Limpopo provincial administration aim to focus public officials' efforts on providing quality services in order to maintain community pride.

It also wanted to transform the way business was done as a result. Batho Pele Principles aims to transform a disengaged corporate culture into an engaged organizational culture that explores ways to improve individual performance and, as a result, organizational performance. The *Batho Pele Principles* are inextricably linked to the organization's ethos, culture, and performance.

4.13.1. Consultation

Consultation is an important part of how modern government agencies are run, because it gives planning credibility (Batho Pele Handbook on Service Delivery 2003: 126). "*Citizens should be consulted about the level and quality of public services they receive and, if possible, should be given a choice regarding the services that are delivered,*" the concept of consultation plainly states (*White Paper on Transforming Public Service Delivery 1997*). Customers can be approached in a variety of ways. Some solutions are straightforward and low-cost, while others are more complicated and time-consuming. Formal written questionnaires and surveys are one type of consultation, while informal consultations include face-to-face interviews, focus group meetings, and suggestion boxes are another. Each technique is dependent on the specific conditions of the department or parts within departments, as well as the features of the department (Batho Pele Handbook on Service Delivery 2003: 144).

Consultation must be carried out in a systematic way, and consultation initiatives should be included in the service delivery improvement strategy of a department or component. A budget should be set aside to allow for adequate consultation with clients. "Consultation will allow citizens the ability to influence decisions about public services by giving objective evidence that will set public service delivery priorities," according to the *White Paper on Transforming Public Service Delivery (1997)*. (*White Paper on Transforming Public Service delivery, 1997 section 4.1.1*). Consultation can also serve to build a more collaborative and participative relationship between public service providers and users. It is critical that the consultation include all existing and potential customers. As a result, all current and potential consumers who use the services provided should be identified and classified right away. Organized labour, religious, community-based, and cultural office-bearers should all be included.

However, it is critical that individuals who have historically been refused access to public services be included in the dialogue process. According to Section 4.1.2 of the White Paper on Transforming Public Service Delivery (1997), a special effort needs to be made to include all the perspectives of those who have been previously disadvantaged or who have found it difficult to make their voices heard due to geography, language barriers, fear of authority, or other factors. Sensitivity should always be demonstrated during the consultation process to prevent harming people's dignity by providing unnecessary personal information. According to the White Paper on Changing Civil Service Distribution (1997), assessment must consist of ballot consumers regarding their demands plus viewpoints on the level, top quality, and also range of services given, along with the establishment of requirements, accessibility to solutions, as well as degree of contentment with the examination procedure to make sure recognition of exactly how the solutions are viewed.

These findings must be considered while developing a service delivery improvement strategy. Unrealistic expectations should not be raised as a result of consultation. It should help people understand the most pressing needs of the public and then find resources to meet those needs. Batho Pele's principles should not be considered independent from the government's overarching approach for enhancing public service delivery. It is a component of the performance management and development system, which is highlighted in the thesis's introduction typology.

4.13.2. Service Standards

Citizens should be aware of the scope and quality of government service that will be provided in order to meet their expectations. Given that taxpayers fund wages and resources for the successful and efficient delivery of public services, a certain degree of service and quality is required. Service standards, according to the White Paper on Transforming Public Service Delivery (1997), "are distinct from targets, which indicate longer-term goals for the ultimate level and quality of service to be reached." The minimum standard for each department and component is the standard. Service standards must be stated in language that is both meaningful and relevant to users, and they must be delivered in a clear and intelligible manner.

"Standards must also be specific and measurable so that customers may assess for themselves whether or not they are receiving what was promised," says Section 4.2.1 of the White Paper on Transforming Public Service Delivery (1997).

Some standards will focus on processes, such as how long it will take to answer a query, while others may focus on outcomes. Service standards should be set at a level that is both difficult and achievable. Customer involvement or satisfaction, as well as line function, must be addressed. Standards of quality, cost, and timeliness must all be able to be measured. Specific, measurable, rigorous, and realistic standards must be established, and they must reflect the most significant aspects of service concerns. The collection of standards must be independently validated by the users. Before being established, service standards should receive the consent of the relevant member of the executive council (MEC). The MEC must be informed of the service standards that are being established by the superintendent-general. The service standards are part of the performance management system, and they define the indications that can be used to evaluate a department.

The White Paper on Transforming Public Service Delivery (1997) states in section 4.2.4 that: "Service standards must be disclosed and visible at the time of delivery and conveyed to all potential users as broadly as possible so that they understand what levels of service they are entitled to expect and can complain if they do not receive it." The provincial government should establish performance criteria, and each department's performance against those benchmarks should be assessed on a regular basis, with results released at least once a year, and more frequently if necessary. As a result, according to Smith (1990: 54), releasing results is an attempt to address all levels of accountability. Annually, performance requirements must be examined to see if they are being met, and the bar must be raised each year. Announcing a set of performance standards has the objective of assuring clients of the quality of service they can receive from a department or service centre. According to Allen-Ile et al. (2007: 404), it is a method of emphasizing public officials' responsibility for maintaining high levels of service delivery.

The public service commission conducted an evolution of the implementation of the principle of service standards as enunciated in the White Paper on Transforming Public Service Delivery (1997) in 131 government departments both provincially and nationally, and discovered that (Public Service Commission Report 2005: 20):

- Standards were developed away from delivery sites, and those responsible for delivery were not intimately involved in the delivery of service. Departments spent an excessive amount of time trying to meet unrealistic standards and forgetting about their core function; and
- Standards were developed away from delivery sites, and those responsible for delivery were not intimately involved in the delivery of service.
- As indicated by the preceding discussion, many government agencies use service standards as a matter of compliance rather than as a means of constantly monitoring the service provided. The research emphasizes this gap as a significant emphasis area, among others.

4.13.3. Access

Government services should be available to all inhabitants on an equitable basis. While some South Africans have access to solely "first world" public services, others do not or have restricted access to these services. The proximity of these services is a crucial factor impacting access. Previously, all services were concentrated in metropolitan areas, excluding the rural poor, who had to travel vast distances at great expense and effort to gain access. According to Sekoto and Straiten (2009: 107), increasing access is intended to correct a previously unacceptable state of uneven distribution of current services.

Ramps for the disabled and elderly, proximity of services to customers, social access, which includes a good understanding of customers' needs, language and culture, and a positive attitude of staff toward better service delivery, are all things that must be considered for people with disabilities, including those who do not have a good command of the English language. Better, more customer-focused service will follow from addressing these concerns. Public sector organizations must show that goals have been defined and achieved, as well as what policies and procedures are in place to improve service access. The issue of removing both internal and external impediments to enhanced service offering is an important factor to consider.

4.13.4. Information

Keeping the public informed is the goal of providing information to the public. Citizens should be informed fully and accurately about the public services to which they are entitled. "Information is one of the most effective instruments at the customer's disposal in exercising his or her right to good service," according to the White Paper on Transforming Public Service Delivery (1997). This principle entails informing clients about the variety of services to which they are entitled and how to obtain them. It's also about keeping clients informed about modifications to existing services and emphasizing the availability of new ones. It's vital to make sure that everyone who needs it gets it, especially those who have previously been denied access to government programmes. "The consultation process should also be used to find out what consumers and potential customers need to know, and then to work out how, where, and when the information may best be supplied," says the White Paper on Transforming Public Service Delivery (1997 part 4.5.1).

According to the above policy position, information must be supplied in a range of mediums and languages in order to suit the demands of various clients. Every opportunity should be taken to deliver information to clients in a straightforward and jargon-free manner. Readability and comprehensibility of written information should be tested in the broadest possible audience. All of the department's customers should be given a service commitment charter. After engaging with and obtaining feedback from customers, the charter's content must be created. Details about services ought to be available at the time of delivery, and special arrangements should be made for users who live beyond the delivery region. Remote villages should be visited on a regular basis to convey information. Information dissemination helps citizens to closely monitor public service delivery while also keeping a close eye on government spending. These elements may have a significant positive impact on public perception and behaviour. Batho Pele's guiding principle is the sharing of correct information.

4.13.5. Courtesy

This idea states that citizens should be treated with respect and consideration. One of the core responsibilities of the public service is to treat people with decency and respect. This principle emphasises that customer service in its broadest sense involves everything from respectfully greeting clients in proper language to doing everything in your power to ensure that they receive the highest level of service possible. According to the White Paper on Transforming Public Service (1997: section 4.4.5), *"Performance of customer-facing workers should be monitored on a frequent basis, and performance that falls below the established criteria should not be permitted."* Both junior and senior employees have a responsibility to ensure that their department's behavioural norms are consistent with the Batho Pele concept. Senior management must be able to demonstrate that they are actively encouraging, supervising, and ensuring good customer service, as well as obtaining both negative and positive feedback on the level and quality of politeness and helpfulness provided. Civility perceptions of customers should be assessed on a frequent basis, with steps made to correct any issues discovered and the results communicated to both customers and employees.

The following findings resulted from a research done by the Public Service Commission on the application of the concept of courtesy (report on the evaluation of the Batho Pele Principle of Courtesy Public Service Commission 2009: 27-28): Only a few departments in the survey assessed their performance in following the Batho Pele Principle of Courtesy as good; in a self-assessment questionnaire,

- 2% rated their performance as good;
- 50% rated their performance as above average;
- Approximately 23% on average; and
- 2 percent below average, and 23% did not complete the survey.

The above discussion demonstrates that government agencies are failing to implement the idea of civility. The lack of devoted personnel to apply the principle of courtesy was one of the major obstacles faced by the department that took part in the study. The staff did not grasp how the idea should have been applied. This had an impact on how the principle was implemented.

Because it is not considered a frontline worker responsibility, management had little effect in supporting the application of the principle of civility. Batho Pele's ideas are not part of government departments' performance management systems, and they are considered as an "add-on" to their day-to-day operations (report on the evaluation of the implementation of the batho pele principle of courtesy public service commission 2009: 27 -28). This point of view could be viewed as a major abnormality for public institutions and the public service's reputation.

4.13.6. Openness and transparency

Citizens must be educated on national and provincial government departments' operations, costs, and budgeting, as well as who is in charge. This is a hallmark of democratic administration and crucial to the public sector's development. Open and transparent communication includes alerting customers about whether the company is reaching promised service standards, how resources are allocated, and how non-delivery is handled. According to the White Paper on Transforming Public Service Delivery (1997: section 4.6.3), citizens should get annual reports that provide the following critical information in plain language:

- Details about employees, employers, and senior staff;
- Performance against targets for enhanced service delivery, cost savings, and efficiency; and
- Resources used and income received.
- Goals for the coming year; and

For more information, names and phone numbers are provided. Not only would knowing who is doing what, where, and for how much improve the public service's image, but it would also boost public confidence.

4.13.7. Redress/Dealing with complaints

"If the promised standard of service is not given, people will be offered an apology, a complete explanation, and a quick and efficient remedy, and consumers should receive a sympathetic, positive response when complaints are made," public service organizations must demonstrate (White Paper on Transforming Public Service Delivery 1997: Section 4.7.3).

When things go wrong, it's critical to have systems in place to deal with the situation. Complaints should be welcomed because they provide an opportunity to enhance service and correct flaws. Citizens must be able to file complaints and have their complaints properly handled through establishing systems and procedures. Accessibility, speed, impartiality, confidentiality, response, staff evaluation, and training should all be included. The complaints mechanism must be well-publicized and simple to use in order to be accessible. All complaints, no matter how little, must be handled immediately, and all concerns must be examined in order to improve services. Taking grievances to a public servant in confidence would allow for a free flow of information and trust between the people and the government.

4.13.8. Value-for-Money

Value-for-money in the public sector is known as "proxy for profit." This topic could be pursued as normative standards by public service entities whose major goal is to provide high-quality goods and services to the public (Jones, 1996: 897). Value for money is described as the cost-effective purchase of resources and their effective usage to achieve an institution's goals while maintaining economy, efficiency, and effectiveness (Rouse and Putterill, 2013: 801-802). Among the eight cardinal principles enunciated in the White Paper on Transforming Public Service Delivery (1997), "value-for-money" is integral to service delivery. Section 195 of the Constitution of the Republic of South Africa, 1996, makes it abundantly clear that the public service must provide in a manner that promotes "efficient, economical, and effective use of resources."

Batho Pele's main goal is to identify ways to streamline systems and minimize waste and inefficiency. All departments must identify areas where efficiency savings can be made and ensure that service delivery improves as a result of those savings. To offer citizens with the best possible value for money, public services should be provided in an economical and efficient manner. This is in compliance with government management guidelines (Pollitt, 1996: 82). While great emphasis has been placed on enhancing the financial management capabilities of public sector managers, human resource management has received less attention (Pollitt, 1996: 82).

Departments must be able to demonstrate, through performance-driven results, that they are getting the best value and quality for their resources, notably through re-configured service delivery improvement plans. It is important to note that this is not always a financial issue. It also comprises meeting client needs while maintaining the greatest level of quality by efficiently utilising all resources, persons, skills, and materials. Risks, both financial and otherwise, must be thoroughly quantified and managed in a systematic way. To combat fraud and corruption, financial management and control must be tightened. Procurement methods must ensure that quality commodities are purchased at the lowest possible cost.

4.13.9. Leadership and Strategic Direction

The Limpopo Province Administration adheres to extra principles in addition to the eight stated above. Organizations that thrive in satisfying their customers may show that can take the initiative, set the goal, and make sure that employees own the strategy for achieving the vision (Brewster, et al., 2010: 59). For an organization to be successful, good leadership is essential. Good leaders play an active part in the organization's success. Good leaders establish and maintain connections with other components and organizations that serve the same clients, as well as those that actively engage and help the community or customers in meeting their needs and expectations. Leadership in the public service, in particular, must ensure that all areas of performance, at the individual, team, and organisational levels, are regularly monitored.

It is the responsibility of a company's leaders to ensure that resources are widely deployed and that all customers and stakeholders have regular opportunities to analyse performance against goals. The accounting officer's general tasks, according to the Public Finance Management Act 1999, include " ensuring that the department, trading entity, or constitutional institution has and maintains effective, and transparent financial and risk management and internal control systems." One of the goals of the White Paper on Transforming Public Service Delivery (1997), as shown in the preceding excerpt, is to develop ways to streamline operations and minimize waste and inefficiency. All departments must identify cost-cutting opportunities and adopt procedures and methods to optimise service delivery while maximising value for money.

The ultimate goal of service delivery must be to benefit citizens (Kroukamp 2009: 302). Since April 1, 2006, all top government officials have to state in their performance contracts which of the Batho Pele principles are being addressed with each of the major results categories. This is an important factor to consider in this study. Managers must be able to demonstrate that they are obtaining the very best value-for-money in the manufacturing of items as well as solutions with the sources readily available to them with their distribution renovation and also job strategies. This ought to not constantly connect to route monetary factors to consider, yet might likewise consist of conference consumer requires by using all sources, personnel, abilities, and products in an efficient and also affordable fashion while guaranteeing the best. To sum up, various other and also economic dangers have to be recognized, analysed, computed, and taken care of in a methodical manner. To combat fraud and corruption, financial management and control must be tightened. Procurement practices must ensure that quality goods and services are procured at the lowest possible cost.

4.13.10. Encouraging Innovation Reward and Excellence

Organizations must show that their employees' commitment, energy, and skills are being put to work to address inefficient, outmoded, and bureaucratic techniques, streamline procedures, and create new and better ways to deliver services. In order to provide successful service delivery, departments must develop conducive environments and increase personnel capability. As a result, it's vital to properly recognise and reward the efforts of employees, individuals, or organisations who succeed at providing excellent customer service. It is commonly accepted that innovation requires creativity, and that creativity is the method through which innovation is accomplished. Not only does innovation require the creation of completely new and distinct processes and products, but it also entails the improvement of existing ones. Improvement will necessitate new ways of doing things. Problem solving is a type of creative thinking that involves both analysis and the design of solutions or processes that prevent the problem from emerging in the first place. Any business that appreciates innovation must provide a pleasant working environment.

4.13.11. Service Delivery Impact

This notion necessitates a holistic approach to implementing all of the Batho Pele principles so that they have a meaningful and positive impact on service delivery. It's all about proving how well Batho Pele's goals are being reached when all of Batho Pele's efforts are combined. The Public Service Handbook on Performance Management for Senior Management Service (2003) defines impact as "the changes and consequences that occur as a result of specific activities that are evaluated in terms of their contribution to the attainment of the goal." As a result, evaluating and documenting the level of customer effect for all parts of the department's services is critical or necessary. Impact assessments must be conducted to see whether the service given is achieving the anticipated results. In addition, the results of the impact assessment must be made public, and efforts must be done to improve the predicted consequences.

4.14. STEPS IN THE DEVELOPMENT OF A SUCCESSFUL PMDS

The following are the procedures that must be followed in order to produce a successful PMDS that can be used in public service institutions:

- What gets measured gets done;
- If you don't examine results, you won't be able to tell success from failure.
- If you can't see success, you're likely promoting failure;
- If you can't see success, you're probably rewarding failure;
- If you can't see success, you won't be able to learn from it. Failure cannot be corrected unless it is recognized; therefore; and
- You can gain public support if you can show outcomes (Osborne & Gaebler, 2009: 106).

To develop an effective PMDS in a public institution, a well-designed process that meets the organization's specific needs, environment, and culture is required (Erasmus et al., 2015: 275). While a PMDS has been shown to be a successful method for improving institutional efficiency, Van der Waldt (2014: 286) acknowledges that its value can only be ensured by a thorough and well-planned design and implementation process. A PMDS is integrated in the sense that it involves a number of stakeholders/role players (section 4.12) in its execution (Bratton & Gold, 2007: 280).

The PMDS was introduced to public sector organizations in early July 1999 to acquaint them with the system in preparation for implementation in early January 2001. The implementation date was pushed back to the beginning of April 2001. (Public Service and Administration Department, 2001: 1). The DPSA later stated that each public service organization is distinct, and that a single PMDS policy framework for the whole public sector is not ideal. National and provincial departments, as well as other public sector organizations, were given the task of developing and designing their own performance plans based on their unique circumstances, utilizing the DPSA's PMDS policy framework as a reference.

The DPSA and the Public Administration Leadership and Management Academy (formerly the South African Management Development Institute) were instrumental in teaching and supporting public service departments during the implementation of PMDS. In addition to the two procedures involved in appraisal process, observation and judgement, there are methodical stages that must be followed in developing an efficient PMDS. Designing a policy framework, putting together a successful PMDS, signing performance agreements, evaluating performance, and managing the results of performance reviews are all important elements to remember when creating a successful PMDS.

The following are the five steps in detail:

4.14.1. Designing policy framework

For there to be an effective PMDS that is implemented, a policy framework must be developed that is directed by good legal frameworks and addresses performance management issues (Erasmus et al., 2015: 276). Employee groups that will be involved should be included in the policy framework. It is critical that parties such as trade unions, general employees, and human resource specialists/PMDS officers be included in the policy framework development process. Ivancevich et al. (2001: 182) concur that active participation by relevant role-players helps problem analysis and makes a significant effect. The policy framework should specify who is in charge of the process from system development to implementation and evaluation. To put it another way, anything that has to do with PMDS at a particular institution should be handled in the policy framework.

It's also a good idea to conceive of a policy framework like this as a living document that can be adjusted and expanded as time, circumstances, and knowledge change (Van der Waldt, 2014: 91). A policy framework that covers all aspects of a PMDS is beneficial in the sense that if an issue emerges, the policy framework will assist management in dealing with it effectively. The majority of issues addressed by the policy framework should be familiar to employees.

4.14.2. Creating the system

Solutions to problems such as the style of evaluation, what will certainly be examined, the periods of evaluation, together with just how the outcomes will certainly be connected to efficiency renovation, advancement, excellent efficiency, and handling bad efficiency (Erasmus et al., 2015: 275) must be specified during this phase of the system development. When an official meets the performance goals outlined in the contract of performance or performance agreement, satisfactory performance occurs, but underperformance occurs when an officials fails to fulfil those goals for no apparent reason. To determine whether or not performance is satisfactory, all parties concerned must establish and agree on performance standards. It's critical that everyone in the organisation uses the same appraisal process. A policy framework should be as straightforward as possible so that all stakeholders may understand it. The framework must also include a method for tying individual performance to institutional strategic plans and objectives (Banfield & Kay, 2008: 310). An employee's performance instrument should be able to communicate with the branches and departments strategic plans.

4.14.3. Signing of performance agreement

The performance of all persons appointed in the public service must be controlled in line with a performance agreement, according to Part VIII of the Public Service Regulations of 2001. It's important to remember that the process doesn't finish with the trademark of the efficiency contract; instead, the efficiency has to be examined often (Erasmus et al., 2015: 280). An excellent efficiency arrangement ought to have the ability to link to the organisations and strategic plans. A strategic plan is the conclusion of monitoring's procedure of identifying critical instructions plus top priorities, in addition to objectives and also exactly how they will certainly be satisfied.

An institutional strategy gives a department, division, or branch life by transforming the critical goals developed in the strategic plan right into essential outcomes areas as well as obligations with quantifiable criteria (Department of Public Service and Administration 2007: 6). An efficiency arrangement must additionally consist of the function of the work, crucial outcomes indicators, efficiency requirements, an individual growth strategy, day of efficiency testimonials, devices for conflict resolution, and factors to consider for performance-related incentives, according to the Department of Public Service and Management (2003: 16). If requirements and consistent approaches of evaluation are not plainly defined in the efficiency arrangement, performance assessments are unlikely to work. The important outcomes area refers to the core duties, which comprise an employee's regular performance targets.

4.14.4. Measuring performance

Following the conclusion of a performance contract in the form of a performance agreement, periodical assessments of that performance are required, in which performance targets are compared to actual achievement on a continual basis (Erasmus, et al., 2015: 285). According to part VIII of the Public Service Regulations of 2001, performance evaluations for different occupational categories or levels should be conducted using a designated performance assessment tool. Performance appraisals benefit subordinates because they provide regular feedback on employee performance (Ivancevich et al., 2011: 183). The supervisor must rate each key result area specified in the performance agreement on a scale of 1 to 5, with 5 denoting exceptional performance, 4 denoting above expectation (commendable performance), 3 denoting fully effective (satisfactory performance), 2 denoting marginal performance, and 1 denoting unacceptable (poor) performance (Banfield & Kay, 2008: 284).

The competences or personal development plan should be evaluated in terms of their applicability to the KRAs. In addition, the supervisor should provide written feedback on all KRAs so that subordinates can improve based on the comments. KRAs account for 80% of overall results, while competencies or personal development goals account for 20%. Each KRA should be given a percentage weight, with the overall weight being 100 percent.

The assessment calculator (a tool for calculating ratings) would assist in calculating the final score for the KRAs, competences, and personal development plans. The employee's overall score will then decide where he or she falls on a scale of one to five.

4.14.5. Managing the outcomes of performance appraisals

According to part VIII of the Public Service Regulations of 2001, the supervisor shall inform subordinates of the findings of the assessment in writing. In general, assessment results might be good or unsatisfactory, and if they are, there are three ways to reward excellent performance: notch progression, performance bonuses, and non-monetary incentives (Erasmus et al., 2015: 289). Moving from a lower to a higher wage level is referred to as "pay/salary progression." A performance bonus is a one-time payment paid to an employee in recognition of outstanding performance, provided the employee obtains a minimum of four (4) points for surpassing expectations (commendable performance).

Non-monetary incentives could include giving an employee more autonomy, their own office, a parking spot, or simply having their name published in the company newsletter. Good performance is also rewarded, assisting the institution in attracting qualified candidates, retaining current skilled individuals, and motivating current employees to improve their performance and productivity (Ivancevich et al., 2011: 189). In a developmentally focused PMDS, the main approach to underperformance is to foster progress through feedback, learning, and support rather than through judgments, sanctions, or punishment (Van der Waldt, 2014: 303). Part VIII of the Public Service Regulations of 2001 is unambiguous on underperformance management, stating that appropriate employees should get systematic remedial or developmental help in order to enhance their performance standards.

According to De Cenzo and Robbins (2013: 261), there are two corrective measures: improving performance and, as a last resort, terminating the services of an individual employee. Terminating an employee's services should only be done if all other attempts to improve and develop the employee's performance have failed. Training, retraining, counselling, coaching, mentoring, and establishing a healthy working environment are all options for dealing with poor performance (Banfield & Kay, 2008: 288).

Such corrective steps should be done on a regular basis, not just as a result of the yearly evaluation. Only after a correct identification of the problem can proper executive measures be implemented. It is critical to provide the performance evaluation on a regular basis. There are various role players involved in all of the processes listed above, which are necessary to follow in the establishment of a successful PMDS in the public sector.

4.15. BENEFITS OF PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEMS

PMDS has several advantages for patients, supervisors, employees, and the organisation, including:

4.15.1. Patients benefits

Patients blame EMRS staff when service is poor, and front-line officials are praised when service is outstanding.

- People who must use health services are the topic of the White Paper on Transforming Public Service Delivery (1997). Openness and transparency principles ensure that customers are kept informed about the institution's operation, the cost of services, and the person in charge, such as the Chief Executive Officer (CEO), so that patients know who to contact when problems emerge.
- Communication with stakeholders, such as hospital board members, promotes community-public health center collaboration. Customer consultation is made easier because to this communication.
- Client satisfaction measurement aids in the evaluation of health-care services and allows patients to participate in health-care decision-making and planning. Transparency and openness foster a trusting relationship between health care providers and patients (White Paper on Transforming Public Service delivery 1997: 8-13). The goal of performance management is to improve the services given to patients (White Paper on Transforming Public Service Delivery 1997: 16).

According to the code of conduct, which is based on the Batho Pele principles, employees should carry out their duties in a way that demonstrates that the public interest is paramount (Public Service Regulations 2001: 42). Staff that work directly with patients, such as nurses and EMRS employees, are evaluated. Compliments and complaints boxes are placed at conspicuous areas for patients to utilize to develop a 360-degree principle on which feedback is based, and this function is championed by the quality assurance directorate (Performance Management and Development System (PMDS) manual 2007: 14). The usage of the free and open-to-all call centre facilitates the resolution of patient complaints. The reported positive and negative behaviours are used to evaluate employee, unit, and institution performance in order to safeguard customers and respect their rights, which is one of the national core criteria. The cause of poor performance is determined, and if it is due to a lack of competence, training is offered, therefore the progressive direction of the organization (PMDS manual 2007: 8).

4.15.2. Supervisor benefits

Supervisor-employee meetings, which are promoted by the tool, increase supervisor-employee understanding, which can permit the discussion of performance stumbling blocks. The disclosure of performance hurdles sets the foundation for finding appropriate solutions to the problem and improving service quality. It gives supervisors plenty of opportunities to talk with supervisees about performance objectives (Paile, 2012: 26-28). It encourages managers to support exceptional service delivery by making the based on the national standards and, in particular, the six quality focus areas, more accessible:

- Enhancing employee morale and attitudes;
- Minimizing waiting times;
- Maintaining clean environments always
- The protection and security of patients have improved;
- Infection prevention and control, as well as
- Ensuring that treatments and supplies are readily available (National Core Standards 2011:15).

The most pressing requirement is to improve cleanliness in health facilities because a clean atmosphere gives hope that it is devoid of infectious pathogens.

Managers guarantee that personnel, particularly shift managers, supervise cleanliness in their stations, and that this is not overlooked through on-going assessment. A performance management and development system is a useful tool that allows managers to monitor the performance of their units. It promotes and urges bosses to create work environments that favour peak performance (PMDS manual 2007: 13). Supervisors can offer staff with the necessary support to perform as needed by holding review sessions (PMDS manual 2007: 36). It provides a framework for recognising and rewarding good and excellent performance, as well as using that framework to guide performance management measures including improving unacceptable performance and awarding completely effective, commendable, and outstanding performance (PMDS manual, 2007: 13).

4.15.3. Employee benefits

The performance management and development system (PMDS) enables employees to receive continuous feedback, mentoring, and coaching (PMDS manual 2007: 9). It fosters the identification and development of poor performance. Expectations for performance are defined. It makes it easier to recognize and reward good performance, which is an incentive for employees (participants manual for the Personnel Performance Management System (PPMS)). It increases employee confidence and sense of duty (Aguinis, 2009: 209). Through continuous monitoring, PMDS provides on-going support to staff and allows for the identification of performance impediments (PMDS manual 2007: 36). It allows employees to evaluate their own performance and contribution to the achievement of company goals. As training and development requirements are recognized during reviews, this approach provides opportunities for professional growth and development.

Performance reviews identify performance gaps, and plans for training and development are established as a result. The standard of performance improves as a result of identifying training requirements and providing training to fulfil them, which promotes productivity and employee morale (Kumar, Anjum & Sinha, 2011: 3). Employees' knowledge and skill inadequacies are disclosed during performance assessment meetings, as well as the skills that benefit units and the entire organization are identified and training plans are developed (PMDS manual, 2007: 37).

When a person is aware that they are contributing to organizational performance, they feel good about themselves and maintain or even encourage others to do the same (Aguinis 2009: 4). Poor performers benefit from efforts made to improve performance following mutual agreement between supervisors and employees during review meetings (White Paper on Human Resource Management in the Public Service) (1994).

4.15.4. Organizational benefits

The Cambridge Advanced Learner's Dictionary (2008) defines an organization as "a collection of people who work together in a structured fashion for a common goal." The PMDS serves as an official vehicle for achieving company strategic goals and objectives (Seotlela, 2014: 177). It boosts productivity, which helps the company operate better. It also promotes equitable incentive and reward allocation. It also boosts staff retention and loyalty. It makes a significant contribution to breaking down communication barriers by encouraging open discourse and collaboration between employees and supervisors (Mweemba, 2015: 33). PMDS is the primary tool for managing human resources in a business, and it involves evaluating individual and group performance against set standards and KPAs (Smit et al., 2017: 400).

Individual performance management ensures that organizational goals are met and that individual goals are aligned with those of the organization (Mweemba, 2015: 33). Annual pay advancement fosters tool conformity (Munzhedzi, 2011: 82). Knowing that good, excellent, or satisfactory performance would be recognized pushes personnel to work harder, which helps the organization and the patients treated (Kumar, Anjum & Sinha, 2011: 22-33).

4.16. LEGAL IMPLICATIONS

Many pieces of legislation regulate South Africa. The above-mentioned laws and regulations control the performance management and development system. As a result, when managing their organization's performance and development system, managers must take these laws into account. Performance assessments must meet particular legal standards since they are used as a foundation for human resource management measures (Snell & Bohlander, 2010: 369).

For example, dismissal for poor performance is permissible under the Labour Relations Act (No. 66 of 1995), but the procedure used to arrive at that determination must be legally correct under the Employment Equity Act (No. 55 of 1998) if the department wants to avoid litigation (Van Aswegen, 2012: 152). If an employee believes the employer's decision is unfair, he or she has the right to appeal it. Employees can file a complaint with the CCMA or even the labour court. According to Kleynhaus et al. (2006: 165) and Grobler et al. (2009: 267), employers must examine the following points in order to prevent legal action with their employees regarding performance management reviews:

- Worded appraisals are required at all levels of the organisation and cannot be changed or backdated;
- All assessors should get training;
- Job-related and uniform standards are required;
- It is necessary to identify problem areas;
- When unsatisfactory performance is discovered, timetables and clear improvement goals must be created;
- Staff members should be offered clear possibilities to reply to adverse responses;
- Composed proof that the staff member obtained the efficiency assessment, and also efficiency examinations need to be personal; as well as
- Inspect previous efficiency: if discontinuation for bad job efficiency is being taken into consideration, past efficiency evaluations ought to be looked at to see if the staff member was appropriately educated of their efficiency shortages, and also whether the worker ought to have additionally been offered a reasonable chance to satisfy the demands.

4.17. CONCLUSION

The existing literature on public sector performance management has been reviewed. Distinct scholars pursued different areas of study, which were thoroughly investigated. The theoretical paradigm of performance management and development will be covered in Chapter 4. Poor efficiency monitoring has actually constantly gone to the leading edge, and the majority of divisions do not comply with the South African lawful structures. PMDS is a device that is made use of by all rural ministries in South Africa. Therefore, a couple of divisions beyond Limpopo were contrasted to the Limpopo Division of Wellness to see whether there was any kind of uniformity in system execution and exactly how well the Limpopo Department of Health, sub-directorate, EMRS implementations might be improved.

Improving performance, providing service, and intelligently employing resources are all part of performance management. Input, output, efficiency, effectiveness, and economical resource utilization, as well as the Batho Pele Concepts, are all sprightly derived from Area 195 of the 1996 Constitution of the Republic of South Africa. The general Public Money Administration Act of 1999, the general Public Service Laws Act of 2001, the Abilities Advancement Act of 1998 (Act 97 of 1998), and various other personnel plans such as the Efficiency Monitoring as well as Advancement System are all the result of this. Understanding the Batho Pele Principles in depth helps to put the policy intentions and goals of the White Paper on Changing Civil Service Distribution right into context (1997). The White Paper on Changing Civil Service Delivery (1997) and efficiency monitoring in addition to growth, which is viewed as a plan instruction, were all at once launched to boost solution distribution in the general public field.

The concepts and ideas detailed over, from a systems and also academic viewpoint, merge in either non-characteristic or particular methods, supplying the background for supervisors to pursue influencing the company's goals. As previously said, the PMDS in the public sector should be legitimate and based on necessary legislation and regulatory framework. The legislation that supports the PMDS process and execution has been thoroughly examined. The steps involved in creating a policy framework and turning that policy into a successful PMDS were also highlighted.

For the system to be successful, all important role-players, including the PSC, DPSA, PALAMA, and unions, must participate where appropriate. The Department of Health's PMDS policy framework is supported by legislation, making it legally sound and consistent with the 1996 Constitution.

The research technique and design will be discussed in the following chapter.

CHAPTER FIVE: RESEARCH METHODOLOGY

5.1. INTRODUCTION

The previous chapter detailed the nature of PMDS in South Africa. The fourth phase defined the nature of South Africa PMDS. It improves the previous phases, which presented the research subject or trouble (see Phase One), examined the literary works on the PMD (see Phase 2), offered the academic structure for this research (see Phase 3), and also talked about the beginnings, nature, as well as content of South Africa PMDS (see Phase 4). The main objective of Phase 5 is to lay out the study approach for accomplishing the empirical research study or subject of examination. To start, it describes the idea of study style along with the different sorts of the study's layout that can be made use of, such as blended approaches research study, measurable, qualitative research study layouts, approach, thoughtful presumptions, and also research study viewpoint. In brief, the current chapter is about the methodology and strategies used to address the study's aim and objectives.

5.2. PURPOSE OF THE RESEARCH

Coleman and Briggs (2015: 128), stated that the main aim of researcher is to determine the cause and effect relationship. This study aims to investigate the impact of performance management and development systems on service delivery in the EMRS, Limpopo Province. The purpose of this research is to articulate the following objectives:

- To determine whether the performance management system in EMRS has a contribution to productivity improvement as intended;
- To assess supervisors' knowledge and awareness of PMDS in EMRS stations;
- To identify the challenges faced when implementing the EMRS programmes in the area of study;
- To determine whether the provincial management of EMRS offers programmes that have an influence on the performance of employees in EMRS; and
- To provide employee-friendly techniques for improving EMRS performance.

5.3. STUDY AREA AND PERIOD

The research was carried out in Limpopo Province's Department of Health, Emergency Medical Response Services sub-directorate. The research took place during August and October of 2021. The province is located in the Republic of South Africa's north-western region, sharing boundaries with Gauteng, Mpumalanga, and North-West provinces. It is also bordered on the east by the Republic of Mozambique, on the north by Zimbabwe, and on the west by Botswana. The province has a population of 6.28 million people and occupies an area of 123 910 square kilometres. The province has 10.6% of the population of the Republic of South Africa, which is projected to be 57.6 million people, making it the country's fourth most populous province after Gauteng, Kwazulu-Natal and Eastern Cape respectively (Stats SA, 2018).

In Limpopo Province, there are 64 Emergency Medical and Rescue stations comprising approximately 1895 employees who fall under the Department of Health. According to 2020 data, there are 1607 Basic/Intermediate life support practitioners including paramedics, 234 shift managers, 46 station managers and 5 district managers working in the Limpopo EMRS (Limpopo Department of Health, 2019-2020 Annual Report) The ratio of all paramedics to the population in the province is approximately 1 to 348 considering the total estimated population.

5.4. CASE STUDY

A comprehensive expedition of a study's trouble in its all-regular setup is described as a case study strategy (Webb and Weick, 2014: 154; Babbie and Mouton, 2011: 281; Bhattacharjee, 2012: 94). This research study made use of a solitary situation due to the fact that the execution of the efficiency administration system in just one federal government establishment was assessed. To start with, a study approach produced abundant, comprehensive, and contextualized information regarding the subject under examination (Webb and Weick, 2014: 154; Babbie and Mouton, 2011: 281; Bhattacharjee, 2012: 94). Second, a study technique is matched for performing a complete evaluation of a research trouble in a brief quantity of time, collecting details in a systematic fashion, recognizing variables, and also checking out the connection in between elements.

Situation research studies can be utilized in combination with various other information collection approaches such as monitoring, meetings, and record evaluation (Yin 2015: 58; Bell, 2013: 8). A case study approach licences the scientist to look at the study issue from several angles (in this instance, all workers, consisting of administration and also managers). It makes it possible for the scientist to look right into the research trouble from various point of views, consisting of specific, team, and also institutional (Bhattacharjee, 2012: 94). This notwithstanding, the study technique is not without defects. For beginners, the inner legitimacy of reasoning drawn from a study is restricted as a result of the absence of control and also speculative teams (Bhattacharjee, 2012: 94). Again, a study is at risk to societal value predisposition (Miles, 2009: 597). Bassey (2001: 85-86), mentioned in Bell (2013: 9-10), recommended that since the research searching for final thoughts are in a comparable setup or setting, specific summary and uniqueness of the specific instance are extra substantial than generalization.

5.5. STUDY TECHNIQUES AND LAYOUT

It is important to specify both words that go to the facility of this phase. Study style and research strategy are these expressions. "In research, study styles are methods for accumulating, assessing, translating, as well as reporting information. They serve to guide the treatments that scientists have to make use of throughout their research and develop the reasoning through which they infer at the end (Creswell and Clark, 2015: 52). Preparing for acquiring research study topics plus accumulating information from them is called the study layout (Welman, Kruger and Mitchell, 2015: 64). Research study approaches, on the other hand, are the treatments utilized by scientists to obtain information from the defined study. It i's crucial to bear in mind that each layout has its very own collection approaches of information, for that reason selecting both (a blended approach) offers the scientist with a selection of benefits in information collection.

The research study is an empirical research, which describes researches used in a study in which the information is stemmed from the tasks of organisations. Within empirical examinations, there are two sorts of information that scientists may make use of: key information and existing information (Masilo, 2013: 14). This research's main information was collected with sets of questions plus meetings by the scientist.

It utilized a blended technique to information gathering in order to obtain advantages from both strategies. The topics were first provided standard surveys. Second, thorough meetings were undertaken with appropriate terminal as well as area supervisors that take care of the system's application and monitoring, enabling the scientist to generate even more information from the individuals and also more comprehensive point of views on the concerns in the surveys. It's coming to be extra prominent to mix measurable as well as qualitative techniques, integrating the toughness of both.

When it is recognized that the four major methods for gathering information (files, meetings, surveys and monitoring) can each consist of either (or both) measurable as well as qualitative aspects, the close relationship in between qualitative and measurable types of research study become clear Blaxter et al. (2017: 185). This combination offers much more comprehensive information than either qualitative or measurable research study alone for examining an issue. An additional benefit of blended approaches study is that the scientist can make use of every one of the information celebration tools offered instead of being restricted to a solitary technique (Welman, Kruger and Mitchel, 2015: 65).

Due to the fact that the execution of the efficiency monitoring system in just one federal government organisation was reviewed, this research made use of a solitary situation research approach. An instance research technique permitted the scientist to look at the study issue from lots of angles (in this instance, all workers, consisting of monitoring and managers). It offers extra complete information than either qualitative or measurable study alone for examining a research study issue.

5.5.1. Research design

The researcher can use research design to formulate relevant research questions and select research tools that support the study's goal (Coleman and Briggs, 2015: 6). This takes into account the larger research questions that support the study approach and tool selection. In other words, the study design can be thought of as a comprehensive strategy for approaching the central research problem, providing the overall structure for the processes used, the data collected, and the analysis performed (Leedy and Ormrod, 2015: 106).

In agreement, McMillan and Schumacher (2016: 31) define a study design as the consideration and creation of methods for obtaining reliable data that may be used to confirm or refute predictions about a phenomenon. Research design, according to Reis and Judd (2016), is the methodical planning of research that includes the specification of the population to be researched, the methodologies to be used, and the dependent variables to be measured. These are influenced by the research's theoretical assumptions. In other words, study design has an impact on the research's internal validity and ability to draw conclusions. As a result, it may be claimed that the research design is a specification of the most appropriate procedures to be carried out in order to test a specific hypothesis under specified conditions. The mixed methods strategy was adopted for this investigation. After the researcher has decided on the strategy to their study, they must then decide on the research design.

