

DURBAN UNIVERSITY OF TECHNOLOGY

**THE EFFECTIVENESS OF THE PERFORMANCE
MANAGEMENT SYSTEM IN EMPLOYEE PERFORMANCE
IN ETHEKWINI MUNICIPALITY**

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AUGUST 2024



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AUGUST 2024

APPROVED FOR FINAL SUBMISSION

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ABSTRACT

The study focused on the effectiveness of performance management in embracing employee performance with the eThekweni Municipality. The research objectives included assessing the current performance management system in Ethekewini Municipality, identifying its strengths and weaknesses, and Determining the extent to which the performance management system is aligned with the overall strategic goals of Ethekewini Municipality. The theoretical framework touched on many aspects of performance management, including the history of performance management, employee engagement concepts, continuous performance management, and performance management systems. The study research methodology took a quantitative approach research design with Positivism is a research paradigm. Due to the nature of the research, the research methodology required a purposive sampling technique as a research sampling strategy.

Regarding data collection, the methodology required for data analysis, the software used for this study was SPSS version 27. The findings of this research included a 100% response rate from the data collected, deeming the research successful. The findings also revealed the chi test, which revealed that correlation investigated the gender and the level of education which showed; that the chi-square test shows that 1 cell had an expected count of less than 5 with a percentage of 16.7%, although this is less than 20% a further analysis of the Asymptotic Significance (2-sided) which had a value .296 and this is greater than the alpha value or p-value of .05, which means that there is no significant relationship between the level of education and gender. The findings also showed the testing of the hypothesis by the hypothesis t-test, which stated that The z-score/t-score is compared to the t-score of 1.96 because it is the one that corresponds to the 95% Confidence Interval. Taking the absolute values of our t-score, we have section B with 16.9, section C with 17.5 and section D with a t-score of 11.4. Since all these scores are bigger than 1.96 and fall outside the accepted region, we cannot accept the null hypothesis. Looking at the 2 sides p – scores, we can see the support of less than .001 for the null hypothesis. There is a significant difference between the hypothesised test value of 3 and the population averages. The

study suggests that to improve the effectiveness of the performance management system, the municipality should ensure that employees receive adequate training, establish clear communication channels, and provide regular feedback to employees. This study provides insights into the effectiveness of the performance management system in the eThekweni Municipality and can be useful for other organisations looking to improve employee performance through performance management.

Keywords: performance management, performance management system, employee performance, employee engagement

DECLARATION

I hereby declare that the research project submitted for MTech: Human Resource Management in the Department of Human Resource Management, Faculty of Management Sciences at the Durban University of Technology is my original work in the text and the bibliography and has not been submitted to any other institution. I further declare that all sources cited or quoted are indicated and acknowledged in the bibliography.

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DEDICATION

This study is dedicated to the loved ones I have lost along the journey. The late-night caffeine injections, weight gains and losses, missed episodes of series, occasional mood changes, the virtual death of social life and the few extra grey hairs over the past two years were endured by keeping the following saying in mind:

“This too shall pass.”

(Dr Melanie Lourens)

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I extend special thanks to my supervisor Dr N. Khumalo who made my journey an absolute pleasure and offered constant support and encouragement to push on when I did not feel up to the challenge, always providing clarity and advice. It has been a real joy working with you.

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LIST OF ABBREVIATIONS

4IR	4 th Industrial Revolution
EP	Employee Performance
HC	Human Capital
HR	Human Resources
HRM	Human Resources Management
IDP	Integrated Development Plan
JS	Job Satisfaction
LGMSA	Local Government Municipal Systems Act
NGO	Non-Governmental Organisation
PM	Performance Management
PMS	Performance Management System
SA	South Africa
USA	United States of America

CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

This study investigated whether the current performance management system (PMS) within eThekweni Municipality effectively enhances employee performance (EP). This chapter presents the background of the study, the research problem, the study's aim, objectives and research questions, the research methodology, the study's contribution and the structure of the dissertation.

1.2 BACKGROUND OF THE STUDY

South Africa (SA) is characterised by a competitive and somewhat unstable environment in which public sector entities are pressured to deliver basic services to citizens. The public sector, including local government, has experienced increased levels of corruption, a lack of accountability and transparency, inadequate citizen participation, demands from stakeholders, political influence and manipulation, and increased workforce diversity. It also suffers from a failure to manage change and poor planning, monitoring and evaluation Makhitha (2019). This scenario calls for state institutions to initiate and implement strategies to improve performance management (PM). Performance Management encompasses many dimensions to improve productivity and turnover (Nxumalo *et al.* 2018). Organisations must also identify and address the causes of poor performance and underperformance.

Employee performance has been under the spotlight for many decades internationally, with members of the European Union, the United States of America (USA) and Canada taking the lead in designing and implementing PMSs. Kombe *et al.* (2019) survey of government departments in Canada and the USA found that the balanced scorecard was a common method for performance evaluation.

Numerous factors affect EP across the public and private sectors. The South African government has committed to efficient service delivery (Makhitha 2019), and Section 152 of the country's Constitution provides that municipalities must ensure effectively and quality service delivery and employee productivity. Thus, all South African municipalities must adopt and implement a PMS.

In recent years, public and private sector organisations have significantly emphasised performance, productivity and service delivery (Nhamo *et al.* 2020). They have thus developed scientific methods such as PMS to monitor, review and assess organisational performance and EP to increase productivity. A PMS is a process for communicating employee performance expectations, maintaining ongoing performance dialogue and conducting annual performance appraisals Makhitha (2019). note that since the democratic dispensation in SA in 1994, numerous concerns have been raised regarding the performance of public sector employees, especially those working in municipalities. Indeed, municipal employees' performance has dominated media headlines recently, with community protests against poor performance becoming the order of the day.

eThekweni Municipality's 2018/2019 Annual Report also noted concerns regarding efficiency levels and poor service delivery. It observed that employees did not meet deadlines, with much work remaining incomplete, high levels of absenteeism, poor work standards, low PM scores, poor service delivery, and numerous complaints by residents, often leading to protests. Poor customer service, delays in implementing policies and programmes, and failure to comply with regulations and policies were also noted. Such concerns resulted in the municipality institutionalising a PMS to increase efficiency and productivity, improve service delivery to achieve the goals of its Integrated Development Plan (IDP) and comply with Section 152 of the Constitution (Bushe 2019). Studies were conducted within eThekweni Municipality on job satisfaction (JS) and its effect on PM and improving EP. However, research was not conducted on the PMS' impact on PM.

1.3 RESEARCH PROBLEM

As noted above, eThekweni Municipality's 2018/2019 Annual Report raised concern regarding its employees' poor performance. According to Buallay (2020), managing performance is a key issue in the public sector. Indicators of poor performance include failure to comply with laws, regulations and policies in respect of PM due to poor levels of cooperation and implementation of the PMS by employees, as well as failure to meet deadlines or adhere to timeframes, execute duties properly and acceptably, meet performance expectations, submit performance plans on time for approval and failure to conduct performance assessments and evaluations. Bag *et al.* (2021) also note that public-sector performance systems are based on private-sector models despite these sectors focusing on very different areas. The private sector focuses on financial targets and has a smaller range of stakeholders, whereas the public sector has a wider range of objectives and stakeholders. eThekweni Municipality has a PMS in place, but the issues raised in the annual performance report 2018/2019 (2019:73-75) point to a system which requires urgent attention and investigation. The poor performance in a wide range of areas noted in the report has resulted in a rise in internal disciplinary procedures and grievances and a spike in service delivery protests. The current study was motivated by the need to investigate these problems to recommend strategies to resolve them. While there is an extensive body of research on the effectiveness of PMSs in SA, no comprehensive study has been undertaken on the effectiveness of eThekweni Municipality's PMS (Shet, Patil and Chandawarkar 2019). This research sought to fill this gap.

1.4 RESEARCH HYPOTHESIS

Hypothesis: A well-designed performance management system positively affects employee performance in eThekweni municipality by providing clear expectations, timely feedback, and recognition of achievements, increasing motivation, job satisfaction, and productivity.

1.5 RESEARCH AIM

This study aims to investigate the effectiveness of the performance management system in improving employee performance in eThekweni Municipality, focusing on identifying the key factors contributing to its success or failure.

1.6 RESEARCH OBJECTIVES

- To assess the current performance management system in EtheKwini Municipality and identify its strengths and weaknesses.
- To determine the extent to which the performance management system is aligned with the overall strategic goals of EtheKwini Municipality.
- To identify the factors that influence the effectiveness of the performance management system in employee performance in eThekweni Municipality.
- To recommend strategies for improving the effectiveness of the performance management system in EtheKwini Municipality.

1.7 RESEARCH QUESTIONS

- What is the current performance management system in EtheKwini Municipality, and identify its strengths and weaknesses?
- What is the extent to which the performance management system is aligned with the overall strategic goals of eThekweni Municipality?
- What factors influence the effectiveness of the performance management system in employee performance in EtheKwini Municipality?
- What strategies can be recommended for improving the effectiveness of the performance management system in EtheKwini Municipality?

1.8 LITERATURE REVIEW

1.8.1 Conceptualisation of the research

Helmold and Samara (2019) assert that conceptualisation analyses a word's or concept's meaning by elaborating on and clarifying it. Conceptual interpretations of a few of the ideas are provided below.

- A policy is a set of laws, ordinances, or bylaws generally containing rules and restrictions. The policy aims to give managers instructions on handling performance (Al-Jedaia and Mehrez 2020).
- De Rooij, Janowicz-Panjaitan and Mannak (2019) defined Performance Management as an ongoing method for enhancing performance through the establishment of goals for both individuals and teams which are affiliated with the organisation's strategic goals, planning achievement to accomplish the objectives, reviewing and evaluating progress as well as developing this same knowledge, abilities and competencies of.
- Performance Management System is a system which ensures maximum performance in the institution to reach desired results (improved productivity) (Grossi *et al.* 2020).
- A performance management system is a system that ensures the institution operates at its highest potential to achieve desired objectives (increased productivity) (Paraschi, Georgopoulos and Kaldis 2019).
- Being able to accomplish predetermined goals and objectives is effective. It also pertains to the service's effectiveness and the work's calibre. Effectiveness also emphasises the dedication supported by a work ethic, a desire to succeed, a sense of competence, motivation, and initiative (Kakkar *et al.* 2020).
- According to Donohoe (2019), EP refers to how your employees act at work and how effectively they carry out the job obligations you have assigned to them. Performance by an individual can refer to task effectiveness, quality, and efficiency.
- Heathfield (2021) defined an employee as any person employed by an employer to do a specific job.

To conceptualise the research topic, the research will examine the history of performance management, performance management systems, employee performance and other aspects that shall be examined to explain the topic.

1.8.2 The theoretical framework

The research will also examine the theories that back the research topic. Theories used in this research include; the Expectancy Theory Model and Vroom's Expectancy Theory. The research will examine the applicability of these theories, strengths, weaknesses and defence relating to the study.

1.9 PARADIGM PERSPECTIVE

One possible paradigm perspective is the goal-setting theory, which suggests that setting specific and challenging goals can motivate individuals to perform better perspective; the effectiveness of the performance management system in eThekweni municipality depends on how well it aligns the individual goals of employees with the organisational goals of the municipality, and how effectively it communicates and monitors those goals. If the performance management system sets clear, measurable, and meaningful goals for employees, provides them with the necessary resources and feedback to achieve them, and rewards them appropriately for their performance, it can enhance their motivation, engagement, and job satisfaction. This, in turn, can lead to higher levels of productivity,

1.9.1 Empirical Paradigm

The empirical paradigm on the effectiveness of the performance management system in employee performance in eThekweni will be based on a quantitative research design, using a survey questionnaire as the primary data collection tool. The study will aim to determine the extent to which the performance management system in eThekweni contributes to employee performance and identify the factors that influence its effectiveness. The following steps will be taken to conduct the study Sample Selection, data collection, Demographic information of the respondents, data analysis and results.

1.10 RESEARCH METHODOLOGY

Research methodology refers to the systematic approach researchers use to gather, analyse, and interpret data to answer research questions or test hypotheses (Sileyew 2019). It is a framework that guides the research process and ensures that the research is valid, reliable, and ethical. Research methodology refers to the systematic and structured approach researchers use to conduct scientific investigations, collect and analyse data, and draw conclusions about the study's objectives. The methodology defines the framework within which research is conducted and provides a set of principles, techniques, and tools that guide the researcher's decision-making process (Acampora *et al.* 2022).

The methodology involves interconnected steps to address a specific research question or hypothesis (Sileyew 2019). These steps typically include formulating a research question, selecting a sample, designing the study, collecting data, analysing the data, and interpreting the findings.

The methodology used in a study depends on the type of research question being investigated. For example, quantitative research methodologies are typically used to explore relationships between variables and test hypotheses, while qualitative research methodologies are used to gain an in-depth understanding of complex social phenomena

This study chose a case study as its research design. A case study was undertaken for this project to determine the effectiveness of the performance management system in eThekwini Municipality's staff performance. The employees of the eThekwini Municipality who are impacted by the performance management system made up the study population. 80 persons out of the 119 residents of the municipality made up the sample size. In this investigation, a quantitative methodology was employed.

A stratified random sampling technique will be used to select a sample of employees from different departments in eThekwini Municipality. The sample size will be determined using the formula for calculating the sample size for a population of a known size. Data will be collected using a structured questionnaire

administered to the sampled employees. The questionnaire will be pre-tested to ensure its validity and reliability.

Data collected will be analysed using descriptive and inferential statistical methods. Descriptive statistics will be used to summarise the data collected, while inferential statistics will be used to test the hypotheses formulated. The data were analysed using the Statistical Package for the Social Sciences (SPSS) Version 27, and the findings were presented as tables and graphs. It included tables and graphical representation to give a streamlined view of the data and information. Data was gathered through a questionnaire survey (quantitative approach).

Reliability: The study of the effectiveness of the performance management system in employee performance in eThekweni can be considered reliable as the research is based on a large sample size of employees, and the data is collected through structured questionnaires. The researchers have also used statistical methods to analyse the data, increasing the findings' reliability.

Validity: The study has good internal validity as the research design is well-structured, and the data collection method is appropriate for the research question. However, external validity may be limited because the study is conducted only in eThekweni, and the findings may not be generalisable to other organisations or regions. Additionally, the self-reported nature of the data may introduce social desirability bias, which could impact the validity of the findings. Overall, the study can be considered moderately valid.

Ethical considerations will be observed throughout the study. Informed consent will be sought from the participants before participating in the study. Confidentiality and anonymity will be guaranteed to the participants. Also, ethical considerations mean using gatekeepers for the research to be effective.

1.11 CONTRIBUTION OF THE STUDY

The significance of the study on the effectiveness of the performance management system in employee performance in eThekweni is that it provides insights into the impact of performance management on employee productivity and organisational success. The study sheds light on the strengths and weaknesses of the performance management system in eThekweni and suggests ways to improve it. By examining the factors influencing employee performance, the study can help organisations identify the key drivers of success and develop strategies to enhance employee engagement and motivation.

Moreover, the study can help organisations to align their performance management system with their overall business strategy, goals, and objectives. This can lead to a more focused and effective performance management system tailored to the organisation's needs. The study can also guide how to design and implement a performance management system that is fair, transparent, and objective, which can improve employee morale and job satisfaction.

Overall, the study on the effectiveness of the performance management system in employee performance in eThekweni can provide valuable insights for organisations seeking to optimise their performance management processes and improve employee performance and organisational success.

1.12 STRUCTURE OF DISSERTATION

The dissertation is presented in six chapters.

Chapter One discussed the background of the study and defined the key terms. It presented the problem statement, the study's aim, objectives and research questions, the significance and scope of the study, a brief review of the literature and the research methodology and design.

Chapter Two conceptualises the key concepts relevant to the study and presents a review of the literature. It presents an overview of the study site and its theoretical framework.

Chapter Three discusses the research methodology employed to conduct the study, including the research design, how primary and secondary data

contributed to the study, the target population and the sample size. It also discusses the measurement instrument and how the data was gathered and analysed.

Chapter Four presents the analysis of the descriptive and inferential statistics and the research findings.

Chapter Five discusses the quantitative survey results and compares them with the literature.

Chapter Six presents an overall conclusion. It discusses the study's findings in line with its objectives, as well as its contribution and limitations, and presents recommendations arising from the findings and suggestions for further research.

1.13 CONCLUSION

This chapter presented an overview of the study, the problem statement, the study's aim and objectives, and the research questions. It briefly discussed the methodology employed and outlined the structure of the dissertation. The following chapter reviews the literature relevant to the study, conceptualises the key concepts and discusses the theoretical framework employed.

CHAPTER TWO

LITERATURE REVIEW, CONCEPTUALISATION AND THEORETICAL FRAMEWORK

2.1 INTRODUCTION

This chapter presents a comprehensive literature review of the study variables. It conceptualises the key concepts of EP and PM, traces the history of PM and PMSs and identifies the challenges associated with PMSs and EP. The chapter also presents the theoretical framework underpinning the study, Vroom's Expectancy Theory. It highlights the factors influencing PMS, strategies to enhance EP, and the 4th Industrial Revolution's (4IR) impact on PMSs and PM in local government.