In this study, the researcher uses both qualitative and quantitative research approaches (mixed method). Qualitative research is a broad phrase that encompasses a variety of techniques for decoding, translating, and comprehending the meaning of naturally occurring occurrences in the social environment (Welman, *et al.*, 2015: 188-193). Quantitative research aims to answer questions regarding relationships between observable variables in order to understand, predict, and control occurrences (Leedy and Ormrod, 2015: 94). According to Welman, Kruger, and Mitchel (2015: 6), the quantitative approach is founded on the logical positivist ideology, which underpins the natural scientific method in human behavioural research, which maintains that study should be limited to what can be observed and measured objectively.

In research investigations, research designs are techniques for collecting, analysing, interpreting, and reporting data (Creswell and Clark, 2015: 52). They're useful since they direct the procedures that researchers must utilize during their research and establish the logic by which they reach conclusions at the end" (Creswell and Clark, 2015: 52). The mechanisms that researchers undertake to obtain data from specified research participants are known as research methods. It's vital to remember that each design has its own set of data collection methods, therefore choosing both (a hybrid strategy), the investigator will get a selection of advantages in information gathering. It is critical that the researchers choose the design for their study after they have decided on the approach to take.

5.5.2. Mixed methods approach

Since it developed after qualitative and also quantifiable study, combined approach is frequently called the "third methodological movement" or "third research paradigm" (Creswell and Clark, 2015: 1). Hence, blended techniques is good in order to acquire a detailed indulgent of a topic (Creswell and Clark, 2015: 4-5; Perry, 2014: 127). For the below factors, a blended approaches study method was picked for this research study. For starters, it is great for addressing research difficulties and questions that cannot be fully examined using just qualitative and quantifiable strategy (Creswell and Clark, 2015: 2). This current study is a multi-dimensional and also complex idea of efficiency monitoring system that requires making use of combined techniques to effectively explore. Second, blended techniques is appropriate for probing, detailed and also informative studies (Creswell and Clark, 2015: 9).

Combined approaches are matched for studies that call for another approach to supplement the main technique, as well as uses a logical structure to lead the examination and arrangement (Creswell and Clark, 2015: 10). Therefore, the source information for this study will certainly be accumulated making use of organised surveys, and then personal interviews will be conducted to clarify any facts or questions raised by the self-administered questionnaire responses. Mixed methods research has several advantages. To begin with, it draws on the benefits of both strategies to compensate for the flaws in any of them (Creswell and Clark, 2015: 12; Bhattacharjee, 2012: 24; Young and Piggott-Irvine, 2012: 187).

Second, because data collecting is not limited to only one form, the strategy collects more confirmation that only one cannot address. To examine research challenges, mixed methods research employs multiple data sources (Creswell and Clark, 2015: 17). Third, it aids in the resolution of research difficulties that cannot be fully addressed with just a single view of numerical or quantitative strategy. Hence, this third paradigm is utilized to enable comparisons of findings gained from a different research approach, as well as to expand, complement, validate, and contradict them (Creswell and Clark, 2015: 8; Perry, 2014: 129). A fourth advantage is that mixed methods research helps to bridge the gap between qualitative and quantitative enquiry (Creswell and Clark, 2015: 12). Again, it inspires investigators to employ a variety of views or paradigms rather than only those connected with either of methods.

The current study stands the chance of gaining following the above expositions as it took a multi-model tactic of post-positivist logical pattern to clarify its phenomenon. Finally, because researchers typically utilize mixed methods, in addition to inductive and deductive strategy, the former is deemed "practical" or "natural" (Creswell and Clark, 2015: 13). The following are the drawbacks of mixed methods research: it is lengthy, labour-rigorous, as well as costly considering that information gathering, evaluation, and breakdown consumes resources. Again, due to methodological disagreements and philosophical tensions between the two study methodologies, "third research paradigm" is sometimes frowned upon in the research fraternity. Some believe the two research approaches are irreconcilable, and they must be persuaded of the usefulness and viability of this "third research paradigm" (Creswell and Clark, 2015: 13-15; Perry, 2014: 128- 129).

The PMDS, for example, has both qualitative and quantitative data, and the participant surveys included both qualitative and quantitative data. Thus, the mixed methods technique was used primarily for triangulation and complementarity objectives in this study. This was done to give meaning to data from multiple sources (primary and secondary) in order to seek convergence and corroboration of results from many approaches for the sake of validity and trustworthiness.

5.5.2.1. Characteristics of mixed methods research

Combined techniques have a large array of attributes. It utilizes both a thoughtful and technical method, integrating qualitative as well as quantifiable styles and treatments. The standard presumption is that incorporating measurable and also qualitative techniques produces a far better expertise of information gathering, analysis, and also coverage than using just one approach. In this study accumulated information making use of both measurable and also qualitative approaches were made use of. The literary works, record evaluation, sets of questions, as well as follow-ups of individual meetings were the fourth information celebration tools used. Therefore, it incorporated measurable and qualitative information in a solitary research study making use of both inductive as well as deductive tactics (Creswell and Clark, 2015: 4-6; Perry 2014: 127).

5.5.2.2. Measurable and qualitative study styles

5.5.2.2.1. Qualitative research design

Qualitative, quantitative, and mixed methods research are the three most common study approaches in social science. However, in research, various methodologies serve different purposes. In some circumstances, using both qualitative and quantitative methodologies is strongly advised. Utilizing combined methods has greater advantages. Henning et al. (2014: 3-4) define qualitative research as an investigation that looks for response to an inquiry; methodically makes use of a pre-defined collection of treatments to respond to the inquiry; gathers proof; generates outcomes for that which was not figured out beforehand; and also creates outcomes that apply further than the instant limits of a study.

Thus, qualitative research entails and is beneficial in acquiring culturally relevant information regarding the values, attitudes, behaviours, and social circumstances of distinct people. Qualitative research focuses on understanding the process as well as the social and cultural circumstances that underpin distinct behaviour patterns, with the goal of answering the "why" questions (Babbie, 2017: 305). According to Leedy and Ormrod (2015: 133), all qualitative research methodologies share two characteristics. To begin with, they concentrate on events that occur in natural contexts (real world).

Second, they entail investigating such occurrences in their whole. The qualitative technique in this study was based on basic interpretative studies and document or content analysis methods. These were done because, first and foremost, the interpretative approach supplied descriptive accounts aimed at comprehending phenomena through data collecting utilizing open-ended questionnaires. Second, for evaluating and interpreting recorded material in order to learn about human behaviour (Ary et al., 2013: 29). Qualitative research entails an interpretive, naturalistic approach to the world (Snape and Spencer, 2013: 3). Qualitative study accumulates abundant detailed information on a detail event or setup in order to comprehend what is being observed or taken a look at. It concentrates on exactly how teams and people understand the globe in addition to exactly how they appreciate their experiences (Jansen, 2017: 50).

This methodology has five features that make it an especially excellent suitable for this research:

Opinions of participants: here, participants' perspectives and experiences with the subject under investigation were undertaken in line with the essence of collecting data (Hancock, 2012: 2). The researcher's goal was to learn about participants' perspectives and experiences with PMDS.

Natural settings: Qualitative research examines social phenomena in their natural settings. Unlike experimental quantitative research, no attempt is made to change the situation under investigation (Hancock, 2012: 2). According to Snape and Spencer (2013: 3), qualitative research is a naturalistic, interpretative technique to understanding the meanings that individuals assign to phenomena (actions, decisions, attitudes, and values) in their social reality. According to Schumacher and McMillan (2016: 321-322), qualitative research is based on a naturalistic approach that aims to understand phenomena in context and does not attempt to modify the phenomenon of interest in general. This study benefits greatly from a naturalistic approach. To begin with, the PMDS is a phenomenon that is deeply rooted in the emergency medical system. Second, since this was an investigative study, the objective was to figure out exactly how the PMDS is normally used in the individuals' environments.

Straight information: Qualitative information is collected by straight communications with individuals or teams in a meeting, or monitoring setup. Utilizing notes, audiotapes, illustrations, pictures, or any other pertinent ways, the scientist ought to record any type of possibly helpful information extensively, properly, and also methodically. In the current study individual meetings, whereby notes and tape-recordings were utilized and nonverbal information from people (i.e. facial expressions, frustrations) were interpreted helped a lot.

With the interviewee's permission, a tape recorder was employed. According to Greef (2016: 304), the researcher should tape or video record interviews if available and consent is secured from participants. A tape recorder provides a considerably more detailed record than taking notes during the interview. It also implies that the researcher can focus on the interview's progress and the next steps.

The researcher employed a tape recorder to obtain all relevant data from the participants in this investigation. Participants were asked and granted permission to tape record interviews.

Participant perspective: Qualitative researchers attempt to reconstruct reality from the participants' perspective. In qualitative research, the goal is to understand participants from their own perspective and voice (McMillan and Schumacher, 2016: 323). Through interviews, the researcher was able to gather rich information from participants using the qualitative approach used in this study. The researcher scheduled meetings with participants and visited with them in their offices after work hours and during lunch breaks. Participants were given the opportunity to submit in-depth, thorough explanations of their PMDS experiences in their own words by the researcher. He also gave them the opportunity to voice their thoughts and feelings about PMDS.

In qualitative research, the researcher must use proper data collection techniques. It is obvious from these qualitative research contributions to mixed methods that this study drew from these contributions due to the nature of the accessible data. The qualitative research approach and its contribution to mixed methods research were examined in this section. The quantitative research strategy and its contribution to mixed methods research will be discussed in the next section.

5.5.2.2.2. Quantitative research design

Quantitative research is used to answer questions concerning quantifiable variable relationships with the goal of explaining and regulating events (Leedy and Ormrod 2015: 94). According to Welman, Kruger, and Mitchel (2015: 6), the quantitative approach is based on a philosophy known as logical positivism, and it underpins the natural scientific method in human behavioural research, which holds that research should be limited to what can be objectively observed and measured. It also states that what one observes and measures exists regardless of subjective sentiments and beliefs. "Third research paradigm" makes use of organised queries with predetermined reply alternatives and a large number of participants. Simply said, quantitative research outlines important variables for data collection, analysis, and interpretation using numbers, symbols, measures, and statistics.

A quantitative strategy can consist of two groups: (a) investigation of humans and behaviours straight through survey and interviews, and (b) studying human beings and behaviours indirectly through computer simulation studies, secondary data analysis, and statistics (Mouton, 2011: 52). A quantitative research strategy might be reasonably claimed to rely heavily on the use of stringent quantifiable procedures and applications. According to Ary et al. (2013: 11), positivists think that general principles or rules control the social world just as they do the physical world, and that researchers may find these principles and apply them to comprehend human behaviour through objective techniques. Quantitative research collects numerical data through objective measurement in order to answer questions or test hypotheses (Ary et al., 2013: 22). There are various examples of quantitative data analysis in this study. For example, the surveys distributed to EMRS staff looked at how often respondents agreed or disagreed with specific claims.

To put it another way, the quantitative approach employs a variety of measurement-based tools to record and examine aspects of social reality (Bless and Higson-Smith, 2010: 156). The goal of quantitative research was to find explanations and predictions that could be applied to other stations, with the goal of establishing, confirming, or validating relationships and developing generalizations that could contribute to theory (Leedy and Ormrod, 2015:95). Quantitative approaches necessitate the definition of concepts, variables, hypotheses, and measuring procedures before to the start of the study and consistency throughout. The qualitative approach, on the other hand, seeks a greater understanding of complicated circumstances and is exploratory in character, allowing observations to create theory from the ground up (Leedy and Ormrod, 2015: 95).

5.5.3. Benefits of a mixed methods approach

The preceding sections have demonstrated that the mixed methods approach benefits from the advantages of both qualitative and quantitative approaches. The important elements of each strategy are summarized in Table 5.1.

Table 5.1 Comparison of quantitative and qualitative research approaches

	Quantitative	Qualitative
Purpose	To investigate cause and effect relationships.	To investigate a phenomenon in great depth.
Design	Prepared in advance of the study	Flexible and changes throughout time.
Approach	Theory is tested deductively.	Inductive; theory-generating
Tools	Pre-selected instruments are used.	The primary data collection tool is the researcher.
Sample	Samples used are large in size	Smaller samples are used
Analysis	Numerical data statistical analysis	Description and interpretation of a narrative

Source: Adapted from Ary, Jacobs and Sorensen (2010)

Table 5.1 shows that this study benefited from both components being integrated into an overall mixed methods approach from the perspectives of goal, design, tools, and analysis. Mixed research approaches, according to Creswell and Garrett (2016: 8), provide a way to gather, analyze, and use both qualitative and quantitative data within a structured framework. According to Sale et al. (2012: 6), the integration of research methodologies is beneficial in some research domains since the complexity of phenomena necessitates data from a wide range of perspectives.

The ease with which findings can be reconciled is a benefit of mixed methods research (Hammond, 2015: 16). This method helped this study since it allowed for the collection and analysis of both qualitative and quantitative data. This assured the research's validity and dependability. In order to enhance the advantages of combining the two research methodologies. According to Coleman and Briggs (2015: 31), blended techniques have the following advantages:

- To begin with, mixing improved the triangulation of quantitative data from PMDS report ratings and qualitative data on the reasons for the criteria assessments (secondary data). Furthermore, triangulation made it easier to analyze the results of the questionnaires, which were provided as qualitative and quantitative data.
- Second, for ease of comprehension, the quantitative data was supplemented by qualitative data from both PMDS ratings reports and questionnaires.

When employing a mixed methods approach to research, however, there are problems. These factors include the extent to which approaches can be combined when they start from different epistemological positions; the availability of resources for combined approaches; whether there is actual combination, or if separate work is being done in parallel; and the researcher's sufficient expertise and training to operate in this manner (Coleman and Briggs, 2015: 31). These issues were not encountered in this study because both quantitative and qualitative data were used to produce optimal results.

5.6. RESEARCH APPROACH

Scientific study has three standard objectives: exploratory, descriptive and informative (Neuman, 2012: 33; Bhattacharjee, 2012: 9). This study meets all three objectives.

5.6.1. Exploratory study

The exploratory phase is the very first step which requires clarifying the study and determining trouble or subject; checking out and picking concerns; looking for released literary works on researched to get a far better understanding of the existing state of affairs and also to determine expertise spaces; as well as recognising concepts or logical structures that can aid respond to inquiries (Badenhorst, 2011: 43-44; Bhattacharjee, 2012: 22). The research's very first phase provided the research study trouble and concern, along with the study's history and reasoning. An exploratory study is often done to fill gaps in the literary works of already studied or brand-new areas of query, in addition to recognised locations where study has actually been improperly reacted (Neuman, 2012: 33; Bhattacharjee, 2012: 9).

Exploratory study is carried out to establish the nature as well as extent of a specific sensation, trouble, or behaviour; to create some preliminary concepts regarding an examined impression, trouble, or practices; and also to establish the expediency of performing an extra extensive examination (Bhattacharjee, 2012: 25). This is an exploratory research study because there are couple of studies that explore the implementation of the efficiency monitoring system in the LEMRS both internationally and locally.

A search of the literary works on the application of the efficiency administration system in the EMRS showed up just one title, "The function of inspiration in the application of the PMDS within the Gauteng Emergency Situation Medical Solutions," by Kubheka (2018). There was no study done locally. There is minimal academic product on the application of the PMDS in the LEMRS, as specified in phase one. This research deals with these two defects by checking out the implementation of a PMDS in the Limpopo Emergency Situation Medical and also Rescue Solutions utilizing a multi-dimensional or alternative logical structure. Therefore, the study attempted to fill up a gap in the literary works regarding the international application of a PMDS. The studies that are readily available on the application of the PMDS in the international context are from an international viewpoint as opposed to a civil service one for local experience.

5.6.2. Descriptive research

This type of work offers a detailed photo of a topic (Neuman, 2012: 35). It is intended to carry out methodical monitoring as well as substantial recording of occurrence under examination. Unlike laid-back monitoring, detailed study monitoring is based upon four standards for establishing dependability of information. Detailed study searches for response to the 'what', 'where', as well as 'when' of the occasion being checked out (Bhattacharjee, 2012: 9). To review the application of the PMDS in research organisation, this study used analysis and a study approach that obtains described and contextualized summaries, as well as evaluations of the looked into study organisation (LEMRS). This research additionally consisted of comprehensive summaries of study participants, study setup, system of evaluation as well as testing information collection tools, evaluation and analysis.

5.6.3. Explanatory study

Informative study is often utilized to discuss occurrence, scenario, or actions that has actually been seen or taken place. It attempts to resolve the 'why' and just 'how' of the observed occurrence by trying to find answers for empirical monitoring, recognising original aspects, practically describing the cause-effect link, as well as linking the numerous items of the sensation (Neuman, 2012: 35). Most of doctorate study is informative, whereas exploratory and detailed studies are primarily restricted to the beginning of a study (Bhattacharjee, 2012: 9). As mentioned in phase one, the objective of this research is to identify what variables assist or prevent the effective application of the efficiency administration system generally, as well as in the Limpopo EMRS particularly. The record clarifies why executing a PMS has actually verified to be a major trouble in creating nations' civil services, particularly the South African civil service.

5.7. POPULATION AND SAMPLE

A population, according to Vanderstoep and Johnson (2016: 66), is individuals to whom a study can be used, whereas an example is the part of individuals from the populace that join the research. Serantakos (2012: 68) defines population as "a huge group of humans or objects that is the subject of a scientific inquiry." A populace is likewise called a team of individuals or points that have several attributes and can be made use of, to accumulate and examine information (Leedy, 2011: 84). Staff members of the employees of EMRS in Limpopo's five areas are described as the populace in this research. Employees of the Department of Health in Limpopo Province's Emergency Medical and Rescue Services made up the study's population. The target population, according to Bhattacharyya and Johnson (2014: 300), is the group from which inferences are to be derived. A systematic questionnaire and interviews were used to obtain data from the sample.

A total of 200 people were chosen to participate in the study, which represents slightly more than 10% of the total number of employees in the 64 EMRS. For fair representation, the researcher focused on 40 volunteers each district. The questionnaires were sent to operational staff, such as emergency care officers and shift managers, and station and district managers were interviewed.

According to the researcher's experience, these selected groups face daily obstacles in implementing all of their organization's policies, particularly the performance management and development system.

5.7.1. Sampling method

Individuals, groups, records, publications, and websites are among the information sources employed by qualitative researchers (McMillan and Schumacher, 2016: 325). Because of its size, it may not be possible to obtain statistics from the entire population. The researcher must then select a sample from the population for the data collection process. Nieuwenhuis (2016: 79) agrees that sampling refers to the process of selecting a subset of the study's population. According to Strydom and Delport (2013: 333-334), there are two types of sampling methodologies. The first is randomization-based probability sampling, while the second is non-randomization-based non-probability sampling. According to Ritchie and Lewis (2013: 78), qualitative research employs non-probability samples in which units are purposefully chosen to represent specific characteristics or groupings within the sampled community.

Non-probability and purposive sampling, rather than probability or random sampling, are used in qualitative research. Samples are usually purposeful in qualitative research (Brikci and Green, 2015: 9). Purposive sampling refers to the selection of persons or other units for a specific purpose (Leedy and Ormrod, 2015: 206). According to Ritchie et al. (2013: 79), purposeful sampling is exactly what the name implies. Members of a population are picked with the intention of covering all major traits relevant to the data required. According to McMillan and Schumacher (2016: 138), the researcher selects specific components from the population that are representative or informative about the topic or interest.

A decision is made based on the researcher's understanding of the population as to which volunteers should be chosen to provide the greatest information to address the research's goal. Only a small number of EMRS (Emergency Medical and Rescue Service) staff, station and district managers were randomly picked from the Limpopo Province's five districts, making purposeful sampling the ideal strategy for this study.

According to McMillan and Schumacher (2016: 326), in qualitative research, the researcher seeks for information-rich key informants for the study, i.e., the samples are chosen because they are likely to be knowledgeable and informative about the topic being studied. Burns and Grove (2015:104) define sampling as "the act, process, or technique of selecting a suitable sample, or a representative part of a population, for the goal of ascertaining parameters or characteristics of the entire population." A sample is a percentage or subset of the research population chosen to participate in a study and serves as a representation of the research population. Employees of the EMRS from the province's five districts make up the target group. The probability sampling strategy was utilized in this investigation.

Table 5.2: Sample Questionnaire Population

District	Stations per District	Shift Managers per District	Employees per District	Sample stations per District	Sample of per District	Sample Population per District
Mopani	11	44	355	5		40
Capricorn	13	50	328	5		38
Sekhukhune	13	48	335	5		39
Waterberg	14	44	304	5		35
Vhembe	13	48	325	5		38
Total	64	234	1647	25		190

The Limpopo Emergency Medical and Rescue Services employs 1895 people, excluding station supervisors and district managers. The EMRS workforce works from 64 separate stations, rotating through shifts (Shift A to D) that are controlled by shift managers. To eliminate bias and assure representativeness, the researcher concentrated on collecting data in five locations per district, totalling 25 stations across the province. According to Sekaran (2012: 253), a sample size of 190 should be used for a population of 1895. The survey's 200 employees will be chosen at random from each of the five stations that will be chosen per district.

Each district will be represented by 40 people, one from each of the five stations, for a total of 40 people in each district. When participants' data is obtained, data analysis begins immediately and continues until all data is collected.

Table 5.3: Sample Interview Population

District	Stations per District	District Managers	Station managers	Sample
Mopani	11	1	11	1.2
Capricorn	13	1	13	1.4
Sekhukhune	13	1	13	1.4
Waterberg	14	1	14	1.5
Vhembe	13	1	13	1.4
Total	64	5	64	7

Station managers and District managers from each district made up the study population for the interviews. The Station and District managers were specifically chosen to be included. Manager data is gathered through face-to-face interviews using a semi-structured interview guide. Using simple random surveying, a total of seven Station and District managers were interviewed in English. The information gathered was manually coded and analyzed.

5.8. SOURCE OF POPULATION

The study's source population was all Emergency Medical and Response Services staff currently employed by the Department of Health in the Limpopo Province's five districts. Only 200 employees will be chosen to participate in the survey. The following inclusion and exclusion criteria were established:

5.8.1. Inclusive Criteria

Employees working in Emergency Medical and Response stations in the Province as Emergency care practitioners (Basic and Intermediate), Advanced life support practitioners, Shift Managers, Station Managers, District Managers, and those willing to participate in the study were eligible. Participants had to be registered as emergency care officers with the HPCSA to guarantee that they have at least one year of experience.

5.8.2. Exclusive Criteria

Participants were excluded if they had entered the service within the previous six months when management received the letter of invitation. Employees on prolonged yearly leave, study leave, or sick leave, as well as individuals who had recently moved to the province from another province, were excluded from the study since they would not be familiar enough with the organization at the time. Employees in sectors other than emergency services, such as District and Provincial support workers such as Human Resources and Finance, Transportation Management, and General Assistants, were not included. EMRS Provincial management and those who were unwilling to participate were also excluded from the study.

5.9. MEASURING INSTRUMENT

A questionnaire is a research tool that consists of a series of questions and other prompts designed to collect data from respondents (Mouton 2011: 65). There are both closed and open-ended questions in a questionnaire. The data was collected from individuals via a questionnaire (Leedy, 2011: 124). The questionnaire is divided into three sections: the first deals with biographical information, the second with understanding performance management development systems, and the third with the effectiveness of the performance management development system. In addition to the questionnaire, a semi-structured interview guide will be used to collect qualitative data from managers.

5.10. DEVELOPING SURVEYS INSTRUMENT FOR DATA COLLECTION

It deserves stating that the meeting groundwork resembled the survey instrument, with small adjustments in some locations (Bell, 2013: 92).

5.10.1. Creating the set of questions

A properly designed set of questions is vital for an empirical research study due to the fact that it uses the required information, enhances the credibility and also integrity of the determining tool, raises study reaction rate, as well as permits straightforward information handling, evaluation, and analysis. The list below variables were thought about when producing the survey instrument: set of questions layout type, survey guideline, survey objective, concern kind, concern phrasing as well as arrangements, survey and also design appearance, piloting, set of questions circulation and set of questions return (Bell, 2013: 75; Bhattacharjee, 2012: 76).

5.10.1.1. Structured style of survey instrument

To acquire information, the scientist utilised standard or written surveys as well as meeting timetables. For both the self-administered studies as well as the individual meetings, an organised layout was utilized considering that it permitted the investigator to ask similar concerns to all participants, making certain of uniformity and also comparability of the information gathered. Second, an organised layout makes it much easier to collect and also evaluate information, leading to considerable time and financial savings throughout the evaluation and analysis phases (Bell, 2013: 93-94).

5.10.1.2. Function of the survey instrument

Participants were educated concerning the study's objective and its importance through a covering letter that went along with the self-administered sets of questions. The scientist presented himself to the interviewees and vocally reviewed the study's objective as well as relevance throughout the follow-up meetings. The covering letter consisted of a duplicate of the letter permitting the scientist to accumulate information in EMRS Limpopo, which was lugged along for the follow-up of individual meetings. Participants were additionally informed that they had actually been clinically selected for the study which the details they gave would certainly be used exclusively for scholastic functions as well as maintained exclusively. According to Gregory (2015: 50), participants will certainly not disclose their real beliefs, choices, or point of views pertaining to their task, the organisations, their colleagues, the plans they must implement, and so on unless secrecy is guaranteed.

Assurances of confidentiality, according to Bhattacharjee (2012: 82), help to boost survey response rates and this was done.

5.10.1.3. Questionnaire instructions

The self-administered surveys were delivered to respondents with full and clear instructions. The researcher was given specific instructions to record personal observations and remarks during the follow-up interviews (Bhattacharjee, 2012: 79).

5.10.1.4. Questionnaire type

The study's goal and objectives influenced the types of questions. The study questions were developed using the eight dimensions of the version of social programs as a structure for evaluation. Hence, both closed-ended and flexible inquiries were made use of. The set of questions included flexible concerns to urge participants to send their very own feedbacks to the inquiries. In multiple-choice or closed-ended inquiries, the participant is provided a checklist of alternatives where to pick when addressing the inquiries. Closed-ended inquiries are suggested for managing amnesia, specifically if the study is performed after the occasion has actually happened. In such instances, participants might have problem keeping in mind or remembering particular information pertaining to the occasion; therefore, the reactions provided might help them remember those information (Bell, 2013: 79; Mouton, 2012: 153; Babbie and Mouton, 2011: 349).

5.10.1.5. Organisation of questions and phrasing

The language of the inquiries offered added idea to make certain that they were clear, precise, and also had the exact same significance for all reactions (Bell 2013: 78). To stop obscurity, study concerns were developed in levels, straightforward English without lingo, technological terms, jargon, or acronyms that participants may not recognise (Neuman, 2012: 278; Bhattacharjee, 2012: 76). Dual inquiries, leading inquiries, assuming inquiries, theoretical inquiries, unfavourable concerns, and also offending inquiries were all prevented in the research study (Bell, 2013 79-81; Fouche, 1998: 157; Neuman, 2012: 279; Bhattacharjee, 2012: 77). The researcher prevented asking questions that would certainly lead the individuals, either by focus or intonation, throughout individual meetings (Bell, 2013: 95-96).

It is suggested that study concerns start with straightforward, easy-to-answer concerns after that advance to extra delicate and tough ones to obtain the greatest reaction rate can follow (Bell, 2013: 82; Fouche, 1998: 158; Bhattacharjee, 2012: 78). Delicate inquiries calling for individual details such as sex, age, certifications, and also earnings ought to be positioned at the end of the survey to ensure that if participants are upset by those inquiries and also make a decision to refuse to be talked to then, they will certainly have responded to every one of the crucial concerns (Bell, 2013: 81).

5.10.1.6. Appearance of survey instrument and layout

The design and framework of the survey, in addition to the cover letter, need to be clean and also expert. Surveys need to be typed; the font made use of need to be understandable; inquiries must be well-spaced; reaction boxes ought to be restrained in the direction of the right of the page; and rooms need to be left on the right of the sheet for coding (Bell, 2013: 82).

5.11. RESEARCH DATA COLLECTION TOOLS AND SOURCE

Structured questionnaires and individual in-depth semi organised meetings were utilized to accumulate information for this project. The information collected through surveys was made use of with semi-structured meetings to develop sense concerning exactly how PMDS is taken care of in EMRS areas. Data, according to Lankshear and Knobel (2014: 172), is "bits and pieces of information found in an environment that are collected in systematic ways to provide an evidential base from which to make interpretations and statements intended to advance knowledge and understanding regarding a research question or problem." Data can be collected in a variety of methods in study. As a result, the scientist should choose where and just how the information will certainly be gathered. Meetings and also monitoring, according to Gay and Airasian (2013: 197), are one of the most utilized resources in qualitative researches.

Each of these information collection approaches has something alike: the scientist is the key information collection resource. In a comparable spirit, Ivankova, Creswell, and Clark (2015: 257) declare that qualitative information is collected from individuals that are associated with the research's context. The scientist works as an information collection agency, asking flexible concerns to enable individuals to share their ideas on the phenomenon under examination.

Qualitative scientists, according to Leedy and Ormrod (2015: 95), graft under the presumption that fact is not just dividing right into distinct, quantifiable variables. They are study tools due to the fact that the bulk of the information they get is based on their very own participation in the setting. Rather than surveying a wide number of people in order to draw broad conclusions, qualitative researchers prefer to focus on a smaller group of people who can best throw light on the topic under inquiry.

Any potentially helpful data should be meticulously, accurately, and systematically recorded by the researcher, using any appropriate techniques (Leedy and Ormrod, 2015: 143). Data can be categorised based on how it was obtained or its inherent characteristics (Bless and Higson-Smith, 2010: 97). Primary and secondary data, both quantitative and qualitative, were employed in this study. Secondary data is the layer closest to the researcher's impression of the truth, and it is generated from primary data rather than the truth itself (Leedy and Ormrod, 2015: 89). The researcher employed a questionnaire (including quantitative and qualitative data) for 200 EMRS staff from 25 stations across the Limpopo Province's five districts, which served as primary data acquired expressly for this study (Bless and Higson-Smith 2010: 97).

Although both primary and secondary data are admissible sources of knowledge, primary data is the most reliable, illuminating, and truth-revealing (Leedy and Ormrod, 2015: 89). In the realm of academia, there are various data collection methods, but only a handful of the most regularly used methods are addressed. The data acquired for this study is both quantitative and qualitative, thanks to the mixed method approach. The data gathering strategy was primarily designed to ensure a better understanding of the phenomenon under inquiry, which was reflected by the separate purpose for mixing, as shown below (Sokhem and Lewin, 2013: 260):

- Triangulation improves validity and believability by bringing results closer together and correlating them.
- Complementarity is achieved by combining multiple perspectives and methodologies to produce a thorough understanding of complex social issues.
- For research and development, where the results of one approach are used to guide the implementation of another (rating from the PMDS reports are used in the questionnaires).

The researcher followed the guidelines above and collected data using structured surveys and interviews. This study used interviews to gather information from station and district managers about their knowledge, opinions, and experiences with PMDS.

5.11.1. Questionnaires for EMRS employees

A survey is a collection of created queries and/or concerns to which study partakers need to react in order to use details important to the research's subject (Ravhura 2006: 32). The significant objective of using an organised survey for this study is to discover the perspectives, understandings, and experiences of the workers (team member) at EMRS in Limpopo District relating to PMDS. There are numerous kinds of surveys that are generally utilized for information collection in social scientific research, consisting of flexible studies, which ask individuals to give their very own reactions to concerns. Comprehensive qualitative inquiry, which virtually solely makes use of flexible questions, is the same. Open-ended questions provide participants the freedom to express themselves in as much detail or complexity, and in as long or short a form as they see fit. There are no limitations, limits, or solutions offered (Bless, et al., 2013: 209).

Closed-ended questions, on the other hand, are survey questions in which the responder must choose an answer from a list provided by the researcher. These are commonly used in survey research because they produce more consistent responses and are easier to interpret than open-ended questions (Babbie, 2017: 244). In closed-ended questions, the alternative responses are listed in the questions or schedule, and the respondent chooses the category that best describes his or her response. Closed-ended questions make it easy to answer and code and classify responses for the researcher (Kumar, 2014: 136).

Finally, semi-structured questionnaires include both open-ended and closed-ended questions, and participants are asked to choose and respond to one of several categories of replies, as well as to be given the answer provided. The questionnaire in this study included both closed-ended and open-ended questions. Section A contained biographical information; Section B contained knowledge and attitudes about PMDS; Section C contained PMDS skills and policy knowledge about PMDS; Section D had general questions about PMDS management; and Section E contained the study's qualitative research.

According to Somekh and Lewin (2013: 224), questionnaires are a cost-effective approach of obtaining structured data from geographically distributed people in a standardized way through self-completion. Participants were spread across Limpopo Province's five districts and 25 EMRS stations for this study. (Eiselen and Uys 2015: 2)

2) The questionnaires have the following advantages:

- They are less expensive to administer than face-to-face interviews (the researcher utilized his colleagues who worked in those fields to deliver the questionnaires); they are easier to administer than face-to-face interviews;
- They are relatively simple to give and analyze (colleagues administer them);
- The majority of people are familiar with the notion of a questionnaire;
- They lessen the risk of bias; and
- They are viewed as less intrusive than telephone or face-to-face surveys.

As a result, respondents will answer truthfully to sensitive topics, and they are convenient because respondents can complete them at their leisure (respondents completed these questionnaires in their spare time while the researcher was away).

While there are various benefits, the study took into account the following drawbacks: Questionnaire response rates are typically poor, especially when the questionnaire is too long or difficult to complete, and the topic matter is either uninteresting to the responder or seen as sensitive (Eiselen and Uys, 2015: 2). The researcher was aware of this, and the questionnaires were modified to fit the needs of the respondents. As a consequence, all questionnaire sections were properly filled.

5.11.2. Personal interviews

Gay *et al.*, 2009: 370 define an interview as a planned encounter in which one person (interviewer) receives information from another (interviewee). An interview, according to Nieuwenhuis (2016: 87), is a two-way dialogue in which the interviewer asks participants questions in order to collect data and learn about their ideas, beliefs, attitudes, options, and behaviours. According to Prinsloo and Roos (2016: 102), information gathered during participant interviews should preferably be validated by other evidence, such as documentary evidence or questioning other persons on the same issue. In essence, interviews are in-depth interviews.

Comprehensive meetings are typically carried out in person and entail one job interviewer as well as one individual at once, according to Mack, Woodson, MacQueen, Guest and Namey (2015: 29). On top of that, Hennink, Hutter and Bailey (2011: 109) specify a thorough meeting as an individually information event that improves "a meaning-making collaboration" between the participant as well as the job interviewer. Comprehensive meetings are an effective qualitative device for generating individual phenomenon, viewpoints, and experiences from individuals. Private semi-structured meetings were utilized in this examination. Semi-structured meetings permitted the versatile getting of concerns to take into account the interviewer's priorities for each topic (Barbour, 2008: 17).

The participants' district, gender, designation (job), work experience, and educational qualifications were all filled down in the first section of the interview. The piece was included in the introduction to help set the tone for the real voice recording session. The additional segment concentrated on an overall evaluation of the PMDS administration in EMRS. The questions were designed to find out about PMDS awareness, existence, and perceptions in EMRS in the Limpopo Province, as well as policy alignment with performance management systems on a provincial and national level. The PMDS implementation and maintenance were addressed in the third section. The final portion allowed participants to rate personnel's overall job performance considering the execution of the PMDS. Furthermore, individuals were provided the alternative to suggest any kind of worker training or advancement.

Meetings, monitoring, video clip recordings, attracting journals, memoirs, papers, historic papers as well as various other information collecting tools are available to qualitative researchers. In this study, the researcher planned to interview a set number of station and district administrators until no new information was provided.

Interviews are used by qualitative researchers for a variety of purposes, including:

- To determine what is on participants' minds—what they think, their concerns, thoughts, motivations, or how they feel about something;
- To obtain future expectations or expected experiences; and to gain future expectations or anticipated experiences; and

- To confirm or expand on the participants' or researcher's hunches and thoughts (Nieuwenhuis, 2016: 87; Fraenkel and Wallen, 2013: 446; McMillan and Schumacher, 2016: 355; Easterby-Smith, Thorpe and Lowe, 2012: 87).

When conducting interviews Prinsloo and Roos (2016: 103) and Leedy and Ormrod (2015: 188) state that, the qualitative researcher should always have a checklist of the important themes to be covered; ask open-ended questions that encourage discussion, i.e., no question should be answered with a simple "yes" or "no"; be courteous; be unbiased and appear neutral; ensuring that all relevant information is gathered using a combination of tact, diplomacy, and sheer perseverance; seek clarification where necessary; ensure that interviews are not limited to senior officers—there is no replacement for discussing procedures with the people who will be carrying them out—and that the interview is conducted in a private setting with minimal interruptions. When conducting the interviews, these factors were taken into account.

5.11.2.1. Advantages and disadvantage of interviews

Interviews have the following benefits, according to McMillan and Schumacher (2016: 205) and Maree and Pietersen (2011: 158):

- They help to develop a favourable relationship between the interviewer and the participant;
- the interview schedule is flexible and adaptive;
- This strategy receives the most responses;
- It can be used to a variety of issues and people, including those who are illiterate;
- To acquire specific accurate responses, responses can be investigated, followed up on, clarified, and elaborated on;
- In face-to-face interviews, both nonverbal and verbal behaviour can be observed; and
- The interviewer has the chance to inspire the participant.

While interviews offer benefits, they also have drawbacks:

- They have the potential for subjectivity and bias;
- They are usually expensive;
- They take time and don't provide anonymity;
- The interviewer may offer leading questions to elicit a specific response;

- The interviewer's interpretation of what was stated could be incorrect;
- A smaller number of people are sampled; and
- Important issues may be overlooked inadvertently.

Because of the interviewer's flexibility in sequencing and wording questions, responses from different perspectives can be very varied, decreasing the comparability of responses (Maree and Pietersen, 2011: 158; Fraenkel and Wallen, 2013: 447). The researcher is aware of these difficulties and has devised a strategy to mitigate them during the interview process.

5.11.2.2. Semi-structured interviews

In this study, semi-structured interviews were used. Depending on the topic, semi-structured interviews might linger for a long time and become heated and complicated (Greef, 2016: 297). Semi-structured interviews, according to Nieuwenhuis (2016: 87), typically require participants to answer a set of present questions. It does allow for further investigation and clarification of responses. According to Gray (2014: 217), probing may allow the interview to be diverted onto new paths that, while not originally considered part of the interview, aid in the achievement of the study objectives. According to Easterby-Smith et al. (2012: 87), a semi-structured interview allows the researcher to delve deeply in order to unearth fresh clues, open up new dimensions of the problem, and obtain vivid, accurate inclusive narratives based on personal experiences.

Semi-structured interviews are flexible in that they allow the researcher to follow up on any intriguing issues that arise during the interview. (De Vos, 2016: 302). Qualitative interviews should be relaxed and unstructured. Instead of being in a formal question-and-answer situation, interviewees should feel as if they are part of a conversation or discussion (Hancock, 2014: 10). The interview's objective was stated, and participants were guaranteed of their privacy and confidentiality. If anyone had any questions or concerns, they were asked. Participants were also given a copy of the interview schedule to read before the questions were answered. The interview schedule only includes open-ended questions.

The benefits of asking open-ended questions are that participants can give detailed, honest replies, their thought processes can be revealed, complex questions can be appropriately answered, and thematic analysis of responses can produce incredibly interesting information categories and subcategories (Maree and Pietersen, 2011: 161).

Table 5.4: Advantages and disadvantages of data collection techniques

The pros and limitations of the most often utilized facts gathering strategies in Social Science were laid out by Bless, Higson-Smith, and Kagee (2014: 137). Data collection for research is a skill. However, in order to make this easier, researchers must first analyse the merits and cons of all possible techniques before selecting one. Following are the benefits together with drawbacks of various facts gathering approaches that investigators should consider afore beginning to collect data.

Table 5.4: Advantages and disadvantages of all data techniques

Techniques	Advantages	Disadvantages
Questionnaires	<ul style="list-style-type: none"> ➤ Easy to standardize. ➤ Low time and financial investment. ➤ Researchers require very little training. 	<ul style="list-style-type: none"> ➤ Subject replies are difficult to interpret. ➤ Checking sure the subject understands the inquiry is difficult. ➤ Response bias and a low response rate
Mailed questionnaires	<ul style="list-style-type: none"> ➤ Easy to standardize. ➤ Low time and financial investment. ➤ Researchers require very little training. ➤ Obtain a representative sample from a variety of locations. 	<ul style="list-style-type: none"> ➤ Subject replies are hard to translate. ➤ It is hard to verify participants understanding of the queries. ➤ Reaction bias plus a low response rate ➤ Questionnaire may not be completed
Standard interviews	<ul style="list-style-type: none"> ➤ Standardization is rather simple. ➤ Can guarantee that subjects comprehend inquiries. ➤ Can interpret and clarify subject replies. 	<ul style="list-style-type: none"> ➤ It takes a long time. ➤ Training is required for research assistants. ➤ Bias owing to social attractiveness.
Exploratory interview	<ul style="list-style-type: none"> ➤ No framework is imposed on the interview. ➤ Can access what the subject considers important; ➤ Useful for hypothesis generation. 	<ul style="list-style-type: none"> ➤ Extremely time expensive and consuming; ➤ Study aides have to be educated; ➤ Hard to examine and systematize; and

		prejudice because of social worth
Focus group	<ul style="list-style-type: none"> ➤ Participants exchange ideas and opinions. ➤ Participants develop an understanding of current issues. 	<ul style="list-style-type: none"> ➤ No individual answer since participants affect one another; ➤ Certain participants may be eliminated if a trained facilitator is not present.
Telephone interview	<ul style="list-style-type: none"> ➤ Other interviews are more expensive. ➤ Obtain a geographically diverse sample. 	<ul style="list-style-type: none"> ➤ Training is required for research assistants. ➤ It may add sample bias, and ➤ It may be difficult to reach by phone.

Source: Adapted from Bless, Higson-Smith and Kagee (2014: 137)

5.12. ADMINISTERING THE QUESTIONNAIRE AND CONDUCTING INTERVIEWS

The researcher obtained permission from the Department of Health Limpopo before giving the surveys and doing follow-up personal interviews. On August 23, 2020, the approval was granted (see Annexure 4). Following permission, the researcher looked for authorisation from participants to join the research. All participants were provided an individual information pamphlet and a notified approval type to fill in order to acquire informed consent (see Annexure E). The respondents had seven days to complete the questionnaires, and the questionnaires included return date deadlines. In survey research, respondents are given deadlines to adhere to. Setting a deadline for receiving completed questionnaires encourages people to respond. As the deadline approaches, a surge or increase of completed surveys occurs, followed by a fall as the deadline approaches. To encourage responders to finish the questionnaires quickly, a short deadline is preferred over a long one (Babbie and Mouton, 2011: 261). Regardless of the foregoing, there are two disadvantages to setting a deadline for receiving completed surveys.

For starters, it might motivate some participants that would certainly have favoured to react quicker to hold off conclusion until closer to the due date, bring about some participants neglecting, shedding, or losing the sets of questions. Additionally, people who would have replied late may think that completing the questionnaires after the deadline is pointless (Babbie and Mouton, 2011: 261). The respondents were asked to affirm receipt of the questionnaires to establish that they had received them. Respondents received a written reminder on the fifth day after the surveys were given to send the finished sets of questions. One more week was offered to follow up with non-respondents that had missed the deadline for submitting questionnaires.

In survey research, follow-ups or reminders are particularly beneficial since they help to increase response rates (Mouton, 2011: 164). Follow-up inquiries were followed by a second letter and questionnaire, as recommended by Mouton (2011: 166) and Bell (2013: 86), in case non-respondents misplaced the original questionnaires. Because reticent respondents typically produce worthless data, the researcher avoided making many follow-up queries (Bell, 2013: 102). Bell (2013: 86) thinks two weeks to be an appropriate time frame for questionnaire completion. The data collected must be examined and interpreted once the questionnaires have been administered and follow-up personal interviews have been conducted. The sixth chapter discusses data analysis and interpretation. For any scientific study, the reliability of the findings is crucial. In qualitative research, four factors are utilized to determine the trustworthiness of study findings: credibility, transferability, dependability, and conformability.

5.13. DISSEMINATION AND COLLECTION OF SURVEYS

The survey forms remained handed out to station managers at 25 of the 64 LEMRS stations that make up the study's population. There were 200 surveys sent to the locations in all.

5.14. DATA ANALYSIS

Numerous interconnected treatments are done throughout the information evaluation phase to sum up and re-arrange the information. According to Ritchie, Spencer and O'Connor (2003: 219), evaluation is a participatory as well as constant procedure with two unique phases.

The initial involves information monitoring, whereas the second involves analysing the proof with informative or detailed stories. A mindful analysis of an intricate entity is called evaluation. It involves dividing the important right into components in order to identify partnership between the different components and comprehend its real nature. The objective of evaluation is to uncover high qualities, triggers, and also results, to name a few points (Prinsloo and Roos, 2006: 103). The necessary purpose throughout information evaluation, according to Creswell (1998), is to discover comparable motives in individuals' records of their experiences, as mentioned by Leedy and Ormrod (2010: 142). Qualitative information evaluation, according to Henning et al. (2014: 127), is a continuous, rising, vibrant, or non-linear procedure. Numerous authors have actually recommended copious methods and treatments for examining information acquired throughout the study.

Descriptive scrutiny is frequently founded on a revealing thinking meant for assessing qualitative data's meaningful and symbol content (Nieuwenhuis, 2016: 99). It analyses participants' perceptions, attitudes, understanding, knowledge, beliefs, feelings, and experiences in an attempt to approximate their construction of the phenomenon (i.e. PMDS). Inductive analysis will be the most effective method for accomplishing this. Inductive analysis, according to McMillan and Schumacher (2016: 367), is the process by which qualitative researchers' synthesis and make meaning from data, beginning with specific facts and ending with categories and patterns. Rather than being imposed before to data collection, more general themes and conclusions arise from the data. Qualitative data analysis, according to McMillan and Wergin (2013: 96), is largely an inductive process of categorizing data into categories and discovering patterns (relationships) among categories.

By detecting patterns in the data, data analysis allows general generalizations regarding correlations between categories to be made. In qualitative research, there are two core types of data analysis, according to Partington (2012: 113). Content analysis is the initial step. The contents of the data obtained are examined in content analysis to find emergent patterns, evidence of expected patterns, or pattern matching across several cases. The second method is called grounded analysis. The researcher's goal in grounded analysis is usually exploratory, with the goal of solving a specific research question by allowing discoveries and interpretations to arise from the data while looking for unexplained or emergent patterns.

Grounded analysis, according to Easterby-Smith et al. (2012: 122), is a more open approach because research should be used to generate grounded theory, which "fits" and "works" because it is derived from the concepts and categories used by individuals themselves to interpret and organize their worlds. Grounded theory, according to Charmaz (2013: 68), is a set of systematic inductive approaches for conducting qualitative research with the goal of developing theories. According to Charmaz, the word grounded theory has two meanings: (1) a method comprised of flexible methodological tactics, and (2) the outcomes of this sort of investigation for gathering and, in particular, interpreting data. In this study, grounded analysis was used to obtain data and was backed up by interviews. Participants were free to describe, explain, and interpret the world from their own perspective. The researcher used coding to group data into themes in order to analyze it for this study. Data analysis is carried out in order to find consistent patterns in the data (Bless and Higson-Smith, 2010: 137).

Many questions may crowd out the relevance of data analysis, according to Babbie (2017: 464-465), such as:

- Does the goal and design of the study call for qualitative, quantitative, or mixed analysis?
- Are any statistical procedures employed in data analysis appropriate for the levels of measurement of the variables in question?
- Has the researcher performed all of the necessary analyses and studied all of the relevant variables?
- Are statistical significance tests accurately understood if they were used?
- Is a specific research finding significant and does it actually matter?
- Has the researcher drawn conclusions and implications based on his or her findings?
- Are there any logical problems in the data analysis and interpretation? and Have the study's empirical data shown new patterns of relationships, so giving the foundations for grounded hypotheses, as well as disconformity examples that would call the new theories into question?

These were the initial guiding principles for the researcher while selecting data analysis methodologies for this study.

Because a mixed methods approach combines qualitative and quantitative methods, Ary *et al.*, (2013: 565) believe that the basis analysis techniques utilized in both approaches are also applicable in a mixed methods approach. When choosing the research design, the researcher kept this in mind. Furthermore, using Onwuegbuzie and Teddlie's (2013: 5) seven-stage conceptualization of mixed methods data analysis, the research was able to examine data. The qualitative data was analyzed using grounded theory, whereas the quantitative data was analyzed using SPSS. The researcher can use statistical approaches to reduce, summarize, organize, modify, assess, analyze, and convey quantitative data (Brink *et al.*, 2010: 44).

The credibility and integrity of searching were offered much more interest throughout information handling, with qualitative and measurable outcomes being utilized to confirm each other's study of final thoughts. Information evaluation frequently contains two actions: (a) decreasing the gotten information to convenient percentages, and (b) finding patterns and motifs in the information (Mouton 2011: 161). Information was accumulated in the form of sets of questions and meetings in this research, which were examined as well as looked for indulged ones. It attempts to retell the tales of the individuals in order to create styles or themes concerning the query (Creswell, 2013: 190-191).

Facts examination, according to Burns and Grove (2015: 44), lowers, organizes, and lends meaning to data using descriptive and exploratory processes that define study variables and the sample, statistical tools to test potential relationships, and prediction approaches. The data was represented using statistical methods of data analysis. The researcher was able to provide data in the form of bar graphs, pie charts, and tables as a result of this.

5.15. CODING OF DATA COLLECTED

The process of coding, categorizing, and interpreting data to provide explanations for a specific occurrence of interest is known as qualitative data analysis (McMillan and Schumacher, 2016: 367). The analysis will not go easily if there are missing pieces in the data. Researchers then work out a deal to return to the field to collect more data and confirm developing patterns.

Most qualitative researchers have discovered that there is no set of conventional data analysis or analytical strategy tracking processes. The researcher's intellectual rigor and tolerance for provisional interpretations until the analysis is done are crucial in making sense of the data. The process of data analysis, according to Gay et al. (2013: 449), focuses on becoming familiar with the data and identifying potential themes, as well as examining the data in depth to provide detailed descriptions of the setting, participants, and activity, as well as categorizing and coding pieces of data and grouping them into themes. All of the interviews were analysed by the researcher in order to uncover common themes, categorize them, and present them in summary terms. The validity, reliability, and authenticity of the data obtained were also checked by the researcher.

5.16. AUTHENTICITY OF THE STUDY

Research authenticity can be determined using reliability, validity, and triangulation. According to Coleman and Briggs (2007: 91), authenticity in research is vital since it first aids in determining the quality of the researcher's study. Second, it aids in the selection of a research strategy and methodology. In this case, a mixed methods approach was chosen as the approach and technique.

5.16.1. Reliability

The degree to which a test consistently assesses whatever it is measuring is referred to as reliability (Gay and Airasian, 2013: 141). According to Gay et al. (2009: 378), dependability is the degree to which a data collection approach consistently measures what it was designed to measure. Other authors, such as Wallen and Fraenkel (2013: 147) define reliability as the consistency of scores or responses from one instrument administration to the next, as well as from one set of items to the next. According to McMillan (2012: 137), reliability is the degree to which participants' scores are error-free, or the consistency of information presented. According to Kirk and Miller (2013: 84), dependability is defined as the degree to which findings are independent of the research's incidental circumstances and expectations of getting the same results if the researcher tried again in the same way.

Jackson (2010: 81) agrees with the aforementioned definition of dependability in that the instrument must measure the same manner each time it is used, and it refers to the likelihood that repeating a research approach or method would yield same or similar results. Data collection processes and other study operations can be repeated with the same findings (Yin, 2004: 166). As a result, repeating the series of measures yields a similar result. Then it is possible to state that there is a high level of dependability and reliability (Dhingra and Dhingra, 2012: 51). Standardized instruments were employed to conduct this research (Coleman and Briggs, 2015: 92). Standardized questionnaires and interviews were employed as instruments. Two stations that were outside the research were used to pre-test the questionnaires. This verified that the questions were used correctly during the survey. Finally, selected respondents were questioned over the phone to see if their personal responses matched earlier responses.

5.16.2. Validity or trustworthiness

The degree of congruence between the explanations of the phenomena (PMDS) and the facts of the world are defined as legitimacy in qualitative study (McMillan and Schumacher, 2010: 330). Legitimacy is determined by the amount and type of evidence available to support the conclusions researchers desire to make about the data they have collected, according to Babbie (2017: 146) and Wallen and Fraenkel (2013: 148). When data is reliably obtained using a correct and dependable manner, validity is ensured (Brink et al., 2010:159). The employment of an operational manager and statistician in the field helped to ensure the questionnaire's validity. A pilot research was undertaken to ensure reliability and validity of the questionnaire as well as the feasibility of the study.

Validity is used to determine if the research accurately represents the phenomenon that it is supposed to describe, according to Coleman and Briggs (2015: 97). This includes research design, methodology, and research results. This might be defined as evidence of genuine, credible findings for a phenomenon from research that follows stringent methodological guidelines and standards (Hays and Singh, 2011: 192).

They divide validity into two categories: internal (connection between two variables) and external (study sample, research design, and findings that may be applied to other populations or contexts). Internal validity relates to the degree to which findings accurately map the phenomenon in issue (Denzin and Lincoln, 2008: 186) and the accuracy or authenticity of the description being provided, i.e. a measure of accuracy and whether it reflects reality (Coleman and Briggs 2015: 98). (Jackson, 2010: 85). External validity (Brock-Utne, 2014: 317; Coleman and Briggs, 2015: 99) refers to the extent to which findings can be applied to the larger population represented by the sample or to other similar contexts. It's a general measure of generalizability and whether or not results are repeatable (Dhingra and Dhingra, 2012: 48).

The external validity examined how the study's findings may be used in similar situations at other stations. Validity, on the other hand, is sometimes confused with trustworthiness. More academics and researchers value reliability. According to Kincheloe and McLaren (2012: 168), some analysts suggest that validity is an inadequate phrase in the context of critical research since it just represents a desire for acceptance within a positivist idea of research rigour, whereas trustworthiness is a more relevant one. According to Holland and Campbell (2010: 8), trustworthiness in research can be reached when observers can appraise findings based on credibility (internal validity), transferability (for external validity), dependability (for reliability), and confirmability (for confirmability) (for objectivity). For internal validity and confirmability, the researcher relied on guidelines and criteria-referenced reports, as well as pre-tested questionnaires. Peer debriefing, protecting against personal biases and prejudices, and ethical considerations were all used by the researcher to improve the study's validity.

Peer de-briefer: A peer debriefer can be used to test one's emerging insights through interactions with professionals, according to Gay et al. (2013: 376). A peer debriefer, according to McMillan and Schumacher (2016: 334), is a disinterested colleague who discusses the researcher's early findings and next strategies. According to Maree and Van der Westhuizen (2011: 38), qualitative research necessitates the use of a variety of tactics to improve validity, including enlisting the help of an external coder (peer debriefer) to validate qualitative results.

This type of dialogue makes the inquirer's tacit knowledge more explicit. In this study, the researcher used a peer debriefer to improve the validity of the data analysis.

Guarding against personal biases and prejudices: The researcher was careful not to let his prejudices influence the subjects' responses. This was accomplished by the researcher refraining from expressing his own thoughts and allowing participants to do the most of the talking.

Ethical considerations: According to McMillan and Schumacher (2016: 335), researchers make strategic decisions in the field, some of which are motivated by ethical concerns. A record of ethical considerations aids in justifying data collecting and analysis decisions. According to Brikci and Green (2015: 5), any research should consider two issues: permission and confidentiality.

5.16.3. Piloting or Pre-testing questionnaires

Pre-testing is defined by Simon (2011: 1) as a small-scale version or trial done in preparation for a larger study. It is carried out to see if the objects are supplying the information that is required. A pre-testing study is a scaled-down version of a full-scale study or a trial run carried out in advance of the full study. It can also refer to the pre-testing of certain research instruments, such as questionnaires or interview schedules. It has the advantage of allowing you to fine-tune your interview questions. According to MacMillan and Schumacher (2010: 206) a pilot test is required once the questions have been developed to check for bias procedures, the interviewer, and the questions. A pilot study, according to Bless and Higson-Smith (2010 in Strydom (2006: 221), is a tiny study undertaken before a bigger piece of research to check if the technique, sampling, instruments, and analysis are acceptable and appropriate. Because the validity and reliability of the research instrument are dependent on it, the pilot test allows the researcher to determine the feasibility of the study. Furthermore, the pilot study identifies ways to improve the interview question design (Moloi 2010: 107).

The following benefits of a pilot study are mentioned by Simon (2011: 2) and Woken (2013: 1):

- It anticipates ideas, approaches, and hints that were not anticipated prior to the main investigation;
- It may save the researcher time and money on research that may yield less information than expected;
- It investigates the feasibility of the proposed project and detects flaws in the data gathering procedure(s);
- It investigates the feasibility of the proposed project and detects flaws in the data gathering procedure(s);
- It can provide early notice of flaws in a proposed study, such as whether proposed procedures or instruments are inappropriate or overly complex;
- It guarantees that a research instrument can be utilized correctly and that the data obtained is consistent; and
- Because the researcher has the option to alter elements of the study to overcome challenges revealed by the pilot study, it can considerably reduce the amount of unanticipated problems.

During pre-testing, the interviewer should pay close attention to any indications that the subject is uncomfortable or doesn't fully comprehend the questions. Pre-testing allows the researcher to gauge the length of the interview and determine the ease with which the data may be summarized (McMillan and Schumacher, 2016: 206). Pre-testing is used to ensure that participants comprehend the instructions and to predict the length of time it will take to finish the survey (Clark-Carter, 2012:3). Pre-testing was undertaken using 20 employees as a sample immediately after the questionnaire was prepared to check the reliability and understandability of the items included in the surveys.

The stations that made up the sample for this study did not include the sample for pre-testing the questionnaires. The staff was given the questionnaire to see whether they had any difficulties understanding any of the items (Leedy and Ormrod, 2015: 192). These colleagues were able to point out some flaws in several of the questionnaire items, which were corrected as a result.

Participants in the pre-testing were asked to explain any items that were unclear, ambiguous, or vague, or that needed to be rephrased. Before the questionnaires were issued, they were pre-tested to ensure that the basic components of the design and procedure worked for the entire study. The researcher might next go over the completed surveys to make sure they matched his or her criteria and that each question addressed the research problems (Leedy and Ormrod, 2015: 192). Finally, the length of the interview was determined using the results of the pilot study.

5.17. RESEARCH ETHICS

"For any research strategy approach, it should be the researcher's obligation to ensure that their instruments or methods of data collecting are of high quality in terms of design and content, as well as being as unobtrusive and inoffensive as possible," Coleman and Briggs (2015: 129) argue. The standards of action that separate good from bad, right from wrong, are referred to as ethics (Rao and Hari, 2012: 928). Throughout the research process, the researcher ensured that all processes, including data collection, analysis, and interpretation, followed ethical guidelines.

5.17.1. Approval to conduct research

Before beginning the study, the investigator attained authorisation from the Limpopo Department of Health (Annexure A). A request for permission to perform the study was made to the Head of Department. The goal of the study, target participants, and study duration were all described in that letter. The letter further stated that the participants' identities, as well as the information supplied, will be treated with honesty and integrity (Keats, 2009: 42). The questionnaires were accompanied by a letter of approval from the Head of Department (Annexure A) as well as a communication to District managers that the research received the Head of Department's approval. Durban University of Technology also asked the researcher to complete the PG2a form, which is part of a research proposal. The researcher was obliged to fill out this form in order to comply with ethical clearance requirements. These included obtaining authorization from the Limpopo Department of Health and drafting an informed consent letter (Annexure C) to the participants to ensure voluntary participation (Leedy and Ormrod, 2015: 101).

Over and beyond the letter from the Limpopo Department of Health, the researcher was also asked to produce a courtesy letter to EMS Management (Annexure B) of the participating stations, which served to alert them of the study to be undertaken at their stations. The researcher had to sign a declaration and complete an ethical clearance check list. As a result, the university's Institutional Research Ethics Committee (IREC) approved the study's continuation.

5.17.2. Informed consent

Informed consent, according to Ruan (2012: 21), is a technique in which participants select to engage in a study after being informed of facts that may impact their decision. This means that those who will be provided surveys should consent after fully understanding the research's goal, participant confidentiality (Reis and Judd, 2016: 216), and the implications of their participation (Somekh and Lewin, 2011: 23). Some information to consider when dealing with consent difficulties was included in the letter of informed consent (Annexure D) to Management of Stations, according to Leedy and Ormrod (2015: 101-102).

- A brief summary of the study's purpose;
- A description of what participation will entail in terms of activities and duration;
- A statement that participation is optional and that participants can withdraw at any time without being sanctioned;
- A list of any potential dangers;
- Confidentiality and anonymity are guaranteed;
- Name of the researcher or his/her supervisor, and how to reach them;
- A promise to provide complete information about the study's findings once it is finished; and
- A space on the letter of informed consent for the participant to sign and date their commitment to participate in the study.

The researcher informed station and district managers over the phone about the study's purpose and gave them the option of participating or not. To put it another way, all participants were informed that their participation in the study was entirely voluntary. Following that, the participants were given informed consent forms to read and sign.

According to Creswell et al. (2013: 48), permission forms should include and emphasize the right to voluntarily participate, the objective of the study, the study protocols, the right to ask questions, request a copy of the results, and have one's privacy respected. To that end, the researcher ensured that all relevant provisions were included in the consent forms signed by the subjects.

5.17.3. Confidentiality and anonymity

Discretion, according to Babbie and Mouton (2012: 523), an extension of personal privacy that limits others' accessibility to personal details. Discretion was protected by not divulging individual details to unapproved people. Individuals' identifications were safeguarded by not linking their reactions to their feedbacks, rather making use of letter codes, synthetic names, and also numbers to recognise the records (Verge *et al.*, 2014: 38). Grove et al. (2013: 686) specified privacy as a condition in study in which the subjects' identifications cannot be connected to their private feedbacks. A participant's right to privacy should be respected in any research study (Leedy and Ormrod, 2015: 102). The researcher utilized letters of the alphabet to label the stations in order to maintain confidentiality and anonymity.

Stations A, B, C,...Y, for example, were given these names. Furthermore, the information gathered about the participants was kept fully confidential, ensuring that no one other than the researcher had access to specific information or names of the participants (Pedroni and Pimple, 2011:11; Keats, 2010: 30). Participants were guaranteed that their identities, names, and addresses would never be disclosed. The researcher will keep the data from the questionnaires for ten years before discarding it. The data will be accessible only to the researcher and supervisors. The participants' request was granted as a right, and no information about them was collected. The anonymity or "namelessness" protocol was observed, and participants were informed that their data would not be linked to their names. Participants 1 and 2 were examples of alphabets and numbers used. The findings, on the other hand, will be disseminated through publishing in peer-reviewed journals, as well as presentations at seminars and conferences.

5.17.4. Accessibility of research findings

Participants have a right to know the results of a study, according to the underlying ethical principle (Coleman and Briggs, 2015: 117). They further stated that participants should always be informed of the results of the research in which they took part. After the study is completed, the research results will be made available to the participating stations, their station managers, district managers, EMRS province management, and the Limpopo Department of Health. This provided confidentiality and protected participants' privacy by allowing them to affirm whether or not their identities had been divulged (McMillan and Schumacher, 2016: 335). Furthermore, a copy of the study report was sent to each participating station for verification of confidentiality and anonymity, ensuring that participants had confidence in the research in terms of anonymity and access to research data.

5.17.5. Voluntary participation and harmlessness to participants

Participants were notified that their involvement in the study was entirely volunteer, and they had the capability to give up any time without encountering any type of fine (Bhattacharjee 2012: 132). Individuals were offered individual information handouts and also notified permission to complete in order to guarantee adherence to the volunteer engagement concept and also get their permission.

5.17.6. Professionalism

By supporting his findings and conclusions with proof and facts, the researcher avoided faking or misrepresenting data, research techniques, data analysis, and reporting (Bhattacharjee, 2012: 136). The study's shortcomings were revealed, and fourth, the case study institution received a copy of the thesis. Finally, the findings of the research will be published in an academic journal so that the scientific community can benefit from them. Research findings, need to be made known to the world for advancement of knowledge (Bhattacharjee, 2012: 25). To ensure the confidentiality and integrity of respondents, the research data must be treated with extreme caution.

5.18. ESTABLISHING TRUSTWORTHINESS

Qualitative researchers' research methodology, instruments, and procedures must yield genuine observations, solid evaluation and analysis of a study results, need to be particular or generalizable in order for it to be reliable (Bhattacharjee, 2012: 8). The clinical technique is one of the most typical methods to validate clinical searching. It is interested in the competence and accuracy of clinical research study tools, treatments, and also approaches (Bhattacharjee, 2012: 11). To guarantee the dependability of qualitative study searching, this study made use of the four changed standards created by Lincoln and Guba (1995). Reputation, confirmability, transferability, as well as stability are the four needs. Due to the fact that using these conventional criteria of interior credibility, exterior credibility, reliability, as well as neutrality to qualitative study is difficult, these four requirements were developed for usage by qualitative scientists (Isaac and Michael, 2011: 221; Bhattacharjee 2012: 112).

Bhattacharjee (2012: 57) specified integrity as the uniformity or reliability of a construct's step. He specified credibility, likewise referred to as construct credibility, as the level to which a procedure precisely analyses the principle it is expected to determine. Exterior legitimacy connects to the generalizability of research findings, while inner credibility describes origin (the link between domino effect) (Bhattacharjee, 2012: 59).

5.18.1. Credibility

The degree to which the study findings are trustworthy and convincing is referred to as credibility (Babbie and Mouton, 2011: 277). The honesty of the observations, peer debriefing, unfavourable instance analysis, referential competence, as well as participant checks-are five strategies that are commonly used to improve the credibility of qualitative research findings. Prolonged engagement, persistent observation, and triangulation are the initial techniques for maintaining the integrity of the observations. Long-term interaction with the study establishment, its context, and also participants is needed to get a comprehensive understanding of the examined organisation, its society, language, standards, as well as national politics, along with development count and relationship with gatekeepers and participants (Bell, 2012: 56; Isaac and Michael, 2011: 221-222; Babbie and Mouton, 2011: 277; Bhattacharjee, 2012: 112).

LEMRS has actually used the scientist for practically 25 years. This scientist is widely known to the participants as well as gatekeepers as an inside-researcher, which enabled him to obtain consent to produce and carry out the research study and also partner with the participants. The researcher was given permission to gather data from the Limpopo Department of Health and the EMRS Management, as previously stated. Before beginning the study, the researcher sent a cover letter outlining the objectives and requesting informed consent from the participants. To ensure that the most essential and unusual occurrences are captured, persistent or continuous observation is used (Isaac and Michael, 2011: 222). To document observations, the researcher made field notes. Referential adequacy is the second strategy used to improve the credibility of qualitative research findings. In order to enable an independent audit of information collection as well as evaluation, the scientist has to maintain documents on information administration and also evaluation treatments such as recording and financial unanalysed raw information, maintaining exact documents of meetings and calls, verbatim meeting records, and notes on technical as well as academic choices (Isaac and Michael, 2011: 222; Bhattacharjee, 2012: 112).

The archival data will be analyzed to see if it reflects the main data sources' tentative or emergent findings. Field notes were utilized to record data for this investigation. Member checks are the third technique. This is the most important approach for creating credibility, according to Isaac and Michael (2011: 222). The representativeness of the sample is checked by members. It is critical that the sample be representative of the entire or complete population. A representative sample should reflect the greater population's characteristics. The sample's representativeness enables for generalization to the entire population (Bell, 2012: 16; De Vos, 2014: 42; De Vos and Fouche, 1998: 99; Strydom and De Vos, 2014: 193).

Purposive or deliberate sampling will be used in the study, which is most appropriate for qualitative research like this one (Isaac and Michael, 2011: 223; De Vos, 2014: 46).

5.18.2. Transferability

The number of times a study's outcomes in one location can be utilized, moved, or generalised to various other contextually, or comparable setups is described as transferability (Isaac and Michael 2011: 221; Babbie and Mouton 2011: 277; Bhattacharjee 2012: 112).

That is, the resemblance or importance of the initial research studies as well as its atmosphere to any other locations, teams, or establishments in a comparable situation (Isaac and Michael, 2011: 223). Utilizing a study method, this research study made sure of transferability.

5.18.3. Dependability

Dependability relates to how consistent or similar the study findings and conclusions would be if performed once more with the comparable or very same participants in the exact same or comparable conditions. To support the research study outcomes and also final thoughts as well as boost the precision and stability of the information, this study will use triangulation of research methodologies and data sources, as well as peer debriefing (Isaac and Michael, 2011: 223; Bhattacharjee, 2012: 112).

5.18.4. Confirmability

The degree to confirmability is specified by Isaac Michael (2011: 221) as the precision of the study procedure and information event in addition to evaluation approaches. According to Isaac and Michael (2011: 223), confirmability has to do with a detailed testimonial or bookkeeping of the complete clinical query from starting to finish by inspecting, recreating, as well as evaluating the audit path of information documents in order to establish the research's relevance from ideation through operationalization, as well as his data collecting and analytic methodologies, the researcher ensured confirmability. Scientific research involving human participants is guided by ethical principles.

5.19. DELIMITATIONS

The scope of the study, according to Mouton (2014: 108), describes the criteria within which the research study lies in the area where the research study will certainly happen. The research will take place in all five districts of the Limpopo province, but only 25 stations were chosen, with the others being rejected.

5.20. LIMITATIONS

One of the study's drawbacks is that it is the first investigation of performance management and development methods among the study group in that particular study region.

Even though it may be sufficient for this research, it may not be sufficient for more extensive assessments of workplace variations and the influence of performance management across the province's 64 stations.

5.21. STORING AND DESTROYING DATA

The scientist's information will certainly be maintained in a high-security zone according to the institution of studies policies, and just the scientist will have access to it. Information maintained on the computer system will certainly be password safeguarded in order to make sure information safety and security as well as discretion is maintained. When the information is no longer offers a valuable objective, it will certainly be destroyed.

5.22. CONCLUSION

The researcher's data collection process was described in this chapter. Four characteristics of qualitative research were mentioned that made it particularly suitable for this investigation. Participants' thoughts and viewpoints, natural surroundings, a holistic approach, and direct data collecting are all examples. Following that, a data collection strategy was established. The research design is the name for this strategy. The qualitative data gathering method is part of the research design. The demographic and sample for this study were further detailed in this chapter. The population was identified, as well as the sampling technique. Participants' information was gathered using purposeful sampling. Only EMRS employees who have been exposed to PMDS were chosen to participate in this study, making it the most relevant sample approach. In order to investigate the research challenge, the chapter focused on the interpretation approach, specifically the constructive-interpretative paradigm.

The mixed methods approach was adopted as the major design during this process. The qualitative and quantitative data were collected using purposeful sampling, which was subsequently interpreted, supplemented, and triangulated. Questionnaires were used as the major data collection method, eliciting data that was confirmed, corroborated, and supplemented by questionnaires from the 25 EMRS station staff and reports analyses, especially during data analysis. The researcher segmented and classified the data inductively throughout data analysis to produce themes, categories, and sub-categories (Thorne, 2014: 68; Taylor-Powell and Renner, 2013: 3; Saldana 2012: 9; Suter 2006: 317). The questionnaire was meticulously designed, with special attention paid to the following aspects: questionnaire design, questionnaire instructions, questionnaire purpose, questionnaire type, questionnaire wording and ordering, questionnaire appearance and layout, and questionnaire distribution and return.

The research was conducted in accordance with ethical guidelines. To guarantee the study findings were trustworthy, the researchers employed the four criteria of credibility, transferability, dependability, and confirmability. The researcher followed ethical guidelines to protect the participants' rights, including disclosure, voluntary involvement, and participant safety, confidentiality, and professionalism.

In this study, a mixed methods strategy was used to reap the benefits of using more than one data gathering tool while also verifying the validity and reliability of each method. The benefits of using the two methods were also described in depth, including questionnaire pre-testing and data triangulation. Emergency care officers, including basic and intermediate, paramedics, shift managers, station managers, and district managers were among the sampled participants.

Finally, ethical precautions such as informed permission, confidentiality, and anonymity were examined and implemented, as suggested internationally (Pedroni and Pimple, 2011:13; Ruan, 2012: 21; Du Toit, 2006: 10). Research data was carefully managed by being kept in a high-security safe in the researcher's office and by using a password to protect data stored on the computer. When data no longer serves a purpose, it will be destroyed. This chapter concentrated on the study's research techniques and design.

The findings, data analysis, and interpretations are discussed in the next chapter.

CHAPTER 6: DATA ANALYSIS AND INTERPRETATION OF FINDINGS

6.1. INTRODUCTION

The study layout and technique that included appropriate information gathering, were reviewed in Phase five. This phase offers two areas of information from a survey provided to workers, along with meeting from those manning Emergency Medical Response Services in the Limpopo Province's five districts, namely Capricorn, Mopani, Sekhukhune, Waterberg, and Vhembe, all of which are under the Department of Health. This chapter's main goal was to reveal the outcomes and also evaluate the research information collected. The evaluation is based upon research study utilizing the treatments stated in the coming phase, consisting of a meeting and also a set of questions. The actions to some of the questions are addressed in depth. This chapter also aims to offer potential answers to the issue statement raised in Chapter 1, which is to determine whether PMS in EMRS Limpopo adds to productivity enhancement.

This chapter details the data analysis and interpretation of this study, which was carried out in the lab using SmartPLS 3 for the quantitative goal and Thematic software for the qualitative. The mixed technique approach was used to respond to the various objectives using the best method that was deemed appropriate in each circumstance. Objectives 1, 4, and 5 were approached quantitatively, whereas Objectives 2 and 3 were approached qualitatively. The study calculated and evaluated the research findings from the numerous methodologies used to arrive at the outcomes for both quantitative and qualitative results (QNR) (QLR). The descriptive statistics from the SmartPLS 3 structural equation model (SEM) results, as well as latent variables, were among the experimental analyses for the QNR. The QLR was founded on the thematic theme syntheses and groupings for common indications. O.A. Wold devised the SmartPLS 3 approach, according to Pirouz (2006: 2-4) and Kodua (2019).

6.2. SECTION 1: ANALYSIS OF THE QUANTITATIVE RESEARCH

6.2.1. The Sample

Two-hundred surveys were sent to study participants across the five (5) districts. Capricorn received 40 questionnaires, Mopani received 40 questionnaires, Sekhukhune received 40 questionnaires, Waterberg received 40 questionnaires, and Vhembe received 40 questionnaires, all based on the sample supplied in Chapter 5. The questionnaires were drawn from a sample of 10% of each district's entire post establishment. Individual query was related to a study aim throughout the analysis of the surveys. As a result, a set of statements was examined in order to assess whether the research goal had been met. Second, the thorough meeting queries (qualitative strategy) utilized to penetrate a much deeper understanding of the subject under research were examined to validate the outcomes from the measurable strategy (sets of questions). Private meetings with the tested individuals were carried out, as described in Chapter five.

The next section delves into the qualitative data analysis in depth.

6.2.2. The questionnaire

The questionnaires were separated into the two sections below. Statistics about the population (Gender, Age, Ethnicity, Highest educational qualification and years in service). The interviews were based on flexible inquiries that enabled participants to share their issues and also understanding of the Limpopo Emergency Medical Response Services' application of the efficiency administration system. Five elements were made use of to develop the inquiries, which were determined making use of several product ranges. These were compiled from a variety of sources, including social science and public administration literature, and then modified and adapted for this research. The pilot study confirmed that the adopted parameters were appropriate and that they were applicable. Wording issues, format uniformity, style, and texts were among the issues that needed to be addressed. The study's biographical component comprised seven questions, while the remainder were focused on the study's aims. In the next sections of this study, the quantitative data is presented in the form of tables and graphs.

6.2.3. The research instrument

The research instrument consisted of 80 items with a nominal or ordinal level of measurement. The questionnaire was designed to target individuals who were already familiar with the study. In order to measure the relative relevance of the factors, the questionnaire asked a series of pre-conceptualized questions and provided a limited range of possible replies based on a 5-Point Likert Scale from (1) strongly disagree to (5) strongly agree. This is a variation rating scale that is widely used when a company wants to undertake research or start a change or development initiative (Blumberg, et al., 2014: 418). The questionnaire was divided into five sections: biographical information (Section A); general questions about the Performance Management System (Section B); Performance Management System: Policy-related questions (Section C); and general views on the Performance Management System (Section D); and open-ended questions (Section E) (qualitative).

6.2.4. Reliability Statistics

Precision's two most significant characteristics are reliability and validity. Several measurements on the same object are used to calculate reliability. As a result, low reliability lowers the precision of a single measurement and makes it more difficult to track changes in data (Sekaran, 2012: 168). Cronbach's alpha is a dependability coefficient that determines exactly how well components in a collection are favourably linked (Sekaran and Bougie, 2009: 324). Credibility can be developed by sending the information to variable evaluation, which will certainly verify whether the proposed measurements arise (multivariate or bivariate). "Acceptable" is defined as a reliability coefficient of 0.70 or above. Kirk and Miller (2016: 28) define dependability as the degree to which outcomes are independent of the research's accidental circumstances and expectations of getting the same results if the researcher repeats the experiment.

Jackson (2011: 38) agrees with those meaning of stability, specifying that the tool should determine similar outcome whenever it is made use of, and which it describes the chance that a study treatment or research study approach will certainly produce comparable or equivalent outcomes. To prevent bias, this study required voluntary participation. A pilot study was also done to improve the questionnaire's dependability. The employment of an operational manager and, in particular, a statistician, helped to ensure the questionnaire's validity.

Validity is used to determine if the research accurately depicts the phenomenon that it is intended to describe, according to Coleman and Briggs (2013: 106), and includes the research design, methods, and conclusions, all of which are required to examine the validity of the process. Cook and Campbell (2009) identified four components to assess the validity of a research study, as quoted in Morgan et al. (2011: 112): (a) measurement reliability and statistics; (b) internal validity; (c) total measurement validity of constructs; and (d) external validity. Furthermore, potential dangers to this research are discussed. Data is trustworthy and valid since it is mostly collected from people who are directly affected by the EMRS Limpopo Province's Performance Management System.

6.2.5. Analysis of the questionnaire

➤ Response rate

A total of 200 questionnaires were provided to participants across all five (5) districts. Not all surveys were received from the five (5) districts for various reasons. Mopani received all 40 questionnaires, but Capricorn received just 32 of the 40; Sekhukhune received 37; Waterberg received 34; and Vhembe received only 33 of the 40 surveys. A total of 200 questionnaires were distributed, and 176 were returned, yielding an 88 percent response rate. This figure is statistically significant and suitable for quantitative investigation. The following section contains the participants' personal information:

6.2.5.1. Section A: Demographic factors of participants

It is standard practice and protocol to look into the biographical information of survey respondents because, in most cases, this information influences the study's conclusion. Many studies (e.g. Borgia and Newman, 2012; Nawi 2018) have undertaken to know the participants' education, years of experience, ethnicity (race), and age in order to establish how these characteristics influence the outcome. The first portion (A) of the questionnaire for this study was dedicated to covering the respondents' biographical information in order to evaluate similar effects on the Performance Management System (PMS) procedures at the Limpopo province's Emergency Medical Response Service (EMRS). In all, 176 usable responses were collected showing the following characteristics:

6.2.5.2. Gender

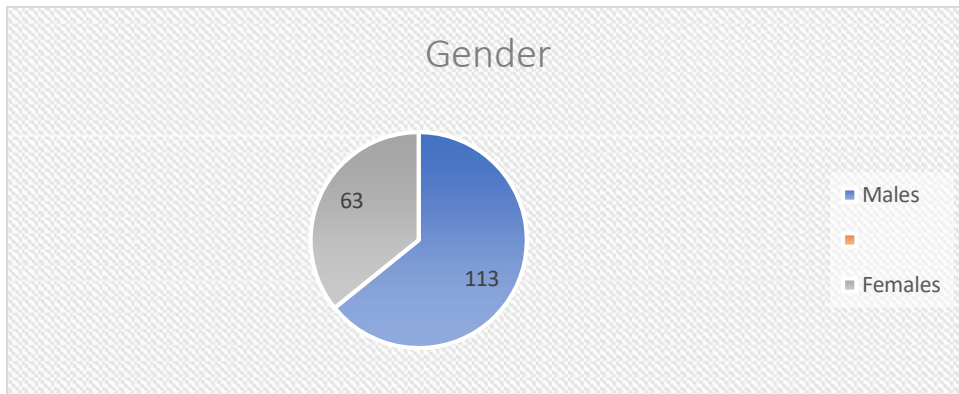
The female population of South Africa is overwhelmingly female. However, the data gathered for this investigation revealed different. The overall ratio of males to girls who participated in this research study was 113 (64 percent) to 63 (36 percent), according to the data. Males participated at a 28 percent higher rate than females, according to the findings. This could justify and indicate male dominance over socioeconomic activities, revealing evidence of gender disparity in the workplace, whether in terms of participation in socioeconomic activities or in terms of decision-making. Hegar and Hodgetts (2018: 44) complement this finding, stating that "gender differences have an effect on the ability to cope with work obstacles." Women are more vulnerable to job trials and are more likely to work in high-demand industries such as Emergency Medical Response Services. The respondents were all drawn from the EMRS and were distributed as follows:

Table 6.1: Probability Values of respondents for gender

Means	Median	Min	Max	Standard Deviation (SD)
1.35	1	1	2	0.48

Table 6.1 shows the survey's statistical results for several variables. The results are presented in the following order: Mean, Median, Minimum, Maximum, and Standard Deviation. As a result, standard deviation statistical values are explored in this study. As can be seen from the table, the SD is less than one, indicating that both genders' impressions of the activity were not that dissimilar, and that they all had essentially the same outlook on the research. This also attests to the suitability of the chosen sample for the study, as evidenced by the mean value of little over one (1.35).