2.2 CONCEPTUALISATION

This section provides definitions of the key concepts employed in this study. It begins by conceptualising PM, EP and an employee.

- Babirath and Schmitl (2020) defined **Performance Management** as a continuous process of improving performance by setting individual and team goals aligned to the organisation's strategic goals, planning performance to achieve the goals, reviewing and assessing progress and developing the knowledge, skills and abilities of
- According to Abdulrahman and Benson (2022), **EP** refers to how your workers behave in the workplace and how well they perform the job duties you have obligated to them. Individual performance may refer to work effectiveness, quality and efficiency at the task level.
- Abdulrahman and Benson (2022) defined an **employee** as any person employed by an employer to do a specific job.

2.3 HISTORY OF PERFORMANCE MANAGEMENT

According to Toselli (2019), from its origins during the 1920s in an era of business and industry expansion, PM evolved to become one of the most widely debated topics in the field of Human Resources (HR) and industrial/organisational psychology as it yields positive individual and organisational results. While the PM is centred on many theories, its fundamental concern is organisational performance. Researchers Helmold and Samara (2019); Grossi *et al.* (2020) have identified numerous factors that affect EP and noted that PMSs constantly need improvement. Performance management should be a major concern of management in partnership with HR as it can make or break an organisation's performance and service delivery in the case of local government. Grossi *et al.* (2020) stated that the Local Government requires municipalities across SA: Municipal Systems Act, 32 of 2000 to develop an IDP to set their developmental goals and how they will be achieved. Performance management at this level is thus aimed at ensuring that the IDP's goals are achieved. The performance management system in the Durban province, especially in the eThekweni municipality, dates back to the early 2000 and has integrated itself into the organisation's culture.'

2.4 PERFORMANCE MANAGEMENT SYSTEMS

2.4.1 Performance Management System Defined

Heathfield (2021) have defined PM differently using diverse methods. Armstrong (2022) defined PM as a strategic and systematic process which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to plan, monitor, measure, review and report an organisation's performance in terms of indicators and targets for efficiency, effectiveness and impact to improve the organisational and individual performance to enhance service delivery. According to Oparaugo (2023), PM is a continuous communication and feedback process between a manager and an employee towards achieving the organisation's goals. concurred with Lalwani and added that PM has evolved from a traditional annual activity to rate EP to become a continuous process influenced by the organisational culture and requires

continuous feedback. It enables managers to identify problems in relation to current EP and design programmes to bring them back on track. Tumaini (2021) defined PM as a process of identifying, measuring, managing and developing employees' performance through a shared understanding of work expectations and goals, an exchange of feedback, the identification of learning and development opportunities, and an evaluation of performance to ensure efficient, effective service delivery within an organisation.

2.4.2 Benefits of Performance Management Systems

An effective PMS works towards improving an organisation's performance and benefits the organisation, its employees, and its management. It thus enhances employees' JS and loyalty and enables them to achieve organisational goals at all levels of the organisation . Grossi *et al.* (2020) asserted that organisations should invest in a structured PMS as this improves their bottom line by increasing productivity and the quality of work. A PMS communicates realistic and challenging job expectations and makes employees accountable for their decisions. Furthermore, it treats all employees fairly by implementing standard processes that promote organisational consistency. Tumaini (2021) stated that while no law requires employers to conduct performance reviews, there are valid reasons to do so, as a sound PMS offers benefits such as consistency and improved motivation, morale and intention and is an opportunity to identify training needs and those whose jobs are at risk. Puckett (2019) observed that ongoing PM results in an increased focus on results, an empowered and engaged workforce and sound knowledge of the talent available within the organisation.

2.4.3 Challenges Associated with Performance Management Systems

According to Gribling and Duberley (2021), delivering a performance evaluation is probably the most dreaded task a manager faces next to disciplining an employee. It can be perceived as unfair, and employees might regard it as excessive criticism. Thus, if not done correctly, it might undermine employee morale and motivation. Pulakos, Mueller-Hanson and Arad (2019) concluded that to avoid failure, a PMS should incorporate elements such as measuring and evaluating dimensions, keeping leaders focused, linking job descriptions to PM,

implementing PM, linking compensation to PM, matrix management and keeping the process alive. According to Borgonovi, Bianchi and Rivenbark (2019), no PMS is absolute and error-free; thus, organisations need to identify the system that works for them, taking into account how they execute the performance appraisal policy that determines how the PMS is developed and training management and other employees so that they are aware of how the system and process work. Neher and Maley (2020) stated that challenges in adopting and implementing a PMS could be attributed to an inappropriate design, lack of integration, lack of leadership and leadership commitment, failure to incorporate change management in system implementation and incompetence in utilising the system. Sparrow (2019) remarked that PM could feel like one of the most difficult aspects of talent management because leadership buy-in and change management are missing, leaders mistake measurement for management, leaders view tech as a solution, employees do not trust the process, and managers are not trained.

2.5 EMPLOYEE PERFORMANCE

2.5.1 Employee Performance Definition

Various authors have defined employee performance differently (Borgonovi, Bianchi and Rivenbark 2019) using diverse methods and approaches. Paais and Pattiruhu (2020) noted that Performance could be traced back to people's behaviour on the shop floor. Employees work in a certain way or behave in a way that contributes to the organisation's goals. Williams, McDonald and Mayes (2021) defined EP as How an employee fulfils their job duties and executes their required tasks, and it refers to the effectiveness, quality and efficiency of their outputs.

Oladimeji and Sowemimo (2020) defined EP as how employees behave in the workplace and how well they perform their duties. He added, "Individual performance may refer to work effectiveness, quality and efficiency at the task level. Williams, McDonald and Mayes (2021) stated that EP could be defined as having a significant impact on the employee's longevity and upward mobility

within the organisation, and an employee's performance can be documented as a tool to monitor it over time. Maley, Dabic and Moeller (2021) observed that one of the most important aspects of EP is the ability to achieve goals.

2.5.2 Benefits of Positive Employee Performance

Maley, Dabic and Moeller (2021) stated that many companies fail because they are purely results driven instead of focusing on EP, which plays a significant role in today's competitive market. Diaz-Carrion, López-Fernández and Romero-Fernandez (2020) Asserted that sound EP would lead to a motivated staff complement which, in turn, will enable a business to attract and retain attract talent. In an organisation with an employee-centric culture, change is better managed and more welcome, staff care more about achieving business goals and a learning environment is nurtured. According to Diamantidis and Chatzoglou (2019), EP is critical for a business to flourish; without positive EP, a company only exists on paper. Diamantidis and Chatzoglou (2019), stated that high-performing, competent employees offer clients a good experience that boosts the organisation's brand. Paais and Pattiruhu (2020) observed that positive EP benefits individual employees, team members and the firm. It clarifies individual roles and status, encourages self-development, and motivates employees when it is linked to a merit-based compensation system. Furthermore, it offers a structured process for an employee to approach management, can be used to monitor the success of the organisation's recruitment and induction practices, and can assist in deciding on promotions, transfers and rewards. It makes it easier to identify poor performers, and both the manager and employee can keep performance appraisal records for future reviews.

2.5.3 Challenges Associated with Negative Employee Performance

Arifin, Nirwanto and Manan (2019) study on implementing a PMS at the Department of Education (Gauteng North district) found that the department failed to train employees on the system, undermining its effectiveness. stated that negative EP could hurt a business at every level. Hasanah (2022) concurred and added that poor EP could lead to poor customer service, which can drive away customers. Failure to follow up can lead to missed business opportunities,

absenteeism burdens other employees, and unfocused employees can make expensive mistakes. Hristov *et al.* (2021) observed that negative EP could lead to lower team morale, poor quality work, high staff turnover and stress among managers. Roberts and David (2020) agreed that negative EP damages an organisation's image, leads to customer loss, and negatively impacts a company's profits.

2.6 CONTINUOUS PERFORMANCE MANAGEMENT

In human resource (HR) management, continuous performance management is described as ongoing performance management processes that occur all year round. Continuous performance management (CPM) is an approach to managing employee performance that involves providing employees with ongoing feedback, coaching, and development opportunities. CPM aims to create a more collaborative and dynamic approach to performance management, where managers and employees work together to set goals, track progress, and make adjustments as needed. Unlike that comparison to the traditional, one-time annual review, it is a continuous, holistic procedure. The HR tool, continuous performance management (CPM), monitors, assesses and enhances employee performance. It is founded on real-time feedback, agile management, and continuous analysis. CPM establishes performance benchmarks and guidelines while assisting staff in achieving objectives. After that, employees are evaluated in light of their objectives and performance requirements. This assists businesses in locating and resolving any issues before becoming overly complicated.

A continuous performance management system refers to regularly evaluating and providing employee feedback on their work performance throughout the year rather than just once or twice annually. This approach is designed to help employees achieve their goals and contribute to the organisation's overall success (Demartini and Otley 2020; Roberts and David 2020). The continuous performance management system allows for more collaborative and ongoing dialogue between employees and their managers. Instead of waiting for a yearly review, employees receive regular feedback and coaching on their performance, allowing them to make adjustments and improve their work habits in real-time.

Technology typically supports the system, enabling managers to provide feedback on specific tasks or projects, track progress, and set goals. This technology also allows employees to receive feedback from their peers and track their progress towards achieving their goals (Díaz-Carrión, Navajas-Romero and Casas-Rosal 2020; Diaz-Carrion, López-Fernández and Romero-Fernandez 2020). One of the key benefits of the continuous performance management system is its ability to increase employee engagement and motivation. By providing regular feedback and coaching, employees feel more invested in their work and are likelier to feel a sense of purpose and fulfilment in their roles.

Another advantage of the continuous performance management system is its ability to identify and address performance issues early on. This proactive approach allows managers to provide support and resources to employees who may be struggling, which can help prevent larger issues from arising. Overall, the continuous performance management system is an effective way for organisations to create a culture of accountability, collaboration, and continuous learning. Organisations can improve their overall performance and achieve greater success by providing ongoing feedback and support to employees (Hristov *et al.* 2021).

2.6.1 Weakness of the continuous performance management system

One of the major weaknesses of continuous performance management is the potential for performance bias. The system relies heavily on managers' subjective evaluations, which can lead to biases based on personal preferences or prejudices (Hristov *et al.* 2021). For example, a manager may give a higher rating to an employee who shares similar personality traits or work styles while ignoring the contributions of other employees with different approaches.

Another weakness of continuous performance management is the risk of overemphasising metrics and numbers. While metrics can help measure performance, relying too heavily on them can lead to a narrow focus on quantifiable goals and may overlook other important aspects of performance, such as teamwork, creativity, and problem-solving.

Furthermore, continuous performance management systems can be time-consuming and require significant technological and training investments. This can be a challenge for smaller organisations or those with limited resources, where managers may not have the time or expertise to manage the system effectively.

2.7 EMPLOYEE ENGAGEMENT CONCEPT

Employee engagement is a critical concept in performance management. It refers to the level of emotional investment that employees have in their work, their organisation, and their team. Engaged employees are motivated, committed, and enthusiastic about their work, leading to improved job performance, productivity, and overall organisational success (Felita 2021).

Effective performance management involves creating an environment that fosters employee engagement. This can be achieved by providing employees clear expectations, feedback, and recognition for their efforts (Heathfield 2021). When employees feel that their work is meaningful and they are valued team members, they are more likely to be engaged and motivated to perform at their best.

One way to promote employee engagement is to involve employees in the performance management process. This can be done by setting goals collaboratively, providing regular feedback and coaching, and offering opportunities for professional development. When employees feel that they have a say in their performance and are supported in their growth and development, they are more likely to be engaged and committed to their work (Duki 2019).

Another key factor in promoting employee engagement is creating a positive work culture. This involves fostering community and belonging, promoting open communication and collaboration, and recognising and rewarding employees for their contributions. Employees who feel part of a supportive and positive workplace culture are more likely to be engaged and motivated to perform their best.

2.7.1 Employee Engagement in South Africa

Employee engagement has become an increasingly important concept in performance management in South Africa. This is because organisations recognise the importance of ensuring their employees are committed to their work and motivated to perform at their best. Employee engagement is the extent to which employees are committed to their work, feel a sense of ownership and pride, and are motivated to contribute to the organisation's success. It concerns job satisfaction and the employee's emotional connection to work and the organisation (Kroll, Neshkova and Pandey 2019; Tumaini 2021).

The benefits of employee engagement in performance management are manifold. Engaged employees are more productive, committed, and likely to stay with the organisation. They are also more likely to provide excellent customer service, be innovative, and contribute to the organisation's success. In South Africa, organisations recognise employee engagement's importance and take steps to measure and improve it (Tumaini 2021). This is particularly important in a country with a high unemployment rate, where organisations must ensure their employees are fully engaged and committed to their work.

There are several ways in which organisations can measure employee engagement. These include surveys, focus groups, and interviews. Once an organisation has identified areas where employee engagement can be improved, it can address these issues.

Organisations can improve employee engagement by providing opportunities for career development, recognising and rewarding employees for their achievements, and providing a positive work environment. Organisations can also encourage employee engagement by involving employees in decision-making and providing regular feedback and communication (Audenaert *et al.* 2019).

2.8 PERSONALISED DEVELOPMENT CONCEPT

Personalised development is a crucial concept in performance management that aims to improve employee performance and satisfaction levels. It involves designing and implementing individualised development plans tailored to each employee's strengths, weaknesses, career aspirations, and learning style (Roberts and David 2020). The primary objective of personalised development is to align an employee's goals with the organisation's objectives, ensure that they have the necessary knowledge, skills, and resources to succeed in their roles and provide opportunities for growth and career advancement.

In contrast to traditional performance management approaches that rely on one-size-fits-all solutions, personalised development recognises that each employee has unique needs and preferences. It involves conducting regular performance reviews, identifying areas for improvement, and providing targeted training, coaching, and mentoring to address those areas. By tailoring development plans to each employee's specific needs, personalised development can help boost employee engagement, motivation, and job satisfaction (Richards *et al.* 2019). It can also promote a culture of continuous learning and improvement, leading to better performance outcomes for both the employee and the organisation.

To implement personalised development successfully, organisations must have a robust performance management system that includes clear performance metrics, regular feedback mechanisms, and ongoing communication between managers and employees. They must also invest in employee development programs and resources, such as training and development courses, coaching and mentoring programs, and career progression opportunities (Roberts and David 2020)

2.8.1 Weaknesses of the personal development theory

Personalised development in performance management has several weaknesses that limit its effectiveness (Armstrong 2021) (Roberts and David 2020). These weaknesses include:

1. Potential for bias: Personalised development requires managers to assess the performance of each employee individually and tailor their

development plans accordingly. However, this approach can be biased, as managers may base their assessments on personal preferences or preconceived notions about an employee's abilities. This can lead to unfair treatment and ineffective development plans.

2. Lack of consistency: Personalised development plans can vary widely from one employee to another, making it difficult to create a consistent approach to performance management. This can lead to confusion and a lack of clarity about what is expected of employees and how they will be evaluated.
3. Time-consuming: Personalised development plans require significant time and effort to develop and implement. This can be difficult for managers with limited time and resources for performance management.
4. Limited scalability: Personalised development plans may work well for small teams or individual employees but may not be scalable to larger groups or organisations. This can make it difficult to implement a consistent approach to performance management across the entire organisation.
5. Lack of focus on outcomes: Personalised development plans may focus too much on individual development goals and not enough on the important outcomes for the organisation. This can lead to a lack of alignment between individual goals and organisational objectives

2.9 THEORETICAL FRAMEWORK

Gutierrez, Blanchard and Busch (2022) noted that motivational force is based on the expectancy theory, which is an individual's belief that a certain effort will lead to a given performance (expectancy). That performance will lead to the attainment (instrumentality) of a desirable or undesirable (valence) reward. An individual's perception of each variable determines their behaviour. The Expectancy Theory Model is illustrated in Figure 2.1.