Figure 6.1: Pie Chart of gender



6.2.5.3 Race

The races studied were Indian, Coloured, White, and Black, in order of the number of people who replied to the survey.

Figure 6.2: Bar chart of race of respondents

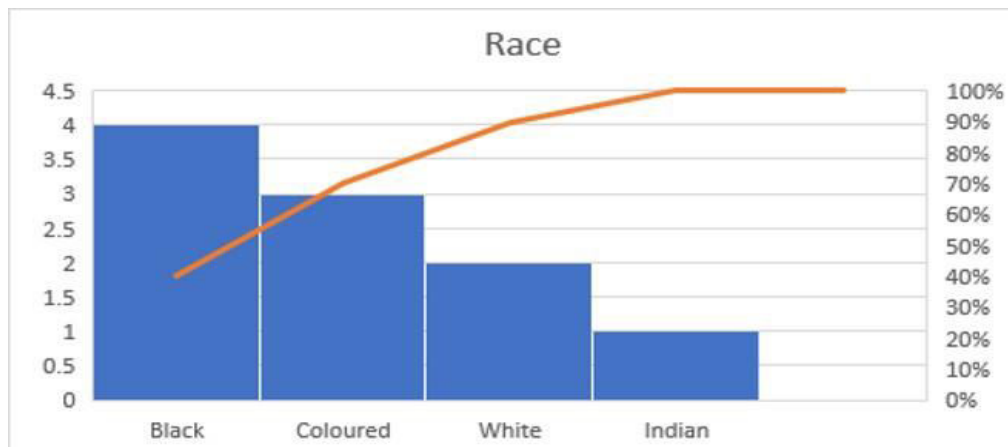


Figure 6.2 shows that the bulk of participants (90 percent) were Africans (blacks), which was likely attributable to the study's location. Only one Indian person participated, displaying the following characteristics: 2.2 percent were white, 1% were colored, and 0.5 percent were Indians.

Table 6.2: Probability of respondents for race

Means	Median	Min	Max	Standard Deviation (SD)
1.35	1	1	2	0.48

6.2.5.4. Age distribution

The age category/group of participants in this study ranged from 20 to 60 years old, with the highest educational qualification being a University Bachelor's degree. Grade 11 or lower (Standard 9 or lower) was the lowest level of education, while a large percentage had Matric. The vast majority had a Post-Secondary Certificate, with 16 having a Diploma. After looking at the features in the tables below, it can be concluded that the sample population was well dispersed, with the most experience in terms of years in the position average 3.35. This is greater than 5, indicating that the person is knowledgeable enough about the study's findings. The experience also corresponds to the years of service average (3.23), both of which show an SD of less than 1.

Table 6.3: Age distribution

#	Question	Age categories	Frequency	Percentage (%)
3	Age categories of participants	20-39	27	15.4
		40-49	88	50
		50-59	49	27.8
		60 and above	12	6.8
	Totals		176	100

The age distribution of study participants is shown in Table 6.3. It shows that 88 percent of participants are between the ages of 40 and 49 years, 49 percent are between the ages of 50 and 59 years, 27 percent are between the ages of 20 and 39 years, and 12 percent are between the ages of 60 and beyond. This suggests that the majority of Department of Health personnel in EMRS are between the ages of 40 and 49.

Table 6.4: Highest educational qualification

#	Question	Categories	Frequency	Percentage (%)
4	Your highest educational qualification	Grade 11 or lower (Standard 9)	11	6.3
		Grade 12 (Matric, Standard 10)	142	80.8
		Post School Certificate	16	9
		Diploma	4	2.2
		Bachelors	3	1.7
	Totals		176	100

Because the level of education has a direct relation to the in-depth knowledge of the questionnaire, it was deemed vital to establish the qualifications of survey participants. The educational qualifications of the participants are listed in Table 6.4. Approximately 80% of participants had completed Grade 12; 9% had a Post-school certificate; 6.3 percent had completed Grade 11 or less; and nearly 4% of participants had formal qualifications. The high levels of qualifications are useful since they suggest that the sample included people who were well-qualified. This is beneficial since the responses come from a mature and experienced group of people, giving the study legitimacy. Interestingly, most participants with diplomas and degrees may have them, but they are unrelated to their scope of operation because a degree is not required to be appointed or recruited in the emergency services.

According to the researcher, these individuals may be in EMRS out of need rather than passion for the profession, and as a result, they may have transition challenges or under-perform. The management must provide programs that will motivate and boost staff morale. This conclusion could also imply that some participants believe they are better educated than their managers/supervisors and hence perceive no need to seek guidance, particularly in circumstances where they are well-known. Because the majority of participants do not continue their education through Emergency Medical Care, but rather start a new career with the goal of leaving the profession because the Provincial College of Emergency Care is currently closed, the researcher can assume that the absence of qualification can affect service delivery negatively.

This is reinforced by Fouche and Naicker (2016), who identified educational attainment as the most important predictor in the human services.

Table 6.5: Number of years in the service

#	Question	Categories	Frequency	Percentage (%)
5	Number of years in the service	1 to 5 years	None	0
		6 to 10 years	10	5.7
		11 to 20 years	123	70
		20 to 30 years	36	20.4
		31 years and above	7	3.9
	Totals		176	100

Table 6.5 reflects the experience levels of participants. It shows that 123(70%) of participants have 11 to 20 years' knowledge in the Division; 36(20.4%) have 20 to 30 years' experience in the service, while 10(5.7%) of participants have experience of between 6 to 10 years and 7(4%) have experience of 31 years and above. This signifies ample exposure to the quarterly PMS and none of them have stated that they have no prior experience. According to Fouche and Naicker (2016), organizational characteristics such as status and years of experience explain why certain employees, particularly those in high positions, may be hesitant to be evaluated on PMS, believing it is a waste of time.

Table 6.6: Current position of participants

#	Question	Categories	Frequency	Percentage (%)
6	Current position of participants	Emergency care Officer	120	68
		ECO-Intermediate	35	20
		Shift Leader	12	7
		Paramedic	3	1.7
		Station Manager	4	2.2
		District Manager	2	1.1
	Totals		176	100

Two-thirds of participants were ECO (68%), whilst senior staff had significantly lower numbers. This was followed by 20% of participants as ECO-Intermediate, while 7% of participants were shift leaders; 2.2% of participants were Station managers; almost 2% of participants were Paramedics; and 1% were District managers. Table 6.6 illustrates that most participants were on entry-level qualifications, which indicates that management and the Department are doing too little to ensure that employees receive further training as required. The researcher fully agreed with employees who indicated that the Department should work hand-in-hand with the Health Professionals Council of South Africa and ensure that the provincial EMRS College is re-opened with immediate effect. In contrast to the current study's findings, Maluleke (2012) found that, in comparison to the majority of employees with more than ten years of experience, supervisors with less than ten years of experience were performing quarterly performance evaluations as needed.

Table 6.7: Number of years in the position

#	Question	Categories	Frequency	Percentage (%)
7	Number of years in the position	1 to 5 years	None	0
		6 to 10 years	10	5.7
		11 to 20 years	108	61.3
		20 to 30 years	54	30.8
		31 years and above	4	2.2
	Totals		176	100

Participants had different years of job experience, which was classified for reporting purposes. Sixty-eight participants, or 61.3 percent of the total survey group, have worked in the same position for 11 to 20 years. Another 5.7 percent had 6-10 years of experience in the same role, 30.8 percent had worked in the same position for 20-30 years, and 2.2 percent had worked in the same position for 31 years or more. This indicates that the vast majority of participants (100%) had held the same job for more than 5 years. According to the data, the personnel at EMRS Limpopo is seasoned, which means that the majority of them are familiar with management's strategies and techniques.

Table 6.8: Probability Values of participants for descriptive statistics

	Means	Median	Min	Max	Standard Deviation (SD)
Age	2.26	2.00	1	4	0.8
Highest Education	2.12	2	1	5	0.62
Years of service	3.23	3	2	5	0.61
Current position	1.53	1	1	6	0.99
Years in position	3.35	3	3	5	0.52

Source: Self-generated by the researcher (2021)

Table 6.8 displays the statistical results of variables from the survey. Results are given following the predisposition, including the Mean, Median, Minimum, Maximum, and Standard Deviation. Inferring from the table, it is observed that the SD is less than one in all aspects, meaning that the perceptions of both genders regarding the exercise at hand was not that wide apart and therefore, they all had basically the same outlook for the investigation. The biographical information on participants such as age, gender, level of education, years of working experience, current position as well as years in position, was discussed in the above table.

6.3. ANALYSIS OF QUANTITATIVE RESEARCH OBJECTIVES

To address Objectives 1, 4 and 5 of the study as spelt out above, it was consistent that the SmartPLS 3, which is a predictive and also a confirmatory factor analysis (CFA) tool be used to resolve those objectives before they are correlated with a qualitative tactic. (Ringle, Wende, and Becker, 2015; Hair et al., 2012). Hence the following were performed as a rule of thumb for the SmartPLS:

6.3.1. Measurement model

The measurement model's robustness can be shown using discriminant and convergent legitimacy techniques (Hair et al., 2012). The integrity of questions, the composite reliability of constructs, and the variance extracted by constructs are the three tests used to determine convergence credibility (Fornell and Larcker, 1981). Discriminant legitimacy can be examined by looking at links across concerns, as well as variations and co-variances among conceptions (Fornell and Larcker, 1981).

(Igbaria, Parasuraman and Badawy, 1994). The SmartPLS program was used to verify the CFA of the study's constructs to see if the widely accepted standards for integrity and validity were satisfied. Inner homogeneity and composite integrity were used to determine integrity. Composite reliability (CR) was used to estimate how consistent a participant's responses to questions within a range are (Shin, 2009). This presents a far more retrospective approach to a construct's complete dependability measure in measurement questions, as well as an approximation of the aspect's consistency, which includes the variable's stability and equivalence (Roca, Garcia and De La Vega 2009; Suki, 2011). Following Henseler, Ringle, and Sinkovics' proposals, CR is approximated to stand for connections between a questionnaire item and a component (2009). All CR values were over 0.7, indicating that all elements are very reliable (Fornell and Larcker, 1981; Henseler, Ringle, and Sinkovics, 2009), with only two Cronbach's alpha values (0.598 and 0.547) failing to satisfy the cut-off criteria (Table 6.9).

Table 6.9: Item loadings, cross-loadings and reliability estimations

	PMDS	SBa	SB _b	SBc	SBd	SBe	SC	Skewness	SD
PMDS1	0.930							-0.716	0.345
PMDS2	0.953							-0.243	0.296
PMDS3	0.798							-1.213	0.575
PMDS4	0.957							0.910	0.250
PMDS5	0.877							-0.071	0.491
PMDS6	0.884							-1.102	0.489
PMDS7	0.931							0.485	0.331
PMDS8	0.747							-2.981	0.704
SBa1		0.957						-0.802	0.295
SBa10		0.717						0.115	0.675
SBa2		0.937						-0.172	0.368
SBa5		0.872						-0.736	0.485
SBa8		0.978						-0.423	0.230
SBb10			0.935					0.436	0.353
SBb2			0.922					0.261	0.396
SBb4			0.863					-1.728	0.508
SBb7			0.941					0.385	0.325
SBc10				0.813				0.243	0.508
SBc2				0.854				0.037	0.474
SBc5				0.799				-2.703	0.692
SBd5					0.851			1.084	0.451
SBd6					0.838			-1.084	0.615
SBe2						0.781		0.445	0.587
SBe7						0.872		-0.445	0.528
SC13							0.942	0.581	0.544
SC14							0.781	1.054	0.452

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
PMD S	0.960	0.964	0.967	0.787
SBa	0.938	0.975	0.953	0.805
SBb_	0.935	0.936	0.954	0.839
SBc	0.763	0.770	0.862	0.676
SBd	0.598	0.598	0.833	0.713
SBe	0.547	0.568	0.813	0.686
SC	0.691	0.880	0.856	0.749

Source: Self-generated by the researcher (2021)

The PMDS (Performance management and development system) SBa (Purpose and contributions of PMDS), SBb (Knowledge and understanding of PMDS implementation), SBc (Challenges in the implementation of PMDS), SBd (Training programmes used by management to enhance performance), SBe (Strategies used by the department to improve performance), SC (Section C), SD (Standard Deviation). The constructs legitimacy informs whether a measuring instrument was really able to process what it was meant to determine (Raykov, 2011). To this end, the instrument's credibility was measured by the quote of convergent validity which shows the degree to which items of a specific question represent the very same variable and is gauged making use of a standard variable loading, which needs to be above 0.5 (Fornell and Larcker, 2014). Table 6.10, is crystal clear that all the loadings of the constructs exceed this cut-off point of 0.5, hence, convergent validity is proven.

This also shows how distinct each of the final concepts of the PMDS of this study construct is from each other (discriminate validity) to measure what they were really meant to determine (Raykov, 2011). The results in Table 6.9 affirm that these indicators are the only and exact factors, which satisfy the widely accepted criteria for reliability and validity tests (Henseler et al., 2016). Hence, the internal consistency and composite reliability (CR) of this study is accepted. The internal consistency was affirmed by Cronbach's alpha (Cronbach 1951), while CR estimation was used to show the correlations between items and factors followed proposals (Henselar *et al.*, 2016).

Following the second section of Table 6.9, which demonstrates that all composite reliability and Cronbach's alpha values are greater than 0.70, this study's questionnaire may be confidently described as trustworthy (Fornell and Larcker, 1981; Henseler et al., 2016; Bagozzi and Yi, 2012).

It should be noticed that practically all of the reliability scores meet the minimal needed requirement. This shows that the different categories in this study had a high degree of acceptable and consistent grading. According to Sekaran and Bougie, Cronbach's alpha is a dependability coefficient that reflects how well elements in a collection are positively associated to one another (2009: 324). This finding is supported by Sekaran and Bougie (2009), who explain the relationship between PMDS and reliability and validity, which can be established by submitting data to factor analysis, with the results of factor analysis (multivariate or bivariate) confirming whether or not the theorised dimensions emerged. According to Bryman (2012:390), the reliability and validity of a quantitative study can be determined simply by evaluating the quality of the quantitative research.

Table 6.10: Factor AVE and correlation measures (Fornell-Larcker Criterion)

	PMDS	SBa	SBb_	SBc	SBd	SBe	SC
PMDS	0.887						
SBa	0.967	0.897					
SBb_	0.972	0.932	0.916				
SBc	0.945	0.918	0.889	0.822			
SBd	0.768	0.700	0.739	0.715	0.845		
SBe	0.838	0.719	0.815	0.820	0.661	0.828	
SC	0.429	0.325	0.351	0.382	0.687	0.461	0.866

Source: Self-generated by the researcher (2021)

All elements or loadings (Values in brackets) on their respective aspects are intended to be more than 0.5, demonstrating sufficient convergence validity. This distinguishes the constructs' legitimacy (discriminate validity) by demonstrating the degree a component is fairly different from others (Suki, 2011). A contrast of the Average Variance Extracted (AVE) with the relevant worked out origin is a frequently made use of in analytical action of discriminant reliability (Fornell and Larcker, 1981). The AVE elements need to be better than the square origin of the inter-factor connections to pass the discriminant credibility examination, as revealed in Table 6.10 (Fornell and Larcker 1981). The AVE is a measurement of how much variation a factor collects from its dimension items (Henseler, Ringle and Sinkovics, 2009). The AVE values as well as the correlations between elements are shown in Table 6.10, with the square origin of the AVE highlighted in bold. The tilted values extend beyond inter-factor relationships.

As a result, it's safe to assume that discriminating legitimacy is being served. After computing AVE, this study indicates that its measurement scales have appropriate validity and reliability (Henseler, Ringle and Sinkovics, 2009). Table 6.10 shows the AVE values as well as the inter-factor correlations (square roots in diagonal heights), which are higher than the inter-factor correlations. As a result, the discriminate validity, which demonstrates the amount to which one element in this study is actually different from others (Suki, 2011). As a result, this study indicates that the final measuring scales, which will be detailed in the next sections, have appropriate validity and reliability (Henseler et al., 2016). These findings are linked to a study conducted by Seotletla and Miruka (2014: 177) in the Healthiness Division in Gauteng, which establish that implementing a Performance Management System is an effective tool that can only deliver the organization's strategic goals and objectives if validity is considered.

6.3.2. Model's Fit

The overall philosophy behind the Objectives 1, 4 and 5 as captured by the quantitative questionnaire created models which are depicted in Figures 6.3, 6.4 and 6. These can be judged based on how well the models fit the data that was used for the quantitative aspects. They are assessed using measures of SRMR and d_{ULS} amongst others. The extent of goodness of fit in a model examines the inconsistency between the empirical correlation matrix and the model-implied relationship matrix, whereby, the lower the values, the much better the fit between the recommended model and also the information (Demirkesen and Ozorhon, 2017). Overall, the SRMR value must be less than 0.080 to accept the fit between the proposed version and the data (Demirkesen and Ozorhon, 2017). In all the three cases below, these were not met. However, when the SRMR value of the estimated model is below one (1), the model can still be considered to fit well with the data or is well-fashioned (Demirkesen and Ozorhon, 2017). This is exactly the case with all three fashioned models (Tables 6.11, 12 and 13). The Tables display the values for one's own-assessment.

Table 6.11: Fit Summary for Objectives 1 and 2

	Saturated Model	Estimated Model
SRMR	0.102	0.102
d_ULS	3.105	3.105
d_G	n/a	n/a
Chi-Square	infinite	infinite
NFI	n/a	n/a

Source: Self-generated by the researcher (2021)

Table 6.12: Summary for Objectives 3 and 4

	Saturated Model	Estimated Model
SRMR	0.114	0.178
d_ULS	4.567	11.105
d_G	n/a	n/a
Chi-Square	infinite	infinite
NFI	n/a	n/a

Source: Self-generated by the researcher (2021)

Table 6.13: Summary for Objective 5

	Saturated Model	Estimated Model
SRMR	0.105	0.105
d_ULS	0.607	0.607
d_G	0.949	0.949
Chi-Square	736.173	736.173
NFI	0.694	0.694

Source: Self-generated by the researcher (2021)

The over complications of Objectives 1 and 4's models led to the d_G, Chi-Square and NFI values of n/a, infinite and n/a in both saturated and estimated models which do not affect the models acceptance.

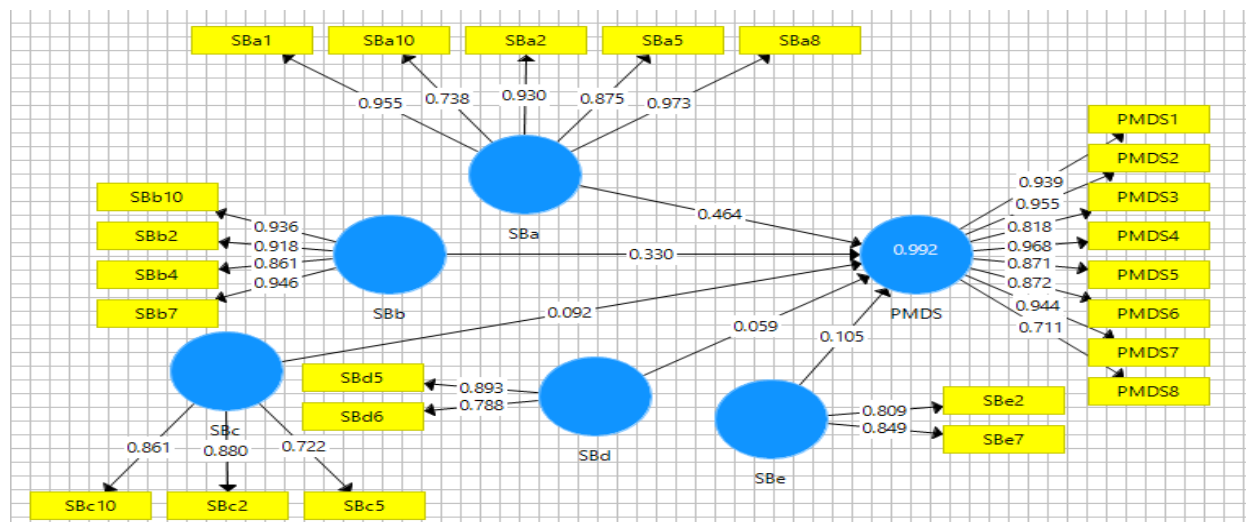
6.3.3. Structural model

The philosophical structural models displayed in Figures 6.3, 6.4 and 6.5 were generated and tested in the lab with the SmartPLS 3, after the above confirmations of reliability and validity tests. As previously said, the variance (R2) of each dependent (endogenous) factor indicates how well the model's philosophy fits the data. The assessment is to authenticate the ideal suitability, which is again, the model's power, and R2 represents the change in a reliant component clarified by the inquiry exemplary.

The relative strengths of the individual causal paths in terms of values and statistics were compared to the overall fit and explanatory power. The variance (R) of each objective or factor reveals the efficacy of the study's fit to the data and shows the degree of discrepancy explained by the model in any of the objectives factors.

Figures 6.3, 6.4 and 6.5 for Objectives 1, 4 and 5 respectively show the experimental results.

Figure 6.3: Objective 1: To investigate whether the Performance management in EMRS contributes to the improvement of service quality and productivity as intended



The efficacy of the factors tested in the empirical analyses are determined by the support each path (positive or negative) contributes towards the exogenous factors (PMDS) as well as the statistical significance of the P-value associated with the corresponding paths (Table 6.12). With the path coefficients of the below values, the model can be said to be doing well. In other words, the factors selected by the ERMS management to run the PMDS at the organisation are good and effective for service quality. SBa which was meant to investigate the purpose and contributions of PMDS to service quality in ERMS, was the best decision taken by management, while the least was SBd (Training programmes used by management to enhance performance) as shown in Table 6.14. These results correlate with Shumba and Manzani (2014: 35), that the levels of evaluation require the involvement of managers in the assessment of employees' performance.

Table 6.14: Path Coefficients of Objective 1- Mean, STDEV, T-Values, P-Values

	Original Sample (O) PMDS (Beta values (β))	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P-Values
SBa -> PMDS	0.464	0.465	0.029	16.057	0.000
SBb -> PMDS	0.330	0.327	0.026	12.836	0.000
SBc -> PMDS	0.092	0.088	0.025	3.717	0.000
SBd -> PMDS	0.059	0.064	0.015	4.004	0.000
SBe -> PMDS	0.105	0.106	0.014	7.769	0.000

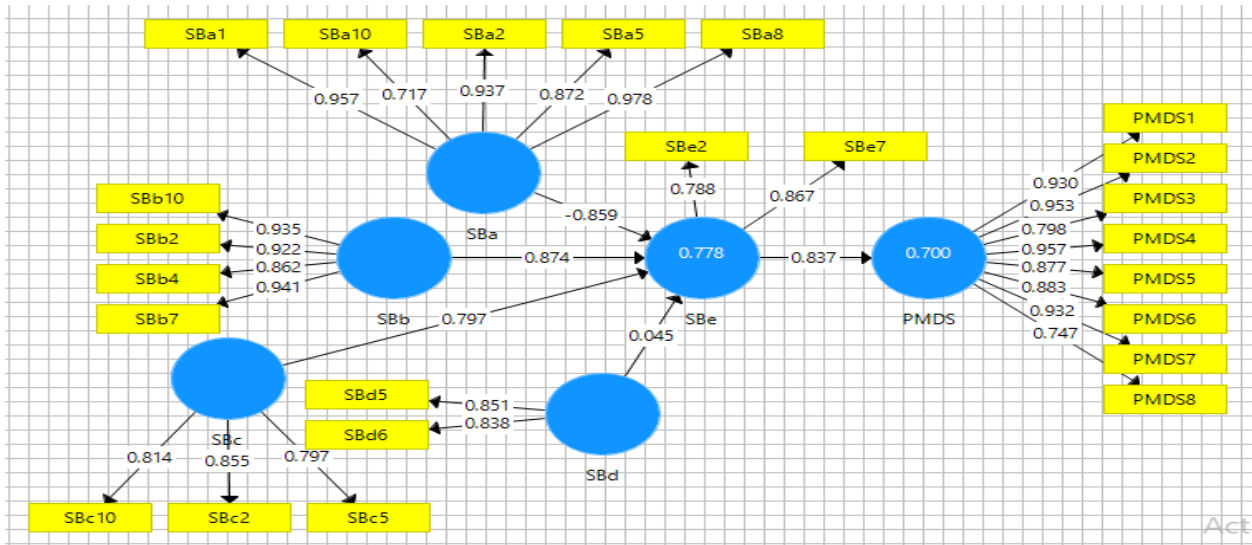
Note: SE (standard error), ns (not significant), * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$ (two-tailed t-tests)

From the table, SBa's effect on PMDS is ($\beta=0.464$, $p=0.000$) SBb on PMDS ($\beta=0.330$, $p=0.000$), SBc on PMDS ($\beta=0.092$, $p=0.000$), SBd on PMDS ($\beta=0.059$, $p=0.000$) and SBe on PMDS ($\beta=0.105$, $p=0.000$). These are strong effects and it is equally proven by the statistical P-values, which are defined beneath Table 6.14. Thus, it can be said that, all the path modelling are supported and will surely contribute to the improvement of service quality and productivity.

Objective 4: To determine whether Management offers programme(s) that have an influence on the performance of employees in EMRS.

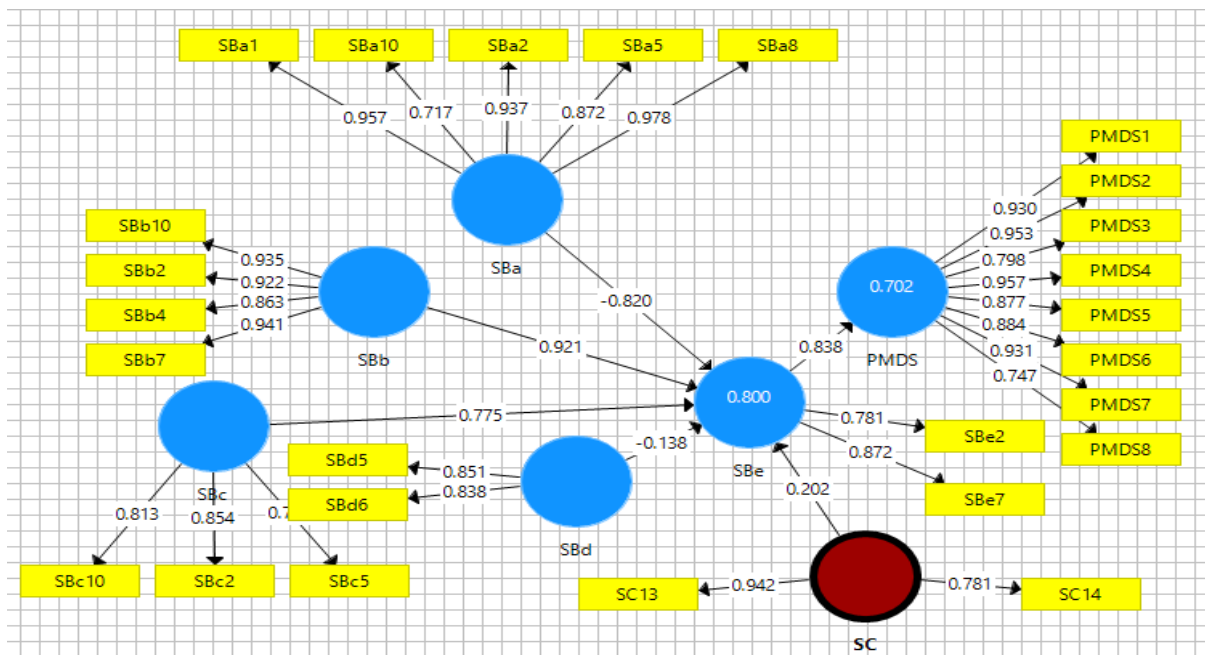
The diagram (Figure 6.4) shows SBe mediating between all the other constructs to determine whether they have any influence on employees in the EMRS. The programmes that Management offers to improve performance are measured in SBe (strategies used by the department to improve performance). Therefore, to determine whether there are any programmes that Management offers which have an influence on the performance of employees, Section C on the questionnaire (SC), which measured the performance management system and policy, and is the only construct which has not been captured in Figure 6.3: Objective 1: was used to moderate the SBe.

Figure 6.4: Diagram before determining whether Management offers programmes that have an influence on the performance of employees in EMRS



The resultant outcome in Figure 6.4 shows that, there was an improvement in performance from 0.837 in SBe (Figure 6.4.) compared to 0.838 from SBe (Figure 6.4.1). This is a clear indication that some programmes and policies of SC do assert a progressive effect on the performance of workers in EMRS.

Figure 6.4.1: Diagram after determining whether Management offers programme that has an influence on the performance of employees in EMRS.



Additionally, it can be noticed that SC has impacted on SBe by causing the later to explain 0.800 of the variants (Figure 6.4.1) as opposed to 0.778 in Figure 6.4 when there was no SC or any performance management system and policy.

Table 6.15: Path Coefficients of objective 4- Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P-Values
SBa -> SBe	-0.820	-0.807	0.119	6.889	0.000
SBb -> Be	0.921	0.920	0.086	10.663	0.000
SBc -> Be	0.775	0.765	0.105	7.369	0.000
SBd -> SBe	-0.138	-0.134	0.058	2.377	0.018
SBe -> PMDS	0.838	0.840	0.026	32.631	0.000
SC -> SBe	0.202	0.197	0.058	3.463	0.001

From the Path Coefficients of Table 6.15, SBe's effect on PMDS ($\beta=0.838$) with a strong statistical significance of ($p=0.001$) which again attests to the positive influence of SC. This is a strong effect and it is equally proven by the T-statistic which is supposed to be greater than 2 (.). Thus it can be said that the path modelling is supported and will surely has an influence on the performance of employees.

Figure 6.5: Objective 5: To suggest strategies that can be used by the Department of Health to enhance performance in EMRS.

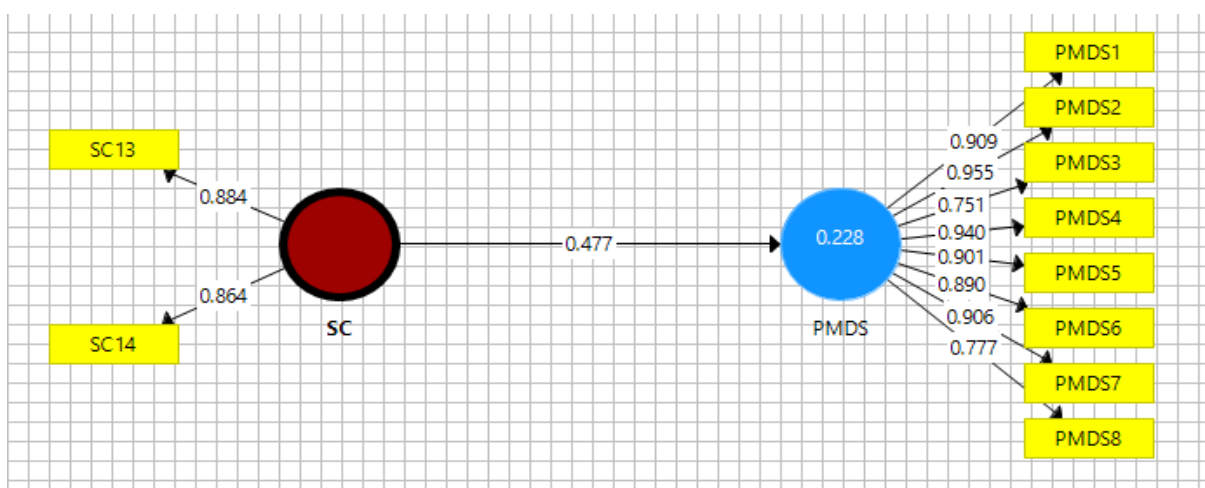


Figure 6.5 demonstrates that SC 13 and 14 may be used to suggest strategies that can be used by the Department of Health to enhance performance in EMRS, in addition to SBa 1, 2, 5, 8 and 10; SBb 2, 4 and 7; SBc 2, 5 and 10; SBd5 and 6 and finally SBe 2 and 7 (Figure 6.3).

Table 6.16: Path Coefficients - Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
SC -> PMDS	0.477	0.490	0.038	12.705	0.000

The perfect P-value of 0.000, combined with a large 12.705 T-statistic, demonstrates that SC 13 and 14 are strong strategy candidates that the Department of Health can rely on to improve EMRS performance. The findings of the preceding discussion are reinforced by a research undertaken by Davashe (2010) in Eastern Cape hospitals, which indicated that low adherence to PMDS policy addressing PMDS operations was due to the lack of quarterly assessments; only annual performance evaluations were conducted. Chauke, (2009), Tlolwana, (2009), and Maluleke, (2009) noted similar difficulties in Limpopo Province, such as not performing quarterly reviews and late submission of performance contracts (2012).

6.4. ANALYSIS PER OBJECTIVE OF THE STUDY

6.4.1 : Objective 1: Purpose and contributions of PMDS

Question 1

To establish if the PMDS is a vital function in EMRS, respondents were asked to give their overall views on it.

- *Respondents indicated that PMDS is a necessary function in EMRS.*

Question 2

Respondents were asked to indicate how effective PMDS is managing performance and how to improve it.

- *Respondents specified that PMDS is managing performance effectively, but more training must be provided to all categories of employees.*

Question 3

Respondents were asked to provide their understanding/opinion concerning the performance management appraisal system in EMRS in terms of whether it motivates employees to improve their performance.

- *Respondents indicated that employees are motivated since some of the team qualifies to receive a salary increase.*

Question 4

Respondents were asked to suggest the components of real PMDS application they would need to realize involved in future preparation (included in the training programs).

- *Respondents indicated that the department should first identify Managers who are promoting bias, favoritism and who are using PMDS as a tool to punish employees.*

Question 5

Respondents were asked to express their views/comments/suggestions regarding performance management and motivation towards performance in the EMRS.

- *Respondents indicated that the department should create a system that will not divide the employees and possibly, they must all receive equal incentives, as this will also deal with issues of bias and favoritism. In addition, respondents suggested that the department should provide educational opportunities for all employees and reward them based on their academic achievements, not PMDS, since it is not used effectively.*

Analysis in response to Objective 1 of the study

PMDS is a crucial tool in EMRS, according to the majority of participants, and they believe their performance is appropriately measured. This is understandable given that the majority of participants were fully told about the method used to assess their performance. According to several studies, good communication of performance expectations, how these goals will be met, and how their performance will be evaluated is one of the key reasons that people accept performance appraisals fairly. Similar research have corroborated this (Adejoka and Bayat, 2014; Du-Plessis, 2015; Paile, 2012; Semakula-Katende et al., 2013; Swartbooi, 2016).

The majority of attendees supported for mandatory PMDS training for all types of personnel involved. They stated that PMDS efficiently manages performance, despite their lack of confidence in their ability to operate the system, leaving them prone to making mistakes. The method that raters and ratees should follow during the performance management cycle should be the subject of staff training. Setting performance targets, evaluating performance, and providing performance feedback must all be at the forefront of the training. Furthermore, when it came to staff development and training to equip employees with the necessary competencies to provide the expected services, the majority of employees said they were aware of existing policies on training and development, and a large number of employees believed there were opportunities for career advancement and training to ensure they performed their duties well.

This is confirmed by studies from Maluleke (2011), who found that the majority of participants (80 percent) felt that training staff increases their performance. However, implementation looked to be an issue, with many employees failing to discuss their career growth prospects with their superiors or receiving training opportunities to improve their competencies. Previous research has found that training is insufficient to prepare personnel to deal with the changes brought on by the present health reforms of reengineering human services (Munyewende et al., 2014). As a result, this study emphasizes the importance of paying attention to the implementation of training and career development opportunities in order to provide employees with the necessary competencies to provide quality services as part of the current healthcare reforms, particularly those related to person-centered care.

Personal development has been shown in numerous research to influence employee motivation and performance (Awases et al., 2013; Bartam and Dowling, 2013; de Waal, 2013). The vast majority of participants identified the PMDS as having beneficial effects. They realized that the PMDS' fundamental aim was to satisfy evaluative and developmental goals, and that its worth lay in its ability to provide feedback that would help them improve their work performance and deliver better care. Lutwana et al., (2013) defined this developmental ethos in managing performance as one of the three key purposes for a performance management system (the others being strategic and administrative).

These findings are consistent with a research conducted on PMDS in Limpopo Province by Semanya, (2018) in the Limpopo legislature, which found that bulk of workforce are conscious of PMDS. The majority of participants agreed that the department should identify supervisors that promote bias, favouritism, or utilize PMDS to punish other employees and ensure that they are not involved in the employee evaluation process. Low scores are sometimes the result of favouritism, a lack of knowledge of PMDS by some managers, and moderating committees that reduce ratings.

In this study, monetary and non-monetary rewards were found to be key parts of performance rating. The majority of the participants said their job was extremely stressful, and one of the main reasons for their dissatisfaction was a lack of recognition and rewards. While monetary incentives were mentioned as being significant in enhancing job satisfaction and retention, other types of recognition and acknowledgement were also mentioned. Other forms of appreciation, such as daily progress recognition and educational awards, have been shown to boost good traits including dedication, hard effort, and self-esteem.

These findings are related to AbuAIRub and Al-(2008) Zaru's study of work anxiety, acknowledgment, work efficiency, and also purpose to remain at job amongst Jordanian medical facility registered nurses, which located a straight and also buffering result of recommendation of registered nurses' efficiency on work anxiety and purpose to remain at job. This emphasized the necessity of recognizing exceptional performance as well as other accomplishments. Makola *et al.*, (2010) discovered that both monetary and non-monetary incentives were crucial for retaining vital personnel in South Africa. Participants were also asked specific qualitative questions in order for them to provide precise replies in line with the study's goals and objectives.

Qualitative Objectives 2 and 3 based on just the understanding of employees:

6.4.2 : Objective 2: To assess the knowledge and understanding of Performance management by supervisors in EMRS stations:

Question 1

Respondents were asked to provide their thoughts on the PMDS's objective.

- *The objective of PMDS, according to respondents, is to empower, motivate, and improve employees' abilities.*

Question 2

In EMRS, study participants were enquired if PMDS helps to improve efficiency and production.

- *Employees who are competent always earn compensation increases, according to respondents who answered "Yes" when asked if it adds to improved performance and productivity.*

Question 3

Employees' primary issues regarding the administration as well as application of the efficiency administration and also advancement scheme were asked to be expressed by respondents.

- *The system does not highlight areas for improvement, according to respondents, and partiality is one of the key issues, since supervisors/managers use the performance appraisal tool to punish staff. The moderating committee also lowers the ultimate score between the employee and the supervisor.*

Question 4

Respondents were asked if performance management as practiced in their company accomplishes its goals.

- *Employees who are qualified receive a 1.5 percent salary boost as recommended by the PMDS policy, which respondents agreed meets its goal.*

Question 5

What should be done to improve comprehension of the performance management and development system in their section, respondents were asked.

- *All participants in the evaluation process, according to respondents, should get training. Furthermore, respondents requested that the department identify biased supervisors/managers and ensure that they are not participating in employee evaluations, as well as ensuring that this tool is used properly.*

Analysis in response to Objective 2 of the study

According to the participants, the initial purpose of performance management systems is strategic. The majority of participants said that performance management systems strive to align the organization's goals with individual goals in order to fulfil the organization's strategic objectives. The role of the performance management system is to reinforce behaviours that support the achievement of organisational goals. Furthermore, performance management systems are thought to be critical during the induction of new employees into the organization. PM helps new employees learn the types of behaviours and outcomes that are recognized and rewarded, which leads to a better grasp of the company's culture and values (Lee and Steers, 2017). This is backed by a study conducted by Sefora in 2013, which found that the goal of a performance management system is to fulfil the organization's strategic objectives.

Numerous elements were identified as facilitators or barriers to increased performance and quality care in the study's findings. Human resource shortages, according to participants, had a significant impact on staff morale and care quality. The shortage of healthcare staff in South Africa's public health system is not surprising, according to several scholars (Naidoo, 2012; Pillay, 2009). This is exacerbated in South Africa by the high turnover and low retention of professionals (Mokoka et al., 2010). Performance requirements must be established based on a realistic assessment of potential roadblocks (Martinez and Martineau, 2011). To improve the quality of care, infrastructure and human capacity must be improved, as well as staff motivation and teamwork. As enhancers of quality care, participants cited a higher emphasis on career development, as well as training and increasing the staff complement.

Participants acknowledged a need for an effective PMDS that handles underperformance, provides frequent training, and provides the required people and equipment resources in order to improve the quality of treatment. The most common complaint raised by participants about the PMDS is ranking mistakes made by a section of supervisors who were still having difficulty to assess their teams, owing to prejudice and absence of information about the system's organisation and operation. The scheme's iniquitousness remained recognised as a result of managers' and supervisors' bias, and employees frequently claim that the system is no longer utilized to accomplish efficiency instead a submission instrument. Workers continuously file grievances, resulting in a number of protests per fiscal year, according to participants, because employees' ratings are frequently adjusted at the moderating committee without their approval. As a result, continuous formal and informal feedback is required for effective assessments.

Steers and Lee (2017) recognized an increase in the flow of information throughout the process as a key to this. Appraisals are only beneficial and valid if they provide meaningful and accurate information about employee performance. Lots of academics concur that PM systems are utilized for management functions (Aguinis 2013; Du Plessis 2015; Lutwama et al., 2013; and also Nxumalo et al., 2018). As an outcome, applying incentive systems based on information given by the PM scheme comes under the management purpose. This function is valuable in preventing favouritism, corruption, and bribery, and it emphasizes the significance of impartiality and merit in administrative decisions if executed appropriately. This is in line with the findings of Lutwana et al., (2013), who found that inconsistent and erroneous performance management systems have a detrimental impact.

The vast majority of participants called for mandatory PMDS training for all types of personnel involved. The method that raters and ratees should follow during the performance management cycle should be the subject of staff training. Setting performance objectives, performance appraisals, and delivering performance feedback must all be at the forefront of the training. Furthermore, the majority of employees indicated that they were aware of existing policies on training and development, with a large number of employees believing that opportunities for career advancement and training existed to ensure that they performed their duties well.

Previous research has found that training is insufficient to prepare personnel to deal with the changes brought on by the present health reforms of reengineering human services (Munyewende et al., 2014). This study emphasizes the importance of paying close attention to the implementation of training and career development opportunities in order to provide employees with the skills they need to provide quality services as part of the current healthcare reforms, particularly those related to person-centered care.

6.4.3 : Objective 3: Challenges in the implementation of PMDS

Question 1

Respondents were asked to identify the primary reasons of difficulty in establishing and operating EMRS' present performance management and development system, as well as how these issues can be remedied.

- *The biggest sources of issues, according to respondents, are bias, nepotism, favouritism, and sexual interactions between employees and managers. Respondents also mentioned specific managers' lack of training and the moderating committee's reduction of their final scores.*

Question 2

Respondents were asked to share their thoughts on how to deal with the obstacles and issues encountered during the introduction of PMDS in EMRS.

- *All personnel involved, according to respondents, should receive training. Furthermore, biased supervisors must be removed from evaluating employees immediately, and moderating committees must be terminated because they are cutting supervisors' final scores without consulting them.*

Question 3

Respondents were asked to indicate their challenges/problems with PMDS in EMRS.

- *Respondents indicated that the main challenges are bias, nepotism, favouritism, and sexual relationships that involve employees and supervisors; the lack of training of certain managers; and the moderating committee reducing their final scores between them and their supervisors.*

Question 4

Respondents were asked to indicate if they have any additional issues relating to the performance management and development system that they want to raise, by indicating Yes/No, and to elaborate if the answer was 'yes'.

- *Respondents affirmed with a "Yes" and indicated that the department must do away with the moderating committee since it is the most problematic area and that they must provide regular training for all supervisors/managers on how best to deal with PMDS evaluations.*

Analysis in line with Objective 3

The majority of participants stated that one of the issues they face is that performance feedback is not given to employees, while others stated that feedback is given to each employee individually, regardless of whether they have earned any sort of compensation. Furthermore, poor motivation, ambiguity, scepticism, and bad impressions of the consistency and fairness of PMS among districts can all be linked to a lack of feedback and quick remedial steps. The most common concerns participants had about performance management systems were assessment blunders: group of bosses still experience difficulty appraising staff, some owing to a lack of information about the system's management and execution, and others due to bias. Unfairness in the system has been detected as a result of the prejudice of some managers and supervisors, and employees frequently claim that the system is no longer utilized to manage performance but rather to enforce compliance.

The vast majority of participants called for mandatory PMDS training for all types of personnel involved. The method that raters and ratees should follow during the performance management cycle should be the subject of staff training. Setting performance objectives, performance appraisals, and delivering performance feedback must all be at the forefront of the training. A lot of the resources of bias amongst supervisors and managers throughout the analysis are clear: managers and supervisors with close friends and also family members in their divisions constantly act unethically by ranking them more than others, no matter just how they executed. Second, these authorities' absence of abilities as well as recognising concerns of system administration and also implementation triggers them to be prejudiced when assessing their staffs.

Ultimately, unprofessionalism and worry have created destructive impacts on exactly how staff member examinations are performed. Supervisors that are frightened of their staffs for example, constantly evaluate them better than others, even though they do not deserve it. Some people take advantage of the system by utilizing it as a punitive and compliance tool rather than a managerial tool, targeting those they despise. These participants believe that removing the moderating committees would allow the system to re-motivate employees to perform better. These findings are related to a study conducted by Radebe (2013) in the City of Johannesburg Metropolitan Municipality in Gauteng Province, which indicated that implementing a Performance Management System is important and only effective if it is free of prejudice and fair evaluations.

6.4.4 : Objective 4: Training programmes used by management to enhance performance

Question 1

Respondents were asked to indicate by 'Yes' or 'No', if the department has been providing training to all the employees as required by the policy. If the answer is yes, they were asked to indicate how often.

- *Respondents once again were divided in this question. Some respondents indicated a "No", justifying that management does not provide training to its employees, while other respondents indicated "Yes" justifying that the department has been providing training but not often.*

Question 2

Respondents were asked if they concur that the efficiency administration and also growth system is reliable and is generating its wanted outcomes, participants were asked to show by saying Yes or No, and they were asked to justify the answer.

- *Respondents answered "Yes", indicating that PMDS works as well as is producing its wanted outcomes because staff members that are qualified receive a salary increase as guided by the PMDS policy. Some other respondents were reserved by indicating that PMDS in EMRS is not effective and does not yield its desired results because supervisors abuse the system in a number of ways including bias, favoritism, and the use of the tool to punish employees.*

Question 3

Respondents were asked to indicate what could be done to recover the trust as well as rate of interest of workers in the efficiency administration and advancement scheme in EMRS.

- *Respondents indicated that the department must do away with the tool since there is no proper guidance, the department must provide proper training for all employees, and that the department must do away with the moderating committees and get rid of the managers who are using this tool to punish employees.*

Question 4

Respondents were asked to indicate if the matter of the absence of knowledgeable people to help implement the present PMDS has consequence on EMRS.

- *Respondents indicated that the current managers are equal to the task, and the department should only deal with those that are biased and giving priority to certain employees. Other respondents indicated that they need a structure that will be directly be hands on during PMDS assessments.*

The majority of participants agreed that mandatory PMDS training is required for all types of personnel involved. The method of establishing efficiency goals, efficiency assessments, as well as supplying efficiency responses should all be at the leading edge of the training. When it came to team advancement and training to outfit workers with the needed proficiencies to give the anticipated solutions, the bulk of workers stated they were conscious of existing plans on training as well as advancement, and also a huge number of workers thought there were chances for occupation innovation and training to guarantee they executed their obligations well. Because of this, this research study stresses the relevance of concentrating on the application of training as well as profession advancement possibilities to supply staff members with the abilities they require to offer top quality solutions as part of the existing health care reforms, specifically those pertaining to person-centred treatment.

Enabling staff members to take part in the redesign of the efficiency monitoring system utilized in their company is just one of the most effective methods to reconstruct the faith and self-confidence of staff members in EMRS pertaining to the efficiency administration and also growth system according to participants. As a weekly reconciliation plan, both bosses and subordinates should get change management training and awareness campaigns to improve their mind-sets. Participants also mentioned the necessity to professionalize the service by measuring it against the private sector and other organizations that have experience with the system's deployment and management.

6.4.5. Objective 5: Strategies used by the department to improve performance

Question 1

Respondents were asked to indicate by either 'Yes' or 'No', and by justifying their answer, if the responsible units such as PMDS practitioners and Human Resource Management provide full support during the PMDS evaluation.

- *Respondents answered "YES", but they indicated that it is not done annually. Some respondents indicated that they do not get support from the PMDS practitioners and Human Resource Management during PMS evaluations.*

Question 2

Respondents were asked to indicate the kind of strategies the department is using to make PMDS more effective in EMRS.

- *Respondents indicated that the current strategy used by the Department is to identify outstanding performing employees and reward them. However, other respondents indicated that the Department does not put sufficient efforts into making PMDS more effective in EMRS.*

Question 3

Respondents were asked to indicate if they are receiving feedback after every appraisal as required by the policy.

- *Respondents indicated that they do receive feedback from management once the assessments are returned from the moderation committee as required by the policy. Other respondents indicated that they are not receiving any feedback from management although it is against the policy.*

Analysis in response to Objective 5 queries

The argument of PMDS practitioners and HRM in the department not providing support is not entirely true, but it has been proven that these institutions' lack of commitment and grasp of policy procedures and processes is also a contributing factor. Participants in this study believe their practitioners can effectively manage the system, but they need commitment and assistance. One of the key responsibilities of PM systems, as previously stated, is to align with the strategic objectives of their organizational setting. The vast majority of participants stated that the department has a strategy in place to identify high-performing employees.

For example, if a country prioritizes results over behaviour and implements a system to drive behaviour, the system is likely to be ineffectual (Aguinis, 2013; Lee and Steer, 2017). In this case, harmony between the PM system and the company's critical goals in locations like critical preparation is called for. Among the major premises for the need for PM systems to be performed as meant, according to writers such as Aquinis (2013) and DeNisi and Gonzalez (2017), is the destructive effects of low-grade or inadequately applied systems on specific, team, and business performance. These findings are in line with Dingwayo's (2007) research, which found that a strategy or plan is largely a communication tool for ensuring mutual awareness of job duties, priorities, and performance expectations.

The majority of participants stated that performance feedback is not given to employees, while others stated that feedback is given to each employee individually, regardless of whether they have earned any sort of compensation. Furthermore, poor motivation, ambiguity, scepticism, and bad impressions of the consistency and fairness of PMS among districts can all be linked to a lack of feedback and quick remedial steps. As previously stated, Skinner et al., (2017) indicate that experiences of injustice and unfairness have a negative impact on performance and well-being. Furthermore, this study found that the majority of participants were dissatisfied with the reward system, which they considered was unfair and did not reward hard work, similar to prior studies (Delobelle et al., 2011; Munyewende, Rispel, and Chirwa, 2014; Pillay, 2009).

Previous research in South Africa has also revealed an imbalance favouring monetary rewards over other factors including performance development and sustainability (Semakula-Katende et al., 2013), which participants in this study confirmed.

6.5. ANALYSIS OF QUALITATIVE RESEARCH

The qualitative analysis of the data acquired through interviews with supervisors and managers from the five (5) sampled districts under the Department of Health in Limpopo Province is the subject of this section. Capricorn, Mopani, Sekhukhune, Waterberg, and Vhembe are among these districts. A sample of volunteers was taken from each district that the researcher deemed to be knowledgeable about the research issue under consideration. Each district, however, had its own set of staff, based on their availability. Individual interviews were performed, and all participants were given a maximum of one hour to share their thoughts and experiences on the twelve questions. The researcher then used a pen and paper approach to record the interviewee's responses.

To establish a coherent set of conclusions on the issues with the efficiency estimation arrangement, the answers supplied under each topic are grouped together during the interview question analyses. The data is presented and the findings are analyzed in the sections below. Participants were questioned or discussed concerns during the interview. It can be a highly valuable strategy for gathering data that might otherwise be unavailable through reflection or surveys (Blaxter et al., 2010: 193). The participants' responses to the interview questions are discussed in more detail below. Blaxter et al. (2010: 193) proposed that qualitative outcomes must justify or correlate with quantitative results when describing qualitative results.

Question 1

Respondents were required to indicate the extent to which the PMDS process could be considered as a reliable and unwavering degree of recital in EMRS.

Supervisors and managers suggested:

- *QLR1: It is neither consistent nor stable since the moderating committees always make changes or tempering with the scores.*
- *QLR2: Bias by other Managers and delay to resolve PMS grievances by responsible units.*

- QLR3: *It is very consistent although, there is a problem of tempering with scores by the moderating committees.*
- QLR4: *There is too much biasness from the side of managers thus makes it to be inconsistent.*
- QLR5: *It is very consistent and a stable measure hence managers are very competent when assessing the employees.*
- QLR6: *It can only be consistent provided we evaluate employees fairly.*

Question 2

Respondents were required to indicate how well the PMDS instrument measures employees' performance in EMRS.

Supervisors and managers suggested that:

- QLR1: *It demotivates employees.*
- QLR2: *It has an adverse impact also to managers as they are captured in between to play as a specialist as well as a manager at the same time*
- QLR3: *The instrument is bias.*
- QLR4: *Employees' morals are demotivated.*
- QLR5: *It demotivates ideal players most specifically after those that carry out well are not acknowledged as well as awarded as necessary.*
- QLR6: *It destroys employees' moral.*

Question 3

Respondents were required to indicate the extent to which the performance appraisal assesses the actual roles and responsibilities of an employee.

Supervisors and managers suggested that:

- QLR1: *Only if it is done fairly.*
- QLR2: *N/A*
- QLR3: *This system involves too much paperwork.*
- QLR4: *It does not because moderating committee change scores without consent of employees and their supervisors.*
- QLR5: *It serves its purpose if is it free from errors*
- QLR6: *Yes, but if they are not used as punishable tool for employees*

Question 4

Respondents were required to indicate whether staffs can rely on supervisors to analyse their efficiency relatively and also fairly by Yes/No, and to substantiate their answers.

Supervisors and managers suggested that:

- QLR1: Yes, although we need more training.
- QLR2: Yes, but not all of us.
- QLR3: Not at all. The trouble is that there are some supervisors that are not helpful on the application of the scheme.
- QLR4: No. As long as there is still bias, nepotism, friendship as well as sexual favours on the side of other managers, we cannot be trusted.
- QLR5: No. The department should first deal with managers who are not competent enough to assess employees on performance.
- QLR6: Yes, although training on performance management system is insufficient.

Question 5

Respondents were required to indicate the degree to which managers give constructive feedback to their subordinates during performance assessments.

Supervisors and managers, suggested that:

- QLR1: Yes, it happens after every evaluation.
- QLR2: Yes, because they are required to sign and acknowledge the final scoring by the moderation. I view that as constructive feedback.
- QLR3: Yes, it happens.
- QLR4: Not intensively.
- QLR5: Yes, it is happening since they are required to sign their assessments after the moderation.
- QLR6: Yes, because they have to sign after every moderation.

Question 6

Respondents were required to indicate the situational factors (e.g. tension, racial and also sex-related prejudices, management designs and so on) that can affect the precision of the efficiency evaluation system.

Supervisors and managers suggested that:

- QLR1: Yes, and very often.
- QLR2: Yes, to some its human nature.
- QLR3: Yes, especially those who lack knowledge on how to best assess their subordinates.
- QLR4: Yes, because some of us have sexual relationships at work.
- QLR 5: Yes, although the majority of managers are ethical.
- QLR6: Yes, especially when lack of training plays a big role. The department does not provide training to both the employees and their supervisors

Question 7

Respondents were required to indicate what the reasons or factors for supervisor-subservient disputes throughout the efficiency assessment process could be.

Supervisors and managers suggested that:

- QLR1: Favoritism.
- QLR2: Employees who think should just qualify without putting efforts.
- QLR3: Some managers who accept bribes from certain employees.
- QLR4: Friendship and bias.
- QLR5: Managers/supervisors who uses PMDS as a punitive tool.
- QLR6: Nepotism and rating errors.

Question 8

In regards to supervisor-subordinate dispute throughout the efficiency testimonial procedure, participants were asked to state to what level these problems possibly harm the efficiency assessment procedure.

Supervisors and managers recommended:

- QLR1: They could create unnecessary grievances.
- QLR2: Lack of respect from either way.
- QLR3: Employees could be negatively affected to an extent to which they are no longer performing as expected.
- QLR4: I am not sure.
- QLR5: They would obviously compromise relationship between employees and their supervisors.
- QLR6: Could lead to unnecessary burnouts to employees.

Question 9

Respondents were required to indicate what must be done to stop any kind of problem in connection with the efficiency assessment in EMRS.

Supervisors and managers suggested that:

- *QLR1: We need support from higher offices when it concerns dealing with individual growth strategies.*
- *QLR2: PMDS grievances should be addressed as matters of urgency.*
- *QLR3: Managers must end biasness, favoritism, sexual relationships, and nepotism.*
- *QLR4: Altering of marks by controlling committees.*
- *QLR5: Prejudice by bosses when evaluating employees' performance.*
- *QLR6: Managers must do away with the use of PMDS as a punishable tool.*

Question 10

Respondents were required to indicate the factors that might clue managers to make ill with their subordinates throughout the PM process.

Supervisors and managers suggested that:

- *QLR1: When the employees are thinking that they must be scored high just even if they are not qualifying.*
- *QLR2: When employees expecting favors because they are close to their supervisor's supervisor.*
- *QLR3: I don't know.*
- *QLR4: When one does not qualify for incentives and think they can influence the employees to react against the manager.*
- *QLR5: Refusal to sign assessments.*

QLR6: Disagreeing with the outcome of the moderating committee

Question 11

Respondents were asked to select which model they thought would be best for managing and implementing employee performance in the public sector.

- *QLR1: I'm not sure which one will function best, according to supervisors and managers.*

- QLR2: *We merely need to get rid of the moderating committee since they are tampering with assessments, which cause us to argue with our subordinates.*
- QLR3: *Remove the current monetary incentive from the system.*
- QLR4: *The department should abandon the present tool in favour of something that rewards all staff regardless of performance.*
- QLR 5: *I don't believe the system has to be changed because the new one will have its own set of problems. As a result, I urge that we focus on present issues rather than embarking on new endeavours.*
- QLR6: *I believe the system should be able to evaluate the organization's general performance first, then unit performance, and finally individual personnel.*

Question 12

Respondents were required to improve any evidence relative to this discussion.

Supervisors and managers suggested that:

- QLR1: *Not at all.*
- QLR2: *Yes. Provide training to managers/supervisors so that we could all understand that PMS does not have to be used as a punishable tool.*
- QLR3: *No.*
- QLR4: *Yes, that the department must provide training to all employees so that we can have common understanding during assessment of PMDS.*
- QLR5: *Yes, that the department must do away with this tool since it only benefits some employees every time.*
- QLR6: *Nothing.*

6.5.2. Analysis in response to qualitative results

The majority of participants in the study on supervisors/managers' experiences and perceptions of performance management were unsatisfied with the existing PMDS, according to the findings. Managers saw the PMDS as a potentially beneficial managerial tool if used appropriately, as it may help them spot bad performance, identify employee training and development requirements, and reward strong performance. Managers also saw the PMDS as having the ability to boost positive work outcomes like job satisfaction, employee retention, and commitment. However, some participants repeatedly expressed unhappiness with the PMDS's execution.

This is in line with the findings of Lutwana et al. (2013), who found that inconsistent and erroneous performance management systems have a detrimental impact. Most participants saw the PMDS as an instrument that measures staff performance in the EMRS for administrative and development purposes rather than for setting strategic objectives and a common vision for improving the quality of care. The research revealed various elements of how the existing PMDS is poorly administered. Some managers said that frontline managers were not consulted, and as a result, some managers are unhappy with the system, calling it ineffective and unnecessary. Steers and Lee (2012), Saravanja (2010), and Choudhary and Puranik (2012) all support the importance of employee participation in the design and implementation of a PM system (2014).

Employee participation in the design and implementation of performance management initiatives, according to these writers, is critical to the system's success since it enhances employee acceptability and support (Lee and Steers, 2017; Saravanja, 2010). Similarly, one of the most difficult difficulties managers encounter is employees' lack of interest in participating in performance assessments, and they feel compelled to force them to finish the appraisal by threatening punitive action. According to Chandra and Frank (2014), an environment conducive to employee involvement is needed, that is, an environment where employees feel free to rate themselves honestly based on their performance.

Employees' lack of involvement in the implementation phase of a PMS, according to Boachie-Mensah and Seidu (2012), adds to negative impressions of the system, which leads to bad attitudes and behaviour. Participatory performance appraisal is therefore necessary and effective for successful performance evaluation and management. Managers should encourage employee participation. Lack of training, accountability, and certain supervisors' opposition are all barriers to effective involvement. The tone of the company must be defined from the top down. As a result, the absence of efficiency monitoring system training for administration demotivates functional staff members to participate in. When a lot of their good example and also leaders do not lead by example, employees get demotivated.

Letswalo conducted a public service evaluation of the PMDS in the health setting in early 2007 and discovered that health professionals reported that the PMDS lacked consistency and progress monitoring. As a result, many employees have lost faith in how PMDS is administered. These findings are consistent with studies on PMDS conducted in Limpopo Province by Tlolane, (2009) in the Sekhukhune District, Department of Agriculture, and Maluleke, (2011) in the Mopani District hospitals, both of which found minimal employee involvement and an absence of expertise and also understanding of the-essence of PMDS by certain managers.

The majority of managers stated that performance feedback is not given to employees, while some stated that feedback is given to each employee individually, regardless of whether they have earned any sort of compensation. The fact that following moderation, supervisors and managers sit one on one with each employee to acknowledge by signing that they agree with the final rating is the major component that helps managers and supervisors believe they are providing constructive feedback to employees. Low scores can be attributable to favouritism, a lack of understanding of PMDS by some managers, or moderating committees that lower ratings. Employees are also not given the option to question their performance, according to several bosses.

This was not only true of the manager-employee interaction, but also of the manager-provincial management relationship. According to Roberts (2013), effective performance assessments involve employee input. As a result, continuous formal and informal feedback is required for effective appraisals. Steers and Lee (2012) identified an increase in the flow of information throughout the process as a key to this. Appraisals are only beneficial and valid if they provide meaningful and accurate information about employee performance. In order to allow beneficial outcomes for evaluation, direction, and motivation, feedback must be constructive (Saravanja, 2010). Managers are in charge of this, and as previously stated, they must be taught to facilitate the process. Continuous feedback is one of the ways a manager can improve performance by taking corrective action (Public Service Commission, 2007). The manager-subordinate relationship has clearly been harmed, either because some managers use the system to punish employees, or because some employees do not believe their scores were reduced by the moderating committee. It all boils down to the executives.

As a result, a quarterly treatment such as understanding and training need to be performed with all supervisors and also managers to help them recognize and additionally show them the correct treatments and procedures to comply with when handling and applying the present efficiency administration and advancement scheme. In addition to being badly handled, some participants in this study thought the system was unfairly implemented and lacking in fairness, with others questioning if those receiving prizes genuinely deserved them. Favouritism and distrust were said to be fuelled by monetary gain as an incentive. Such opinions are consistent with earlier research into the public sector's perception of performance management in South Africa (Makamu and Mello, 2014; Mello, 2015; Swartbooi, 2016). Daskin (2013) discovered comparable experiences in the hospitality business, with favouritism having the ability to build suspicion and cause hardworking performers to abandon the process. Favouritism has been shown to be detrimental to productivity and employee morale, as well as causing conflict between employees and supervisors.

It also has a negative impact on motivation, job satisfaction, job performance, and team collaboration (Alotaibi, 2015; Isaed, 2016; Platis, Reklitis, and Zimeras, 2015). The need of managers receiving training on the harmful consequences of favouritism in the PMDS process is thus emphasized. In 2015, Du-Plessis conducted a research on the implementation of the PMDS in selected PHC clinics in Gauteng, and discovered that, despite having an established framework to evaluate and monitor performance, healthcare professional staff judged the PMDS to be ineffective, overly complex, and uninspiring (Du-Plessis, 2015).

In addition, Kalashe (2016) and Swartbooi (2016) recently conducted research on PMDS in the public sector, and both studies demonstrated inadequate implementation of the system and its negative impact due to managers' lack of expertise. In addition, Awases (2006) did a study in Namibia that yielded comparable results. These findings, however, are not unique to Namibia and have ramifications for both Namibia and South Africa. The most common complaint managers/supervisors have about the PMDS is ranking mistakes: bosses continue to have difficulty appraising their personnel, due to a lack of knowledge about the system's management and implementation, and others due to bias.

Unfairness in the system has been detected as a result of the prejudice of some managers and supervisors, and employees frequently claim that the system is no longer utilized to manage performance but rather to enforce compliance. Some participants believe fighting the board would re-establish worker hope and assurance because conflicts usually develop after their evaluations have been moderated, and that most employees are discouraged by the committee's purpose. Saravanja looked into the PMDS and its impact on motivation in the South African public sector in 2010, and discovered a lack of leadership and management in the implementation and monitoring of performance across the board. Furthermore, he found that a lack of feedback and bad management evaluations contributed to negative attitudes regarding the PMDS and its potential benefits to employees.

Some supervisors believe the department should abandon this approach because it does not benefit all employees and instead divides them. Some managers, according to participants, utilize the system to penalize people rather than develop them. Saravanja's (2010) research recommended that the present PM system be redesigned to promote talent management and career development rather than the current punitive approach. Swartbooi also confirmed in 2016 that the current PMDS needs to be re-evaluated in order to promote rather than hinder good performance. Employees' negative attitudes regarding the PMDS are currently hindering the development of an open and accountable culture. There is no reason for employees to convert to outcomes-based performance unless there is a systemic change in how performance is monitored and evaluated (Kalashe, 2016; Luthuli, 2005; Maepa, 2015).

These findings also revealed that participants showed that the most effective version for handling and applying worker assessment would certainly be one that takes a top-down method, in which efficiency is first examined at the department level to see if it has met more than 90% of its objectives for the fiscal year, then at the unit level to see if it achieved its purposes and individual level. Second, workers think that getting rid of the regulating boards would certainly permit the system to re-motivate team to execute far better. This research confirmed that negative worker monitoring has the possible to adversely influence staff member wellness as well as medical care end results.

6.6. MIXING OF QUANTITATIVE AND QUALITATIVE RESULTS

The convergent parallel methodology was used to describe relationships, comparisons, and interpretations or predictions of both quantitative and qualitative outcomes in this study (Creswell, 2018: 70). A process of collecting, analysing, and combining quantitative and qualitative data during the research process phase of a study, or a series of studies, to fully understand the research problem, is known as mixed methods research (Creswell and Clark, 2011.) The advantages of combining methodology in a scholarship far exceed the disadvantages of utilizing only one research method. In other words, the quantitative and qualitative research advantages are combined. Integration of research methodologies is beneficial in some research domains, according to Sale, Lohfeld, and Brazil (2012: 6), because the complexity of phenomena necessitates knowledge from a wide range of perspectives. Mixed research methods, according to Creswell and Garrett (2008: 8), are a way of gathering, analyzing, and utilising both qualitative and quantitative data within a structured framework.

The intentional employment of two or more different types of data gathering and processing techniques is known as a mixed method approach (Somekh and Lewin 2011: 259). The ease with which findings can be reconciled is a benefit of mixed methods research. In Somekh and Lewin (2011: 260), Weisner (2009) argues that mixed methods approaches to social inquiry are uniquely capable of generating a superior understanding in a variety of circumstances than research confined by a single methodological technique. Because it included descriptive and quantifiable statistics, this study used a mixed method approach. Based on the study of data from interviews, thematic analysis was performed.

The Nvivo 12 Pro software suite was used to automate the coding and development of themes and sub-themes from interview replies. Coding is defined as the marking of data sections with codes, descriptive words, or distinctive recognizing names from a qualitative perspective (Creswell et al., 2018: 116). It should be mentioned that using Nvivo allowed for a better grasp of the qualitative data's key themes and sub-themes. In addition, the interview responses were categorized into sub-themes that were linked to the quantitative data's main themes.

This section begins with the results of the interview replies (QLR), which are then converged or linked with the quantitative survey's key themes (results) (QNR). The interview was the second tool in the data collection process. Six (6) effective interviews were conducted in Limpopo province's Mopani, Capricorn, Sekhukhune, Waterberg, and Vhembe districts. For thematic analysis, data from interviews was analyzed using Nvivo12 Pro software. Participants' interview replies were independently processed and coded as QRL1: participant 1 to QLR6: participant 6 using Thematic software. The purpose of focusing on qualitative data was to gather supporting information and measure the critical perception and knowledge of experts from the Emergency Medical Response Service (EMRS) staff in order to corroborate or relate the interview results to the quantitative results. In addition, patterns of associating or converging the QLR with QNR in regard to the study's objectives were addressed in the mixed methods analysis. The PLS-SEM software suite was used to process and analyze quantitative data (Smit, 2011: 64). In the sections below, the findings of the PLS-SEM and Thematic analyses are mixed or converged, analyzed, and interpreted.

6.6.1. Results, Discussions, and Interpretation of Findings

According to Creswell (2018: 37), mixing data from quantitative and qualitative research implies merging two databases, one numeric and one text-based. This approach is called convergent parallel design: (Table 6.12). The purpose of the convergent parallel design for this study was to analyse the results from the beginning with a qualitative strand. Creswell (2018: 2) and Creswell (2011: 64) postulated that a strand is an element of the study that incorporates the basis process of conducting quantitative or qualitative research, including posing question, collecting data, analysing data, as well as interpreting results based on that data. In this study, the convergent parallel design was useful in drawing the inferences of the qualitative results that explain the quantitative results. The sub-themes from the qualitative results interrelated with the main themes from the quantitative results were many. Only the key interesting components relevant to the aim and objectives of the study were captured and presented in Table 6.17. Moreover, Table 6.17 relates to Figure 6.3 (Mixed methods Design for Data analysis), which describes the process of converging qualitative results and quantitative results.

6.6.1.1. Mixing and interpretation of Biographical data

The biographical data revealed the following results; in the quantitative results; it was indicated further above that 176 out of 200 participants participated in the study, which represented 64% (113) males and 36%(63) females respectively. However, in the qualitative research, 6 (85%) out of 7 interviews were successfully conducted, including 5 males and 1 female. Therefore, a total of 206 participants out of 1647 participated in the study. Thus, the findings indicate that the overall rate of males and females that participated in this study was approximately 85%. As discussed earlier, it is clear that the results indicate a more dominant participation of males than females in this study. This demonstrates a level of inequality in terms of participants' participation in this study, as well as a level of inequality between males and females in EMRS Limpopo. Gender equality frameworks in South Africa or in the workplace should encourage and motivate greater participation of female employees in research studies.

Females' participation and contribution in this study is much appreciated, given that those who participated have shared and provided the high-quality information expected by the researcher. As it can be difficult to research gender equality in a research study, all employees in the workplace should be encouraged and motivated to participate in the process of facilitating the researcher's data collection. More awareness campaigns in terms of gender participation in a research study in the workplace could bridge the gap of gender inequality.

6.6.2. Discussions and interpretations aligned to QNR and QLR according to the research objectives

The study's goal was to see how knowledge and practices affected performance management in the EMRS Limpopo Province. The study objectives were developed and clearly described in order to successfully answer to the research problem, according to Auriacombe (2014: 16), who claimed that the research objectives must clarify how the researcher expects to tackle a research problem. The research objectives must be precise and well-defined.

In light of the aforementioned, the secondary research objectives of the proposed study were as follows: Identifying a problem, choosing research questions, collecting and analyzing data, and interpreting results were all part of the overall process for reaching the study's goal (Creswell, 2018). The question numbers were indicated by the symbols QNR (quantitative results), QLR (qualitative findings), and Q1 to Q12. In accordance with the specified objectives, the study now discusses the results obtained in the preceding chapter. This is done in the hopes of allowing realistic recommendations to be considered before making final decisions.

6.6.2.1. Objective 1: To investigate whether Performance management in EMRS contributes to the improvement of service quality and productivity as intended.

The study was able to show from the CFA that not all the factors considered by management for service quality were salient. The test in the empirical analyses, determined by the support of each path (positive or negative) towards the exogenous factors (PMDS), as well as the statistical significance of the P-value associated with the corresponding paths (Table 6.12) were the only ones that should be taken seriously for consideration and implementation. These were: i) PMDS sets goals, determines standards and evaluates work; ii) PMS links the monitoring of singular efficiency to the purposes of the division as laid out in the functional strategy; iii) PMDS makes certain a better society of visibility and also conviction; iv) Individuals receive frequent feedback on their performance; and v) PMS supports and promotes the upskilling and development of staff. The general consensus from the study shows that management needs to set goals for PMS to determine proper standards for implementation and evaluating work done by employees in a fair manner to achieve service quality. No wonder the above factors passed the quantitative test and were also echoed by the thematic outcome of the qualitative aspect. The quantitative outcomes were thus correlated with the qualitative results from the respondents (Creswell and Poth, 2016) as below:

Q1: Participants were asked to indicate their general views on the performance management and development system, and if they think it is a necessary function in EMRS.

- The QLR results revealed that 116 (66%) respondents agreed that PMDS is a necessary function in EMRS, while 53(30%) respondents indicated that it is not a necessary function since it promotes bias and is dividing the employees, and 7(4%) respondents expressed their view by indicating that they are not sure.

Q2: Respondents were asked how effective they think this organisation is managing performance and what they think could be done to improve it.

- The QLR results indicated that 129(73%) respondents indicated that the organization is in managing performance effectively, although more training must be provided to all categories of employees; whilst 47(27%) respondents indicated that it is not effectively managed, and the department must do away with the tool since it causes division amongst employees.

Q3: Respondents were asked if they think having a performance management appraisal system in EMRS motivates employees to perform, compared to where there is no system, and they were also asked to justify their answer.

- The QLR results specified that 139(79%) respondents agreed by indicating that it is motivating since employees who qualify always receives salary increases, 35(20%) respondents indicated that it does not motivate employees; but promotes friendship; bias; and favoritism; and 1% said that they are not sure.

Q4: Participants were requested for future training objectives: what facets of reliable PMDS execution they want to see consisted of in the training programs.

- The QLR results revealed that a majority of respondents 145(82%) agreed by indicating that the department should first identify Managers who are promoting bias, favoritism and who are using PMDS as a tool to punish employees, whilst 31 (18%) indicated that incentives should be an equal amount for all employees.

Q5: Respondents were asked if they have any other views/comments/suggestions regarding performance management and their motivation towards performance in EMRS.

- The QLR results showed that 96(55%) respondents agreed that the department should create a system that will not divide the employees and if possible, they must all receive equal incentives, as this will also deal with issues of bias and favoritism, whilst 75(43%) suggested that the department should provide educational opportunities for all employees and reward them based on their academic achievements, not PMDS, since it is not used effectively.

Analysis in response to Objective 1

The outcome of these general sentiments again shows that the results displayed by the qualitative analysis were a true reflection of what the respondents believe about the EMRS and its management. It also validates what Nxumalo et al. (2018) believes, because, as a whole, the majority of respondents are of the opinion that management is doing well. The majority of participants revealed that PMDS is a necessary function in EMRS, whilst others had a different view and indicated that it is not a necessary function since it promotes bias and is dividing the employees. These findings are consistent with a study conducted by Sefora (2010), which revealed that if management is effective, people will share the organization's vision while also realizing their own potential and contributing to the organization's goals.

Staff training, according to some participants, should be mandatory and should focus on the process that raters and ratees should follow during the performance management cycle. Setting performance objectives, performance appraisals, and delivering performance feedback must all be at the forefront of the training. Workers constantly declare that the system is no more made use of as a device to handle efficiency instead as a conformity device, and that the system is unfair because of the bias of certain managers and supervisors.

Q1: Respondents were asked to indicate the purpose of PMDS from their own experience and understanding.

- The QLR results attested that the majority of respondents 143(81%) agreed by declaring that the purpose of PMDS is to empower employees and to develop those willing but lacking the ability to improve, while 26(15%) respondents acknowledged that the purpose is to motivate and develop employees, and 7(4%) respondents were unsatisfied and indicated that they do not see any purpose since the tool is biased.

Q2: *Participants were asked if they could say whether PMDS adds to the enhancement of efficiency and also productivity in EMRS by either Yes/No, and to elaborate if their answer was 'yes'.*

- The QLR results confirmed that 92(52%) respondents agreed (Yes) that it contributes to the improvement of performance and productivity, hence employees who qualify always receive salary increases, while 84(48%) respondents disagreed by declaring that (No) PMDS does not add to the enhancement of efficiency and also productivity in EMRS.

Q3: *Respondents were asked to indicate what the main concerns from employees are regarding the administration as well as execution of the PMDS:*

- The QLR results showed that 86(49%) respondents indicated that the system does not identify those in need of improvement, but only pays those favoured by supervisors and managers, 49(28%) respondents stated that bias and favouritism are the main concerns; 28(16%) respondents indicated that the main concern is supervisors/managers who are using this tool to punish employees; and 13(7%) respondents showed that their main concerns are the moderating committee that reduces the final scores between the employee and the supervisor.

Q4: *Respondents were asked to indicate if they think performance management as applied in their organisation serves its purpose by either say 'Yes'/'No' and were requested to justify their answer.*

- The QLR results demonstrated that the majority of respondents at 112(64%) agreed by a "Yes", while 64(36%) of respondents disagreed by a "No" answer.

Q5: *Respondents were asked to indicate what they think should be done to improve the level of understanding of the performance management and development system in their section.*

- The QLR results revealed that 98(56%) respondents indicated that training should be provided to all involved in the evaluation process, while 62(35%) respondents suggested that the department should identify supervisors/managers who are biased and make sure they are not involved in

the evaluation of employees, and 16(9%) respondents indicated that the department must do away with this tool since it is not used properly.

Analysis in response to Objective 1

Participants answered that the initial goal of performance management systems is strategic. PMDS is used to evaluate staff performance, increase employee abilities, and improve the quality of care and service delivery, according to the majority of participants. This is in keeping with the DPSA's PMDS manual (2007), which states that the goal of PMDS is to increase employee performance both in terms of quality and quantity. This will aid the department's overall performance and service delivery objectives. The majority of participants (64 percent) believe it fulfils its objective since employees who meet the PMDS criteria earn a 1.5 percent compensation rise. The remaining 36% of participants disagreed ("No"), and have indicated that the reason why PMDS does not serve its purpose is the fact that supervisors abuse the system in a number of ways including bias, favouritism, and the use of the tool to punish employees.

It is recommended that, management sets up a committee to ensure that there is no abuse of the system. This committee can make use of those who have expressed this negative belief, because, they could be expected to make sure that they eradicate whatever they think is the problem with the system. Management must create room for learning or training whether in-house or after work training, but must show support for such efforts in order to reassure the majority of employees. This can also be used as a basis for promotion and other recognition. Hence, the answer to Objective 1: to investigate whether the PMS in EMRS adds to the upgrading of service quality and throughput as intended is 'yes' without any shadow of doubt.

The majority of participants said that performance management systems strive to align the organisation's goals with individual goals in order to fulfil the organisation's strategic objectives. The main issues raised by participants about the performance management system were rating errors made by some managers who are still having difficulty assessing their team, as a result of an absence of understanding concerning the system's monitoring and implementation plus prejudice. The system's unfairness was recognised as a result of supervisors' and managers' prejudice, and workers regularly assert that the system is no more used to take care of efficiency.

When it came to team growth as well as training to outfit staff members with the essential expertise to give the anticipated solutions, the bulk of workers stated they were mindful of existing plans on training and also a big number of staff members thought there were possibilities for occupation innovation and training to guarantee they executed their tasks well.

Even operational staffs are discouraged from attending performance management system training due to a lack of management training. Skills acquisition has a favourable effect on the ability to apply PMDS, according to Pulakos (2014), and both the supervisor and the employee must acquire the skills. Furthermore, Smith (2012) claims that the supervisor's abilities are critical to the effectiveness of PMDS. Training can help to enhance this. The majority of their role models and leaders, according to the participants, do not lead by example. Letswalo conducted a public service evaluation of the PMDS in the health setting in early 2007 and discovered that health professionals felt that the PMDS lacked consistency and progress tracking. As a result, many employees have lost faith in how PMDS is administered.

These findings are consistent with studies on PMDS conducted in Limpopo Province by Tlolane, (2009) in the Sekhukhune District, Department of Agriculture, and Maluleke, (2011) in the Mopani District hospitals, both of which found minimal employee involvement and a lack of indulgent of the essence of PMDS by certain managers. Employees' favourable attitudes should motivate management to prioritize this PMDS-based organization-building strategy. This viewpoint also implies that both management and followers share a common vision for the program, which, when effectively managed, should produce the intended outcomes. Again, management gives this program a thumbs up.

Nevertheless, 48% is a substantial number that needs to be brought in line with the vision of the PMDS before their negative perception gets out of control. Management needs to investigate further what is causing this negative outlook and put corrective measures in place as soon as possible. Moreover, it is recommended that, management has to assure the majority of the employees that, they will work on their concerns by making sure that, the system identifies those in need of improvement for assistance. When this assurance is backed by action, the employees' perception can change for the better.

6.6.2.2. Objective 2: To assess the knowledge and understanding of PMS by supervisors in EMRS stations:

Under this objective, only a qualitative investigation was performed because, the objective was more intuitive than predictive or confirmatory. The following outcomes were noticed:

Q1: *Respondents were asked to indicate their self-evaluation of knowledge concerning the most challenging areas affecting PMDS implementation.*

- The QLR results revealed that 138(78%) respondents indicated moderating committees as the most challenging areas since they reduce the scoring, and 38(22%) attested to the lack of training of managers that leads to bias, favouritism, and sexual favours.