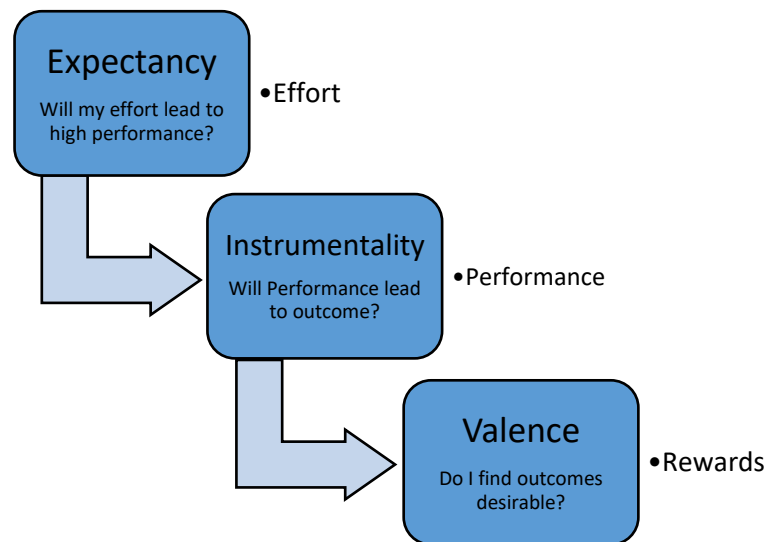


Figure 2.1 Expectancy Theory Model

Source: (Beske-Janssen, Schaltegger and Liedke 2019)

2.9.1 Background of Vroom's Expectancy Theory

Canadian professor Victor Vroom developed the expectancy theory in 1964, which posits that people's motivation depends on expectancy, instrumentality and valence. Vroom's Expectancy Theory distinguishes people's effort, performance, and outcome (Maag Merki *et al.* 2021). Smith (2020) defined these three factors. The author noted that expectancy refers to an employee's belief that increased efforts will lead to increased performance and greater output. Instrumentality concerns the employee's faith that undertaking a task will lead to the desired outcome, while valence is the value or importance an individual places on a task or outcome. The expectancy theory was expanded by Porter and Lawler to account for the role played by personal abilities and skills, to include the relationship between satisfaction and performance, and to recognise past relationships' influence on expectancy (Roberts and David 2020).

2.9.2 Employee performance influenced by Vroom's Expectancy Theory

Han, Sun and Wang (2020) examined the effect of PM on employees' intrinsic motivation in the Esfahan Transportation Department in Iran. (Raza, Shah and Ali 2019) concluded that the PMS had not successfully motivated employees and improved their performance. Given the importance of performance evaluation, organisations must ensure it is effective. Puspitawati and Atmaja (2021) research

on the PMS in the South African Department of Education, with special reference to the Limpopo province, found that management did not understand the PM policy and thus could not implement it successfully. Zboja, Jackson and Grimes-Rose (2020) study in the Department of Agriculture in Limpopo province showed that, because employees were awarded a uniform percentage increase irrespective of their performance, the PMS did not encourage the best performers. The study also found that managers regarded the PMS as a compliance issue rather than a tool to monitor performance with the aim of achieving departmental goals.

He *et al.* (2021) research on the public sector in SA highlighted the need to distinguish performers and non-performers clearly. Since many employees do not understand what is expected of them and there are no objective criteria to measure performance, they will likely get away with poor performance. (Devany and Arquisola 2020) analysis of a PMS in Gauteng province showed that a relatively high percentage of employees did not believe the system was fair. Studies conducted by scholars in the fields of public administration, human resource management (HRM), public personnel management and corporate governance have noted that PM is critical in addressing public sector service delivery (Alase and Akinbo 2021). McLean, Taylor and Jimenez (2019) stated that its goal is to create an environment where people can perform to the best of their abilities to produce the highest quality of work effectively and efficiently. Alase and Akinbo (2021) defined PM as a means to achieve positive results by an institution, teams or individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements

Based on Vroom's Expectancy Theory, the researcher examined the relationship between expectancy, instrumentality and valence and how it can be used from a PMS perspective. As Ibout and Obosi (2023) highlighted, an employee's belief in his or her efforts will lead to greater output. Pulakos, Mueller-Hanson and Arad (2019); IBUOT and OBOSI (2023) noted that, in the case of organisational performance, Vroom's Expectancy Theory facilitates the interpretation of the specific behaviour that an employee exhibits based on his/her expectancy

calculations. The researcher examined if the PMS in eThekweni Municipality motivates employees to give their best based on how they perceive the PMS, how it rewards them and if the reward received is the one desired based on their effort. Ibout and Obosi (2023) defined PM as a process that measures the implementation of an organisation's strategy and as a management tool used by the HR department to plan, monitor, measure and review performance indicators to ensure efficient, effective service delivery and thus achieve organisational goals.

According to Arowolo and Akinbo (2022), PM is critical in ensuring that plans are implemented, have the desired developmental impact and that resources are used efficiently to establish and maintain a service-orientated culture. Employee performance measures whether the organisation as a whole performs to set standards. It is determined by how the employee perceives their needs in relation to the organisation. Maslow's Hierarchy of Needs demonstrates how employees make such a determination. Therefore, all stakeholders must be involved in formulating and implementing a PMS. Ozigi and Onyeukwu (2022) stated that "the key issues underpinning any successful PMS are the inclusion of all players; constant communication; having a common vision and understanding of the PMS; and the commitment of all stakeholders". Ozigi and Onyeukwu (2022) survey of PMSs found that the major problems included a negative work culture, changes in corporate strategy that did not result in corresponding behaviour changes, and insufficient line management support for the PMS. Rehman, Sehar and Afzal (2019) investigation of the challenges in implementing a public sector PMS concluded that its effectiveness depends on the organisation's commitment and the extent to which it values the outcomes of performance appraisals and reviews.

2.9.3 How does Vroom's Expectancy Theory link with performance management?

Rehman, Sehar and Afzal (2019) study in the Limpopo Province revealed high levels of job dissatisfaction among employees due to a lack of proper implementation of the PMS and that employees felt aggrieved at not being rewarded for hard work. Lee (2019) concluded that PMSs in South African public

institutions are flawed due to minimal employee involvement in planning PM; a lack of training to address identified weaknesses; non-payment of performance bonuses to well-performing employees; and the fact that the majority of employees are unaware of their performance targets. According to Ji (2022) the expectancy factor in Vroom's theory rests on skills, resources and support. Neher and Maley (2020) stated that the theory assumes that behaviour stems from conscious choices among alternatives. Vroom posited that EP is based on individual factors such as personality, skills, knowledge, experience and abilities and that although individuals have different goals, they can be motivated if they believe that there is a positive correlation between effort and performance, that good performance will result in a desirable reward, the reward will satisfy an important need and that the desire to satisfy that need is strong enough to make an effort worthwhile. Lee (2019) noted that in the public sector, PMSs are often seen as being used to victimise people; therefore, employees have lost faith in these systems. Jelagat and Edabu (2022) observed that expectancy is a subjective element, even when referring to objective elements, and that although an employee might have all the necessary resources required to perform a task if he/she does not feel capable of doing so, his/her expectancy will be low. Most people learn from their past work experience, and they can tell what is and is not possible to achieve. It is, therefore, possible to identify organisational features that influence people's lives Jelagat and Edabu (2022).

According to Mansaray (2019), organisations can influence expectancy by empowering employees through training programmes or internal mobility. Ibout and Obosi (2023) observed that in public administration, this implies performance appraisal of civil servants; evaluating their performance can influence their self-perception, competencies, abilities or self-esteem to make an effort at work, which fits with Vroom's Expectancy Theory. Iqbal *et al.* (2019) asserted that, regardless of the type of organisation, employees must be told what is expected of them and what behaviour is required to achieve such results. How performance is evaluated may also influence future efforts to reach performance targets Blackman *et al.* (2019). Furthermore, George and Humphrey (2021) noted that if a civil servant believes that he/she has achieved an outcome that reflects good

performance, but the performance appraisal does not reflect this, and there are no financial or other rewards, he/she will be inclined not to expend so much effort in the future. Nduati and Wanyoike (2022) stated that performance might be adversely affected if a civil servant believes effort and other factors, such as loyalty and camaraderie, are rewarded. Ma (2022) agreed and added that a civil servant needs to be confident that if he/she makes the effort it will lead to a certain level of performance that will be recognised through rewards that he/she values.

2.10 CRITICISM OF THE THEORY

Song, Yang and Tao (2020) study on how PMSs impact employee motivation and promotion found that the Australian health care system systems were ineffective and had little impact on increasing employee motivation. Various factors can increase motivation, improving employees' improvement and organisational efficiency. These include just and fair assessment, realistic assessment, managerial control of the assessment process, appropriate training, timely feedback and employee participation. Chopra (2019) study in Limpopo Province found that supervisors were not trained to manage the PMS and appraise job performance. This questioned the system's consistency and fairness, which could result in poor supervisor/employee relationships and low morale. Lee (2019) noted that the publication of Vroom's Expectancy Theory in 1964 sparked widespread debate. Lawler and Porter (1967), Porter and Lawler (1968), Graen (1969) and Lawler (1971) have offered suggestions to update and modify the model. Critiques of the theory have stemmed from studies conducted in different contexts

Chopra (2019b) evaluated the implementation of a PMS and developmental programme in the Gauteng public service. The study concluded that management ratings of employees were marred by unfairness and favouritism. Chopra (2019b) found that few managers in the Department of Agriculture in Limpopo province understood how the system should operate. While PM calls for continuous monitoring and evaluation of employees, most employees indicated that there was no monitoring and that managers were not completing performance appraisal documents. Rosenzweig, Wigfield and Eccles (2019)

research on the South African public service showed that employees did not receive feedback on performance and were not given tangible advice on improving it. Given that there was no link between performance, reward and recognition, employees' desire to perform well was undermined. Demartini and Otley (2020) also noted that a PMS sometimes fails because compliance is enforced without sufficient consultation. This can ruin relationships and compromise performance

Ugaddan (2021) investigated employee perceptions of the effectiveness of the PMS in the Department of Social Development in Free State Province. The results showed that participants felt that, while the system was based on sound theory, its implementation was flawed as it was based on Rosenzweig, Wigfield and Eccles (2019) on individual interpretations. A study on supervisors' knowledge of and attitudes towards the PMS in Mopani District hospitals in Limpopo province found that the system was not implemented properly and that no evaluation had been conducted since its adoption. Furthermore, managers believed that performance appraisal distracted one from important work. Such negative attitudes were associated with poor planning in implementing the PMS, resulting in conflict between supervisors and employees. Mansaray (2019) highlighted that an institution needs to invest in developing employees and changing managers' attitudes towards such development to grow and efficiently deliver services. This would result in improved performance and productivity (Mansaray 2019). Garg (2019) study in Gauteng concluded that rewards linked to good performance were neglected in the performance management cycle due to a limited understanding of how the PMS worked.

Rakgoale (2021) found that employees in the Departments of Health and Social Development in Limpopo province believed that the PMS had been poorly or incorrectly implemented. Duki (2019) noted that one of the major criticisms of Vroom's Expectancy Theory is the model's simplicity. Blackman *et al.* (2019) held the same view and observed a difference between the expectancy that actions would lead to successful performance and the expectancy that actions will produce outcomes. (Mehboob and Othman 2020) asserted that "Despite many years of research on motivation, recent literature calls for a renewed focus on the

subject as motivation continues to grow and become a principal concern of employers and organisations, yet motivational theories are still falling short of explaining human behaviour at work". Starke and Behling (2016) questioned many of the features and assumptions inherent in Vroom's basic expectancy model. The criticisms ranged from concerns about how the variables are conceptualised to questions about the descriptive accuracy of the assumptions underlying the theory.

Berdicchia, Bracci and Masino (2022) stated that the core issue with Vroom's Expectancy Theory is that, instead of describing the complexities of employee motivation, it uses complex language to describe a simplistic view that employees work hard to get something in return. It misses the rest of the story, which is that employees work hard to get something in return but that something might occur down the line and be unrelated to the project on which they worked hard. Mansaray (2019) asserted that the theory assumes managers have access to employees' instrumentality and valence factors without knowing exactly what employees want and how badly they want it. This makes anticipating their motivation to take on a task difficult, even if a reward is offered. It has also been argued that Vroom's Expectancy Theory is weak in predicting long term patterns of behaviour. Audenaert, Decramer and George (2021) asserted that the theory could not work without active participation from managers as they need to make an effort to establish what their employees' value and assess employees' capabilities. Chopra (2019b) agreed and added that rewards and incentives are managers' main leverage to guide their teams' behaviour; if they do not offer rewards that employees value, they will not be motivated to improve their performance.

2.8 DEFENCE OF THE THEORY

Choi and Kim (2020) research on a non-governmental organisation (NGO) in Bangladesh found that information gleaned using the PMS was used for placement, career development, job design and improved performance. The study concluded that performance-based compensation and feedback could

increase employee satisfaction, enhancing productivity (Richards *et al.* 2019; Choi and Kim 2020). An early study by Sefala *et al.* (2021) investigated the management of the PMS and strategies to address employee dissatisfaction in the Department of Local Government and Housing in Limpopo Province. Chopra (2019b) highlighted that employees could not give their best unless they know what they are doing, why they are doing it and what progress they are making towards attaining their objectives and those of the department. Beerli, Uster and Vigoda-Gadot (2019) examined the performance management and development system for senior managers in the South African public service. The author found that the individual goals of public service managers in SA are not linked to organisational goals; hence, it is difficult to enhance organisational performance.

Rahi *et al.* (2019) observed that rewards and incentives boost expectations; setting proper goals can motivate employees to improve their performance. Pulakos, Mueller-Hanson and Arad (2019)) asserted that if Vroom's theory is implemented correctly, it can benefit an organisation as motivation is correlated with satisfaction. Expectation leads to increased motivation, even if the eventual outcome does not meet expectations, and it emphasises rewards, pay-offs and goal achievement. Chopra (2019b) stated that Vroom's theory recognises individual differences in work motivation and suggests that motivation is a complex process, unlike Maslow's or Herzberg's simplistic models. It also clarifies the relationship between individual and organisational goals. Özaslan and Özaslan (2022) noted that Vroom's Theory is based on self-interest and applicable for people who want to achieve maximum satisfaction; it emphasises rewards and other ways of recognition; the end goal in this theory is for an individual to gain satisfaction and little pain, it also accounts for differences that might occur between choices of people and focuses on the fact that people can be motivated to do something if they know they are receiving an award for doing the job.

2.12 FACTORS THAT INFLUENCE PERFORMANCE MANAGEMENT SYSTEMS

According to Diamantidis and Chatzoglou (2019), PM is not an overarching mantra but is about how businesses manage performance and upskill and motivate their employees. Pereyasamy adds that more than 85% of employees are not engaged in their work; therefore, companies need to find ways to engage with employees, which will boost productivity.

Collings, Mellahi and Cascio (2019) investigation of PMSs in Australia showed that a sound PMS would improve individual performance in the present and future. Furthermore, improvement becomes an organisational trend. A work plan creates awareness of the tasks and standards that promote development and benefits the organisation. Collings, Mellahi and Cascio (2019) found that assessing performance is a common practice; assessments can also be linked to salary increases and promotions.

Boon, Den Hartog and Lepak (2019) study on the PMS in the Department of Education in Limpopo province revealed that most employees and management did not receive training on the system. The author recommended appointing a PMS team to ensure that the system was effectively implemented and that personnel received regular training. Boon, Den Hartog and Lepak (2019) found that the Departments of Health and Social Development in Limpopo province experienced challenges in implementing a PMS due to employee resistance, non-compliance, misunderstanding, and lack of support by management and Grossi *et al.* (2020) noted that globally, the key factors that influence EP include JS, training and development, employee engagement, goals and expectations, tools and equipment, morale and the company culture. According to Richards *et al.* (2019), PMSs are influenced by management style, corporate culture, digital work environment, physical work environment, day-to-day duties and workflows, employee experience, and onboarding.

2.13 EFFECTIVE PERFORMANCE MANAGEMENT SYSTEMS

Examination of the PMS in the Turkish national police force concluded that a PMS should be capable of giving employees feedback on their work and providing supervisors with a reliable, valid instrument to base personnel decisions. It is an ideal way to communicate and reinforce organisational values, improving employee performance and service delivery (Rajala and Laihonen 2019). According to Audenaert, Decramer and George (2021), one-way PMS does not enable employees to learn about their mistakes and weaknesses. In order to benefit from performance evaluation, the results should be shared with employees. An open and transparent PMS will enlighten employees on their weaknesses and allow them to address them. Mir and Gul (2021) echoed the same sentiments that research in Iran highlighted the importance of feedback. It added that motivated and energetic employees could better cope with change and meet clients' needs. Celik *et al.* (2019); Uvet *et al.* (2021) Study in Australia emphasised the need for skilled evaluators and employee training while observing individual behaviour objectively and fairly. Keeping a record of critical events will also enable employees to improve their skills in evaluating performance. Paraschi, Georgopoulos and Kaldis (2019) noted that several criteria are used to evaluate performance. Audenaert, Decramer and George (2021) proposed five criteria: strategic alignment, validity, reliability, specificity and acceptability. They also stated that supervisors must be trained to provide feedback on job performance without generating animosity, appraise and criticise, deal with employees constructively, and listen effectively to be sensitive to the situations and conditions employees confront. Tweedie *et al.* (2019) highlighted the need to educate management on the PMS and ensure employees understand its key principles and purpose. Performance management should also be an on-going process rather than a once-off event. Peixoto, Musetti and de Mendonça (2020) found that employees in the Department of Agriculture, Sikhukhune District in Limpopo province, felt that adequate training was not offered to under-performers.