Q2: *Respondents were asked to indicate why they think management does not do efficiency constricting in a timely manner, and what effects does this sort of activities related to:*

- The QLR results indicated that 115(65%) of respondents acknowledged that management is doing their performance on time, while 5(32%) of respondents indicated that indeed performance contracting is not done on time since management mostly instruct them to backdate them.

Q3: *Respondents were asked about among the needs of the PMDS plan, which is that at the end of each fiscal year, the Head of Human Resource Management should carry out an efficiency audit, as well as it occurring in EMRS, and If not, why?*

- The QLR results suggested that 158(90%) of respondents indicated that head of human resource management (HRM) conduct audit as required by the PMDS policy, while 15(8.5%), indicated that HRM does not conduct any audit.

Q4: *Respondents were asked to indicate what they think makes managers or supervisors biased during the assessment of employees' performance, and what they think desires to be completed to arrest this delinquent.*

- The QLR results attested that the majority of respondents 79 (45%) indicated that favouritism, and sexual relationships are the most contributing factors, and they think that the department should do away with the tool, while 50(28%) respondents specified that the lack of training is the most contributing factor. A

further 44(25%) respondents indicated that friendship is the contributing factor to bias between employees and their supervisors, and 3(2%) were neutral.

Q5: *Respondents were asked if they might explain their degree of understanding of efficiency monitoring system as appropriate as well as describe better:*

- The QLR results indicated that 146(83%) respondents affirmed that their level of understanding is adequate because they understand the process of evaluation, and 30(17%) disagreed, stating that their level of understanding is not adequate since managers are using the tool for a different reason that it was intended for.

Analysis in response to Objective 2

The topic of bias and favouritism has come up several times. As a result, management must pay close attention to these issues. The majority of participants agreed that the department should identify managers that promote bias and favouritism, as well as those who use PMDS to punish other employees, and guarantee that they are not involved in the employee evaluation process. Daskin (2013) discovered comparable experiences in the hospitality business, with favouritism having the ability to build suspicion and cause hardworking performers to abandon the process. Favouritism has been found to be detrimental to productivity and employee morale, as well as causing conflict between employees and affecting motivation, job satisfaction, job performance, and team collaboration (Alotaibi, 2016; Isaed, 2016; Platis, Reklitis, and Zimeras, 2015).

Low ratings are sometimes attributable to favouritism, a lack of understanding of PMDS by some managers, and moderating committees that lower results. Other participants' complaints about the Performance Management System include rating errors, in which certain managers and supervisors still have difficulty evaluating their staff, some as a result of an absence of understanding regarding the system's administration and also execution, and others due to bias. The issue of PMDS practitioners and HRM in the department not providing support isn't entirely true, however participants reported that these institutions' lack of dedication and awareness of policy procedures and processes are also significant causes. Participants in this study believe their practitioners can effectively manage the system, but they need commitment and assistance.

The majority of participants stated that they have a thorough understanding of project management, while a few stated that they do not. According to the current PMDS, departments must manage performance more effectively in order to develop a strong performance culture (Republic of South Africa, 2007). To improve organizational efficiency and effectiveness, all departments are encouraged to manage performance in a constructive, supportive, and non-discriminatory manner (PSC, 2007). The overwhelming positive feedback should serve as motivation to take better action. Since allegations of favouritism, sexual connections within the organization, and a lack of training have resurfaced, management has been advised to take these allegations seriously and take action. Because the majority of responders are aware of what is truly going on in the organization, the ground is being ripped for more work on PMDS. These findings are consistent with a research on PMDS conducted in Limpopo Province by Semenya (2018) in the Limpopo legislature, which found that the majority of employees are educated about and understand PMDS.

6.6.2.3. Objective 3: To identify the challenges experienced by employees during the implementation of PMS in EMRS:

Moreover, the thematic program for qualitative analysis helped to unravelled the following:

Q1: *Respondents were asked to mention the main causes of challenges in implementing and managing the current performance management and development system in EMRS, and how these challenges can be addressed.*

- The QLR results displayed that 86(49%) respondents indicated that the main causes of challenges are bias, nepotism, favouritism, and sexual relationships that involve employees and supervisors; while 68(39%) respondents mentioned the lack of training of certain managers; and 28(12%) indicated the moderating committee that reduces their final scores.

Q2: *Respondents were asked to express their own opinion on how they would address the challenges and problems experienced in the implementation of PMDS in EMRS.*

- The QLR results disclosed that the majority of respondents 100(57%) indicated that training must be provided for all employees involved, while 46(26%) respondents indicated that supervisors who are biased must immediately be

removed from assessing employees. A further 28(16%) of respondents indicated that moderating committees must be terminated since they are reducing the final scores by supervisors without any consultation.

Q3: *Respondents were asked to indicate the challenges/problems they have experienced with PMDS in EMRS*

- The QLR results indicated that the majority of respondents 123(70%) specified that the main causes of challenges are bias, nepotism, favouritism; and sexual relationships that involve employees and supervisors; while 40(23%) respondents indicated the lack of training of certain managers; and 13(7%) indicated that the moderating committee reduces their final scores between them and their supervisors.

Q4: *Respondents were asked if they have any additional issues relating to the performance management and development system that they may want to raise, by indicating Yes/No, and to elaborate if the answer was 'yes'.*

- The QLR results revealed that the majority of participants 146(83%) affirmed by a Yes and indicated that the department must do away with the moderating committee since it is the most problematic area, and to provide regular training for all supervisors/managers on how best to deal with PMDS evaluations, while 27(15%) respondents disagreed by a “No” and have not justified their position.

Analysis in response to Objective 3

Since favouritism, sexual relationships within the organisation and the lack of training are again coming up; management needs to give serious attention to these concerns. The majority of participants have indicated that the department should identify managers who are promoting bias, favouritism and use PMDS as a tool to punish other employees and ensure they are not taking part in the process of assessing employees. Daskin (2013) discovered comparable experiences in the hospitality business, with favouritism having the ability to build suspicion and cause hardworking performers to abandon the process. Favouritism has been found to be detrimental to productivity and employee morale, as well as causing conflict between employees and affecting motivation, job satisfaction, job performance, and team collaboration (Alotaibi, 2016; Isaed, 2016; Platis, Reklitis, and Zimeras, 2015).

Participants also stated that low scores are sometimes attributable to favouritism, a lack of knowledge of PMDS by some supervisors, and moderating committees that lower results. Furthermore, whatever is obstructing the moderating committee's ability to function should be investigated immediately. According to the current PMDS, departments must manage performance more effectively in order to develop a strong performance culture (Republic of South Africa, 2007). However, the majority of participants reported that implementation was also an issue, with many employees not having discussed their career growth prospects with their supervisors or being given with training chances to improve their competencies.

Previous research has found that training is insufficient to prepare personnel to deal with the changes brought on by the present health reforms of reengineering human services (Munyewende *et al.*, 2014). Therefore, this research study stresses the value of concentrating on the execution of training and profession advancement possibilities to give workers the chance they require to offer high quality solutions as part of the existing reforms, especially those pertaining to person-centred treatment. Awases *et al.*, 2013; Bartam and Dowling 2013; de Waal 2013) have all highlighted the significance of individual growth in impacting staff member inspiration as well as efficiency.

6.6.2.4. Objective 4: To determine whether Management offers programme(s) that influence the performance of employees in EMRS.

Firstly, quantitative analyses revealed that the SC has an impact on SBe by causing the later to explain 0.800 of the variants (Figure 6.4.1) as opposed to 0.778 in Figure 6.4 when there was no SC or any performance management system and policy. It stands to reason that, the two management policies of SC 13 and SC 14 are really yielding results. These policies were as follows: "Assisting the supervisor to display the practices of effective PMDS (SC 13)". This policy needs to be maintained by the topmost management in the organisation because, it has shown that, employees were actually happy to see their supervisors being assisted to display the practices of PMDS. The other program was "performance management system implementation met the objectives it was meant to when it was introduced (SC 14)". Here again, employees displayed their happiness with the PMDS program although there were some reservations about it.

Therefore, management is encouraged to ensure the continuity of the program while striving to correct the shortfalls. The qualitative investigation revealed the following:

Q1: *Respondents were asked if the department was providing training to all the employees as required by the policy, by saying Yes or No, and if the answer was 'yes', they were asked how often.*

- The QLR results reported that the majority of respondents 154(87.5%) reacted/disagreed by indicating "No", management does not provide training to its employees. A further 22(12.5%) respondents agreed by indicating "Yes" the department is providing training but no justification was provided in the two cases.

Q2: *Respondents were asked if they agree that the PMDS works and is producing its wanted outcomes-by saying Yes or No and were asked to justify the answer.*

- The QLR results described that the majority of respondents 112(64%) agreed/affirmed by a "Yes", while 58(33%) of respondents disagreed by a "No" response.

Q3: *Participants were asked to show what they assume require to be done to bring back the passion of workers in the direction of the efficiency monitoring as well as advancement system in-EMRS.*

- The QLR results showed that the majority of respondents 99(56%) suggested that the department must do away with the tool since there is no proper guidance, while 54(31%) attested that the department must provide proper training for all employees, and 23(13%) indicated that the department must do away with the moderating committees and get rid of the managers who are using this tool to punish employees.

Q4: *If the problem of an absence of specialists to help in executing the present PMDS has any effect in EMRS, participants were asked to make suggestions.*

- The QLR results displayed that the majority of respondents 136(77%) indicated that the current managers are equal to the task, and that the department should only deal with those that are biased, giving priority to certain employees, while 40(23%) respondents said that they need a structure that will directly be hands-on during PMDS assessments.

Analysis in response to Objective 4

From the standpoint of the ratees, performance management training entails raising awareness of the PM system, its concepts, and procedures, along with just how it will certainly profit the organisation, group, and also individual, along with charm chances and also brand-new improvements (DeNisi ad Murphy 2017). The vast majority of participants called for mandatory PMDS training for all types of personnel involved.

They stated that PMDS efficiently manages performance, despite their lack of confidence in their ability to operate the system, leaving them prone to making mistakes. The technique that ratees as well as raters must adhere to throughout the efficiency monitoring cycle must be the topic of team training. Establishing efficiency purposes, efficiency assessments and delivering performance feedback must all be at the forefront of the training. Furthermore, when it came to team growth and training to furnish workers with the needed proficiencies to supply the anticipated solutions, most of workers stated they recognised existing plans on training and progression, as well as a multitude of workers thought there were possibilities for profession improvement to guarantee job efficiency. Management is encouraged to develop or support employee training initiatives. They should establish a learning organization since we live in a period when knowledge is a valuable asset in any economy.

The vast majority of participants believe PMDS is effective and achieving the expected goals since employees who qualify receive a wage rise based on the PMDS performance policy. Some of them said no, and that the reason PMDS in EMRS is ineffective and doesn't provide the expected results is that managers abuse the system in a variety of ways, including bias, favouritism, and using the tool to punish staff. The majority of participants also requested that the department ensure that individuals who are not efficiently using the system are punished, while a minority participants suggested that the agency should eliminate the tool due to a lack of sufficient guidance. Instead of eliminating PMDS, this study suggests that management endeavour to provide correct guidance. The majority of participants said that a shortage of EMRS expertise is not an issue and has no bearing because there are dedicated managers and supervisors in place to ensure that the system is deployed properly.

6.6.2.5. Objective 5: To suggest strategies that can be used by the Department of Health to enhance performance in EMRS.

Since the two policies of “Assisting the supervisor to display the practices of effective PMDS (SC 13)” and “performance management system implementation meets the objectives it was meant to when it was introduced (SC 14)” proved to be effective under Objective 4, the study deems it fit to suggest them to the Department of Health to enhance performance in EMRS in addition to the issues below which came to light when the employees were interviewed.

Q1: *Respondents were asked to indicate if the responsible units, such as PMDS practitioners and Human resource management provides full support during the PMDS evaluation by either Yes or No, and were asked to justify the answer.*

- The QLR results revealed that 105(60%) respondents agreed (yes) and indicated that it is not done annually, while 71(40%) disagreed (no) and indicated that they do not get support from the PMDS practitioners and Human Resource Management during PMS evaluations.

HRM should be encouraged to provide support to the 71(40%) respondents in order to salvage its image for both the department and the organisation.

Q2: *Respondents were asked to indicate the kind of strategies the department is using to make PMDS more effective in EMRS.*

- The QLR results indicated that 136(77%) respondents are of the view that the current strategy used by the Department is to identify outstanding performing employees and reward them, while 3(19%) of respondents indicated that the Department does not put any efforts in making PMDS more effective in EMRS.

Q3: *Respondents were asked to indicate if they are receiving feedback after every appraisal as required by the policy.*

- The QLR results showed that the majority of respondents 139(79%) affirmed that they do receive feedback from management once the assessments are returned from the moderation committee as required by the policy, while 37(21%) respondents indicated that they are not receiving any feedback from management although it is against the policy.

Analysis in response to Objective 5

The argument of PMDS practitioners and Department HRM not providing help is not entirely true, but participants reported that these institutions' lack of dedication and grasp of policy procedures and processes is also a role. Participants in this study believe their practitioners can effectively manage the system, but they need commitment and assistance. Bartram and Dowling (2013) performed research on efficiency administration in the wellness industry, which verified the significance of personnel administration in this market. Permitting staff members to join the redesign of the efficiency monitoring system utilized in their company is among the very best methods for recovering the faith and also their self-confidence in EMRS pertaining to the PMDS, according to participants. The majority of responders stated that employees receive performance feedback, and some even stated that feedback is given to each employee individually, regardless of whether they have earned any sort of compensation.

As a result, continuous formal and informal feedback is required for effective assessments. The percentage of individuals who said they receive feedback from management once the assessments are returned from the moderation committee, as required by the policy, greatly outnumber those who said they do not receive input (79 percent). As a result, it might be assumed that management is acting responsibly. However, in light of the aforementioned issues, participants acknowledged and urged that while challenges do exist, they should be dealt with quickly and dynamically. Furthermore, participants stated that performance management workshops and training programs held indoors or in the workplace might be very successful, feasible, and manageable.

This quantitative outcome correlated with the qualitative results from the participants (Creswell and Poth, 2016) as shown below.

6.6.3. Inference of Quantitative and Qualitative results

Participants were required to indicate their level of accepting of the PMS through the case study of the Emergency Medical Response Service in Limpopo Province. Table 6.17 indicates the inference of the qualitative results. It comprises factors relating to the quantitative findings from the qualitative results, which are discussed, based on objectives defined for this study. Therefore, according to Creswell (2015: 37), qualitative results explain and justify quantitative findings. In this study, as can be observed, the qualitative results are significantly correlated with the quantitative findings. The general process that led to the achievement of the objectives of this study consisted of identifying a problem, defining research questions, gathering, and analysing data, as well as interpreting results (Creswell, 2015: 4). The results of this section correlates with the results of the study conducted by Mashego, (2016), that an effective PMDS is built on the existence of a clear vision, mission and strategic goals.

Table 6.17: Inference of qualitative results

Factors	Main Themes: Qualitative results	Sub-Themes Qualitative Results
<p>1.The PMDS process is a secure as well as regular procedure of efficiency in EMRS</p>	<p>Measuring performance of management in EMRS</p>	<p>QLR1: It is neither consistent nor stable since the moderating committees always make changes or tamper with the scores.</p> <p>QLR2: Bias by other Managers and delays in resolving PMDS grievances by responsible units.</p> <p>QLR3: It is very consistent but, there is a problem of tampering with scores by the moderating committees.</p> <p>QLR4: There is too much bias from the side of managers thus making it unreliable.</p> <p>QLR5: It is very consistent and a stable measure hence managers are very competent when assessing the employees.</p> <p>QLR6: It can only be consistent and sustainable provided we evaluate employees fairly.</p>
<p>2.The PMDS as an instrument that measures employees'</p>	<p>Instrument that measures employee's performance in EMRS</p>	<p>QLR1: It demotivates employees.</p> <p>QLR2: It has an unfavourable impact also on managers as they are captured in between playing experts and supervisors at the same time.</p> <p>QLR3: The instrument is biased.</p>

<p>performance in EMRS</p>		<p>QLR4: Employees' morale is low and they are demotivated.</p> <p>QLR5: It demotivates finest players most particularly after those that carry out well are not acknowledged and also awarded appropriately.</p> <p>QLR6: It destroys employees' morale.</p>
<p>3. The performance appraisal that assesses the roles and responsibilities of an employee</p>	<p>Assessing the roles and responsibilities of an employee in EMRS</p>	<p>QLR1: Only if it is done fairly.</p> <p>QLR2: N/A</p> <p>QLR3: This system involves too much paperwork.</p> <p>QLR4: It does not, because moderating committees change scores without the consent of employees and their supervisors.</p> <p>QLR5: It will serve its purpose if it is free from errors</p> <p>QLR6: Yes, but if they are not used as punishable tools for employees</p>
		<p>QLR1: Yes, although we need more training.</p> <p>QLR2: Yes, but not all of us.</p>

<p>4.Subordinates Trust in evaluating piece fairly in addition to objectivity</p>	<p>Trust in gauging efficiency justly and objectively in EMRS</p>	<p>QLR3: Not at all. The issue is that there are some supervisors that are not helpful of the application of the system.</p> <p>QLR4: No. As long as there is still bias, nepotism, friendship as well as sexual harassment on the side of other managers, it cannot be trusted.</p> <p>QLR5: No. The department should first deal with managers who are not competent enough to assess employees on performance.</p> <p>QLR6: Yes, although training on the efficiency monitoring system is insufficient.</p>
<p>5. The degree of constructive feedback to subordinates from management during performance assessments</p>	<p>Feedback to subordinates</p>	<p>QLR1: Yes, it happens after every evaluation.</p> <p>QLR2: Yes, because they are required to sign and acknowledge the final scoring by the moderation. I view that as constructive feedback.</p> <p>QLR3: Yes, it happens.</p> <p>QLR4: Not intensively.</p> <p>QLR5: Yes, it is happening since they are required to sign their assessments after the moderation.</p>

		<p>QLR6: Yes, because they have to sign after every moderation.</p>
<p>6. Situational factors (e. g. anxiety, racial as well as sex-related prejudices, management designs and also etc.) impact the accuracy of the performance appraisal system</p>	<p>The accuracy of the performance appraisal system in EMRS</p>	<p>QLR1: Yes, and very often.</p> <p>QLR2: Yes, To some its human nature.</p> <p>QLR3: Yes, especially those who lack knowledge on how to best assess their subordinates.</p> <p>QLR4: Yes, because some of us have sexual relationships at work.</p> <p>QLR 5: Yes, Although the majority of managers are ethical.</p> <p>QLR6: Yes, especially when a lack of training plays a big role. The Department does not provide training to both the employees and their supervisors.</p>
<p>7. The reasons or factors of manager-subordinate problem throughout the efficiency assessment</p>	<p>Cause of Conflicts during the performance assessment</p>	<p>QLR1: Favouritism.</p> <p>QLR2: Employees who think they should just qualify without putting in an effort.</p> <p>QLR3: Some managers who accept bribes from certain employees.</p> <p>QLR4: Friendship and bias.</p>

		<p>QLR5: Managers/supervisors who uses PMDS as a punitive tool.</p> <p>QLR6: Nepotism and rating errors.</p>
<p>8. The impacts/effects of manager-subordinate dispute throughout the efficiency assessment procedure</p>	<p>Impacts/effects of conflict on the process of performance appraisal</p>	<p>QLR1: They could create unnecessary grievances.</p> <p>QLR2: Lack of respect from either way.</p> <p>QLR3: Employees could be negatively affected to the extent to which they are no longer performing as expected.</p> <p>QLR4: I am not sure.</p> <p>QLR5: They would obviously compromise relationships between employees and their supervisors.</p> <p>QLR6: Could lead to unnecessary burnout amongst employees.</p>
<p>9. Approaches towards preventing any type of dispute in regard to</p>		<p>QLR1: We need support from higher offices when it concerns resolving individual growth strategies.</p> <p>QLR2: PMDS grievances should be addressed as matters of urgency.</p> <p>QLR3: Managers must end bias, favouritism, sexual relationships, and nepotism.</p>

<p>efficiency evaluation EMRS in</p>	<p>Approaches preventing conflict in</p>	<p>QLR4: Altering of ratings by regulating committees.</p> <p>QLR5: Bias by managers when evaluating employees' performance must stop.</p> <p>QLR6: Managers must do away with the use of PMDS as a punitive tool.</p>
<p>10. Factors that could lead to the disagreement between supervisors and juniors throughout the efficiency evaluation procedure</p>	<p>Factors of disagreement in the process of performance appraisal</p>	<p>QLR1: When the employees are thinking that they must be scored higher even if they are not qualified.</p> <p>QLR2: When employees expect favours because they are close to their supervisors.</p> <p>QLR3: I don't know.</p> <p>QLR4: When one does not qualify for incentives, and thinks they can influence the employees to react against the manager.</p> <p>QLR5: Refusal to sign assessments.</p> <p>QLR6: Disagreeing with the outcome of the moderating committee.</p>
		<p>QLR1: I am not certain which one can graft greatest.</p> <p>QLR2: We simply need to get rid of the regulating board since they are tampering with assessments and as a result, we fight with our sub-ordinates.</p>

<p>11. Suitable Model for the monitoring as well as execution of workers' efficiency in the general public solution</p>	<p>Suitable Model of performance appraisal</p>	<p>QLR3: Removing the current financial reward on the system.</p> <p>QLR4: The Department must do away with the current tool and rather opt for something that will reward all the employees irrespective of performance.</p> <p>QLR 5: Since the brand-new one will certainly come with its obstacles, I do not believe the system actually has to be transformed. I suggest that we deal with the present obstacles, instead than to begin brand-new points.</p> <p>QLR6: I believe a system which can analyse initially the general efficiency of the organization and after that, the system efficiency, as well as private workers.</p>
<p>12. Additional information in relation to performance appraisal in EMRS</p>	<p>Respondents' Suggestions</p>	<p>QLR1: Not at all.</p> <p>QLR2: Yes. Provide training to managers/ supervisors so that we could all understand that PMS does not have to be used as a punitive tool.</p> <p>QLR3: No.</p> <p>QLR4: Yes, the department must provide training for all employees so that we can have a common understanding during the assessment of PMDS.</p>

		<p>QLR5: Yes, the Department must do away with this tool since it only benefits some employees every time.</p> <p>QLR6: Nothing.</p>
--	--	--

Source: Self-generated by researcher (2021)

The QNL responses were coded as per the indications of each respondent's view on the questions in Appendix D, which relate to the factors, main themes and sub-theme results from the Thematic program. The factors are the elements of interview questions, which were used to get respondents' views. The themes are the main pronouncements from the questionnaire, and Sub-themes are the common comments gathered from the respondents. Therefore, in considering recommendations for management, it is deemed appropriate by this study to be guided by the main and sub themes that surfaced from the participants.

6.7. CONCLUSION

This chapter has combined both the quantitative analysis with the qualitative one to form a mixed method approach by first performing a quantitative analysis for Objectives 1, 4 and 5 correlated with the qualitative approach, and then just a qualitative approach for Objective 2 and 3. The mixed methods design was applied as procedures implemented for mixing the QNR and QLR. The comparison, interpretation, and discussion of analysis' outcomes followed the procedure defined in Figure 6.6 and were appropriately linked to each objective of this study (Creswell, 2018: 70). The qualitative analyses also shed some light on some of the questions for the quantitative section. The sample mean as displayed by the regression analysis of the SmartPLS in Table 6.12 shows that the respondents for the study were generally in favour of the most of the issues asked. They were negatively skewed to the questions, thus agreeing with most of them. Almost all of the mean values (0.465, 0.327, 0.088, 0.064, and 0.106) were less than 0.5 (column 3 of Table 6.12) and this was actually manifested in the qualitative responses. Hence, management needs to be commended for having programs in place that really have an effect on PMDS.

This does not mean there were no issues for concern though. The individual problems were vociferously raised during the qualitative investigations, which calls on management to pay attention and put their house in order to correct the situation before it gets out of control. The deviations from the opinions expressed were indeed standard and not widely dispersed from the common sentiments (less than 1 in all cases: 0.029, 0.026, 0.025, 0.015, 0.014) column 4. Again, the statistical significance of $P=0.000$ in all cases, and T-statistics being greater than 2.0 (Keil et al., 2000), attest to the fact that the final investigated factors actually have positive effects on PMDS. From the table (6.12), SBA's effect on PMDS in terms of T-values were ($\beta=0.464$, 16.057); SBb on PMDS ($\beta=0.330$, 12.836), SBc on PMDS ($\beta=0.092$, 3.717); SBd on PMDS ($\beta=0.059$, 4.004) and SBe on PMDS ($\beta=0.105$, 7.769). These are strong effects that seal the case for management.

The findings and recommendations of the study are discussed in the next chapter.

CHAPTER SEVEN: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

7.1. INTRODUCTION

The outcomes and also evaluation of information collected via numerous approaches such as meetings and studies were explained in the previous phase. The degree to which the study objectives and goals were fulfilled will certainly be reviewed in this phase. A review of the research is offered, consisting of the literary works as well as strategy utilized. The referrals and also final thoughts are after that given. The function of this research study was to see just how the PMDS affected service delivery in the Limpopo Province's Emergency Medical Response Services. The study's goals were as follows:

- To assess supervisors' knowledge and understanding of PMDS in EMRS stations;
- to identify the challenges encountered during the implementation of EMRS programs in the area under study;
- to investigate whether the performance management system in EMRS contributes to the improvement of productivity as intended;
- To see if the EMRS provincial management offers any programs that have an impact on the performance of EMRS personnel; and
- To provide employee-friendly techniques for improving EMRS performance.

Certain insights were gathered as a result of the data analysis described in the preceding chapter, as well as interviews and conversations made with EMRS management and personnel in the Limpopo Department of Health, which ended in conclusions. These findings serve as the foundation for a set of recommendations that can be put into practice or serve as a springboard for additional research in the field of emergency services performance management and development. This study is a major emphasis and contribution for the Department of Health's Limpopo Emergency Medical Response Services. Managers at the Limpopo Emergency Medical Response Service have accepted the PMDS as a policy and a systematized and structured means of managing performance. However, while most managers understand its aim, it has yet to be integrated and institutionalized.

It has actually been reported that PMDS is officially made use of as a kind of destructive conformity, and has had no result on performance or solution enhancement since there are no motivations for a lot greater than anticipated or incredible efficiency. Oversight, guidance, surveillance, as well as assessment are essentially non-existent, and the section risks managers acting behind the scenes to sabotage the admirable goals and objectives. Strengthening oversight and supervisory functions are also important proposals. Managers strive for definite, measurable results, and just as there are incentives for good performance, there must also be consequences for poor performance. Identifying a problem, choosing research questions, collecting and analyzing data, and interpreting results were all part of the overall process for reaching the study's goal (Creswell 2016). QNR (quantitative results), QLR (qualitative results), and Q1 to Q12 symbols were used to represent the question numbers. In accordance with the specified objectives, the study now discusses the results obtained in the preceding chapter. This is done in the hopes of allowing realistic recommendations to be considered before making final decisions.

7.2. FINDINGS PER OBJECTIVES OF THE STUDY

Objective 1: Purpose and contributions of PM

The majority of participants said PMDS is used to evaluate staff performance, increase employee skills, and improve care and service delivery quality. This is consistent with the DPSA's PMDS manual (2007), which states that the goal of PMDS is to increase both the quality and quantity of staff performance, which will aid the department's overall performance and service delivery. The PMDS is utilised to evaluate employee performance, which in turn influences the effectiveness of the department. It also enables employees to share the organization's vision while also realizing their full potential and understanding their role and contribution to the organisation's objectives (Sefora, 2010). The findings of this study demonstrated a substantial link between the participants' professional position and their awareness and understanding of PMDS's goal. Furthermore, the survey found that all operational managers fully comprehended the aim of PMDS, although some employees and supervisors did not.

Because the bulk of this group was not adequately trained on PMDS, it's not surprising that some participants didn't know what PMDS was for. However, given their seniority and repeated exposure to PMDS training and supervision, one would expect all managers to have a thorough understanding of the system. In comparison to those with five years or more in the service, the majority of participants with less than five years' experience were unaware of the objective of PMDS. This could be explained by the fact that prolonged exposure to PMDS monitoring can lead to knowledge and awareness of the system.

Objective 2: To assess the knowledge and understanding of PM implementation in EMRS

Signing performance contracts and adhering to deadlines are among the PMDS activities highlighted in this study, as are conducting quarterly assessments and the ability to detect skill gaps and implement corrective steps. The findings revealed that around two-thirds of the participants had a good to excellent understanding of PMDS implementation. Employees sign and submit performance contracts on time at the start of each financial year, according to the majority of participants. Compliance with the specified deadlines for providing performance instruments allows the employee plenty of time to work on the quarter's goals, while the supervisor can supervise, lead, and coach the employee throughout the quarter (Limpopo Provincial Government, 2004). Furthermore, the findings revealed that the majority of supervisors completed quarterly assessments on time and were able to detect skill deficiencies.

Although the results demonstrated that participants had a decent awareness of the PMDS processes, their abilities varied depending on their professional position. The amount of years of professional experience had an impact on PMS process knowledge and understanding, with those with more than ten years of experience showing superior knowledge and understanding than those with less than ten years of experience. However, there was no statistically significant link between participants' positions and years of experience.

In contrast to the current study's findings, Maluleke (2012) found that, in contrast to the majority of employees with more than ten years of experience, supervisors with less than ten years of experience were conducting employee performance evaluations quarterly, as required. The PMS aims to improve service delivery and employee capabilities. The same employee plays the most important role in achieving the department's aims and objectives. As a result, both the employer and the employee benefit from having regular quarterly/annual reviews. When employees' performance is measured, problems are detected and addressed, and competency gaps are identified and repaired through training (Limpopo Provincial Government, 2004). Malefane (2013) explains the relationship between PMDS and training and skills development initiatives. This relationship assures that, in the event that performance gaps are detected, staff will be instructed and coached to improve their performance.

Based on the findings, it can be concluded that there is still a knowledge and comprehension gap in PMS operations, particularly among PMDS supervisors performing performance reviews. This could be because the majority of them have never received training. This remark is corroborated by a study undertaken by Dvashe (2010) in Eastern Cape hospitals, which indicated that low adherence to PMDS policy governing PMDS operations was due to the lack of quarterly assessments, with only annual performance evaluations. Employees suffered as a result, as they missed out on training opportunities in circumstances where gaps had been discovered. Chauke, (2009), Tlolwana, (2009), and Maluleke, (2009) noted similar difficulties in Limpopo Province, such as not performing quarterly reviews and late submission of performance contracts (2012).

Objective 3: To identify the challenges experienced by employees during the implementation of the PMS

The findings suggest that one of the problems in the Limpopo Department of Health's adoption of PMDS is supervisors' fear of being antagonized by their subordinates. Another issue is supervisors' lack of collaboration with subordinates, as well as supervisors' failure to set performance goals for subordinates and allocate resources to help them meet those goals.

Due to the fact that PMDS had an adverse effect in the Department of Health, it became one of the departments targeted by administration for wasting money.

Employees were given performance bonuses despite the fact that the department's services were not particularly productive. The study looked at PMDS knowledge and practices in EMRS. However, the supervisors had some difficulties in putting it into practice. These are self-reported challenges that participants selected, with as many as they considered to be their challenging areas being reported randomly. Participants mentioned issues like a lack of resources. Changes to the PMDS instrument format are frequently announced in the final stages of the cycle, and such circulars are communicated very close to the yearly assessment deadline. Both employees and supervisors are confused and frustrated as a result of this.

Participants stated that they lacked understanding about PMDS implementation and were unsure how to conduct ratings. This is hardly surprising given that the majority of participants said they had never been trained on PMDS. According to the statistics, 80.5 percent never had formal training. The PMDS moderating committee "changes our scores," according to another uproar. This is a challenge since the moderating committee has the authority to make changes to the scores, such as lowering them, based on the evidence presented to support the ratings. PMDS implementation is complicated by a lack of training. Many participants agreed that employees should be informed about the model's implementation to enable monitoring and staff members function with each other to attain the division's objectives. Some individuals suggested that monitoring recognise their requirements and arrange for capacity building training.

Objective 4: To determine whether management offers programmes that have an influence on the performance of employees in EMRS

According to the data, the majority of interviewees claimed they had never attended PMDS training. Supervisors and managers made up the majority of individuals who left in comparison to other employees. Different types of supervisors were not given similar training opportunities, according to the findings. A statistical significance implies that the supervisor's position and attendance at PMDS training are linked. According to Pulakos (2004), skill learning has a positive impact on the ability to implement PMDS, and both the supervisor and the staff must acquire the abilities. Smith (2012) also says that supervisors/abilities managers are crucial to the success of PMDS.

Training can help you enhance these skills. As a result, both the supervisor and the employee must receive training to help them comprehend the PMDS processes. Implementation and capacity challenges must be addressed to maximize the system's efficacy (Smith, 2012). This is corroborated by Maluleke's (2012) findings, which found that the majority of supervisors (80%) believe that educating staff increases their performance. Participants who have received training more regularly are expected to have superior knowledge of PMDS implementation. Malefane (2013) discovered a correlation between training and good performance in a study.

However, the results of this study revealed just a minor difference in the ability to apply PMDS between those who said they had attended training and those who said they had not. According to Williams (2012), supervisors must own and drive PMDS in order for it to be effective. As a result, they must be equipped to boost employee acceptance of their function, while encouraging engagement guarantees that employees are respected and trusted. Good leadership, motivation, communication, a positive attitude, skills through training, and rewards are identified as six components that make PMDS successful by Kanyane and Mabelane (2009).

Objective 5: To suggest strategies that can be used by the Department of Health to enhance performance in EMRS

The findings show that staff must be provided with evidence as proof of a work well completed. The majority of participants, for example, believe checklists and reports should be connected, although some respondents had the conviction that supervisors are frightened to be antagonized. There's also a prejudice component, with underserving staff receiving performance bonuses. The majority of participants stated that the department had no strategy in place to increase EMRS performance. Management, on the other hand, can help by putting PM in the work contract to let managers become alert of its importance in their daily work. Line management is responsible for putting performance management practices in place in their departments. The creation and execution of the performance management system are not properly planned. According to the findings of the study, several of the participants claimed that their company did not link their system implementation to the general department outcome.

Some of the authorities asserted to have actually done their, work at random, with supervisors sometimes instructing them to conduct duties outside their job description. This could damage their performance scores at performance reviews.

7.3. RECOMMENDATIONS OF THE STUDY:

As previously stated, this chapter will present a number of recommendations to assist improve the current status of PMS implementations. These are actions taken by the department in an attempt to improve the situation, however they fall short. As a result, the recommendations in the following paragraphs will offer another dimension to how this inertia might be overcome.

7.3.1. Establishment of the PMS focused department

The establishment of a department primarily accountable to the proper employment of efficiency administration scheme in EMRS is required. This department should serve as the PMS inspectorate. The department should be in charge of developing PMS-related policies, issuing PMS directives, monitoring, evaluating, reviewing, and responding to any system demand. This should be a high-powered department with qualified personnel capable of sanctioning non-compliance and visionary leadership. This would allow for daily monitoring of the PMS's implementation.

7.3.2. Appropriation of resources for preparation on the PMS

Due to the significance of the PMS in the public industry, it is recommended that a section of the nationwide budget plan be established for training of public authorities in the PMS. This budget plan ought to be used to sustain brand-new public servants and correspondence course for public officials that have actually gone to PMS training in the last two years or even more, and also those that have actually risen to settings of better obligation. The PMS was executed in the South African public field with the objective of enhancing employee growth for example, by funding PMS application training. The PMS must be understood as an investment in the development and success of public officials. As a developmental tool, it should be treated seriously.

7.3.3. Recompensing excellent efficiency

An additional discouraging aspect of the PMS is the lack of recognition for outstanding work. Public officials become frustrated when they learn that their efforts go unnoticed because the Department typically awards similar amounts of rewards regardless of performance. Those who have to appraise their employees see it as a wearisome ritual and completely unwanted effort, since the assessment has no prompt effect on their lives, while those that are ranked do not care if the outcomes are negative or great. In Chapter Four, it was said that fulfilling excellent efficiency goes a long way towards making certain that efficiency proceeds. Because of this, it is recommended that enhancement of the PMS application be focused on.

7.3.4. Applying efficiency relevant pay (PRP).

Performance-related pay is a component of the PMS in which an individual employee's pay is determined by his or her performance. It is, however, recommended that sufficient training and clear and well-formulated performance requirements be implemented. Performance standards should flow from organizational goals to the goals stated by individual public officials. Employees can also know what is expected of them in the fulfilment of their jobs thanks to performance standards. South Africa's public is currently focused with the development of performance criteria. This may go hand in hand with the PRP's introduction. The introduction of the PRP may cause public officials to become more interested in learning about the PMS and eager to appraise and be appraised because it affects their salary. As a result, it is suggested that the PRP be incorporated in EMRS.

7.3.5. Strengthening the PMS legislation

The current legislation governing the execution of the PMS has been determined to be insufficient. As a result, it is suggested that this Act be reinforced to include explicit, enforceable sanctions for non-compliance.

7.3.6. Emphasizing the role of the PMS as a tool for accountability

Furthermore, it is suggested that, as part of improving PMS awareness and appreciation, a focus on accountability be put. Employees will be more equipped to comprehend the main goal of installing the PMS with this knowledge.

Most employees are currently unaware of the connection between the two notions. This can be accomplished by holding employees accountable using performance data. This means that poor performance should be taken very seriously. Ignoring bad performance demotivates good performers, particularly when pay is not related to performance or there is no PRP.

7.3.7. Need for greater inclusivity in PMS implementation

The Department of Health needs to broaden the scope of PMS implementation stakeholders. It is necessary to foster a culture of performance and accountability, which should involve public officials (politicians). Cultivating this culture in government is difficult since performance management and accountability are undervalued as engines of transparent and accountable government. As a result, adding vital governance institutions into the performance management agenda can lead to a greater level of dedication and ownership of this critical PMS idea.

7.3.8. Integrating the PMS into the culture of the EMRS

It's critical to examine and comprehend the EMRS's organizational culture. This means that in order to properly modify the PMS, an evaluation of what works at the Department of Health, what attitudes exist among public officials, and how to deal with employee opposition should be established. Imposing a foreign notion on a different context without first examining its impact on the new and old environments, as well as the culture and work ethic, might result in a disastrous implementation.

7.3.9. User-friendly appraisal forms and up-to-date documents

Another significant concern is the revision and reintroduction of appraisal forms. The current appraisal forms must be concise in terms of page count without omitting critical information. Furthermore, working on the present forms takes a lot of time and effort, especially for supervisors with a lot of subordinates. It is suggested that these forms be no more than three pages long. They are currently four to eight pages long. Concerns about the terminology utilized in these forms are also raised. It is a difficult and ancient language. This must be corrected by utilizing plain language that both the supervisor and his or her subordinates can understand. It's important to remember that the existing forms were created in the late 1990s and have never been updated or re-evaluated for relevance in this time period.

Due to changes brought about by other advancements in the public sector, they are most likely no longer serving the purpose they were intended to serve. The subject of performance standards, for example, was not widely discussed in the public sector. As a result, when these forms were prepared and introduced, they were not included. As a result, these forms need to be redesigned. It is recommended that the Department of Health implement a compensation system based on employee performance, sometimes referred to as pay-for-performance in any degrees of the EMRS and for all kinds of workers. The instalment of a pay-for-performance system would certainly continue as well as reanimate EMRS's inoperative efficiency society, along with creating a favourable mind-set towards the efficiency monitoring system amongst workers.

7.4. RECOMMENDATIONS BASED ON QUANTITATIVE OUTCOMES:

In addition to the recommendations made in the preceding sections, and based on the findings of this study, the following specific recommendations are made, particularly because the PLS-SEM and theme analyses have scientifically proven them. First and foremost, EMRS' top management and policymakers must ensure that:

- PMDS establishes goals, establishes standards, and evaluates work that only contributes to service quality;
- PMDS integrates individual performance management to the department's operational plan's objectives;
- PMDS promotes a more open and trusting culture;
- PMDS becomes a common knowledge of what must to be accomplished in the company;
- PMDS encourages and supports staff development and up skilling;
- Employees have a thorough comprehension of the PMDS;
- Staffs can increase their productivity with the PMDS;
- Administrators and superintendents are enthusiastic with the EMRS PMDS;
- Managers encounter with workers on a consistent basis for mid-year and end-of-year reviews, as required by PMDS policy and other legislative frameworks;
- managers and supervisors are objective in evaluating employees' efficiency;
- The PMDS section in the employee division provides sufficient support to the entire service to ensure the system's effective implementation;

- Employees can connect their performance pointers to these criteria: quality, quantity, time, and cost;
- In order to boost efficiency, brand-new and existing workers are constantly offered training and alignment in the efficiency monitoring and also growth system;
- Employees are encouraged to meet their goals;
- The PMDS is effective and producing the required results;
- They aid supervisors in demonstrating appropriate PMDS practices; and
- The PMDS satisfies the purposes it was designed to meet when announced.