Employees that participated in the study in the Free State felt that the PMS was unfair as they were not allowed to participate and set their own performance goals

based on their job description. Instead, the department formulated a performance plan listing each key responsibility. Armstrong (2021) recommended that the department ensure that all employees, whether appraisers or appraised, receive adequate training on the PMS. More than half of the respondents in a study in Gauteng indicated dissatisfaction with the management of the PMS, Peixoto, Musetti and de Mendonça (2020) highlighted that an effective PMS enables an organisation to identify potential among employees and poor performers; steps can then be taken to improve the latter's performance. Since managers are responsible for implementing the PMS, they must improve how they conduct the processes and follow procedures (Diamantidis and Chatzoglou 2019). Employees should also familiarise themselves with the PMS and its requirements so that they can challenge decisions they disagree with (Diamantidis and Chatzoglou 2019).

Diamantidis and Chatzoglou (2019) noted that organisations like Google have abandoned traditional annual performance reviews and focused on engaging employees in conversations, promoting two-way communication. An effective PMS enhances performance on-going by setting short-term team and individual goals. Managers should be trained on how to provide feedback, as well as in coaching skills. Self-assessments should be abolished, and the amount of paperwork should be reduced.

2.14 STRATEGIES TO ENHANCE EMPLOYEE PERFORMANCE

Kareem and Hussein (2019) investigation of a Bangladeshi NGO's PMS showed that an effective PMS improves EP and can assist in retaining knowledgeable and motivated employees. Multiple appraisers should evaluate employees as people see things from different perspectives. This produces comprehensive, quality information on performance. Although complex and time-consuming, it promotes bias/prejudice-free appraisal (Kareem and Hussein 2019). According to Saffar and Obeidat (2020), globally, companies are seeking ways to enhance EP. Chaudhary (2020) research on PMSs in Australia concluded that managers employ various strategies to empower employees, including training, continuing

education, and upskilling to cope with new technology. Furthermore, managers should learn how to use the information produced by performance appraisal, communicate clearly and provide feedback.

A study in Indonesia examined the leadership style's influence on EP in a shoe factory (Chaudhary 2020). It found that transformational leadership does not significantly impact performance levels; however, employees' belief in and readiness for change can enhance performance. Saffar and Obeidat (2020), investigated whether job rotation enhanced EP among Egyptian travel agents. The study revealed that organisational behaviour plays a role in the relationship between job rotation and EP. Neher and Maley (2020), highlighted that companies could enhance EP by not being afraid to delegate; matching tasks and skills; communicating effectively; setting clear, focused goals; offering incentives; eliminating excess; training and developing employees; embracing telecommuting; giving one another feedback and thinking about the bigger picture. Chaudhary (2020) noted that several of the factors identified by Lloyd and Hicks (2021) influenced PMSs within the South African landscape and added that organisations should also track individual performance; set SMART goals; empower their employees; reward high levels of performance; foster a positive working environment; increase job satisfaction and encourage regular communication.

Research conducted by Chaudhary (2020) asserted that improved strategies and training produce the desired results, while Masri and Abubakr (2019) highlighted the need for employees to understand how the PMS works and why it is important. Performance progress must be properly and continuously monitored, and comprehensive feedback should be given to employees.

2.15 THE 4IR's IMPACT ON PERFORMANCE MANAGEMENT SYSTEMS

The 4IR will impact PM in the public sector, stating that public sector performance systems are based on private sector models, although these sectors focus on very different areas. The private sector focuses on financial targets and smaller stakeholders, whereas the public sector has a wider range of objectives and

stakeholders. Winkler-Titus and Crafford (2022) observed that managers need to embrace the new normal. The Covid-19 pandemic has prompted organisations to embrace the 4IR. She advised management to revisit expectations and clarify them, provide training where employees lack skills, avoid threatening employees, eschew one-way communication, enable employees to take ownership of their development and invest in people.

2.16 PERFORMANCE MANAGEMENT AND LOCAL GOVERNMENT

El Masri and Suliman (2019); Masri and Abubakr (2019) noted that the Local Government: Municipal Systems Act, 32 of 2000, requires South African municipalities to develop an IDP on how they will achieve their developmental goals. However, implementation remains a challenge, especially for smaller municipalities. The local government restructuring between 1994 and 2006 resulted in new legislation and policies to fast-track service delivery in municipalities. The most significant laws and policies in terms of PM include the 1996 Constitution, the Local Government Municipal Finance Act, the Local Government Municipal Systems Act 32 of 2000 (LGMSA), the White Paper on Transforming Public Service Delivery (1997), and the Reconstruction and Development Programme of 1994 (Habbe 2020). Mariyono (2020) added that municipalities benchmark with one another regarding EP. Mariyono (2020) highlighted that Chapter 6 of the LGMSA requires each municipality to develop its own PMS commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives, indicators and targets of its IDP.

2.17 CONCLUSION

This chapter discussed the theoretical framework pertaining to factors that affect EP. It reviewed the literature on issues that impact EP and discussed performance indicators and how EP affects organisational performance. The components of an effective PMS, the factors affecting PM, and guidelines for an effective, professional PMS were highlighted. The following chapter presents the research design and methodology employed to conduct the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

This chapter on the research methodology focuses on the tools and experience used to inform the design of the research and the interpretation of the results. It discusses the sampling technique, data collection method, data analysis and interpretation and research instruments.

3.2 RESEARCH METHODOLOGY

The research methodology considers and explains the rationale for research methodologies and procedures. Its reach is far broader than research procedures, which is still broader than research methodologies. According to HR and Aithal (2022), research is a methodological and systematic inquiry involving applying methodologies and techniques to acquire reliable knowledge. According to Sileyew (2019), research methodology should concentrate on the research methodology and the types of tools and methods to be employed. It should start by concentrating on the particular objectives and each stage of the research procedure. Use these procedures with the utmost objectivity and impartiality.

The main objectives of the research methodology are to:

1. Ensure that the research is conducted rigorously and systematically, which enhances the credibility and reliability of the results.
2. Identify the most appropriate research methods and techniques to address the research questions and objectives and apply them consistently throughout the study.
3. Ensure that ethical considerations are addressed, including obtaining informed consent from participants, protecting their privacy and confidentiality, and minimising any potential harm or risks.

4. Maximise the validity and reliability of the research findings by using appropriate sampling techniques, ensuring that the data collected are accurate and reliable, and minimising any bias or confounding factors.
5. Enable researchers to draw accurate and meaningful conclusions from their findings and to identify any limitations or areas for further research.

Overall, research methodology provides a structured and systematic approach to conducting research, enhancing the results' quality and reliability and enabling researchers to draw accurate and meaningful conclusions.

3.3 RESEARCH PARADIGM

A paradigm is a worldview or fundamental belief system about the structure of realism, how people comprehend the universe and their place in it, and how knowledge is formed. These ideas all serve to guide the study endeavour. The paradigm concept may be traced back to classical thinkers like Aristotle and Plato (HR and Aithal 2022), but Thomas Kuhn's work gave it a more contemporary interpretation and application. In agreement with Kuhn, they add that a research paradigm "is a conceptual framework that directs how scientific studies should be performed, based on people's philosophies and their beliefs about the universe and the nature of knowledge."

Positivism is a research paradigm that uses empirical data obtained through systematic observation, measurement, and experimentation to validate theories and hypotheses (Patel and Patel 2019). Positivists believe that knowledge can only be considered valid if it is based on observable and quantifiable data and that this knowledge can be used to make predictions and solve practical problems (Dodds and Hess 2020).

The study on the effectiveness of performance management systems in employee performance in Ethekewini requires an objective, empirical, and quantitative research approach. Positivism provides such an approach. Researchers can identify patterns by collecting and analysing performance management systems and employee performance data. The positivism research

paradigm is based on the belief that knowledge can be obtained through empirical observation and testing. It emphasises objectivity, quantifiability, and the use of the scientific method in research. In the context of a study on performance management in the eThekweni municipality, the positivism paradigm can provide several benefits.

The Positivism paradigm can help ensure the reliability and validity of the research findings by using standardised measures, replicable procedures, and statistical analysis. This is important in a performance management study, where data accuracy and consistency are crucial to assessing the system's effectiveness.

3.4 RATIONALE OF THE RESEARCH

The rationale of research methodology is to provide a systematic and structured approach to conducting research, which enables researchers to gather reliable and valid data and draw accurate and meaningful conclusions. Research methodology provides a framework for planning, designing, and carrying out research studies, including identifying research questions, selecting appropriate research methods, collecting and analysing data, and interpreting findings (Säfsten and Gustavsson 2020).

3.5 RESEARCH DESIGN

According to Mishra and Alok (2022), a research design sets out the plan for the research procedure and the procedure for data collection and analysis. Research is a creative process that requires the use of suitable methods of data collection and analysis. A research design is a structure designed to answer the research questions. Investigating the correlations and effects between the independent and dependent variables is a correlational research design (Pandey and Pandey 2021). It was selected due to its ability to employ quantitative data to determine the link between variables. Second, this methodology made it possible to collect a sizable sample from the population, which provided useful data and aided in

discussing the findings in light of the hypotheses (Bushe 2019). There are three main types of research design from which researchers can choose, namely, quantitative, qualitative and mixed methods.

3.5.1 Quantitative Research

Buallay (2020); (Buallay and Al-Ajmi 2020) noted that a quantitative research methodology involves using statistical and mathematical models such as central tendency and dispersion measures and hypothesis testing to analyse data collected using a closed-format, structured questionnaire with guided responses. Mishra and Alok (2022) stated that quantitative research measures variables using numerical systems analyses the measurements using various statistical models, and reports relationships and associations among the variables. Gathering quantitative data aims to understand, describe and predict a natural phenomenon, particularly through developing models and theories. Quantitative research techniques include experiments and surveys. Armstrong (2021) identified the following advantages and disadvantages of quantitative research:

3.5.1.1 Advantages

1. Permits the formulation of statistically sound hypotheses with no room for emotional design.
2. Probabilistic inference and prediction allow for sound implementation and hence rigorous evaluation of quantitative hypotheses.
3. Enables the evaluation of multiple datasets and hypotheses faster and more accurately than any human brain could perform.
4. Time-consuming, manual implementation of ideas can be automated and performed exponentially faster.

3.5.1.2 Disadvantages

1. Requires constant monitoring of model performance to ensure continued compliance with the original hypothesis, which is time-consuming.
2. Poor-quality training data in model construction can lead to erroneous or even disastrous model performance on unseen data.
3. Requires a deep background in multiple complex disciplines that are hard for the average person to master; hence, the limited number of Quants.

3.5.2 Qualitative Research

Sürücü and MASLAKÇI (2020) stated that qualitative research aims to gain a detailed understanding of the phenomenon of interest. It analyses data in language form and uses non-numerical codes and themes. The main thrust of qualitative research is understanding human lived experiences, perceptions, opinions and attitudes towards a phenomenon. According to Mcleod (2019), qualitative research is multimethod in focus, involving an interpretive, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural settings, aiming to make sense of or interpret phenomena in terms of the meaning people give them.

Fowler and Lapp (2019) identified the following advantages and disadvantages of qualitative research.

3.5.2.1 Advantages

1. It enables an understanding of attitudes
2. It is a content generator
3. It saves money
4. It can provide insights into a specific industry

3.5.2.2 Disadvantages

1. It is not a statistically representative form of data collection
2. It relies on the researcher's experience
3. Data can be missed
4. It may require multiple sessions

3.5.3 Mixed Methods Research

Mixed methods research combines quantitative and qualitative research methodologies that draw on both strengths (Sürücü and MASLAKÇI 2020)

3.5.4 Research Design Adopted

A quantitative approach was employed to conduct the study, with data collected using a self-administered research survey as a questionnaire.

3.6 AREA OF STUDY

The research was conducted in the eThekweni Municipality, The eThekweni Metropolitan area, after Johannesburg and Cape Town, is the third-largest metropolitan municipality in South Africa (Anyasi and Atagana 2021). It is situated in the KwaZulu-Natal (KZN) province on the country's east coast. Its estimated 2 555 km² territory has borders with three districts: uMgungundlovu to the west, iLembe to the north, and Ugu to the south. It is reachable from King Shaka International Airport, N2, and N3. In the province of KwaZulu-Natal, Thekweni is the sole Category A metropolitan municipality (Acampora *et al.* 2022). Cape Town, Nelson Mandela, and Buffalo City it is one of South Africa's four coastal metropolitan municipalities.

3.7 POPULATION OF THE STUDY

Patel and Patel (2019) defined a target population as the total number of units, objects or people with certain characteristics targeted for a particular research project. For this study, the target population comprised municipal employees directly involved in using, developing and implementing performance policies and designing the PMS. The study involved 80 respondents randomly selected from a population of more than 119 employees of the eThekweni Municipality. This sample size has been selected given this study's limited time and financial constraints. Using a case study design, findings represented the populations from which the sample was drawn but were expected to have limited external validity (Generalisation).

3.8 SAMPLING TECHNIQUE AND DESCRIPTION OF THE SAMPLE

3.8.1 Sample

According to Anyasi and Atagana (2021), a sample is a selection of participants from a given population. It is a limited portion of a population whose properties are studied to obtain information on the population (Sileyew 2019). When dealing with individuals, it can be defined as a set of participants or respondents selected from a large population for the research. The researcher used Sekaran's table,

where the sample size for the population of 119 employees is approximately 80. Individuals who did not meet the inclusion criteria were not selected.

Inclusion criteria

- Employees in the Human Resources Unit.
- Employees in the Human Resources Unit are affected by the performance system.

Exclusion criteria

- Employees who did not sign a letter providing information and an informed consent form;
- Employees who were not in the Human Resource Unit, and
- Participants for whom English is not a preferred language.

3.8.2 Sampling Technique

A Sampling technique is defined as the name or other identification of a particular process by which the entities of the sample have been selected. Stratton (2021) describes sampling as a process of choosing several units, items or people for examination, with the ultimate objective being that the selected sample is representative of the entire population. There are two major types of sampling: probability and non-probability. According to Stock *et al.* (2019), the “probability sampling method is any method that utilises some form of random selection”. Random selection eliminates bias in the selection process, promoting objectivity and representativeness of the research findings. In non-probability sampling, all the individuals in the population do not have an equal chance of being selected.

There are various types of probability sampling methods, namely:

- Random Sampling - Namey *et al.* (2022) state that this is the most straightforward sampling method. It involves a single random selection, with each member of the population having an equal chance of being selected. Random sampling requires little advanced knowledge about the population and has high internal and external validity.
- Systematic Sampling - This type of probability sampling involves choosing a sample based on a regular interval rather than a fully random selection.

It can be used when a complete population list is unavailable.

- Stratified Systematic Sampling is appropriate when the researcher seeks to ensure that specific characteristics are proportionally represented in the sample. The population is split into sub-groups, and participants are randomly selected from each sub-group.

Non-probability sampling involves choosing research participants using non-random methods like selecting a potential respondent close or convenient to the researcher or targeting people or units with certain characteristics. Thus, the respondents are selected at the researcher's discretion using his/her practical experience and skills. The advantage of non-probability sampling is that it is cost-effective and less time-consuming than probability sampling. There are three main types of non-probability sampling:

- Convenience sampling is often employed to collect market research data from a convenient pool of respondents. It is a prompt, uncomplicated and economical method of data collection.
- Purposive sampling – in this sampling technique, the researcher relies on his/her judgment to choose members of the population to participate in the study, saving time and money.
- Snowball sampling is employed when samples have rare traits. Referrals are used to recruit the sample.

3.8.3 Sampling Technique Adopted

This study employed purposive sampling, a non-probability sampling technique, to recruit employees involved in or utilising the PMS within eThekweni Municipality. Campbell *et al.* (2020) noted that purposive sampling identifies and selects respondents with personal, intricate knowledge of the study topic. Purposive sampling effectively excludes people who do not have such knowledge and expertise.

Purposive sampling is an ideal method for studying the effectiveness of the performance management system in employee performance in eThekweni for several reasons. Firstly, the study focuses on a specific group of employees in a particular organisation, and purposive sampling allows the researcher to select

participants who are most likely to provide relevant and insightful data. This ensures that the sample is representative of the population being studied and increases the validity of the findings.

Secondly, purposive sampling allows the researcher to select participants based on specific criteria, such as job role, tenure, or performance rating. This ensures that the sample includes individuals with direct experience with the performance management system and is best positioned to provide accurate and relevant data.

Thirdly, the study aims to explore the effectiveness of the performance management system in improving employee performance. Purposive sampling allows the researcher to select participants who have experienced different outcomes from the performance management system, such as those who have received positive or negative feedback or have received training or coaching. This enables the researcher to understand better the factors contributing to effective performance management.

Overall, purposive sampling is an ideal method for studying the effectiveness of the performance management system in employee performance in eThekwin because it enables the researcher to select a representative sample of participants most likely to provide relevant and insightful data. It also allows for selecting participants based on specific criteria, ensuring that the sample includes individuals who have a direct experience with the performance management system and have experienced different outcomes.

3.9 PILOT STUDY

A pilot study was conducted with ten respondents to eliminate any ambiguities or uncertainties from the questionnaire. These respondents did not form part of the main study. Khalil *et al.* (2020) stated that a pilot study enables the researcher to evaluate the feasibility of some crucial components of the full-scale study and eliminate errors. Based on the feedback, the researcher revised and corrected the questionnaire. The results of the Cronbach Coefficient Alpha Test for the

reliability of the main variables, namely, PMS, PM and PM and EP within the public sector, are depicted in Table 3.1.

Table 3.1 Alpha Test Results

Aspect	Cronbach's Alpha for Performance Management System	Cronbach's Alpha for Performance Management	Cronbach's Alpha for Performance System, Performance within the Public Sector	Alpha for Overall Cronbach's Alpha
Alpha	0.92	0.93	0.9	0.97

Namey *et al.* (2022) noted that Cronbach's Coefficient Alpha technique is used to measure the reliability of the data collection instrument, with the coefficient ranging from 0 to 1. The closer reliability is to 0.7, the more reliable the measurement instrument is and the closer to 1, the higher the internal consistency. A high-reliability score of 0.97 for the overall Cronbach's Alpha test was obtained in the pilot study.

3.10 DATA COLLECTION PROCESS

According to Bhattarai *et al.* (2019) numerous methods can be used to collect data, including face-to-face or telephonic interviews and structured questionnaires. Both primary and secondary data were gathered for this study. Namey *et al.* (2022) stated that the researcher collects primary data from the main sources using interviews, surveys and experiments. For this study, a structured questionnaire was employed to gather primary data. Bokonda, Ouazzani-Touhami and Souissi (2020) described secondary data as previously collected from primary sources and made available to researchers to use in their research. Books, journal articles, government records and websites constituted the secondary data for this study.

In order to preserve confidentiality, the researcher personally delivered the questionnaires to the participants and collected the completed ones. Data collection within eThekweni Municipality took approximately two weeks. The questionnaire took approximately five to ten minutes to complete. Any incomplete questionnaires were discarded.

3.10.1 The process used in developing a questionnaire

The process used to develop the questionnaire in a study of the effectiveness of the performance management system in employee performance in eThekweni involved the following steps:

1. Identifying the research questions: The first step was identifying the questions the questionnaire would address. These questions were developed based on the research objectives and the literature review.
2. Defining the constructs to be measured: The next step was defining the measured constructs after identifying the research questions. These constructs were identified based on the research questions and the literature review.
3. Developing the items: Once the constructs were identified, the next step was to develop the items for the questionnaire. These items were developed based on the constructs and the literature review. The items were developed in a way that they were clear, concise, and easy to understand.
4. Reviewing the items: After developing the items, the next step was to review them. The items were reviewed by a group of experts in the field to ensure they were valid and reliable.
5. Pilot testing: After reviewing the items, the next step was to pilot-test the questionnaire. The questionnaire was administered to a small sample of employees to test its reliability and validity.
6. Finalising the questionnaire: After pilot testing, the questionnaire was finalised. The final questionnaire was developed based on the feedback received from the pilot test.

7. Administering the questionnaire: The final step was to administer the questionnaire to the target population. The questionnaire was administered to a sample of employees in eThekweni to collect data on the effectiveness of the performance management system in employee performance.

3.10.2 Questionnaire

Husband (2020) A questionnaire is a simple tool to collect and record information on an issue of interest. It is a set of tabulated questions on a form completed by participants.

Questionnaires are usually associated with quantitative research, i.e. research concerned with numbers. A questionnaire was an appropriate tool for this study for the following reasons:

- I. To collect factual information in order to classify people and their circumstances
- II. To gather straightforward information relating to people's behaviour
- III. To examine the attitudes/opinions of a group of people in relation to a particular issue
- IV. To collect baseline information that could be tracked over time to examine changes
- V. It is cost-effective, reduces bias, and offers an opportunity to provide open and honest feedback.

The questionnaire employed the Likert scale developed by Rensis Likert. According to Beske-Janssen, Schaltegger and Liedke (2019), this rating scale is commonly used in surveys that measure how people feel about something. A four-point Likert scale enabled the researcher to ascertain opinions and depict how employees viewed PM within eThekweni Municipality. The questionnaire contained questions to obtain the respondents' biographical information and questions that required them to respond with strongly agree, agree, disagree and strongly disagree. It was self-administered and required no supervision. An informed consent form was distributed with the questionnaire (Annexure B).

3.10.3 Questionnaire Design

The questionnaire consisted of the following four sections:

- **Section A** contained questions to solicit personal data and the respondents' demographic details such as age, race, gender, educational level, work category and number of years in the municipality.
- **Section B** focused on the online PMS and sought to ascertain employees' level of awareness of how the system functions, identify if the municipality's goals are reinforced, identify if the system identifies if employees are on track to meet agreed objectives and identify performance gaps and solutions.
- **Section C** focused on PM, whether managers can establish performance expectations, and whether employees understand them.
- **Section D** centred on the overall PM and PMS implementation within eThekwini Municipality.

3.10.4 Justification for the Use of Questionnaires

For several reasons, questionnaires are essential in the data collection process in a study of the effectiveness of the performance management system in employee performance in eThekwini Municipality.

First, questionnaires provide a standardised and consistent method of collecting data from a large sample of employees. This ensures that all participants are asked the same questions in the same manner, reducing the potential for bias or errors in data collection.

Second, questionnaires can be distributed to employees in various locations and at different times, making collecting data from diverse people easier. This is particularly important in the case of Ethekwini Municipality, which has a large and geographically dispersed workforce.

Third, questionnaires can be designed to collect specific information relevant to the research question. In this case, the questionnaire can be tailored to gather data on the employees' perceptions of the performance management system and its impact on their performance.

Fourth, questionnaires can be anonymous, which can encourage employees to provide honest responses. This is particularly important in a study of performance management systems, where employees may hesitate to criticise their managers or the system in place.

Finally, questionnaires are a cost-effective data collection method, as they do not require significant resources or personnel to administer. This makes them a practical choice for organisations with limited budgets, such as EtheKwini Municipality.

3.11 TESTING OF RESEARCH HYPOTHESIS

Hypothesis testing involves several steps, including setting up the null and alternative hypotheses, selecting the level of significance, collecting the data, calculating the test statistic, and planning the hypothesis. The null hypothesis is the assumption made by the researcher that there is no significant difference between the variables. The alternative hypothesis is the assumption that there is a significant difference between the variables.

The level of significance is the probability level at which the null hypothesis will be rejected. The most commonly used level of significance is 0.05 or 5%. If the calculated test statistic exceeds the critical value, the null hypothesis is rejected, and the alternative hypothesis is accepted. The null hypothesis is accepted if the calculated test statistic is less than the critical value. The study managed to observe all necessary steps to be taken to the research hypothesis.

3.12 DATA ANALYSIS

Data analysis can be defined as the methods selected to develop explanations, describe facts, detect patterns and test hypotheses. It is considered applied science which can be used in business, administration, and policy (Mölder *et al.* 2021). Bhattarai *et al.* (2019) stated that data analysis is the procedure followed to make sense of the data collected. In this study, the first step in data analysis was to capture the responses to the questionnaire to form a data set. After that,

the services of a professional statistician were used to conduct the relevant statistical tests such as descriptive statistics and inferential statistics. The data was analysed using the latest version of the SPSS version 27. The findings are presented in the form of tables and graphs.

3.12.1 Descriptive Statistics

According to Amrhein, Trafimow and Greenland (2019), descriptive statistics are techniques used to summarise, organise and make sense of a set of scores, observations and data. Descriptive statistics are typically presented graphically or as summary statistics (single values) and in tabular form (tables). They are used to describe the basic features of the data. This provides simple outlines of the sample and the measures. Descriptive statistics present quantitative explanations and descriptions in a manageable form. They assist in reducing large amounts of data logically and simply. The analysis includes frequencies and percentages, measures of dispersion (standard deviation), range and variance and measures of central tendency (mean, mode and median).

3.12.1 Inferential Statistics

Mishra *et al.* (2019) Inferential statistics are techniques employed to generalise observations made from samples to the larger population from which they are selected. In other words, they seek to infer the broader population's attitudes/thoughts from the sample data. Inferential statistics aim to reach conclusive findings beyond the primary data presented. The analysis involves drawing conclusions and making predictions about the properties of a population based on information from a sample. This involved reducing the data to a manageable size by examining the data's mean, averages, percentages and patterns. Statistical and descriptive techniques were applied to explore various relationships. The objective was to produce consistent, conclusive results that could be interpreted and linked to answering the research questions. The results are presented in the form of tables, figures and graphs in the following chapter.

3.13 DATA QUALITY CONTROL

Reliability and validity are crucial in quantitative research, calling for careful measurement. Hence, testing and assessment procedures must be reliable and valid in measuring the construct.

3.13.1 Validity

Herbst *et al.* (2020) defined measurement validity as “the degree with which the measured value reflects the characteristic it is intended to measure”. It thus refers to the degree to which a question in the research instrument measures what it was intended to measure and the extent to which it is free from systematic random errors (Luo *et al.* 2020). However, without validity, the findings will have no meaning since the results cannot be used to respond to the research questions, which is the central aim of the study (Sürücü and MASLAKÇI 2020). The researcher ensured that all participants met the inclusion criteria. All data was collected, analysed, represented and interpreted in the same way using the same data collection tool with a four-point Likert scale to ensure validity and eliminate the halo effect.

3.13.2 Reliability

According to Poitras *et al.* (2019), reliability refers to the degree to which repeated measurements taken in identical circumstances will yield the same results. This assumes that measuring does not affect the variable or characteristic of interest. The reliability of an instrument refers to the consistency and stability of the test or measure scores. According to Fuller *et al.* (2020) reliability refers to the degree of consistency of a measure. Pino-Ortega *et al.* (2020) noted that there are many methods to test reliability, such as inter-rater reliability, test-retest reliability, parallel forms reliability and internal consistency reliability, to name a few. For this study, the reliability of the survey was tested during the pilot survey to identify and eliminate any errors from the full study. On completion of the pilot study, the services of a professional statistician were used to measure reliability using the Cronbach Alpha mean on the latest version of SPSS, which substantiated reliability. In statistics, Cronbach’s alpha is a coefficient of reliability. It is commonly used to measure the internal consistency or reliability of psychometric test scores for a sample (Amirrudin, Nasution and Supahar 2021). In SPSS, the

researcher can analyse the reliability of a Likert-scale questionnaire. The closer reliability is to 0.7, the more reliable the measure.

3.14 ETHICAL CONSIDERATIONS

Ethical issues are the concerns and dilemmas that arise over the proper way to execute research, specifically not to create harmful conditions for the subjects of inquiry, humans, in the research process (Hancock, Naaman and Levy 2020). The researcher was mindful of the responsibility to be respectful and sensitive to the participants, ensure their human rights were not violated, and comply with the Durban University of Technology's Ethical Code. Approval and authorisation to conduct the study were obtained from the Durban University of Technology's Institutional Research Ethics Committee, and a Gatekeeper's letter was obtained from eThekweni Municipality (Annexure A).

The researcher also ensured that: (i) the study's aim and objectives, as well as the research procedures, were explained up front to the respondents; (ii) the respondents were informed that participation in the study was entirely voluntary, and they were at liberty to withdraw at any time (iii) all respondents completed an informed consent form (Annexure C); (iv) no participant was harmed during the study; and (v) confidentiality was respected, and all information shared by the respondents remained private and anonymous (Belk 2021). The respondents were not required to provide their names on the questionnaire, and no names are used in reporting the results.

All participants' information remained confidential and safeguarded from unauthorised access. The data collected will be stored on a password-protected computer for five years and then deleted.

Due to the COVID-19 pandemic, the researcher adhered to all prevention and control measures set by the South African Department of Health when obtaining informed consent and delivering and collecting the questionnaires.

The researcher's function in research ethics was maintaining objectivity and impartiality throughout the study. They were responsible for designing the

research methodology, collecting data, analysing results, and reporting findings. The gatekeeper's role is to regulate access to research participants, ensuring that only eligible individuals are recruited for the study.

In the case of a study on the effectiveness of the performance management system in employee performance in eThekweni Municipality, the researcher's role is to investigate the research question using a scientifically valid research design. They must ensure the study is conducted without bias or conflict of interest. The researcher must maintain transparency and honesty in their research process, including disclosing potential conflicts of interest or biases.

The gatekeeper's role is to ensure that the participants selected for the study are representative of the population being studied. They must also protect the rights and welfare of the participants by ensuring that they understand the study's purpose and provide informed consent (Smith 2020). The gatekeeper must also ensure that the participants' identities are kept confidential and that they are not subjected to any harm during the study.

The researcher and gatekeeper must maintain independence and objectivity to prevent conflict of interest in research ethics. They must ensure that potential conflicts of interest are disclosed and addressed appropriately. The researcher must also ensure that the study design and methodology are free from bias, and the gatekeeper must ensure that the participants are selected without discriminatory practices (Hancock, Naaman and Levy 2020). By adhering to these principles, the researcher and gatekeeper can maintain ethical standards and ensure the study's findings are valid and reliable.

3.15 CONCLUSION

This chapter presented the research methodology and design employed to conduct the study and discussed how data was collected and analysed. A formal, cross-sectional, investigative and quantitative analysis was undertaken using a self-administered questionnaire to achieve the research objectives. The chapter discussed the sampling frame and the non-probability technique used to select

the sample. It also discussed the statistical tools employed to analyse the data and validity and reliability. The chapter concluded by discussing the ethical considerations considered in conducting the study. The following chapter presents, analyses and interprets the data gathered by utilising the methodologies described in this chapter.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents, analyses and interprets the study's results. A quantitative research approach was followed, and a questionnaire with closed-ended questions was used to obtain information on the respondents' biographical background and their personal opinions and experience of the PMS at eThekwini Municipality. The questionnaire was distributed to 80 employees in the municipality's Human Resources Unit, and all 80 were correctly completed, representing a 100% response rate. The data analysis outputs in Annexure D were used to analyse the participants' responses. In addition to the tables and graphical representation, an explanation of what these graphics depict is provided. Section A covers analysing the respondents' biographical details; Section B is the municipality's PMS; Section C PM and Section D the PMS and EP within the public sector.

4.2 SECTION A: BIOGRAPHICAL INFORMATION

Section A (Annexure B) consisted of six statements, and a summary of the results is presented below.

4.2.1 Statement 1: Respondents Employee Type

Table 4.1 Breakdown of Respondents by Employee Type

Item	Categories	N (%)
Employee Type	<i>Permanent</i>	76(95)
	<i>Contract</i>	4(5)

Table 4.1 above shows that 95% of the respondents were permanent employees, and 5% were contract employees

4.2.2 Statement 2: Respondents' Job Classification

Table 4.2 Respondents' Job Classification

Item	Categories	N (%)
Job Classification	<i>Academic</i>	41(51.3)
	<i>Administrative</i>	39(48.8)

As depicted in Table 4.2 above, 48.8% of the respondents were in jobs classified as administrative and 51.3% in those classified as academic. Thus, more of the respondents were from the latter group.

4.2.3 Statement 3: Respondents' Gender

Table 4.3 Respondents' Gender

Item	Categories	N (%)
Gender	<i>Male</i>	47 (58.8)
	<i>Female</i>	33 (41.3)

Table 4.3 illustrates that there were more male (58.8%) than female (41.3%) respondents.

4.2.4 Statement 4: Respondents' Age

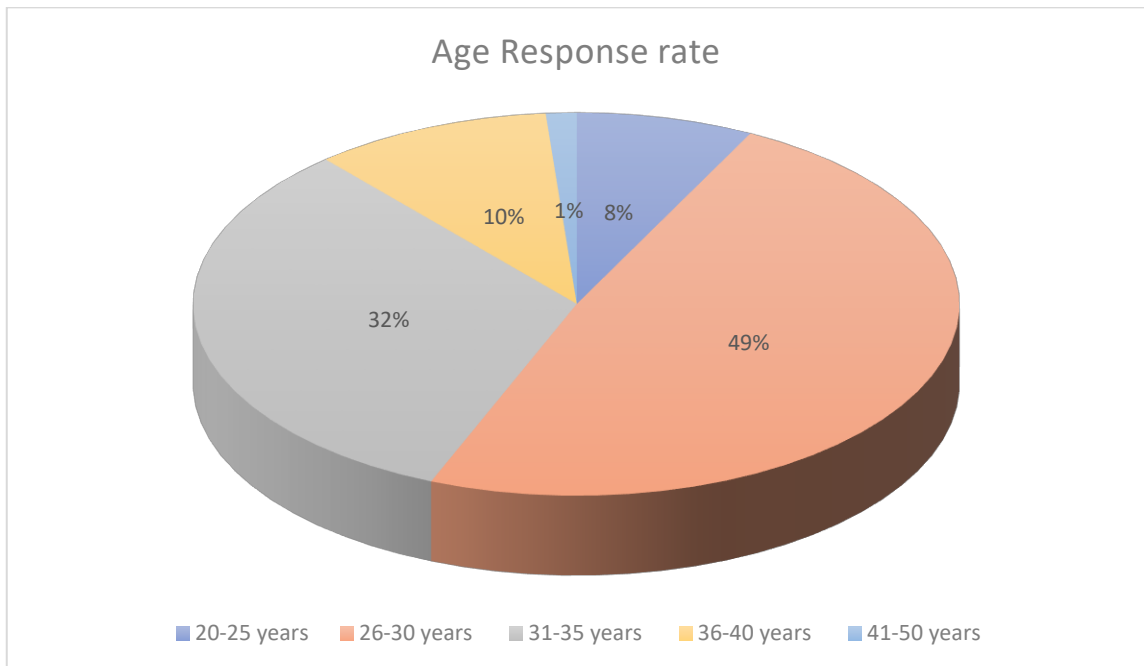


Figure 4.1 Respondents' Age Group

As depicted in Figure 4.1 above, 7.5% of the respondents were between the ages of 20 and 25; 48.8% were aged 26 to 30; 32.5% fell into the age group 31 to 35 years, 10.1% were aged between 36 and 40 years, and only 1.3% were between the ages of 41 and 50. Thus, most of the respondents were 26 to 30 years old.