7.5. RECOMMENDATIONS BASED ON QUALITATIVE OUTCOMES:

Thematic software was used to conduct a qualitative analysis to identify descriptive themes and distill them into analytic themes in order to make recommendations based on scientific findings. The program assisted in grouping the responses of respondents into primary themes and sub-themes based on the parameters explored. Table 6.17 shows the elements of responses gleaned from respondents' facial expressions in response to the interview questions. The QNL replies were categorized based on each respondent's responses to the questions in Appendix (A), which are related to the factors, main theme, and sub-themes outcomes from the thematic program. The factors are the components of interview questions that were used to gather information from participants. The themes are the key points made in the questionnaire, whereas the sub-themes are the most prevalent remarks made by responders. As a result, this study believes it is reasonable to be directed by the following main and sub themes that emerged from the respondents when considering management recommendations:

The ERMS top management and policymakers should make sure that:

- The PMDS process is a reliable and steady instrument of efficiency in EMRS.
 - The moderating committees do not always make modifications or tamper with the scores;
 - It is not influenced by other Managers, and longer for responsible units to settle PMDS issues;
 - The moderating committees have no difficulty interfering with results; and

- Employees should be fairly evaluated.
- The PMDS as a tool for evaluating employee performance in the EMRS
 - It does not demotivate employees;
 - It does not have a negative impact, even on supervisors who are caught in the middle of playing experts and supervisors at the same time;
 - There is no bias in the instrument;
 - Employees' motivation is not low;
 - It does not demotivate the greatest performers, particularly when those who work well are not recognized and appropriately rewarded; and
 - It has no negative impact on employee morale.
- The performance appraisal evaluates an employee's tasks and responsibilities.
 - There should be no excessive paperwork in this system;
 - Moderating committees should not change ratings without the approval of employees and their managers;
 - It must be devoid of mistakes;
 - They should not be utilized as a form of punishment for employees; and
 - It should be fairly done.
- Subordinates have faith in the fair and impartial evaluation of performance.
 - There should be additional training;
 - All subordinates should have confidence in evaluating performance;
 - Managers who are not supportive of the system's implementation must be dealt with;
 - There should be no bias, nepotism, friendship, or sexual harassment on the part of other managers in order for them to be trusted;
 - The department should deal with managers who aren't qualified to evaluate employees' performance; and
 - A basic understanding of performance management systems should suffice.
- During performance evaluations, the amount of constructive feedback given to subordinates by management should be adequate.
 - It should happen as soon as an evaluation occurs;

- Managers should sign and accept the final grading by the moderation as constructive input;
 - Management should provide extensive constructive feedback to subordinates during performance assessments; and
 - After each moderation, management should sign the assessments.
- Situational elements (such as stress, sexual and racial biases, leadership styles, and so on) have no bearing on the system's accuracy.
- Situational variables should not have an impact on the accuracy of the performance appraisal system;
 - Situational elements should not be viewed as human nature;
 - Situational factors should not have an impact on those who do not know how to best assess their subordinates;
 - No sexual interactions should be allowed at work;
 - The bulk of managers should maintain their integrity; and
 - Both employees and managers should receive training from the department.
- Before the performance evaluation process begins, the causes or grounds for manager-subordinate conflict are addressed.
- Employees should qualify after putting in effort;
 - Managers should not accept bribes from employees;
 - There should be no bias or friendship in the procedure;
 - PMDS should not be used as a disciplinary tool by managers or supervisors; and
 - During PMDS installation, there should be no nepotism or rating errors.
- Before the performance review process begins, the impacts/effects of boss-assistant skirmish are addressed.
- During the performance appraisal process, the impacts/effects of manager-subordinate dispute should not cause unwarranted grievances;
 - Both sides should be respectful;
 - Employees should not be negatively influenced to the point that they are no longer functioning as expected;

- The relationship between employees and their bosses should not be compromised; and
- Unnecessary employee burnout should be addressed.
- EMRS always maintains the following approaches to preventing any disagreement in regard to performance appraisal:
 - When it comes to personal development plans, higher offices should encourage employees;
 - PMDS issues should be addressed as soon as possible;
 - Bias, favouritism, sexual relationships, and nepotism must all be eliminated by managers;
 - Moderating committees should no longer change scores;
 - Managerial bias in measuring employee performance must be eliminated; and
 - Managers must stop using PMDS as a disciplinary tool.
- Factors that could lead to a performance appraisal conflict between supervisors and subordinates should be addressed:
 - Employees should only be given higher marks if they are qualified;
 - Employees should not be given preferential treatment because they are close to their bosses;
 - When a person does not qualify for incentives, they should not be allowed to sway employees against the manager;
 - Managers must not refuse to sign evaluations; and
 - Disputes over the moderating committee's decision should always be settled peacefully.
- Appropriate models for managing and implementing employee performance in the public sector are as follows:
 - The moderating committee should be probed for tampering with assessments;
 - The system's current financial rewards should be enhanced;
 - The department should look into why employees want the present tool to be phased out in favour of one that rewards all employees regardless of performance;
 - Management should focus on present difficulties rather than launching new initiatives; and

- The system should evaluate the organization's overall performance first, then unit performance, and last individual personnel.
- Additional performance appraisal information in the EMRS should always be available:
- Managers/supervisors must be trained so that all employees understand that the PMDS is not a punitive tool; and
- The department must provide training to all employees so that all employees have a common understanding during PMDS evaluations.

The views and opinions of the respondents were centred on determining the effect of PM on delivery in the EMRS in Limpopo Province. There were two portions to the qualitative responses. The first segment highlighted the participants' perspectives based on the general questions they were asked. The interview questions were the emphasis of the second portion. In the preceding and this chapter, the analytic themes served as a framework for merging the data into a final synthesis. As a result, the mixed method design combined qualitative and quantifiable study (Sandelowski, Voils and Barroso, 2006; Whittemore and Knafl, 2005) by transforming one kind right into the various other: qualitizing measurable information or quantitizing quantifiable information, or integrating them through synthesis or crucial expository analysis (Sandelowski, Voils and Barroso, 2006; Dixon-woods et al., 2006).

7.6. RECOMMENDATIONS FOR FURTHER STUDY

The involvement of research at the Limpopo Emergency Medical and Response Service, similar to many other studies, has revealed that further study is required as below:

- An additional examination on the efficiency criteria and dimensions made use of around the world that are best matched for EMRS because of the international changes to multi-morbid persistent treatment that have actually emerged;
- A similar examination to analyse the partnership between efficiency monitoring systems as well as the complete satisfaction of service;
- Within the same parts, the same study conducted at the Limpopo Emergency Medical Response Service might be replicated in any other province;

- To see if the outcomes of the study are generalizable across the country, quantitative and qualitative research on the implementation of the PMDS in other provinces and districts should be done. Furthermore, this would present a comprehensive scenario within the setting of South Africa; and
- To encourage a team-based approach to emergency medical care, the scholarship has to be extended to embrace all EMRS professionals, and also district and provincial administration groups and every need of community stakeholders other than residents.

To supply an alternative image within the South African setup, an evaluation of the impact of the PMDS on various other employees that develop part of EMRS groups must be explored.

- The study's suggested methodology might be adopted in any Emergency Medical Service, including the Limpopo EMRS, and its performance could be monitored to generate additional findings and conclusions;
- At this time, the researcher suggests that more research be done to see if all of the model's implementation issues have been addressed and whether ideal has enhanced provisioning inside the Limpopo Province's Emergency Medical Response Service.

7.7. STUDY LIMITATIONS

Qualitative research is said to have the greatest flaws. Only 25 EMRS stations in the Limpopo Province's five districts, Mopani, Capricorn, Sekhukhune, Waterberg, and Vhembe in the Department of Health, were covered by the targeted population. As a result, applying the findings to all PMDS supervisors in Limpopo Province would have been inappropriate. Throughout addition, interviews were performed in the province's five districts. The sampling population was a small group of employees from the Limpopo EMRS, which proved to be the optimal sample for achieving the study's goals. According to Walliman (2011: 43), the study's jurisdiction or location must be explicitly established in order for it to be carried out properly. Validity and dependability are two limitations connected with qualitative research (Simon and Goes, 2013: 7). The strength of this study is that the findings corroborate earlier studies that show a lack of understanding of PMDS.

7.8. CONCLUSION

Finally, the study looked into suggestions for boosting the PMDS in the Department of Health's Emergency Medical Response Services in Limpopo Province. People remain to value PMS, however they have issues regarding efficiency rewards being provided to deserving staffs, indicating that the problem of prejudice stays widespread in staff member efficiency evaluation. This study has actually been completely discussed based upon the information collected from respondents. The referrals below are provided based upon the research study's outcomes, evaluation, and also finding: Employees at the Department of Health ought to be educated on the PMDS regularly, and also an examination ought to be released to see just how it might be enhanced. Workers' understanding of the PMDS can take advantage of such training.

After efficiency examinations, monitoring needs to supply comments to all staff members to ensure that they comprehend just how their efficiency is determined, enabling them to add and boost the company's development. It is likewise recommended that efficiency bonus be paid to workers that succeed according to the PM rules, in order to increase employee morale and improve performance. This chapter serves as the study's conclusion. The failure of admirable policies is due to a lack of implementation. A PMS action plan, which includes an execution strategy, is required for implementation and development policies. The strategy thus recommends the awarding of bonuses and the imposition of fines.

The results of this study's analysis revealed that the criteria chosen by management to execute PMDS are crucial and effective. They also assist the EMRS in achieving the majority of its goals and objectives. There were a few issues raised by staff that required immediate response. It was suggested to management that they attend to them before it was too late. In general, the quantitative and qualitative strategies led in the same direction in terms of giving credit to the issues at hand. That is, management has done a good job implementing PMDS in the organization thus far.

BIBLIOGRAPHY

AbuAlRub, R. F. and Al-Zaru, I. M. 2012. Job stress, recognition, job performance and intention to stay at work among Jordanian hospital nurses, *Journal of Nursing Management*, 16(3), 227-236.

Adejoka, A. B. and Bayat, M.S. 2014. Evaluation of performance and development systems with balanced scorecard as a performance appraisal tool at Mthatha General Hospital – Eastern Cape Province. *Journal of Research and Development*, 1(7), 7-24.

Adhikari, D. R. 2012. Human resource development (HRD) for performance management: the case of Nepalese organizations. *International Journal of Productivity and Performance Management*, 59 (4): 306-324.

Aguinis, H. 2009. *Performance Management*. (2nd edition) New Jersey: Pearson Education.

Aguinis, H. 2013. *Performance Management*. Kelly School of Business: Pearson.

Aguinis, H. 2013. 3rd. *Performance management*. Pearson Education: United State of America

Ahmad, R. and Bujang, S. 2013. Issues and challenges in the practice of performance appraisal activities in the 21st century. *International Journal of Education and Research*, 1(4), 1-8.

Allen-Ile, C. O. K., Ile, I. U. and Munyaka, S. S. 2007. Public sector employee' perception on PMS's influence on career development. *Journal of Public Administration*, 42(4):403-412.

Alotaibi, K. N. 2016. The learning environment as a mediating variable between self-directed learning readiness and academic performance of a sample of Saudi nursing and medical emergency students. *Nurse Education Today*, 36, 249-254

Amaratunga, D. and Baldry, D. 2011. Moving performance measurement to performance management. *Facilities*, 20 (5/6): 217-223.

Amos, T. L., Ristow, A., Ristow, L. and Pearse, N.J. 2014. *Human resource management*. 3rd edition. Cape Town: Juta.

Anderson, J and Poole, M. 2011. *Assignment and Thesis Writing. South African Edition*. Cape Town: Juta.

Anderson, C. J. 2014. The psychology of doing nothing: Forms of decision avoidance result from reason and emotion. *Psychological Bulletin*, 129 (1), 139.

Antony, J. and Ogden, S. 2009. "Performance management in the public sector". *International Journal of Public Sector Management*, 22(6), pp. 478-498.

Appelbaum, E., Bailey, T., Berg, P. and Kalleberg, A. 2012. *Manufacturing advantage: why high-performance work systems pay off*. Ithaca: Cornell University Press.

Archibald, V. 2012. *Accruals accounting in the public sector*. 7th edition. Harlow Essex: Longman.

Armstrong, M. 1998. 1st Ed. A practical guide for line managers. Kogan page limited: London.

Armstrong, S. 2012. *The essential performance review handbook: a quick and handy resource for any manager or HR professional*. NJ: Career Press.

Armstrong, M. 2016. 2nd Ed. A practical guide for line managers. Kogan page limited: London.

Armstrong, M. 2016. *Strategic Human Resource Management: A guide to Action*. Philadelphia, USA: Kogane Page.

Arnaboldi, M., Lapsley, I., and Steccolini, I. 2015. Performance management in the public sector: The ultimate challenges. *Financial Accountability and Management*, 31(1), 1-2

Arnold, R., Fletcher, D. and Molyneux, L. 2012. Performance Leadership in Elite Sport: Recommendations, advice and suggestions from national performance directors. *European Sport Quarterly*, 12 (4), pp. 317-336.

Ary, D., Jacobs, L. C. and Sorenson, C. 2013. *Introduction to research in education*. Belmont: Wadsworth, Cengage Learning.

Author, D. 2018. *The first time manager's guide to performance appraisals*. New York: Amacon. CA.

Awases, M. H. 2013. *Factors affecting performance of professional nurses in Namibia* (Unpublished doctoral dissertation). University of South Africa, Pretoria, South Africa

Bacher, E. R. 2015. *Contingency theory: What are the strengths and weaknesses of the systems approach as used by contingency writers in analyzing organizations?* Norderstedt Germany: Grin Verlag.

Babbie, E. R. 2017. *The Practice of Social Research*. Belmont, CA: Wadsworth Cengage.

Babbie, E. and Mouton, J. 2011. *The practice of social research*. Cape Town: Oxford University Press.

Babooa, S. K. 2016. Public participation in the making and implementation of policy in Mauritius with reference to Port Louis' Local Government. Unpublished Doctoral thesis. Pretoria: University of South Africa.

Bandura, A. 2011. *Social learning theory*. 7th edition. New York City: General Learning Corporation.

Banfield, P. and Kay, R. 2008. 2nd edition, *Introduction to Human Resource management*: Oxford University press: New York.

Barbour, R. S. 2008. *Introducing qualitative research. A student guide to the craft of doing qualitative research*. London: SAGE Publications.

Barbour, R. S. 2010. *Doing focus groups*. London: SAGE.

Barett, R. 2017. *Implementing integrated performance management in the insurance sector*. San Jose, CA: Business Objects.

Bartam, T., and Dowling, P. J. 2013. An international perspective on Human Resource Management and Performance in the health care sector: Toward a research agenda. *International Journal of Human Resources Management*, 24(16), 3031- 3037.

Batho Pele Handbook on Service Delivery 2003.

Beardwell, I. and Claydon, T. 2010. *Human Resource Management: A Contemporary Approach*. 4th ed. Harlow, ND: Prentice Hall.

Bell, J. 2013. *Doing Your Research Project: A guide for first-time researchers in education, health and social sciences*. Berkshire: Open University Press.

Bekker, J. C. O. and Sefali, F. T. 2011. "The impact of performance management system on accountability in the Public Service of Lesotho". A paper presented for fulfillment of a PhD in Public Management at the Annual Conference of the International Association of schools and Institutes of Administration, Rome, Italy, 2011: 1-20.

Bergman, M. M. 2015. *Advances in mixed methods research*: Sage publication Ltd. London.

Bhattacharyya, G. K. and Johnson, R. A. 2014. *Statistics: Principles and Methods*, 7th Edition. Prentice Hall.

Bioisi, W. 2007. *An introduction to Human Resource Management*: McGraw-Hill. United Kingdom.

Blaxter, L., Hughes, C. and Tight, M. 2017. 6th Ed: *How to research: Open up study skills*: Open University Press. England.

Bless, C. Higson-Smith, C. and Kagee, A. 6th edition. 2017. *Fundamentals of social research methods: An African perspective*. Cape Town.

Boachie-Mensah, F. and Seldu, P. A. 2012. Employee's perception of performance appraisal system: A case study. *International Journal of Business and Management*, 7(2), 73.

Borgia, D. B. and Newman, A. 2012. The influence of managerial factors on the capital structure of small and medium sized enterprises in emerging economies: evidence from China. *Journal of Chinese Entrepreneurship*, 4(3): 180-205.

Boxoll, P. and Purall, J. 2013. *Strategic and Human Resource Management: management work, and organizations*. Palgrave MacMillian: New York

Boxoll, P., Purcell, J. and Wright, P. 2017: *The Oxford Handbook of Human Resource Management*. New York: Oxford University Press.

Bourne, M., Franco, M. and Wilkes, J. 2013. Corporate performance management. *Measuring Business Excellence*, 7 (3): 15-21.

Bratton, J. and Gold, J. 2007. 3rd ed. Human Resource Management: Theory and Practice: Palgrave MacMillian: USA. New York

Brewster, C., Carey, I., Grobler, P., Holland, P. and Warnich, S. 2010. Contemporary Issues in Human Resources Management: Gaining a Competitive Advantage. 3rd Edition. Cape Town: Oxford University Press.

Brink, L., Van der Walt, C. and Van Rensburg, G. 2016. Fundamentals of research methodology for health care professionals. Pretoria: Juta.

Burns, N. and Grove, S. K. 2015. The practice of nursing research, conduct, critique and utilization. 5th edition. Philadelphia: WB Saunders.

Brudan, A. 2010. Rediscovering performance management: Systems, learning and integration, *Measuring Business Excellence*, 14(1), pp. 109-123.

Bryman, A. 2012. Social research methods, 4th edition. New York: Oxford University Press.

Byars, L. and Rue, L. W. 2009. *Management skills and application*. Boston: McGraw-Hill.

Byars, L. and Rue, L. W. 2006. *Human resource management* 8th edition. New York: McGraw-Hill Irwin.

Cardy, R. L. and Korodi, C. 2011. Nurse appraisal systems: Characteristics and effectiveness. *Social Science and Medicine*, 553-558.

Cascio, W. F. and Aguinis, A. B. 2006. *Managing Human Resources: Productivity, Quality of Work Life, Profits*. New York: McGraw-Hill Companies.

Cengage, s.a. *Managing, Leading, Controlling, Effectiveness, Efficiency, Performance, Conceptual skills. Human skills and Technical skills*. From: cws.cengage.co.uk/dkv/students/flashcards/MGMT%20Part%201.pdf

Chau, V. S. and Witcher, B. J. 2011. Dynamic capabilities for strategic team performance management: the case of Nissan. *Team Performance Management*, 14 (3/4): 179-191.

- Cheng, M., Dainty, A. and More, D. 2010. Implementing a new performance management system within a project-based organization: A case study. *International Journal of Productivity and Performance Management*. 56 (1): 60-75.
- Christensen, R. 2006. Roadmap to strategic HR: Turning a great idea into a business reality. Library of congress: USA. New York.
- Clardy, A. 2013. A general framework for performance management systems: Structure, design and analysis. *Performance Management Improvement*, 52(2), pp. 5-13.
- Clark, C. 2013. Building expertise: cognitive methods for training and performance improvement. 4th ed. San Fransisco: John Wiley and Sons.
- Cleary, S. (ed). 2013. *The Communication Handbook: a student guide to effective communication*. Lansdowne: Juta & Co. Ltd.
- Coleman, M. and Briggs, A. R. J. 2015. *Research methods in educational leadership and management*. London: Sage publications.
- Creswell, J. W. 2009. Research Design. *Qualitative, Quantitative, and Mixed Methods Approaches (3rd edition)*. Los Angeles: SAGE Publishers.
- Creswell J. W. and Clark V. 2011. 2nd ed. Designing and conducting mixed methods research. Sage Publication Ltd. London.
- Creswell, J. W. (Nov 2013). Steps in conducting a scholarly mixed methods study. DBER Speaker Series.48. Retrieved from <http://digitalcommons.unl.edu/dberspeakers/> 48.
- Creswell, J. W. and Creswell, J. D. 2017. *Research design: Qualitative, quantitative, and mixed methods approach*. Thousand Oaks, CA: Sage
- Creswell, J. W. and Clark, V. L. 2015. *Designing and conducting mixed methods research (4th ed.)*. Thousand Oaks, CA: Sage.
- Creswell, J. W., Clark, V. L. and Garrett, A. L. 2016. Methodological issues in conducting mixed methods research design. In M. M. Bergman (Ed.), *Advances in mixed methods research* (pp. 66-83).

Creswell, J. W. and Clark, V. L. 2008. Choosing a mixed methods research design. In J. W. Creswell, and P.V.L. Clark (Eds.), *Designing and conducting mixed methods research* (pp. 53-106). Thousand Oaks. CA: sage.

Creswell, J. W. and Poth, C. N. 2016. *Qualitative inquiry and research design: choosing among five approaches*. 4th ed. London: Sage Publications. Available: <https://scholar.google.com/scholar?hl>. (Accessed 25 October 2021).

Daley, D. M. 2012. Pay for performance appraisal, and total quality management. *Public Productivity and Management Review* 16. (1), Autumn: 39-51.

Daskin, M. 2013. Favouritism and self-efficacy as antecedents on managers' politics perceptions and job stress. *Anatolia*, 24(3), 452-467.

Davies, P. 2009. *The Sage dictionary of social research methods*. <http://srmo.sagepub.com/view/the-sage-dictionary-of-social-research-methods/n106>.

Davis, K. 2013. *Eliminating excessive, unnecessary and wasteful expenditure: Getting to a high performance US health system*. Washington, DC: Institute of Medicine.

DeCenzo, D. A and Robbins, S. P. 2013. *Human resource management*. 6th edition. New York: John Wiley.

Delpo, A 2010. *The performance appraisal handbook: legal and practical rules for Managers*. Berkeley, CA: Nolo.

Demirkesen, S. and Ozorhon, B., 2017. Impact of integration management on construction project management performance. *International Journal of Project Management*, 35(8): 1639-1654.

Department of Public Service and Administration 1997. White Paper on Transforming Public Service Delivery. Pretoria: Government Printer.

Department of Public Service and Administration. 1997. White Paper on Human Resource Management in the Public Service. Pretoria: Government Printer.

Department of Public Service and Administration. 1997. White Paper on Transforming Public Service Delivery (*Batho Pele*). Pretoria: Government Printer.

Department of Public Service and Administration (DPSA). 2009. A strategic framework for integrated employee performance management systems in the public service. Pretoria: Government Printing Works.

Department of Justice and Constitutional Development. 2008. Performance Management Policy. Pretoria: Department of Justice and Constitutional Development

De Waal, A. A. 2013. Behavioural factors important for the successful implementation and use of performance management systems. *Management Decision*, 41 (8), 688-697.

De Waal, A. A. and Counet, H. 2009. Lessons learned from performance management systems implementations. *International Journal of Productivity and Performance Management*, 58 (4): 367-390.

De Waal, A. A. and Coevert, V. 2011. The effect of performance management on the organizational results of a bank. *International Journal of Productivity and Performance Management*. 56 (5/6): 397-416.

De Waal, A. A. and Gerritsen-Medema, G. 2011. Performance management analysis: A case study at Dutch Municipality. *International Journal of Productivity and Performance Management*, 55 (1): 26-39.

DeNisi, A. S., Gonzalez, J. A. 2017. Design performance appraisal systems to improve performance. In E. A. Locke (Ed.), *The Blackwell handbook of principles of organizations behavior* (pp. 63-75). Oxford: Blackwell.

DeNisi, A. S. and Murphy, K. R. 2017. Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3), 421-433.

Denscombe, M. 2003. *The good research guide for small-scale research projects*. Buckingham: Open University Press.

Denzin, N. K. and Lincoln, Y. S. 2008. *Collecting and Interpreting Qualitative Materials* London: Sage Publications, Inc.

De Vos, A. S., Strydom, H., Fouche, H. and Delport, C. 2014. *Research at grass roots for the social and human services professions*. 4th. Edition. Pretoria: Van Schaik.

Dhingra, M. and Dhingra, V. 2012. *Research Methodology*. New Delhi: Enkay Publishing House.

Dixon-Woods, M., Cavers, D., Agarwal, S., Annandale, E., Arthur, A., Harvey, J., Hsu, R., Katbamna, S., Olsen, R., Smith, L. and Riley, R. 2006.

Conducting a critical interpretive synthesis of the literature on access to healthcare by vulnerable groups. *BMC medical research methodology*, 6(1): 1-13.

Donaldson, L. 2016. "The Contingency Theory of Organisational Design: Challenges and opportunities". In Burton, R. M., Eriksen, B., Kakonsson, D. D. and Snow, C. C. 2006. *Organisation Design: The Evolving State-of-the-Art*. USA: Springer Science-Business Media.

Du Toit, D., Knipe, A., Van Niekerk, D., Van der Waldt, G. and Doyle, M. 2011. *Service Excellence in Governance*. Cape Town: Heinemann Publishers.

Easterby-Smith, M. 2015. *Management research: An introduction*. London: SAGE Publications.

Ehlers, T. and Lazenby, K. 2010. *Strategic management: Southern African concepts and cases*. 3rd ed. Pretoria: Van Schaik Publishers.

Eiselen, R. J. and Uys, T. 2015. *Questionnaire Design*. In: *Analysing survey data using SPSS13: A workbook*. Johannesburg: University of Johannesburg. Available: <http://www.uj.ac.za/EN/Research/Statkon/Documents/Statkon%20Manual20QQuesti%20naire%20Design.pdf> (Accessed 26 October 2021).

Elzinga, T., Albronda, B. and Kluijtmans, F. 2009. Behavioural factors influencing performance management systems' use. *International Journal of Productivity and Performance Management*. 58 (6) 508-522.

Erasmus, B. T. 2015. *Managing training and development in South Africa*. 4th edition. Cape Town: Oxford University Press.

Erasmus, B., Swanepoel, B., Schenk, H., Van der Westhuizen, E. J. and Wessels, J. S. 2010. *South African human resource management for the public sector*. Cape Town: Juta.

- Falcone, P. and Sachs, R. 2017. 6th edition. *Productive performance appraisals*. New York: Amacon.
- Flapper, S. D. P. and Fortuin, L. 2011. Towards consistent performance management systems. *International Journal of Operations and Production Management*, 16 (7): 27-37.
- Flick, U. 2007. *An introduction to qualitative research*. London: Sage Publications.
- Fornell, C., and Larcker, D.F. 1981. Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*: 39-50.
- Fraenkel, J.R. and Wallen, N. E. 2013. *How to Design and Evaluate Research in Education*. New York: MacGraw-Hill Companies.
- Flynn, N. 2007. 5th ed. *Public sector management*: Sage publication Ltd. London
- Gotore, M. M. 2011 *Evaluating XYZ performance management system implementation*. MA (Leadership and change management). Polytechnic of Namibia: Leeds metropolitan University.
- Gay, L. R. and Airasian, P. 2013. *Education Research: Competencies for Analysis and Applications*. Upper Saddle River: Pearson Education Inc.
- Gay, L. R., Mills, G. E. and Airasian, P. 2009. *Education Research: Competencies for Analysis and Applications*. Upper Saddle River: Pearson Education Inc.
- Gomez-Mejia, L. R., Balkin, D. B. and Cardy, R. L. 2011. *Managing human resources*. New Jersey: Prentice Hall.
- Gray, D. E. 2014. *Doing research in the real world*. London: Sage Publications.
- Greef, M. 2016. Information collection. Interviewing. In: De Vos, A. S., Strydom, H., Fouche, C. B. and Delpont, C. S. L. *Research at Grass Roots for Social Sciences and Human Service Professions*. Pretoria: Van Schaik, 291-320.
- Gregory, R. 2015. *Accountability in modern government*. In Peters, B. G. and Pierre, J. (eds). *The handbook of Public Administration*. London: SAGE Publications.

Greilling, D. 2014. Performance measurement in the public sector: The German experience. *International Journal of Productivity and Performance Management*, 54 (7): 551-567.

Greenhaus, J. H. 2010. 4th Ed: Career Management, Sage Publications, United State of America.

Greenhaus J. H., Callanan G., Godshaik V, M. 2010. 4th Ed: Career Management, Sage Publications, United State of America

Gobler, P., Warnich, S., Carrell, R. M., Elbert F. N. and Hatfield. D. R (2011). 4th ed. Human Resource Management in South Africa. Cengage Learning. USA.

Grote, D. 2011. 4th Ed. How to be good at performance appraisal. Library of congress: United States of America.

Grote, D. 2015. 5th Ed. How to be good at performance appraisal. Library of congress: United States of America.

Halachmi, A. 2015. Performance measurement is only one way of managing performance. *International Journal of Productivity and Performance Management*, 54 (7): 502-516.

Hair, J.F, Sarstedt, M., Ringle, C.M, and Mena, J. 2012. An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, 40(3): 414-433.

Halachmi, A. 2011. Performance Measurement, Accountability, and Improved Performance. *Public Performance and Management Review*. Vol. 25. No 4. pp. 370-374. M.E Sharpe, Inc.

Hammond, C. 2015. The wider benefits of adult learning: An illustration of the advantages of multi-method research. *International Journal of Social Research Methodology. Theory and Practice*, 8 (3): 239-255.

Hancock, B. 2014. *Trend Focus for Research Development in Primary Healthcare: An Introduction to qualitative Research*. From: www.Hancock-faculty.cbu.ca/pmacintyre/course-pages/.../IntroQualitativeResearch.pdf.

Harvard Business School. 2006. *Performance Management: measuring and improve the effectiveness of your employees*: HBS publishing corporation: United States of America.

Hays, D. G. and Singh, A. A. 2015. *Qualitative inquiry in clinical and educational settings*. New York: Guilford Press.

Healthfield, S. M. 2016. *Tips for effective Coaching: 6 Essential Coaching Tips for Managers and HR Professionals*.
<http://humanresources.about.com/ad/coachingmentoring/a/coaching.htm>.

Henning, E., Van Rensburg, W. and Smith, B. 2014. *Finding your way in qualitative research*. Pretoria: Van Schaik Publishers.

Henseler, J., Ringle, C., and Sinkovics, R. 2009. The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 8(20): 277-319.

Hesse-Biber, S. N. 2010. *Mixed method research: merging theory with practice*. Guilford publisher: New York.

Herholdt, M. 2007. *An evaluation of a performance management system within a division of a high-performance work systems pay-off*. Ithaca: Cornell University Press.

Higson-Smith, C. and Kagee, A. 6th edition. 2017. *Fundamentals of social research methods: An African perspective*. Cape Town.

Holland, J. and Cambell, J. 2010. *Methods in development research: combining qualitative and quantitative approaches*. Warwickshire: ITDG Publishing.

Holpp, L. 2012. *Win-win Performance appraisals*. New York: McGraw-Hill.

Hughes, E. O. 2013. *Public management and administration*. 4th edition. Basingstoke, Hampshire: Palgrave MacMillan.

Igbaria, M., Parasuraman, S., and Badawy, M.K. 1994. Work experiences, job involvement, and quality of work life among information systems personnel. *MIS quarterly*: 175-201.

Ingram, H. and McDonnell, B. 2009. Effective performance management – the teamwork approach considered. *Managing Service Quality*, 6 (6): 38-42.

- Isaed, L. M. 2016. *The effect of nepotism/favouritism on flight attendants' emotional exhaustion and job performance: The moderating role of psychological capital (Unpublished master's thesis)*. Eastern Mediterranean University (EMU) – Dogu Akdeniz Universitesi (DAU), Jordan.
- Ivancevich, J. M., Konopaske, R. and Matteson, M.T. 2011. *Organizational behavior and management*. New York: McGraw-Hill.
- Ivancevich, J. M. 2010. 7th Ed: *Human Resource Management*: MacGraw-Hill: United State of America.
- Jackson, S. L. 2012. *Research methods: A modular approach*. Belmont, CA: Thomson Wadsworth.
- Jackson, S., Schuler S., Randal T. and Werner S. 2009. 10th ed: *Managing Human Resource international student edition*: Cengage learning: United States of America.
- Jansen, J. D. 2017. The language of research. In: Maree, K. (ed.). *First Steps in Research*. Pretoria: Van Schaik, 15-20.
- Jones, G. R. and George, J. M. 2008. *Contemporary management*. 5th edition. New York: McGraw-Hill/Irwin.
- Kalashe, X. 2016. *Employee perception on the implementation of the Performance Management System in the Amatola Water Board-Eastern Cape, (Unpublished doctoral dissertation)*. Stellenbosch University; Western Cape, South Africa.
- Kanyane, M. H and Mabalane, M.J. 2009. Performance management and skill capacity in the government sector. *Journal of Public Administration*, 44(1): 58-69.
- Keats, D. M. 2010. *Interviewing: A practical guide for students and professionals*. 5th edition. Philadelphia: Open University Press.
- Keil, M., Tan, B.C.Y., Wei, K-K., Saarinen, T., Tuunainen, V., Wassenaar, A. 2000. A cross-cultural study on escalation of commitment behavior in software projects. *MIS Quarterly*, 24(2): 299-325.
- Khumalo, B. 2009. *A message to the Z-team*. City Press 12 July.
- Kiley, J. 2009. Motivating. In: Strydom, J. *Principles of Business Management*. Cape Town: Oxford University Press, 115-129.

- Kihn, L. 2010. Performance outcomes in empirical management accounting research: recent developments and implications for future research. *International Journal of Productivity and Performance Management*, 59 (5): 468-492.
- Kincheloe, J. L. and McLaren, P. 2012. Rethinking critical theory and qualitative research. *Ethnography and schools: Qualitative approaches to the study of education*: 87-138.
- Kirk, M. and Miller, M. 2015 3rd edition. *Reliability and Validity in Qualitative Research*. London: Sage.
- Kleynhans, R., Markham, L., Meyer, W., Van Aswegen, S. and Pilbeam, E. 2007. *Human Resource management: fresh perspectives*. Cape Town: Pearson Education South Africa (Pty) Ltd.
- Koekemoer, L. (ed). 2014. *Marketing Communications*. Lansdowne: Juta & Co. Ltd.
- Krause, O. 2013. Beyond BSC: A process based approach to performance Management. 7th edition. *Measuring Business Excellence*, 7 (3): 4-14.
- Kumar, R., Anjum, B. and Sinha, A. 2011. *International Journal of Management and Strategy (IJMS)* 2011, 11 (3) July-Dec 2011. From:<http://facultyjournal.com/ISSN:2231-0703>.
- Labour Relations Act 66 of 1995. Pretoria: Government Printers.
- Lankshear, C. and Knobel, M. 2014. A handbook for education research: *From design to implementation*. London: Open University Press.
- Lawrie, G., Cobbold, I. and Marshall, J. 2014. Corporate performance management system in a devolved UK governmental organization. A case study: *International Journal of Productivity and Performance Management*, 53 (4): 353-370.
- Leedy, P. D. 2015. *Practical research*. US: Pearson.
- Leedy, P.D. and Ormrod, J. E. 2015. *Practical research*. 10th edition. Boston: Pearson Education International.
- Letsoalo, M. B. 2007. An evaluation of performance management in the public service. MA (Human resource management). University of Johannesburg: Johannesburg, South Africa.

Limpopo Provincial Information Handbook. 2000.

Limpopo Province Performance Management Policy and System, 2012.

Limpopo Province Performance Management and Development System Manual. 2007.

Limpopo Provincial Government, 2004. Performance management system. Information manual for employees signing the memorandum of understanding on performance. Polokwane.

Limpopo Department of Health. 2019. Annual Report 2018-2019. Polokwane: Limpopo Provincial Health Department.

Limpopo Provincial Government. Office of the Premier. 2010. Director General circular no.67 of 2010, 6.2.10.

Limpopo Department of Public Works. 2013. *Performance Management and Development System Policy*. Polokwane: DPW.

Lutwana, G. W. 2013. The performance of health workers in decentralized services in Uganda. Pretoria. UNISA. South Africa.

Maila, H. M. 2006. Performance management and service delivery in the Department of Water Affairs and Forestry (DWAF). Pretoria: UNISA.

Mabelane, M. J. 2007. The practice of performance management in the Limpopo Provincial Legislature, Master's degree thesis. Turfloop: University of Limpopo.

Mager, R. F. and Pipe. 2013. *Analysing performance problems*: Belmont, CA: Fearson.

Maila, H. M. 2015. Performance management and service delivery in the Department of Water Affairs. Unpublished MTech Dissertation. Pretoria: University of South Africa.

Makamu, S., and Mello, D.M. 2014. Implementing performance management and development system (PMDS) in the Department of Education. *Journal of Public Administration*, 49(1), 104-126.

McEwen, J., Shoosmith, M. and Allen, R. 2010. Embedding outcomes recording in

Barnardo's performance management approach. *International Journal of Productivity and Performance Management*, 59 (6): 586-598.

MacMillan, J. H. 2015. Educational research: fundamentals for the consumer. 5th ed. New York: Pearson Education, Inc.

McMillan, J. H. and Wergin, N. F. 2013. *Education Research: Fundamentals for Consumers*. Boston: Pearson.

McMillan, J. H. and Schumacher, 2016. *Research in Education: Evidence-based inquiry*. New Jersey: Pearson Education, Inc.

Mc Sherry, F. and Pearce, P. 2007. Clinical governance: *A guide to implementation for health care professionals*. 3rd edition. Singapore: Blackwell Publishing

Mackenzie, S. and Hamilton-Smith, N. 2011. Measuring police impact on organized crime: performance management and harm reduction. *Policing: An International Journal of Police Strategies and Management*, 34 (1): 7-10.

Management Study Guide Experts. 2016. *Management Concepts and Skills*. New Delhi: Management Study Guide.

Marais, P. 2011. April 20. How to deal fairly with poor performance. The Star: Workplace, p.6.

Maree, M. and Pietersen, J. 2011. Sampling. In: Maree, K. (ed.). *First Steps in Research*. Pretoria: Van Schaik, 172-180.

Maree, K. and Van der Westhuizen, C. 2011. Planning a research proposal. In: Maree, K. (ed). *First steps in Research*. Pretoria: Van Schaik, 155-169.

Martinez, J., and Martineau, T. 2011. Introducing performance management in national health systems: Issues on policy and implementation. Barcelona, Spain: IHSD.

Mawoli, M. A. and Babandako, A. Y. 2011. An evaluation of Staff Motivation, Dissatisfaction and Job Performance in an Academic Setting. *Australian Journal of Business and Management Research*, 1(9): 1-3.

Meekings, A., Povey, S. and Neely, A. 2009. Performance plumbing: installing performance management systems to deliver lasting value. *Measuring Business Excellence*. 13 (3): 13-19.

Meyer, M. and Botha, E. 2007. 3rd ed.: Human Resource Development: An overview based approach: lexis Nexis. South Africa.

Meyer, M. and Kirsten, T. 2015. *Introduction to human resource management*. 7th edition. Cape Town: Van Schaik.

Mguqulwa, N. 2008 the relationship between organizational commitment and work performance in an agricultural company. Pretoria: UNISA.

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

Mkhize, N. and Ajam, T. 2006. *The new budgeting approach in South Africa: A critical assessment*. Cape Town: University of Cape Town.

Mofolo, M. 2012. *Strengthening Performance Management System Implementation in South African Municipalities: Africa's public service delivery and performance review*. Volume 1, Walter Sisulu University of Technology.

Mogotsi, I. S. 2002. The role of performance management amongst administrative staff at the University of the North from the period 1990-2000. Turfloop: Master's degree thesis. Turfloop: University of the North: Limpopo.

Moloi, S. W. F. 2010. *Exploring the Role School Management Developers (SMDs) as providers of in-service education and training (INSET) to SSE*. PhD thesis. Vanderbijlpark: North-West University.

Mondy, R. W., Noe, R. M. and Premeaux, S. R. 2012. 5th ed. *Human resource management*. Upper Saddle River, NJ: Prentice Hall.

Mouton, J. 2014. *Understanding social research*. 5th edition. Pretoria: Van Schaik.

Morrow, P. C. 2015. The measurement of TQM principles and work-related outcomes. *Journal of Organizational Behaviours*, 18, pp 363-396.

Moodley, N. 2013. Performance management in development management local government. A mini thesis submitted in partial fulfillment of the requirements of the degree of Magister Philosophiae, in the School of Government, Department of Economic and Management Sciences. Cape Town: University of Western Cape.

Mpanga, E. E. L. 2009. The implementation of the Performance Management Programme in Uganda with Specific Reference to the Ministry of Public Service. Thesis (Master of Administration). South Africa, Pretoria: University of South Africa.

Mtshali, D. (Ntombela), 2015. *Evaluation of employee performance management and development systems policy as implemented amongst social service professionals within department of social development.* From: <http://uz.space.uzulu.ac.za/bitstream/handle/10530/1358/evaluationofemployeeperformanceanddevelopmentdevelopment.pdf>; jsessionid=486D37EE8C92F7EE9A2415240D88?

Munyewende, P. O., Rispel, L. C., and Chirwa, T. 2014. Positive practice environments influence job satisfaction of primary health care clinic nursing managers in two South African Provinces. *Human Resource for Health*, 12(1), 27. Doi: 10.1186/1478-4491-12-27.

Munzhedzi, P. H. 2011. Performance management system and improved productivity: a case study in the department of local government and housing in the Limpopo Province. Master's degree thesis, Pretoria, University of South Africa.

Muller, M., Bezuidenhout, M., and Jooste, K. 2006. *Health service management.* Cape Town: Juta.