4.2.5 Statement 5: Respondents' Length of Service

Table 4.4 Respondents' Length of Service

Item	Categories	N (%)
Length of Service	1-5	16(20)
	6-10	38(47.5)
	11-15	23(28.8)
	16-20	3(3.8)

Table 4.4 above reveals that 20% of the respondents had been with the municipality for 1 to 5 years; 47.5% for 6 to 10 years; 28.8% for 11 to 15 years; and 3.8% for 16 to 20 years. Therefore, most respondents had served eThekweni Municipality for 6 to 10 years.

4.2.6 Statement 6: Respondents' Academic Profile

Table 4.5: Respondents' Academic Profile

Item	Categories	N (%)
Qualification	<i>Matric</i>	11(13.8)
	<i>Diploma/ Bachelor's degree</i>	45(56.3)
	<i>B Tech / Honours degree</i>	24(30)

As depicted in Table 4.5 above, 13.8% of the respondents had Matric, 56.3% a Diploma/Bachelor's Degree, and 30% a BTech/Honours Degree. Therefore, most of the respondents held a Diploma/Bachelor's Degree.

4.3 CHI-TEST

Table 4.6 Chi-Square Test on Demographics

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender Profile of Respondents *	80	100,0%	0	0,0%	80	100,0%
Employee Type Breakdown						
Gender Profile of Respondents * Job Classification Breakdown	80	100,0%	0	0,0%	80	100,0%

Gender Profile of Respondents * Age Profile of Respondents	80	100,0%	0	0,0%	80	100,0%
Gender Profile of Respondents * Length of Service breakdown of Respondents	80	100,0%	0	0,0%	80	100,0%
Gender Profile of Respondents * Level of Education of Respondents	80	100,0%	0	0,0%	80	100,0%

A total of 80 participants took part, and all answered the questions that there were no missing values.

4.3.1 Gender Profile of Respondents Employee Type Breakdown

Firstly, the analysis between gender profile and the type of employment occupied

Table 4.7 Employee Type Breakdown

Crosstab						
Count						
				Employee Breakdown		Total
				Permanent	Contract	
Gender Profile of Respondents	Male	44	3			47
	Female	32	1			33
Total		76	4			80

From Table 4.7 above 44 males are permanent employees, 32 are females giving a combined total of 76 permanent employees out of 80. The remaining 4 contractors were divided as follows 3 males a 1 female.

Table 4.8 Chi-Square Test

Chi-Square Tests					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,459 ^a	1	,498		
Continuity Correction	,024	1	,876		
Likelihood Ratio	,487	1	,485		
Fisher's Exact Test				,639	,451
Linear-by-Linear Association	,453	1	,501		
N of Valid Cases	80				
a. 2 cells (50,0%) have an expected count of less than 5. The minimum expected count is 1,65.					
b. Computed only for a 2x2 table					

The chi-square test was done to determine if there is a relationship between gender and the type of employment. From Table 4.8 above, the Asymptotic Significance is .498, greater than the alpha value of .05; therefore, there is no significant relationship between gender and whether the employment is permanent or contract.

4.3.2 Gender Profile of Respondents * Job Classification Breakdown

Table 4.9 Job Classification

Crosstab				
Count				
		Job Classification Breakdown		Total
		Academic	Administrative	
Gender Profile of Respondents	Male	29	18	47
	Female	12	21	33
Total		41	39	80

The above crosstab has shown that 29 males have a job classification of Academic which is more than 12 of the females; however, there more females in administrative roles (21) than 18 males.

We conduct a chi-square test to check for a relationship between these 2 variables.

Table 4.10 Chi-Square Test for Job Classification

Chi-Square Tests						
		Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square		4,982 ^a	1	,026		
Continuity Correction		4,020	1	,045		

Likelihood Ratio	5,034	1	,025		
Fisher's Exact Test				,040	,022
Linear-by-Linear Association	4,920	1	,027		
N of Valid Cases	80				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 16,09.					
b. Computed only for a 2x2 table					

The test shows that 0 cells have an expected count less than 5, and the percentage of .0% is less than 20%, which means the chi-square test assumption has not been violated. The next step was to look at the Asymptotic Significance of the Pearson Chi-Square (2-sided), which has a value of .026, and we compare this again to the p-value of .05; therefore, there is a significant relationship between gender and job classification.

4.3.3 Gender Profile of Respondents * Level of Education of Respondents

Another correlation investigated is gender and the level of education

Table 4.11 Level of Education

Crosstab					
Count					
		Level of Education of Respondents			Total
		Matric	Diploma/Bachelor's Degree	Honours degree/B.Tech	
Gender Profile of Respondents	Male	5	25	17	47
	Female	6	20	7	33
Total		11	45	24	80

Table 4.11 shows that most employees held a Diploma/Bachelor's degree, with 25 being males and 20 being females. 17 males and 7 females had an Honours degree, and 11 males and females had a metric certificate only.

The chi-square test shows that 1 cell had an expected count of less than 5 with a percentage of 16.7%, although this is less than 20%; further analysis of the Asymptotic Significance (2-sided), which had a value .296 and this is greater than the alpha value or p-value of .05, which means that there is no significant relationship between the level of education and gender.

Table 4.12 Chi-Square level of education

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2,438 ^a	2	,296
Likelihood Ratio	2,482	2	,289
Linear-by-Linear Association	2,358	1	,125
N of Valid Cases	80		
a. 1 cells (16,7%) have expected count less than 5. The minimum expected count is 4,54.			

4.4 SECTION B: PERFORMANCE MANAGEMENT SYSTEM

Section B of the questionnaire (Annexure B) consisted of 19 statements, and a summary of the results is provided below.

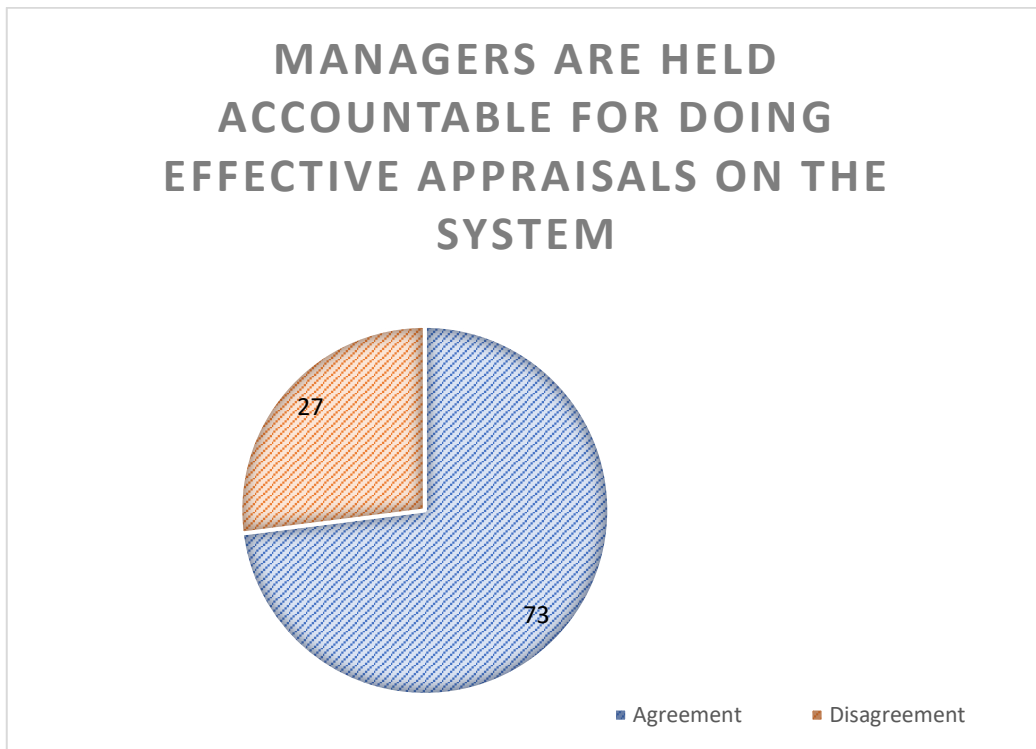


Figure 4.2 Manager held accountable by the system

The responses to statement 7 indicated that 73% of respondents agreed that managers are held accountable for effective appraisals on the system, while 28% disagreed. Thus, the majority of the respondents agreed that managers are held accountable for doing effective appraisals on the system.

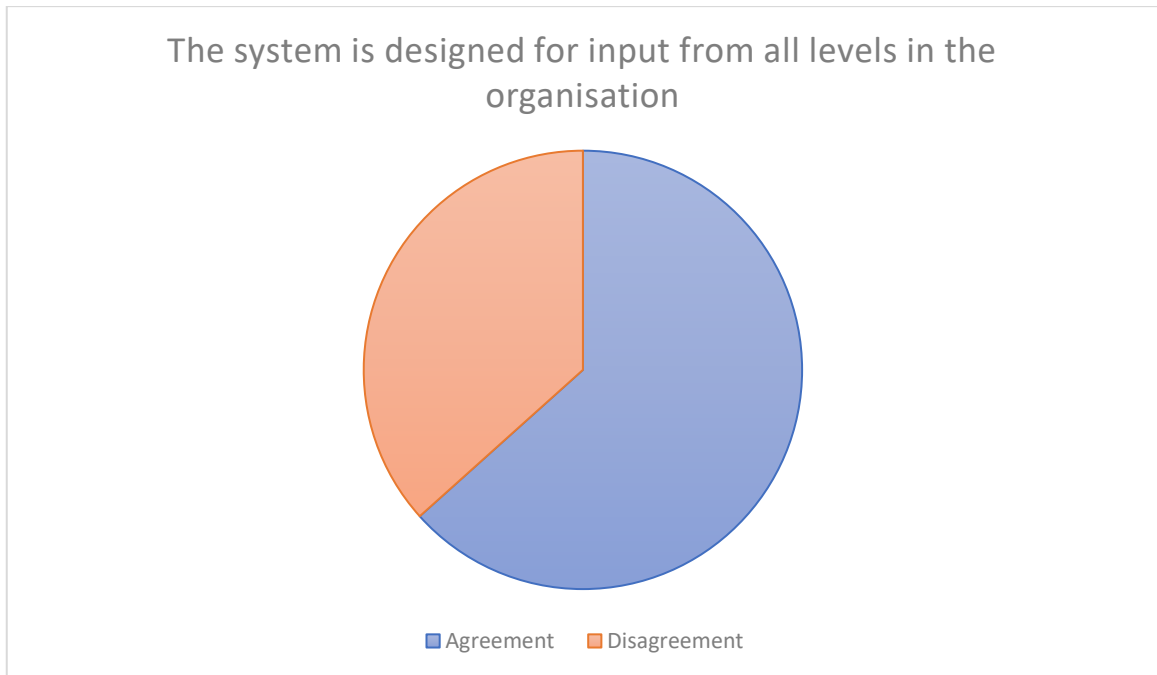


Figure 4.3 The system is designed for input

The responses to statement 10 illustrated that 66% of the respondents believed that the system is designed for input from all levels in the organisation, while 34% disagreed. Most respondents believed the system is designed for all organisational-level input.

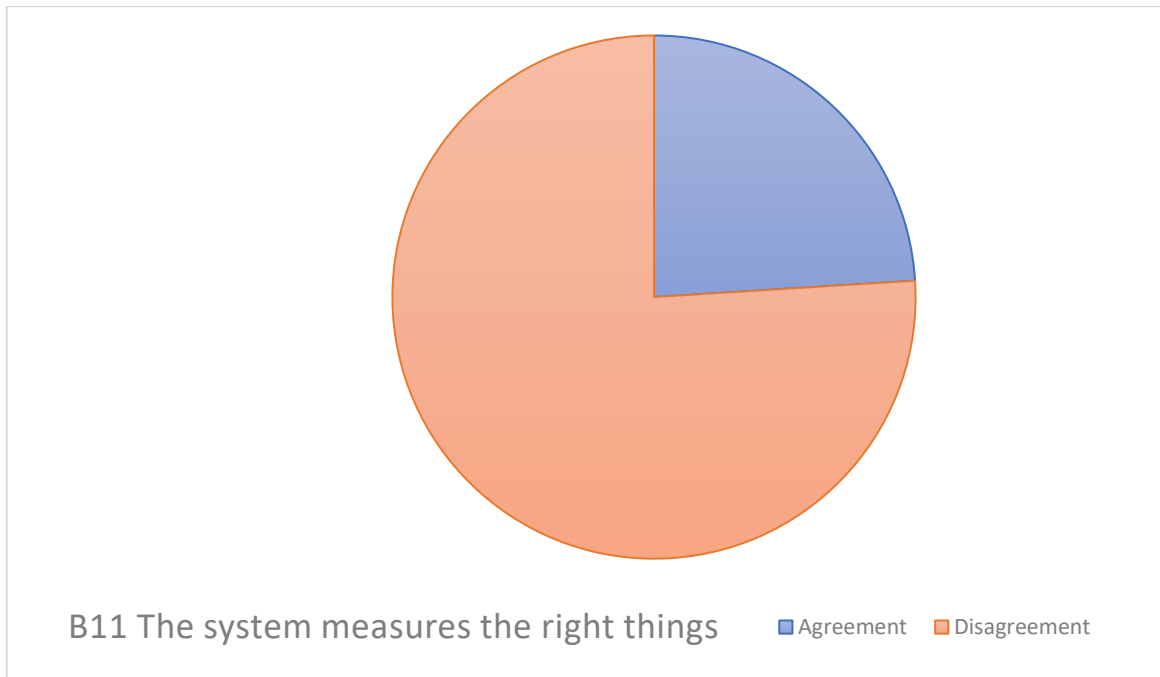


Figure 4.4 The system measures the right things

The analysis of the responses to statement 11 showed that 76% of respondents disagreed that the system measures the right things, with only 24% concurring with this statement. Thus, a large majority of the respondents believed that the system does not measure the right things.

The responses to statement 12 revealed that a significant 84% of the respondents disagreed that the system measures both the results and how they are achieved, and only 16% agreed with this statement. The responses indicate that most respondents did not believe that the system measures the results and how they are achieved.

Table 4.13 The system measures both the results and how they are achieved

Statement	Categories	N	(%)	N
B13 The employees believe the system is fair	<i>Agreement</i>	13	16	80
	<i>Disagreement</i>	67	84	

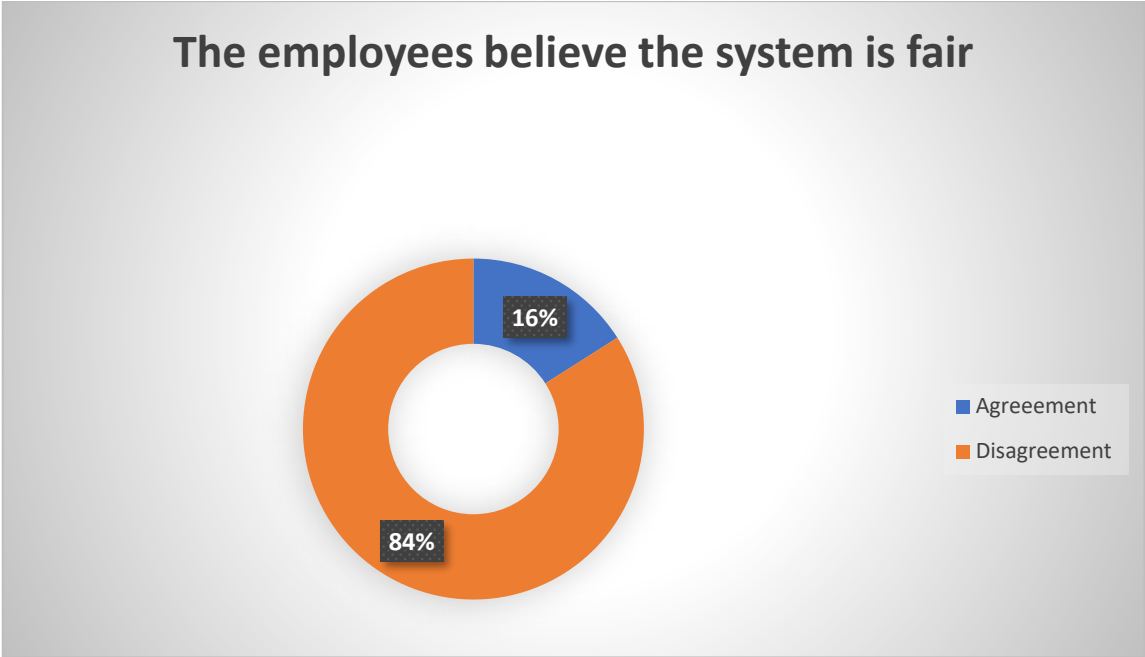


Figure 4.5 The employees believe the system is fair

The responses to statement 13, which read, “The employees believe the system is fair” illustrate that a significant 84% of the respondents disagreed and 16% agreed with the statement. The responses indicate that most respondents did not concur that employees believe the system is fair.

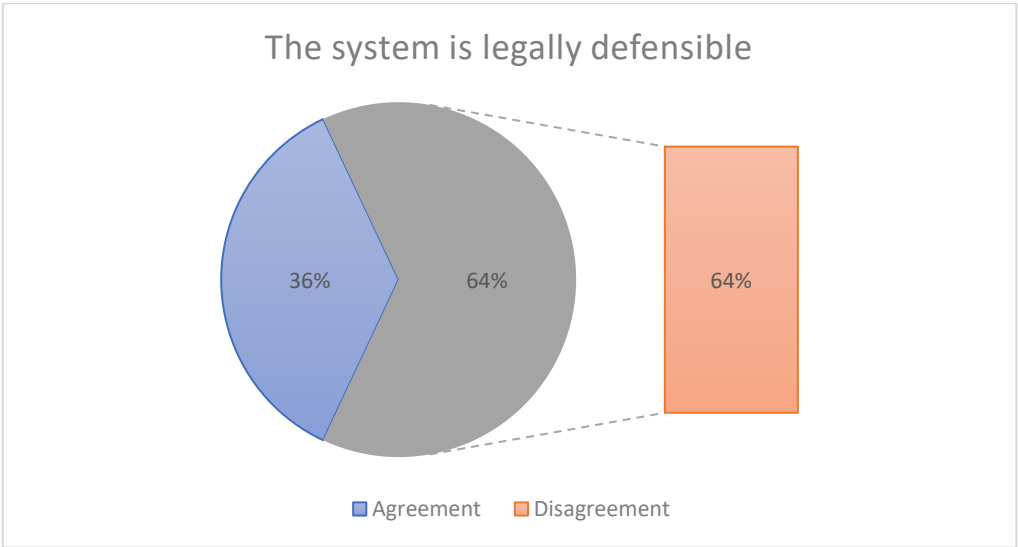


Figure 4.6 The system is legally defensible

The responses to statement 14, which read “The system is legally defensible” indicated that a significant 64% of respondents disagreed with the statement, while 36% agreed. The responses indicate that most respondents did not believe the system was legally defensible.

Table 4.14 The system processes are simple and quick to do

Statement	Categories	N	(%)	N
B15 The system processes are simple and quick to do	<i>Agreement</i>	75	94	80
	<i>Disagreement</i>	5	6	

A significant 94% of the respondents agreed that the system processes are simple and quick, with only 6% disagreeing. Thus, almost all the respondents believed the system processes are simple and quick.

Table 4.15 Managers view the system as a valuable management tool

Statement	Categories	N	(%)	N
B16 Managers view the system as a valuable management tool	<i>Agreement</i>	29	36	80
	<i>Disagreement</i>	51	64	

The responses to statement 16 indicated that a significant 64% of the respondents disagreed that management views the system as a valuable management tool, with 36% holding the opposite view. Thus, most respondents did not believe managers viewed the system as a valuable management tool.

Table 4.16 System ratings are accurate and reflect the actual performance

Statement	Categories	N	(%)	N
B18 System ratings are accurate and reflect the actual performance	<i>Agreement</i>	16	20	80
	<i>Disagreement</i>	64	80	

A significant 80% of the respondents did not agree that the system ratings were accurate and reflected actual performance, with 20% agreeing with this statement. Therefore, many respondents did not believe that the system ratings were accurate and reflected actual performance.

Table 4.17 Managers are timeously doing their appraisals on the system

Statement	Categories	N	(%)	N
B19 Managers are timeously doing their appraisals on the system	<i>Agreement</i>	11	14	80
	<i>Disagreement</i>	69	86	

The responses to statement 19, which read that “Managers are timeously doing their appraisals on the system”, indicated that a significant 86% of the respondents disagreed, while 14% agreed. The responses indicate that many respondents did not believe managers were timeously doing their appraisals on the system.

Table 4.18 Performance system problems are dealt with quickly and consistently

Statement	Categories	N	(%)	N
B21 Performance system problems are dealt with quickly and consistently	<i>Agreement</i>	73	91	80
	<i>Disagreement</i>	7	9	

91% of the respondents concurred that performance system problems were dealt with quickly and consistently, while only 9% disagreed. Therefore, most respondents believed that performance system problems were dealt with quickly and consistently.

Table 4.19 Performance management system training is conducted for effective evaluation of employees

Statement	Categories	N	(%)	N
B22 Performance management system training is conducted for the effective evaluation of employees	<i>Agreement</i>	58	72	80
	<i>Disagreement</i>	22	28	

The responses to statement 22 indicated that a significant 72% of the respondents agreed that performance management system training was conducted to evaluate employees, with 28% disagreeing effectively. Thus, the majority of the respondents believed that performance management system training was conducted for the effective evaluation of employees.

Table 4.20 Feedback on system inconsistencies is taken into consideration

Statement	Categories	N	(%)	N
B23 Feedback on system inconsistencies is taken into consideration	<i>Agreement</i>	16	20	80
	<i>Disagreement</i>	64	80	

The responses to statement 23, which read “Feedback on system inconsistencies is taken into consideration”, indicating that a significant 80% of the respondents disagreed with the statement and 20% agreed. This shows that the majority of the respondents did not believe that feedback on system inconsistencies was taken into consideration.

4.5 SECTION C: PERFORMANCE MANAGEMENT

Section C of the questionnaire (Annexure B) consisted of 19 statements, and a summary of the results is provided below.

Table 4.21 Managers are held accountable for doing effective appraisals

Statement	Categories	N	(%)	N
C26 Managers are held accountable for doing effective appraisals	<i>Agreement</i>	54	68	80
	<i>Disagreement</i>	26	32	

The responses to statement 26 revealed that 68% of respondents agreed that managers were held accountable for effective appraisals; however, 32% believed this was not the case. The responses thus show that the majority of the respondents agreed that managers were held accountable for doing effective appraisals on the system.

Table 4.22 The system is designed for input from all levels of the organisation

Statement	Categories	N	(%)	N
C29 The system is designed for input from all levels of the organisation	<i>Agreement</i>	50	62	80
	<i>Disagreement</i>	30	38	

Table 4.22 shows that a significant 62% of respondents believed that the system was designed for input from all levels in the organisation, while 38% of the respondents disagreed with this statement. Therefore, most respondents believed the system was designed for all organisational-level input.

Table 4.23 The system measures the right things

Statement	Categories	N	(%)	N
C30 The system measures the right things	<i>Agreement</i>	13	16	80
	<i>Disagreement</i>	67	84	

The responses to statement 30, which read “The system measures the right things”, indicated that a significant 84% of the respondents disagreed and believed that the system did not measure the right things, while 16% agreed that the system measured the right things. This illustrates that many respondents believed the system did not measure correctly.

Table 4.24 The system measures both the results and how they are achieved

Statement	Categories	N	(%)	N
C31 The system measures both the results and how they are achieved	<i>Agreement</i>	10	13	80
	<i>Disagreement</i>	70	87	

Table 4.24 shows that a significant 87% of the respondents disagreed that the system measures both the results and how they are achieved, and 13% agreed with the statement. The responses indicate that most respondents did not believe that the system measured the results and how they were achieved.

Table 4.25 The employees believe the system is fair

Statement	Categories	N	(%)	N
C32 The employees believe the system is fair	<i>Agreement</i>	9	11	80
	<i>Disagreement</i>	71	89	

On the question of whether or not employees believed the system was fair, a significant 89% of the respondents disagreed with the statement, and 11%

agreed. The responses indicate that most respondents did not feel that employees believed the system was fair.

Table 4.26 The system is legally defensible

Statement	Categories	N	(%)	N
C33 The system is legally defensible	<i>Agreement</i>	26	33	80
	<i>Disagreement</i>	54	67	

The responses to statement 33, which reads, “The system is legally defensible”, indicated that a significant 67% of the respondents disagreed with it, with 33% agreeing. Thus, the majority of the respondents did not believe that the system was legally defensible.

Table 4.27 The appraisal process is simple and quick to do

Statement	Categories	N	(%)	N
C34 The appraisal process is simple and quick to do	<i>Agreement</i>	75	94	80
	<i>Disagreement</i>	5	6	

Table 4.27 illustrates that 94% of the respondents agreed that the appraisal process was simple and quick, with only 6% disagreeing. The responses indicate that most respondents believed the system processes were simple and quick.

Table 4.28 Managers view the appraisal as a valuable management tool

Statement	Categories	N	(%)	N
C35 Managers view the appraisal as a valuable management tool	<i>Agreement</i>	26	33	80
	<i>Disagreement</i>	54	67	

The responses indicated that 67% of respondents disagreed that managers viewed the appraisal as a valuable management tool, and 33% agreed with the

statement. The responses show that most respondents did not believe managers viewed the system as a valuable management tool.

Table 4.29 Ratings are accurate and reflect the actual performance

Statement	Categories	N	(%)	N
C37 Ratings are accurate and reflect the actual performance	<i>Agreement</i>	16	20	80
	<i>Disagreement</i>	64	80	

The responses to statement 37, which read “Ratings are accurate and reflect actual performance”, showed that a significant 80% of the respondents disagreed with the statement, while 20% agreed. Therefore, many respondents did not believe the ratings were accurate and reflected actual performance.

Table 4.30 Managers are timeously doing their appraisals

Statement	Categories	N	(%)	N
C38 Managers are timeously doing their appraisals	<i>Agreement</i>	10	13	80
	<i>Disagreement</i>	70	87	

Regarding whether managers were timeously doing their appraisals, 87% of respondents felt that they were not, while 13% agreed that they were. The responses reveal that many respondents did not believe managers were timeously doing their appraisals on the system.

Table 4.31 Performance problems are dealt with quickly and consistently

Statement	Categories	N	(%)	N
C40 Performance problems are dealt with quickly and consistently	<i>Agreement</i>	73	91	80
	<i>Disagreement</i>	7	9	

91% of the respondents agreed that performance problems were dealt with quickly and consistently, while only 9% disagreed. The responses indicate that most respondents believed that performance problems were dealt with quickly and consistently.

Table 4.32 Managers treat the process as ongoing versus once a year

Statement	Categories	N	(%)	N
C41 Managers treat the process as ongoing versus once a year	<i>Agreement</i>	29	36	80
	<i>Disagreement</i>	51	64	

The responses to statement 41, which reads, “Managers treat the process as ongoing versus once a year”, showed that a significant 64% of respondents disagreed and 36% agreed with the statement. The responses indicate that most respondents did not believe that managers treated the process as ongoing versus once a year.

Table 4.33 Performance standards are consistent across the organisation

Statement	Categories	N	(%)	N
C42 Performance standards are consistent across the organisation	<i>Agreement</i>	23	29	80
	<i>Disagreement</i>	57	71	

The responses to statement 42, which read “Performance standards are consistent across the organisation”, indicated that a significant 71% of the respondents disagreed with the statement, while 29% agreed. The responses illustrate that most respondents did not believe that performance standards were consistent across the organisation.

4.6 SECTION D: PERFORMANCE MANAGEMENT SYSTEM AND EMPLOYEE PERFORMANCE WITHIN THE PUBLIC SECTOR

Section D of the questionnaire (Annexure B) consisted of 19 statements, and a summary of the results is provided below.

Table 4.34 Management nurtures an organisational culture focused on performance improvement

Statement	Categories	N	(%)	N
D45 Management nurtures an organisational culture focused on performance improvement	<i>Agreement</i>	62	78	80
	<i>Disagreement</i>	18	22	

The responses to statement 45, which read “Management nurtures an organisational culture focused on performance improvement”, indicated that a significant 78% of the respondents agreed with the statement, while 22% disagreed. Thus, most respondents agreed that management nurtured an organisational culture focused on performance improvement.

Table 4.35 Commitment from high-level leadership to implement performance management practices

Statement	Categories	N	(%)	N
D46 There is a commitment from high-level leadership to implement performance management practices	<i>Agreement</i>	66	83	80
	<i>Disagreement</i>	14	17	

Table 4.35 illustrates that a significant 83% of the respondents agreed that there was a commitment from high-level leadership to implement performance management practices, with 17% disagreeing. Therefore, the majority of the

respondents agreed that there was a commitment from high-level leadership to implement performance management practices.

Table 4.36 Assessment and Evaluation of the Capacity to provide services to the Community

Statement	Categories	N	(%)	N
D47 The organisation assesses and evaluates my capacity to provide services to the community	<i>Agreement</i>	52	65	80
	<i>Disagreement</i>	28	35	

The responses to statement 47, which read, “The organisation assesses and evaluated my capacity to provide services to the community”, indicated that 65% of respondents agreed with the statement, while 35% disagreed. The responses indicate that most respondents agreed that the organisation assessed and evaluated their capacity to provide services to the community.

Table 4.37 Feedback regarding performance management

Statement	Categories	N	(%)	N
D48 The organisation takes into consideration feedback regarding performance management	<i>Agreement</i>	18	23	80
	<i>Disagreement</i>	62	77	

A significant 77% of the respondents disagreed that the organisation considered feedback regarding performance management, while 23% agreed. Thus, most respondents did not believe that the organisation considered feedback regarding performance management.

Table 4.38 Management is trained to manage performance

Statement	Categories	N	(%)	N
D50 Management is trained to manage performance	<i>Agreement</i>	61	76	80
	<i>Disagreement</i>	19	24	

Table 4.38 reveals that a significant 76% of the respondents concurred that management was trained to manage performance, and 24% disagreed with the statement. The responses indicate that most respondents believed management was trained to manage performance.

Table 4.39 The organisation uses performance management standards that reflect the intended outcomes of my activities

Statement	Categories	N	(%)	N
D54 The organisation uses performance management standards that reflect the intended outcomes of my activities	<i>Agreement</i>	51	64	80
	<i>Disagreement</i>	29	36	

A significant 64% of the respondents agreed, and 36% disagreed with statement 54 that “The organisation uses performance management standards that reflect the intended outcomes of my activities”. Therefore, most respondents believed the organisation used performance management standards reflecting their activities' intended outcome.

Table 4.40 The organisation has specific performance targets to be achieved in a certain timeframe

Statement	Categories	N	(%)	N
D55 The organisation has specific performance targets to be achieved in a certain timeframe	<i>Agreement</i>	59	74	80
	<i>Disagreement</i>	21	26	

The responses to statement 55, which read, “The organisation has specific performance targets to be achieved in a certain timeframe”, indicated that a significant 74% of the respondents agreed with the statement, while 26% disagreed. The responses indicate that most respondents believed the organisation had specific performance targets to achieve in a certain timeframe.

Table 4.41 The organisation has a defined process and methods for choosing performance standards, measures and targets

Statement	Categories	N	(%)	N
D56 The organisation has a defined process and methods for choosing performance standards, measures and targets	<i>Agreement</i>	54	68	80
	<i>Disagreement</i>	26	32	

Table 4.41 illustrates that 68% of respondents agreed that the organisation had a defined process and methods for choosing performance standards, measures and targets; however, 32% disagreed. Thus, most respondents believed the organisation had a defined process and methods for choosing performance standards, measures and targets.

Table 4.42 The organisation provides training to help employees determine performance standards and targets

Statement	Categories	N	(%)	N
D57 The organisation provides training to help employees determine performance standards and targets	<i>Agreement</i>	55	69	80
	<i>Disagreement</i>	25	31	

A significant 69% of the respondents agreed that the organisation provided training to help employees determine performance standards and targets, while 31% disagreed. The responses indicate that a significant number of respondents believed that the organisation provided training to help employees determine performance standards and targets.

Table 4.43 The organisation benchmarks with other organisations in terms of performance standards

Statement	Categories	N	(%)	N
D58 The organisation benchmarks with other organisations in terms of performance standards	<i>Agreement</i>	50	63	80
	<i>Disagreement</i>	30	37	

The responses to statement 58, which read, “The organisation benchmarks with other organisations in terms of performance standards”, indicated that 63% of the respondents agreed with the statement and 37% disagreed. Therefore, many respondents believed that the organisation benchmarked with other organisations regarding performance standards.