Mweemba, O' Neil. 2015. From: <https://www.linkedin.com/pulse/benefits-performance-management-system-o-neil-mweemba>.

Naharuddin, N. M. and Sadegi, M. 2013. Factors of workplace environment that affect employee performance: A case study of Miyazu Malaysia. *International journal of independent research and studies*, 2(2):66-78. From: <http://aiars.org/ijirsvol2no2April2013/PA-IJIRS-20120205.pdf>.

Namey, E. 2015. *Collecting qualitative data. A field manual for applied research:* Sage Publications Ltd. London.

Natale, S. M., Libertella, A. F. and Rothschild, B. 2013. Team performance management 6th ed. *An International Journal*, 1 (2): 6-13.

Nath, N. and Sharma, U. 2014. *Performance Management Systems in the Public Housing Sector: Dissemination to Diffusion*. New Zealand: Massey University of Waikato.

Nawi, H. M. 2018. Measuring capital structure determinants of small and medium enterprises (SMEs): an assessment of construct reliability and validity of a proposed questionnaire. *Canadian Social Science*, 14(2): 44-58.

Nel, P. S., Welner, A., Haasbroek, G. D., Poisat, P., Sono, T. and Schultz, H. B. 2008. *Human resource management*. Cape Town: Oxford University Press. Town: Oxford University Press.

Neuman, W. 2013. *Social research methods: Qualitative and quantitative approaches*. Boston, MA: Pearson.

Nieuwenhuis, J. 2007. Qualitative research designs and data gathering techniques In: Maree, K. (ed.). *First Steps in Research*. Pretoria: Van Schaik, 70-92.

Noe, R. A. 2011. *Employee training and development*. 4th edition. Singapore: Mc Graw-Hill.

O'Boyle, I. and Hassan, D. 2013. Organisational PM: Examining the practical utility of the performance prism. *Organisational Development Journal*.

Omari, I. M., Mayogi, E. N. and Guyo, W. 2014. Theoretical Review of the factors affecting export performance of KTDA managed factories in Kenya. *Prime Journal of Business Administration and Management (BAM)*, 4(5), pp. 1457-1462.

Onwuegbuzle, A, J. and Teddlie, C. 2013. A framework for analyzing data in mixed methods research. *Handbook of mixed methods in social and behavioral research*: 351-383.

Oxford South African Pocket Dictionary 2006. SV "context". 3rd edition. Cape Town.

Paile, J. N. 2012. *Staff perception of the implementation of performance management and development system: Father Smangaliso Mkhatswa case study*. From:<http://www.uir.unisa.ac.za/bistream/handle/10500/5537/thesis-paile-p.pdf?sequence=1> (accessed 26 October 2021).

- Parameshwaran, R., Srinivasan, P. S. S. and Punniyamoorthy, M. 2009. Modified closed loop model for service performance management. *International Journal of Quality and Reliability Management*. 26 (8): 795-816.
- Partington, D. 2012. *Essential skills for management research*. London: SAGE Publications.
- Pedroni, J. A. and Pimple, K. D. 2011. A brief introduction to informed consent in research with human subjects. Poynter Center for the study of ethics, Indiana University USA. Available: <http://poynter.edu/sas/res/ic.pdf>. (Accessed 30 October 2021).
- Perry, C. 2014. A Structured Approach to Presenting Thesis: Notes for Students and Their Supervisors, Study Guide, Southern Cross University, Australia.
- Platis, C., Reklitis, P., and Zimeras, S. 2015. Relation between job satisfaction and job performance in healthcare services. *Procedia-Social and Behavioural Sciences*, 175, 480-487.
- Policy on Performance Management and Development System, Limpopo Department of Health, 2007.
- Public Administration Leadership and Management Academy. 2010. *Public Administration Leadership and Management Academy's Strategic Plan for 2010-2013*. Pretoria: PALAMA.
- Public Service Commission. 2007. *Manual for Personnel Evaluation*. Pretoria: Public Service Commission.
- Pulakos, E. D. 2009. *Performance management. A new approach for driving business results*. Oxford: Wiley-Blackwell.
- Pulakos, E. D. and Hanson, R. M. 2014. Performance management can be fixed: Anon-the-job experiential learning approach for complex behavior change. Cargill: Sharon Arad.
- Rafferty, M. 2007. Building positive workplace relationships and teams. *Irish Veterinary Journal*, 60(12): 748-749.

Ragins, B. R. and Dutton, J. E. 2014. *Positive Relationships at Work: An introduction and Invitation*.

Ravhura, M. E. 2006. *Performance management in the Department of Education with special references to the Limpopo Province*, Master's degree thesis, Pretoria: University of South Africa.

Raykov, T. 2011. Evaluation of convergent and discriminant validity with multitrait–multimethod correlations. *British Journal of Mathematical and Statistical Psychology*, 64 (1): 38-52.

Reis, H. T. and Judd, C. M. 2016. *Handbook of research methods in social and personality psychology*. Cambridge: University Press.

Republic of South Africa (RSA). 2007. *National Treasury's Framework for Managing Programme Performance Management Information*. Pretoria: National Treasury.

Republic of South Africa (RSA). 1995. *Labour Relations Act No. 66 of 1995*. Pretoria: Government Printer. Ritchey, T. 2012. Outline for a morphology of modeling methods: Contribution to a general theory of modeling. *Acta Morphologica Generalis (AMG)*, 1(1), pp. 1-20.

Ringle, C. M., Wende, S., and Becker, J.-M. 2015. "SmartPLS 3." Boenningstedt: SmartPLS GmbH. Available at: <http://www.smartpls.com>. (Accessed 15 October 2021).

Ritchie, J and Lewis, J. 2013. Generalizing from Qualitative Research. In: Ritchie, J. and Lewis, J. *Qualitative Research Practice: A Guide for Social Science Students and Researchers*. London: SAGE Publishers, 77-108.

Robbins, S.P. and De Cenzo 2011. *Organization Behaviour*. New Jersey: Prentice-Hall International, Inc.

Robbins, S. P., Judge, T. A., Odendaal, A. and Roodt, G. 2009. *Organizational Behavior: Global and Southern African perspectives*. Cape Town: Pearson Prentice Hall.

- Roca, J.C., Garcia, J. J., and De La Vega, J.J. 2009. The importance of perceived trust, security and privacy in online trading systems. *Information Management and Computer Security*, 17 (2): 96-113.
- Roos, M. 2009. Performance management within the parameters of the PFMF. Pretoria UNISA.
- Ruan, J. M. 2012. *Essentials of research methods: A guide to social science research*. Oxford: Blackwell.
- Sandelowski, M., Voils, C.I. and Barroso, J. 2006. Defining and designing mixed research synthesis studies. *Research in the schools: a nationally refereed journal sponsored by the Mid-South Educational Research Association and the University of Alabama*, 13(1): 29. <https://scholar.google.com/scholar?hl> (Accessed 15 October 2021)
- Sangweni, S. S. 2003. Performance management as a leadership and management tool. *Service Delivery Review*. Vol. 2 (3): 20-23.
- Sangweni, S. and Balia, D. (eds). 2007. *Fighting corruption: Towards a national integrity strategy*. Pretoria: University of South Africa.
- Sangweni, S. S, 2008. *The Public Service Commission Report. Report on the implementation of the Performance Management and Development System for Senior Managers in the North West Province*. Pretoria: Creda Communications.
- Sale, J. E. M., Lohfeld, L. H. and Brazil, K. 2016. Revisiting the Quantitative-qualitative debate: Implications for mixed-methods research. *Quality & Quantity*, 36 (1): 43-53.
- Sefali, F. T. 2010. The impact of performance management system on accountability in the Public Service of Lesotho. PhD thesis. Bloemfontein: University of Free State.
- Sefora, J. T. 2013. *Managing performance management and development systems in the districts of Gauteng*. MA (Education) UNISA, Pretoria, South Africa.
- Sekaran, U. 2012. *Research Methods for Business: A skill Building Approach*. 6th edition. Wiley: New York.
- Sekaran, U. and Bougie, R. 2009. *Research methods for business: A skill building*. West Sussex: John Wiley & Sons Ltd.
- Serantakos, S. 2012. *Social research*. 3rd edition. Basingstoke: Macmillan.

Saravanja, M. 2010. Integrated performance management systems and motivation in South African public sector (Unpublished doctoral dissertation). University of the Western Cape, Cape Town, South Africa.

Seotlela, R. P. J. and Miruka, O. 2014. Implementation challenges of performance management system in the South African Mining Industry. *Mediterranean Journal of Social Sciences* 5(7) 177-187. From: <http://www.mcser.org.journal/index.php/mjss/article/viewFile/2471/2439>.

Shane, J. M. 2010. Performance management in police agencies: A conceptual framework. *Policing: An International Journal of Police Strategies and Management*. 33 (1): 6-29.

Sharif, A. M. 2012. Benchmarking performance management systems. 8th ed. *Benchmarking: An international Journal*, 9 (1): 62-85.

Shin, D. H. 2009. An empirical investigation of a modified technology acceptance model of IPTV. *Behavior and Information Technology*, 28 (4): 361-372.

Simmons, J. 2011. Employee significance within stakeholder-accountable performance management systems. *The TQM Journal*. 20 (5): 463-475.

Singh, D. 2010. Performance Management and Development System for senior managers in the public service: A case study of the Kwazulu-Natal Department of Education, Master's degree thesis, University of Kwazulu-Natal.

Skinner, N., Van Dijk, P., Stothard, C. and Fein, E. C., 2017. "It breaks your soul": An in-depth exploration of workplace injustice in nursing and other human services. *Journal of Nursing Management*, 26(2), 200-208.

Smit P. J, Cronje G. J, Brevis T. and Viba, W. 2011. 5th ed: Management principles. A contemporary edition for Africa: Juta & Co: South Africa, Cape Town.

Smith, P. C. 2012. Performance management in British health care: Will It Deliver? *Health Affairs*, 21(3): 103-115.

Snape, D. and Spencer, L. 2013. The foundations of qualitative research. In: Ritchie, J. and Lewis, J. *Qualitative research Practice: A guide for social science students and researchers*. London: Sage Publications, 1-14.

Snell, S. and Bohlander, G. 2010. 15th ed. Principles of Human Resource Management: International edition. South Western cengage learning. USA.

Sole, F. 2013. A management model and factors driving performance in public organizations. *Measuring Business Excellence*. 13 (4): 3-11.

Somekh, B. and Lewin, C. 2013. *Research methods in the social sciences*. London: Sage Publication.

Soltani, R. B., Van der Merwe, J. and Williams, G. M. T. 2012. Performance management: TQM versus HRM – Lessons learned. *Management Research News*. 26 (8): 38-49.

South Africa. 1999. *Public Service Act, 1994 and workplace solutions*. Kenwyn: Juta.

South African. 2009. *Basic Conditions of Employment Act: Act 75 of 1997*, updated. Cape Town: Juta Law.

South Africa. Department of Public Service and Administration. 1997. White Paper on Human Resource Management in the public service. Pretoria: Government Printers.

South Africa. 1998. *Skills Development Act, 1998 (Act 97 of 1998)*. Pretoria Government Printers.

South Africa. *Constitution of the Republic of South Africa, 1996 (Act of 1996)*. Pretoria: Government Printers.

Statistics South Africa, 2018. *The people of South Africa population census: Population estimates by provinces*. Retrieved from <http://www.statssa.gov.za>.

Steyn, G. M. 2012. Effective Communication In: Steyn G.M. and Van Niekerk, E.J. *Human Resource management in Education*. Pretoria: Unisa, 27-65.

Stringer, C. 2015. "Empirical performance management research: Observations from AOS and MAR". *Qualitative Research in Accounting and Management*, 4(2), pp. 92-114.

Stuart, A. Partner, C. and Dawson, K. 2014. Career Management – A new approach to performance management. Available from: <http://robertsonsurrette.com> (Accessed July 2020).

- Sudhakar, G. P., Farooq, A. and Patnaik, S. 2011. Soft factors affecting performance of software development teams. *Team Performance Management*, 17 (3/4): 187-205.
- Sui-Pheng, L. and Khoo, S. D. 2014. Team performance management: enhancement through Japanese 5-s principles. *Team Performance Management: An International Journal*. 7 (7/8): 105-111.
- Suki, N.M. 2011. A structural model of customer satisfaction and trust in vendors involved in mobile commerce. *International Journal of Business Science and Applied Management*, 6(2): 18-29.
- Swan, W. S. and Wilson, L. E. 2011. *Ready-to-youth performance appraisal*. Hoboken, NJ: John Wiley and Son.
- Swanepoel, B. J. 2008. *Human Resource Management: Theory and Practice*. Kenwyn: Juta & Co. Ltd.
- Swanepoel, B. J., Erasmus, B. J., Van Wyk, M. W. and Schenk, H. W. 2008. *South African Human Resource Management: Theory and Practice*. 3rd ed. Kenwyn: Juta & Co. Ltd.
- Taticchi, P., Tonelli, F. and Cagnazzo, L. 2012. A decomposition and hierarchical approach for business performance measurement and management. *Measuring Business Excellence*. 13 (4): 47-57.
- Taylor-Powel, E. and Renner, M. 2013. *Analyzing qualitative data: Program development and evaluation*. 6th edition. Wisconsin: University of Wisconsin-Extension.
- Thomas, G. 2014. *Qualitative research and social change*. London: Palgrave Macmillan
- Thorne, S. 2014. *Data analysis in qualitative research*. (Available: <http://www.ebn.bmj.com/cgi/content/extra/3/3/68>). (Accessed 30 October 2021).
- Tlolana, M. P. 2009. *An evaluation of Performance Appraisal for Supervisors in the Department of Agriculture, Sekhukhune District*. Limpopo: University of Limpopo.
- Torrington, D. and Hall, L. 2012. *Personnel Management: Human Resource in Action*. Eaglewood Cliffs: Prentice Hall.

Treasury Board of Canada Secretariat. 2014. Performance Management Programme for Employees. Canada: Treasury Board of Canada Secretariat.

Tsang, D. 2017. Leadership, national culture and performance management in the Chinese software industry. *International Journal of Productivity and Performance Management*. 56 (4): 270-284.

Vanderstope, W. and Johnston, D. 2012. Research methods for everyday life. Bleeding qualitative and quantitative approaches: Jossey-Bass. San Francisco.

Van der Waldt, 2014. *Managing performance in the public sector: concepts, considerations and challenges*. Lansdowne: Juta.

Varma, A. 2008. *Performance Management System. A global perspective*. London: Routledge.

Verbeeten, F. H. M. 2012. Performance management practices in public sector organizations: impact on performance. *Accounting, Auditing and Accountability Journal*, 21 (3): 427-454.

Vlant, P. 2011. Mistakes in performance management. Government News August/September.

Wehrich, H. and Koontz, H. 2008. *Major Principles or Guides for the Managerial Functions of Planning, Organizing, Staffing, Leading and Controlling*. From: www.ufsca.edu/.../PrinciplesofMgt12.13e3-3-08website11-15-09.pdf.

Werner, A. 2007. Contemporary developments in leadership and followership In: Werner, A. (Ed). *Organizational Behaviour: A contemporary South African perspective*. Pretoria: Van Schaik, 286-311.

Whittemore, R. and Knafk, K. 2005. The integrative review: updated methodology. *Journal of advanced nursing*, 52(5): 546-553.

Williams, R. S. 2012. *Managing Employee Performance: Design and implementation in Organizations*. London: Thompson Learning.

Willie, M. M. 2014. Analysis of performance reward models: A multinomial investments case study. *Journal of Strategy and Performance Management*, 2(3), pp. 111-121.

Wilson, C. 2011. *Best practice in performance coaching: a handbook for leaders, coaches, HR professionals and organizations*. London: Kogan Page.

Yin, R. K. 2011. *Applications of Case Study Research*. 4th Edition. London: Sage Publications Inc.

Zaytseva, T. 2010. Performance management system of public and private sector organizations in Russia: comparative research. 9th NISPAcee Annual Conference: Government, market and the civil sector: The research for a productive partnership: Moscow State University.

APPENDICES

APPENDIX A: QUESTIONNAIRE

Instructions to respondents:

1. Please be honest when answering this assessment
2. Answer all questions
3. Provided information will be kept and treated as strictly and highly confidential.
4. Please note that there are no right or wrong answers.

PLEASE ANSWER THE FOLLOWING QUESTIONS BY CROSSING (X) TO THE RELEVANT BLOCK OR WRITING DOWN YOUR ANSWER IN THE SPACE PROVIDED.

EXAMPLE ON HOW TO COMPLETE THIS QUESTIONNAIRE: What is your gender?

Male	1 X
Female	2

SECTION A- Biographical Information

This section of the questionnaire refers to background or biographical information. Although we are aware of the sensitivity of the questionnaire in this section, the information will allow us to compare groups of respondents.

1. Gender

Male	1
Female	2

2. Age (in complete years)

20-39	1
40-49	2
50-59	3
60 and above	4

3. Ethnicity

Black	1
White	2
Coloured	3
Indian or Asian	4

4. Your highest educational qualification?

Grade 11 or lower(Std 9 or lower)	1
Grade 12 (Matric, Std 10)	2
Post School Certificate	3
Diploma	4
Bachelors	5

5. Years in the service

1 to 5 years	1
6 to 10 years	2
11 to 20 years	3
20 to 30 years	4
31 years and above	5

6. What is your current position?

ECO	1
ECO-Intermediate	2
Shift Leader	3
Paramedic	4
Station Manager	5
District Manager	6

7. How long have you occupied the position?

1 to 5 Years	1
6 to 10 Years	2
11 to 20 Years	3
21 to 30 years	4
31 years and above	5

SECTION B: PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM PRACTICAL QUESTIONNAIRES

Please indicate your response to each of the following statements regarding your ability to implement Performance management and development system. Use the following scale to rate how much you agree or disagree with the statements below:

1= Strongly Disagree (SD), 2= Disagree (D), 3= Neutral (N), 4= Agree (A), 5= Strongly agree (SA)

No	Item					
A	Purpose and contributions of PMDS	1	2	3	4	5
1	PMDS sets goals, determine standards and evaluate work.					
2	PMDS links the management of individual performance to the objectives of the department as set out in the operation plan					
3	PMDS strikes a balance between the needs of the department and the development needs of each employee.					
4	PMDS improves the effectiveness of individual performance.					
5	PMDS ensures an improved culture of openness and trust.					
6	PMDS improves relationships at levels within the stations and the districts.					
7	Individuals receives frequent feedback on the performance					
8	PMDS is a shared understanding of what is to be achieved in an organisation.					
9	PMDS gives guidance to improve my performance often.					
10	PMDS supports and promotes the up-skilling and development of staff					
11	Can you say that the PMDS contributes to the improvement of performance and productivity in EMRS					
B	Knowledge and understanding of PMDS implementation	1	2	3	4	5
1	My job description provide clear goals and outcomes expected from me by my supervisor					
2	I have clear understanding about the performance management and development system process.					
3	This section have supervisors who are experts in the management and implementation of performance management and development system as aligned with the departmental policies					
4	The current performance management and development system helps employees improve their performance					

5	Managers and supervisors are very supportive to their subordinates with regard to performance management and development system					
6	Employees are happy with the management and implementation of the performance management and development system in EMRS					
7	Managers and supervisors fully support the implementation of performance management and development system in EMRS					
8	Do the individual employees link their implementation of the system to the total departmental output					
9	The performance appraisal process in my organisation often results in specifications of new goals					
10	Do managers meet with employees on an on-going basis of the mid-year and end of the year review as required by PMDS the policy and other legislative frameworks.					
C	Challenges in the implementation of PMDS	1	2	3	4	5
1	There are many challenges associated with the management and implementation of the performance management and development system in EMRS					
2	Managers and supervisors are biased when assessing employee's performance					
3	The issue of lack of experts to assist in implementing the current PMDS have an effect on the organisation					
4	Lack of training on performance management and development system and support from responsible structures affect service delivery					
5	Situational factors (e.g. stress, sexual and racial biases, leadership styles, and etc.) influences the accuracy of the performance management and development system					
6	To what extent could manager-subordinate conflict during performance management system evaluation affect the process					
7	To what extent is judgemental biases (Supervisor/Manager biases) influence the appraisal process					
8	There are many grievances cases which employees lodge due to the management and the implementation of the system					
9	Are the managers provided with the necessary information they need to implement the performance management and development system					
10	Does the performance management and development system section in your division render enough support to the entire service to ensure effective implementation of the system					

11	Performance appraisal is often influenced by rating errors.					
D	Training programmes used by management to enhance performance	1	2	3	4	5
1	Supervisors need training on monitoring PMDS					
2	Supervisors and employees need training prior the rating exercise.					
3	Training programs on PMDS are effective and successful.					
4	I need training on how to align operational with my annual work plan and job description					
5	I have the skill to align my performance indicators with the four service standards (quality, quantity, time and cost)					
6	Training and orientation of performance management and development system is always provided to newly appointed and old staff members in order to improve their performance					
E	Strategies used by the department to improve performance	1	2	3	4	5
1	Are there any strategies of your organisation that is linked to the PMDS to make it more effective					
2	Are the employees supported in carrying out the expectations that are required from them					
3	To what degree do you receive constructive feedback from your supervisor during the performance appraisal process					
4	Are there any factors that could lead you to disagree with your manager or supervisor during performance appraisal process					
5	Are the employees given feedback from the outcome of their performance in order to improve it further					
6	Responsible units such as PMDS practitioners and Human Resource Management provide full support during the PMDS evaluations in this section					
7	The performance management and development system is effective and it is yielding its desired results.					
8	Officials attached to PMDS section have the necessary skills and capacity to implement the tool					

SECTION C: PERFORMANCE MANAGEMENT SYSTEM, POLICY RELATED QUESTIONNAIRE:

Please indicate your response to each of the following statements regarding your ability to implement Performance management and development system. Use the following scale to rate how much you agree or disagree with the statements below:

1= Strongly Disagree (SD), 2= Disagree (D), 3= Neutral (N), 4= Agree (A), 5= Strongly agree (SA)

No	Item	1	2	3	4	5
1	Employees do their performance management contracts on time each year as guided by the policy and other frameworks					
2	The department in EMRS has departmental moderating committee which is responsible for reviewing the employees' performance against the department's performance at the end of each financial year					
3	Managers and supervisors also need full support from their subordinates when managing and implementing the system in order to get better results for both individual employees and the organisation as a whole.					
4	The current performance management and development system in EMRS need to be amended or re-designed in order to meet the organisation's goals in today's rapidly changing environment.					
5	Training on PMDS and refresher courses on the procedures and processes to be followed during the implementation of this system are conducted every year.					
6	Appraisal of employees using the current performance management and development system is a challenge due to lack of training and support from the responsible units.					
7	The head of PMDS office conducts an audit on the implementation of the PMDS at the end of each financial year to evaluate its impact in the division.					
8	The main purpose of the performance management and development system adopted by this section is for both decision making purposes and developmental purposes.					
9	The section of the department, EMRS is using the standard rating scale which is being used by all other national government departments in South Africa as per the recommendations by the DPSA					
10	Giving regular constructive feedback as required by the policy.					
11	Giving recognition where it is due.					
12	Improving public service delivery through PMDS implementation.					
13	Assisting the supervisor to display the practices of effective PMDS					
14	Does performance management system implementation meet the objectives it was meant to when it was introduced					
15	Would you rate the current state of the implementation of performance management in EMRS positive					

SECTION D: GENERAL RESEARCH QUESTIONS

1. What are your general views on performance management and development system, and do you think it is a necessary function in EMRS?

2. How effective do you think this organisation is managing performance? What do you think could be done to improve it?

3. Do you think having a performance management appraisal system in EMRS motivates employees to perform, compare to where there is no system? Please justify your answer

4. For future training purposes, what aspects of effective PMDS implementation would you like to see included in the training programs?

5. Do you have any other views/comments/suggestions regarding performance management and your motivation to performance in EMRS?

SECTION E: QUALITATIVE RESEARCH QUESTIONS:

Topic: Performance management in Emergency Medical Response Services in Limpopo Province

Objective 1: Purpose and contributions of PMDS

1. From your own experience and understanding, what is the purpose of PMDS?

2. Can you say that the PMDS contributes to the improvement of performance and productivity in EMRS? Yes/No. If yes, please elaborate

3. What are the main concerns from employees regarding the management and implementation of performance management and development system?

4. Do you think performance management as applied in your organisation serves its purpose?

Yes/No please justify your answer

5. What do you think should be done to improve the level of understanding of the performance management and development in your section?

Objective 2: Knowledge and understanding of PMDS implementation

1. According to your self-evaluation of your knowledge of PMDS implementation, what are the most challenging areas?

2. Why do you think management don't do their performance contracting on time? What are the implications associated with this kind of actions?

3. One of the requirements of PMDS policy, is that at the end of each financial year, the head of human resource management should conduct performance audit, is it happening in EMRS? If not, Why?

4. What do think makes managers or supervisors bias during assessment of employees' performance? And what do you think need to be done to address this problem?

5. Would you describe your level of understanding of performance management system as adequate? Please explain further.

Objective 3: Challenges in the implementation of PMDS

1. What are the main causes of challenges in implementing and managing the current performance management and development system in EMRS? And how can these challenges be addressed?

2. In your opinion, how would you address challenges and problems experienced in the implementation of PMDS in EMRS?

3. What challenges/problems have you experienced with PMDS in EMRS?

4. According to your self-evaluation of your knowledge of performance management and development system implementation, what is the most challenging area?

5. Do you have any additional issues relating to performance management and development system that you want to raise? Yes/No If the answer to the above is yes, please elaborate.

Objective 4: Training programmes used by management to enhance performance

1. Is the department providing training to all the employees as required by the policy? Yes or no, if yes how often?

2. Would you agree that performance management and development system is effective and is yielding its desired results? Yes or no, please justify your answer

3. What do you think need to be done to restore the trust and interest of employees towards the performance management and development system in EMRS?

4. For future training purposes, what aspects of effective PMDS implementation would you like to see included in the training programs?

5. Does the issue of lack of experts to assist in implementing the current PMDS have an effect in EMRS?

Objective 5: Strategies used by the department to improve performance

1. Are the responsible units such as PMDS practitioners and Human resource management provide full support during the PMDS evaluation? yes or no. please justify your answer

2. What kind of strategies is the department using to make PMDS more effective in EMRS?

3. Are you receiving feedback after every appraisal as required by the policy?

Time required: 40 Minute

THANK YOU VERY MUCH FOR YOUR TIME

INTERVIEW SCHEDULE FOR SUPERVISORS AND MANAGERS

1. To what extent do you regard the PMDS process as a consistent and stable measure of performance in EMRS?

2. How well does PMDS instrument measure employee's performance in EMRS?

3. To what extent does the performance appraisal assess the actual roles and responsibilities of an employee?

4. Do you believe that your subordinates can trust you to assess their performance fairly and objectively? Yes/No, Please substantiate your answer

5. To what degree do you give constructive feedback to your subordinates during performance assessments?

6. In your view, do you think that situational factors (e.g. stress, sexual & racial biases, leadership styles and etc.) can influence the accuracy of the performance appraisal system?

7. In your opinion, what do you think could be the causes or reasons for manager-subordinate conflict during performance assessment?

8. With regard to manager-subordinate conflict during the performance appraisal process, to what extent do you think that these conflicts could affect the performance appraisal process?

9. What do you think should be done to prevent any conflict in relation to performance appraisal in EMRS?

10. What factors do you think could lead you to disagree with your subordinates during the performance appraisal process?

11. Would you like to add any information in relation to this interview?

12. What model do you think as a manager would be suitable for the management and implementation of the employees' performance in the public service?

Time required 30-60 Minutes

THANK YOU FOR YOUR TIME

Appendix B: Letter of information



LETTER OF INFORMATION

Dear Participants

TITLE OF THE RESEARCH STUDY: PERFORMANCE MANAGEMENT: A CASE STUDY OF EMERGENCY MEDICAL RESPONSE SERVICES IN LIMPOPO PROVINCE

Principal Investigator/s/researcher: Mr Malatjie Dipolelo Norman

Qualification: Masters: Public Administration

Co-Investigator/s/supervisor/s: Prof N. Dorasamy (PhD)

Brief Introduction and purpose of the study:

Performance management is defined as a continuous process of identifying, measuring and developing the performance of individuals and teams, and aligning performance with the strategic goals of the organization. As a system, it serves different purposes in an organization. It helps top management to achieve strategic business objectives; furnishes valid and useful information for making administrative decisions about employees; informs employees about their performance and about the organization's and the supervisors' expectations; allows managers to provide coaching to their employees; provides information to be used in workplace planning and allocation of human resources; and collect useful information that can be used for various purposes such as test development and human resource decisions.

This study will focus on investigating the knowledge and practices of PM among staff in Emergency Medical Response Services in the five Districts of the Limpopo Province. I am currently undertaking research project as part of my studies towards a Doctoral degree in Management Sciences at Durban University of Technology, and the primary component deals with a research based investigation, inter-alia, field work and data collection.

In light of the above background, i would like to invite you to kindly participate in the research by agreeing to complete a questionnaire for the study. This means that those to be given questionnaires should first give permission in full knowledge of the purpose of the research and assurance of participant confidentiality and the consequences of their participation.

Kindly note that all information and data will be kept strictly confidential. No name or any other information that can link to any participant that will be written on the questionnaires. The list of participant's names and their corresponding research numbers will be locked away in the filing cabinet with the researcher only having access to it. A consent form with a list of choices which participants have will be attached in order for participants to read and attach their signatures if they agree to participate in the study.

Outline of the Procedures:

If you agree to participate in this study, you will be required to sign the consent page and answer the attached questionnaire. This should take approximately 25 to 45 minutes to complete. It is important that you answer the questions as openly and honestly as possible. Your questionnaire can only be scored if all the questions are answered so it is vital to answer all questions. Once completed, the questionnaire and the signed consent page must be handed to the researcher as soon as possible. Should you wish to be informed of your scores and what they mean and or/the results of this study, please supply me with your postal or e-mail address on the form provided.

Risks or Discomforts to the Participants:

There are no foreseeable risks or harm to you that will be imposed by the research study. The study involves completing the questionnaire about performance management information. Some of the questions about your experience of work related situations may evoke emotions in you that may result to you feeling uncomfortable. You can choose at any time to withdraw from the study.

Benefits:

The results of this study will enable employers to implement intervention programs in Emergency Medical Response Services to help understand how best performance management has to be implemented. The researcher will benefit by obtaining a PhD qualification and publishing in peer reviewed journals. The result will also be presented in conferences within South Africa and abroad.

Reason/s why the Participant may be withdrawn from this study:

You will not be advantaged or disadvantages in any way should you choose to participate or not to participate in this study. A participant will be withdrawn from the study if they fail to sign and return the consent form or if any questions are left blank. If you decline to participate in this study, you may return the blank questionnaires. You may choose at any time to withdraw from the study as there is no obligation to complete the study. Should you decide to withdraw from the study after the questionnaires are collected from your work place, please feel free to contact the researcher and your data will be returned to you or it will be destroyed at your request.

Remuneration:

You will not receive any monetary gift or remuneration of any kind for participation in this research study.

Costs of the study:

You do not pay anything to participate in the study. The only cost for participating in this study is the time you will take you to complete the questionnaire.

Confidentiality:

All information and data will be kept strictly confidential. All questionnaires are coded to facilitate recording but no names will be written on the questionnaires. The list of participant's names and their corresponding research number will be locked away in the filling cabinet with the researcher only having access to it. Questionnaires will be inserted into a locked suggestion box which will be situated within your stations and only the researcher will hold the key to this box. Returned questionnaires will be kept in a fireproof locked filling cabinet with the researcher being the only person having access to it and will be scoring the participant's questionnaires.

The consent page will be removed from the returned questionnaires and locked away in the filling cabinet to prevent linkage of the participants to their questionnaires. This will be done to maintain strict confidentiality. The data will be captured on spread sheet on the researcher's computer. The computer will be used solely for the purpose of this research and will be secured by password protection, virus and spyware protection. Back up of data will be on a memory stick which will be kept in a locked filling cabinet. The supervisors will only have access to the anonymous individual data on the researcher's computer and not to their questionnaires.

The research data, questionnaires and any other confidential information will be kept for five years thereafter it will be destroyed by the researcher with a shredder.

Research-related injuries:

You will not incur any research related injury or adverse reaction in this study. But should it happen by any chance, a Paramedic as well as Medical care will be available throughout the process.

Persons to contact in the event of any problems or queries:

If you have any queries or problems related to this study, please contact me, the researcher at 078 5358 405 or 015 793 1581 (W) or via email at dipolelo2009@gmail.com or my supervisor Prof N. Dorasamy, telephone: 031 373 6861. If you have any questions or concerns about ethical issues or your rights, or feel you have not been treated according to the descriptions in this form, or your rights as a participant in this research have been violated during the course of this study, please feel free to contact the Institutional Research Ethics Administrator on 031 373 2375. Complaints can be reported to the Director: Research and Postgraduate Support Dr L Linganiso on 031 373 2577 or researchdirector@dut.ac.za.

General:

Your participation is completely voluntary and you will not be forced to participate. You are therefore under no obligations to participate. You may refuse to participate at any time during the study without penalty. Before you decide whether to accept this invitation to take part in this study please ask any questions that might come to mind. The approximate number of participants to be included in this study is 200.

All participants will be issued with this information letter which does not need to be returned to the researcher. The information letter and consent form will be the primary spoken language of the research population, that is, English. Before signing the consent page, you must have had the opportunity to discuss your participation with the investigator and all your questions must have been answered in the terms you understand.

Thank you for taking the time to read this letter and if you are willing to participate thank you for your assistance in completing and returning the questionnaire. Your input will play a vital role in improving the implementation of performance management in EMRS Limpopo Province, and will thereby improve the quality of service delivery and patient care.

Warm Regards

Malatji Dipolelo Norman(Mr)

Researcher

078 5358 405

Appendix C: Consent Form



CONSENT

FULL TITLE OF THE STUDY: PERFORMANCE MANAGEMENT: A CASE STUDY OF EMERGENCY MEDICAL RESPONSE SERVICES IN LIMPOPO PROVINCE

Names of Researcher/s: **Malatjie Dipolelo Norman**

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, **Malatjie DN** (name of researcher), about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: **IREC 094/21**
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant **Date** **Time** **Signature** / **Right**
Thumbprint

I, MALATJIE D.N. (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Full Name of Researcher **Date** **Signature**

Full Name of Witness (If applicable) **Date** **Signature**

Full Name of Legal Guardian (If applicable) **Date** **Signature**

Appendix D: Letter to request permission to conduct research



Po Box 541

LULEKANI

1392

26 September 2020

Head of Department

Department of Health Limpopo

18 College Street

POLOKWANE

0700

Dear Sir/Madam

Re: REQUEST FOR PERMISSION TO CONDUCT RESEARCH.

I am currently registered as a PhD student at the Durban University of Technology in the Department of Public Management and Economics. I would like to embark on a research project towards Doctoral degree in Management Sciences.

The proposed title of my study is: Performance Management: A case study of the Emergency Medical Response Services in Limpopo Province. The main purpose of this study is to collect data. I request your permission for Emergency Medical and Rescue Service employees to participate in this research. Participation of the respondents will be voluntary with an option of withdrawing at any stage and there will be no negative consequences linked to non-participation or withdrawal.

An informed consent will be requested before the respondents' participation in this study. This is a quantitative descriptive study as it involves the use of structured questionnaires to collect data. The study will not affect the normal work routine as the questionnaires will take approximately 25 minutes to complete which can be done during the employee's personal time at home or during lunch break.

In addition, a brief summary of the main report and findings will be made available to your office on the completion of the study.

Your co-operation in assisting me with this important component of my study will be highly appreciated. Should you have any queries, please do not hesitate to contact me on 082 796 5766 or my supervisor Professor N. Dorasamy at 031 373 6862 or email her at nirmala@dut.ac.za

I take this opportunity of thanking you in advanced to enable me to complete this research.

Warm Regards

Malatjie Dipolelo Norman (Mr)

Researcher

Appendix E: Invitation letter to Managers to participate in the research



Faculty of Management Sciences
Department of Public Management & Economics
Durban University of Technology
Date: 24/05/2021

Dear Participant

I am currently undertaking a research project as part of my studies towards a Doctoral degree in Management Sciences at the Durban University of Technology.

The title of my research is: Performance Management: A case study of the Emergency Medical Response Services in the Limpopo Province.

You are kindly requested to take part in the interview that will take place at your convenient time at your place of work. The interview is expected to last between 30-60 minutes. The information you provide will be kept strictly confidential. Only my research supervisor, co- supervisor and I will have access to the information you would have provided. Please be assured that you will remain completely anonymous throughout the research process and in any reporting or write- ups related to my research.

Please read and sign the attached consent form and return them to Malatji D.N at the address below. P.O.BOX 541, LULEKANI, 1392 or will be collected by the researcher. I take this opportunity of thanking you in advanced to enable me to complete this research.

Warm Regards

Malatjie Dipolelo Norman (Mr)

Researcher

Appendix F: Ethical Clearance Letter from DUT IREC



Institutional Research Ethics Committee
Research and Postgraduate Support Directorate
2nd Floor, Berwyn Court Gate 1, Steve Biko
Campus Durban University of Technology P O
Box 1334, Durban, South Africa, 4001 Tel: 031
373 2375

Email: lavishad@dut.ac.za

http://www.dut.ac.za/research/institutional_research_ethics

www.dut.ac.za

16 July 2021

Mr D N Malatji
P O Box 541
Lulekani
1392

Dear Mr Malatji

Performance Management: A case study of the Emergency Medical Response Services in Limpopo Province

Ethical Clearance number IREC 094/21

The Institutional Research Ethics Committee acknowledges receipt of your notification regarding the piloting of your data collection tool.

Kindly ensure that participants used for the pilot study are not part of the main study. In

addition, the IREC acknowledges receipt of your gatekeeper permission letter.

Please note that FULL APPROVAL is granted to your research proposal. You may proceed with data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the IREC according to the IREC SOP's.

Please note that any deviations from the approved proposal require the approval of the IREC as outlined in the IREC SOP's.

Yours Sincerely

Prof J K Adam Chairperson: IREC

ENVISION 2030

transparency • honesty • integrity • respect • accountability
fairness • professionalism • commitment • compassion • excellence

THE WORLD
UNIVERSITY
RANKINGS
2021 TOP 500

Appendix G: Permission to conduct research from EMRS Management



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF HEALTH

Ref: 1/7/21

Enq: Mr D Dennison

Tel: 015 293 6552

Email: David.Dennison@dshd.limpopo.gov.za

To: Malatjie DN

From: Deputy Director Limpopo Emergency Medical Services

Date: 12/07/2021

Re: Performance Management: A case study of the Emergency Medical Response Services in Limpopo Province

Your letter dated 10/06/2021 refers

Kindly be informed that permission to conduct the above mentioned study is hereby granted.

Further arrangements should be made with the targeted institutions after proper consultation with District Managers. In the course of your study there should be no action that will disrupt service delivery.

After completion of the study, it is mandatory that the findings should be submitted to the Department to serve as a resource.

The above approval is valid for a period not exceeding three (3) years.

Kindly note that the department can at any time withdraw the approval.

Your cooperation is highly appreciated.

Kind Regards

Deputy Director-EMS Limpopo

**58 SHOEMAN STR., 6TH FLOOR RENTMEESTER BUILDING. PRIVATE BAG X9553,
POLOKWANE, 0700 TEL: (015) 295 2975, (015) 295 2312, (015) 295 5944, (015) 295 3784. FAX:
(015) 295 2990**

The heartland of southern Africa - Development is about people!

Appendix H: Permission to conduct research from HOD of Health in Limpopo



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

Department of Health

Ref : LP_2021-07-008
Enquiries : Ms PF Mahlokwane
Tel : 015-293 6028
Email : Phoebe.Mahlokwane@dhsd.limpopo.gov.za

Dipolelo Malatji

PERMISSION TO CONDUCT RESEARCH IN DEPARTMENTAL FACILITIES

Your Study Topic as indicated below;

Performance Management: A case study of the Emergency Medical Response Services in Limpopo Province

1. Permission to conduct research study as per your research proposal is hereby Granted.
2. Kindly note the following:
 - a. Present this letter of permission to the institution supervisor/s a week before the study is conducted.
 - b. In the course of your study, there should be no action that disrupts the routine services, or incur any cost on the Department.
 - c. After completion of study, it is mandatory that the findings should be submitted to the Department to serve as a resource.
 - d. The researcher should be prepared to assist in the interpretation and implementation of the study recommendation where possible.
 - e. The approval is only valid for a 1-year period.
 - f. If the proposal has been amended, a new approval should be sought from the Department of Health
 - g. Kindly note that, the Department can withdraw the approval at any time.

Your cooperation will be highly appreciated

Head of Department

12/08/2021

Date

Private Bag X9302 Polokwane
Fidel Castro Ruz House, 18 College Street. Polokwane 0700. Tel:
015 293 6000/12. Fax: 015 293 6211.
Website: [http](http://www.dhsd.limpopo.gov.za)

The heartland of Southern Africa – Development is about people!