Table 4.44 Customer and stakeholder feedback is used to improve performance standards

Statement	Categories	N	(%)	N
D59 Customer and stakeholder feedback is used to improving performance standards	<i>Agreement</i>	20	25	80
	<i>Disagreement</i>	60	75	

Table 4.44 illustrates that 75% of the respondents disagreed, and 25% agreed that “Customer and stakeholder feedback is used to improve performance standards”. The responses indicate that most respondents did not believe that customer and stakeholder feedback was used to improve performance standards.

Table 4.45 The organisation provides training to help staff address poor performance

Statement	Categories	N	(%)	N
D60 The organisation provides training to help staff address poor performance	<i>Agreement</i>	52	65	80
	<i>Disagreement</i>	28	35	

A significant 65% of the respondents concurred that the organisation provided training to help staff address poor performance, with 35% disagreeing. Thus, most respondents believed that the organisation provided training to help staff address poor performance.

4.7 HYPOTHESIS t-TEST

Based on the hypothesis: A well-designed performance management system positively affects employee performance in eThekweni municipality by providing clear expectations, timely feedback, and recognition of achievements, increasing motivation, job satisfaction, and productivity.

Table 4.46: One sample test

One-Sample Test

	Test Value = 3						
	T	df	Significance		Mean Difference	95% Confidence Interval of the Difference	
			One-Sided p	Two-Sided p		Lower	Upper
Section B Mean	-16,932	79	<,001	<,001	-,54934	-,6139	-,4848
Section C Mean	-17,527	79	<,001	<,001	-,58289	-,6491	-,5167
Section D Mean	-11,413	79	<,001	<,001	-,42632	-,5007	-,3520

The z-score/t-score is compared to the t-score of 1.96 because it corresponds to the 95% Confidence Interval. Taking the absolute values of our t-score, we have section B with 16.9, section C with 17.5 and section D with a t-score of 11.4. Since all these scores are bigger than 1.96 and fall outside the accepted region, we cannot accept the null hypothesis. Looking at the 2 sided p-value, we can see the support of less than .001 for the null hypothesis. There is a significant difference between the hypothesised test value of 3 and the population averages.

Table 4.47 One-Sample Effect Sizes

One-Sample Effect Sizes

		Standardiser	Point Estimate	95% Confidence Interval	
				Lower	Upper
Section B Mean	Cohen's d	,29020	-1,893	-2,258	-1,524
	Hedges' correction	,29299	-1,875	-2,236	-1,509
Section C Mean	Cohen's d	,29747	-1,960	-2,333	-1,582
	Hedges' correction	,30033	-1,941	-2,311	-1,567
Section D Mean	Cohen's d	,33409	-1,276	-1,570	-,978
	Hedges' correction	,33731	-1,264	-1,555	-,969

a. The denominator used in estimating the effect sizes.

Cohen's d uses the sample standard deviation.

Hedges' correction uses the sample standard deviation plus a correction factor.

4.8 CONCLUSION

This chapter presented the study's findings on the effectiveness of eThekwini Municipality's PMS, the factors affecting the system and strategies to improve its effectiveness. The following chapter discusses the study's results.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 INTRODUCTION

This chapter discusses the quantitative results of the data analysis regarding the respondents' biographical information, PM, PMSs, EP and factors of the PMS at eThekweni Municipality, presented in Chapter Four. The main findings are discussed below.

5.2 DISCUSSION ON THE QUANTITATIVE RESULTS

5.2.1 Respondents' Biographical Information

The research had a 100% response rate because all of the 80 respondents who were targeted managed to respond; therefore, the research may be deemed a success with a male individual having a higher response rate. However, the gender response rate shows that there are more male respondents than female; the research supports the notion that the male gender and gender equality occupying most South African municipalities has not yet been achieved.

The age respondent rate of this research ranged from 20 to 50 years, and the most age group was 26- 30 years; this is because this is the age whereby most of the people in the South African educational system have finished both bachelor's and masters degrees and more marketable to find employment in the country. The research also revealed that most people approaching retirement age are now very few in the organisation, as evidenced by the 1% response rate. The research also examined the relationship between gender and form of employment, either contract basis or permanent. These were the results according to the chi-square test. The Asymptotic Significance is ,498, greater than the alpha value of .05; therefore, there is no significant relationship between gender and whether the employment is permanent or contract. Therefore, it shows that the South African public sector has evolved from a society that only gave permanent contracts to males and disregards females.

The research findings also investigated the correlation between gender and the level of education. This is what was found by the chi test through SPSS version 27. The chi-square test shows that 1 cell had an expected count of less than 5 with a percentage of 16.7% although this is less than 20%; further analysis of the Asymptotic Significance (2-sided), which had a value .296 and this is greater than the alpha value or p-value of .05, which means that there is no significant relationship between the level of education and gender.

5.2.2 Performance Management

Duki (2019) found high job dissatisfaction among employees in the Departments of Health and Social Development in Limpopo province due to a lack of proper implementation of the PMS and the fact that employees were not rewarded for good performance. The respondents in this study indicated that employees were unaware of how the PMS operated and did not believe the system was fair. Furthermore, the PMS did not reward high levels of performance. Richards *et al.* (2019) concluded that PMSs in South African public institutions are generally flawed due to minimal employee involvement in a PM; a lack of training to address identified weaknesses; non-payment of performance bonuses to employees that perform well; and the fact that most employees are not aware of their performance targets. In line with Campbell, the current study found that the municipality did not consider feedback on employee performance and that performance targets were inconsistent across the organisation. Kubiak (2022) observed that public sector PMSs tend to be used to victimise employees who have consequently lost faith in such systems. Again, this is consistent with this study that illustrated that employees regarded the eThekweni Municipality PMS as unfair. Khaltar and Moon (2020) Noted that, regardless of the type of organisation, employees must be made aware of what is expected of them and the type of behaviour required to fulfil these expectations. In line with Lessard, the respondents indicated that employees always knew what was expected of them. Grossi *et al.* (2020) stated that expectancy is subjective, even when referring to objective elements. They added that while an employee may have the necessary resources to perform a task, if he/she does not feel capable of doing so, his/her expectancy will be low, and he/she will not perform satisfactorily.

Most people learn from their past work experience and know what is possible to achieve and what is not; it is, therefore, possible to identify organisational features that influence people's lives (Sureka *et al.* 2021).

According to Sureka *et al.* (2021), organisations could influence the expectancy level through competence development, training programmes or internal mobility. However, the respondents at eThekweni Municipality indicated that the system did not provide developmental opportunities. Beske-Janssen, Schaltegger and Liedke (2019) asserted that in public administration, competence development also implies performance appraisal of civil servants; such evaluation can influence their self-perception as well as their perception of their competencies, abilities or self-esteem in making an effort which ties in with the expectancy aspect of Vroom's Expectancy Theory. In contrast, because the respondents in the municipality did not perceive the PMS to be fair, they would regard the rating as unfair, rendering the evaluation process a fruitless exercise. Richards *et al.* (2019) highlighted that if a civil servant believes that he/she has achieved an outcome that demonstrates sound performance, but the performance appraisal is poorly conducted, he/she will not put as much effort into his/her work in future because there is no financial or other recognition. The respondents indicated that eThekweni Municipality's PMS sets performance targets that reflect intended outcomes within a given timeframe. This finding thus concurs with Tomovic's results.

5.2.3 Performance Management Systems

As noted in Chapter Four, the respondents agreed that managers were held accountable for doing effective appraisals. According to Collins (2021), this enables them to manage performance and upskill and motivate employees. Zakaria *et al.* (2020) study in Australia concluded that a sound PMS improves an individual's current and future performance. Furthermore, individual improvement sets the trend in the organisation. A work plan that details tasks and standards will strengthen development. The study's findings concur with those of Haron *et al.* as eThekweni Municipality set PM standards that reflected the intended outcomes of employees' activities, and there was a defined process to select performance standards and targets. Kaydos (2020) noted that it is common

practice to assess performance; these assessments can also be linked to rewards such as salary increases and promotions. The respondents in the current study agreed that adequate financial resources were allocated to sustain PM.

Yong *et al.* (2019) research on the PMS in the Department of Education in Limpopo province found that most employees and management did not receive training on the system. The author recommended the establishment of a PMS team to ensure that the PMS is effectively implemented and that personnel receive regular training. The respondents at eThekweni Municipality indicated that a staff member was responsible for integrating performance management across the organisation and that training was provided for all employees affected by the PMS. Boon, Den Hartog and Lepak (2019), focused on civil servants in Limpopo Province, noted that employees resisted the implementation of the PMS, which was non-compliance, misunderstandings and a lack of support from management. In contrast, the current study pointed to a high level of commitment from leadership to implement PM practices and that management nurtured an organisational culture focused on improved performance.

Research conducted by Fenech, Baguant and Ivanov (2019) on the PMS in the Ankara Police Department in Turkey argued that a PMS should give employees feedback on their work and provide supervisors with a reliable, valid instrument to base personnel decisions. The employees in eThekweni Municipality agreed that feedback was provided on EP; however, in line with A (Boon, Den Hartog and Lepak 2019), they noted the need to improve feedback mechanisms to motivate them to achieve organisational goals.

Collins (2021) study on the Gauteng Department of Health asserted that PM should be an ongoing process rather than a once-off annual event. The respondents stated that managers at eThekweni Municipality treated performance processes as a once-off activity. Richards *et al.* (2019) evaluation of PMS for supervisors in the Department of Agriculture, Sikhukhune District in Limpopo Province, showed that employees felt adequate training was not offered to under-performers. In contrast, the findings in Chapter Four revealed that the respondents felt that adequate training was provided to both line management

and employees and that poorly-performing staff were offered training to improve their performance.

5.2.4 Employee Performance

Sugiarti (2022) stated that multiple appraisers should evaluate employees, as different people see things from different perspectives. This produces comprehensive, high-quality information on performance. Although it is a complex and time-consuming process, it can also promote less biased appraisal. The respondents at eThekwini Municipality agreed that the PMS process at the municipality was designed for input from all levels of the organisation. According to Andreas (2022), organisations worldwide seek ways to enhance their EP. Asbari, Hidayat and Purwanto (2021) noted that managers should learn how to use the information yielded by performance appraisal, communicate clearly and provide feedback to employees on their performance. The current study's findings showed that the respondents believed managers did not regard the PMS as a valuable management tool.

Lloyd and Hicks (2021) also stated that companies could enhance EP by not being afraid to delegate; matching tasks and skills; communicating effectively; setting clear, focused goals; offering incentives; trimming excess; training and developing employees; embracing telecommuting; providing feedback and thinking about the bigger picture. The respondents in eThekwini Municipality believed that the PMS did not measure the right things and did not measure the results and how they were achieved. Sparrow (2019) observed that municipalities across SA benchmark with one another regarding EP. The respondents noted that eThekwini benchmarked with other municipalities regarding performance standards.

5.2.5 Factors of a Performance Management System

Diamantidis and Chatzoglou (2019) opined that the investigation of PMSs in the Australian healthcare system found little impact on employee motivation. Various factors can increase motivation and improve performance and organisational efficiency, including just, fair and realistic assessment, managers' control of the assessment process, appropriate training, timely feedback and employee

participation. The respondents indicated that eThekweni Municipality employees did not believe the PMS was fair or that it measured the things it should measure and how they were achieved. Sugiarti, Finatariyani and Rahman (2021) found that supervisors are not trained to manage PMS and appraise performance. As a result, the consistency and fairness of the system are questionable. The current study's findings align with Sefala in that the respondents concurred that management received training to manage, maintain and improve the performance process and that the municipality held managers accountable for effective appraisals.

Boon, Den Hartog and Lepak (2019) noted that employees believed management in the Gauteng Department of Health demonstrated unfairness and favouritism in rating employees. Juarez Santiago *et al.* (2020) study on the Department of Agriculture in Limpopo province concluded that some managers did not understand how the PMS should operate. The study also noted that the system did not measure the right things or the results and how they were achieved. In line with Letsoalo and Tlowana, the respondents at eThekweni Municipality believed that performance appraisals were not conducted fairly. While the literature asserts that PM requires ongoing monitoring and evaluation of employees, most respondents claimed there was no monitoring and that, in many cases, performance appraisals were not completed in a timely manner. (Kubiak 2022) observed that poor performance in South African public service could be because civil servants do not receive feedback on their performance, and there is no link between performance, rewards and recognition. The current study's results concur with this conclusion, as the respondents indicated that the system did not measure results.

Hajiali *et al.* (2022) added that PMSs often fail because compliance is enforced merely for the sake of it. Insufficient consultation between those who manage and the managed can ruin relationships and compromise performance. The respondents in eThekweni Municipality noted that management did not regard the PMS as a valuable management tool; thus, compliance was a tick-box exercise. Employees who participated in Sugiarti (2022) investigation in the Department of Social Development felt that, while the PMS was theoretically sound, its

implementation was flawed as it was based on individual understanding. This study's findings contrast with those of Sekese in that the respondents noted that managers were training on effective evaluation of employees; however, they still lacked an understanding of how the system worked.

Finally, Diamantidis and Chatzoglou (2019) research on supervisors' attitudes towards and knowledge of the PMS at Mopani District hospitals in Limpopo province found that the system was ineffective and no evaluation had taken place since its introduction. Managers were of the view that performance appraisal distracted them from important work. This study's results concur with Maluleke as the responses show that management was not conducting timeous assessments, suggesting that they did not regard this as an important task. Khaltar and Moon (2020) noted that, for an institution to grow and meet the needs of those it serves, it needs to invest in developing staff and changing managers' attitudes towards employee development. In turn, this will boost employee performance and productivity. The current study found that eThekweni Municipality assessed and evaluated employees' capacity to provide community services.

5.3 HYPOTHESIS

The research hypothesis stated that A well-designed performance management system positively affects employee performance in eThekweni municipality by providing clear expectations, timely feedback, and recognition of achievements, increasing motivation, job satisfaction, and productivity. The hypothesis T-test was conducted using the SPSS Version 27, which stated that The z-score/t-score is compared to the t-score of 1.96 because it is the one that corresponds to the 95% Confidence Interval. Taking the absolute values of our t-score, we have section B with 16.9, section C with 17.5 and section D with a t-score of 11.4. Since all these scores are bigger than 1.96 and fall outside the accepted region, we cannot accept the null hypothesis. Looking at the 2 sides p – scores, we can see the support of less than .001 for the null hypothesis. Meaning there is a significant difference between the hypothesised test value of 3 and the averages

of the population. Showing that the hypothesis was tested and found to be true by the test.

5.4 CONCLUSION

This chapter discussed the findings on the respondents' biographical details, the PMS's effectiveness, factors affecting the PMS, and strategies to improve the PMS in eThekweni Municipality. The findings demonstrate that, to a large extent, the municipality's PMS is effective. The following chapter presents the study's conclusions and recommendations.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This study examined the effectiveness of the PMS in the eThekweni Municipality. Data was gathered using a self-administered questionnaire that 80 employees completed. This chapter concludes the study and provides recommendations by revisiting the study's aim and objectives and presenting a summary of the literature review. It also discusses the study's contributions and limitations and offers suggestions for further research.

6.2 RESEARCH AIM

This study aims to investigate the effectiveness of the performance management system in improving employee performance in eThekweni Municipality, focusing on identifying the key factors contributing to its success or failure.

6.3 SUMMARY OF PREVIOUS CHAPTERS

Chapter One presented an overview and background of the study, the research objectives and questions and definitions of key concepts relevant to the study. It also presented a brief review of the literature.

Chapter Two presented a comprehensive literature review of the study variables: PM, PMSs and EP. It also sets out the theoretical framework underpinning the study, namely, Vroom's Expectancy Theory, and critiques this theory and how it has been applied in the literature. The challenges associated with PMS, EP, and EP were discussed, and the chapter explored how Vroom's Expectancy Theory links with PM.

Chapter Three discussed the research design and methodology employed to conduct the study, including the population and sample, the research instrument, and data collection, analysis and interpretation.

Chapter Four presented and analysed the quantitative data collected utilising the questionnaire on respondents' biographical backgrounds and their perceptions of

the PMS and PM in eThekweni Municipality, PMSs and EP within the public sector.

Chapter Five discussed the study's findings and compared them with those obtained by previous studies in this field.

6.4 SUMMARY OF THE LITERATURE REVIEW

6.4.1 Background of Vroom's Expectancy Theory

Canadian professor Victor Vroom studied what motivates people and concluded that motivation depends on expectancy, instrumentality and valence. Vroom's Expectancy Theory thus distinguishes between the effort people put in, their performance and the outcome. Smith (2020) defined the three factors: expectancy is the notion that an employee believes that increased effort will lead to increased performance and greater output. Instrumentality is an employee's faith that a task or outcome will lead to their desired outcome. Valence is the value or importance an individual assigns to the outcome or a task.

6.4.2 Employee performance influenced by Vroom's Expectancy Theory

Numerous fields of study have identified PM as a crucial element of public sector service delivery (Watters 2021). Fakai (2022) noted that the goal of PM is to create an environment where people perform to the best of their ability to produce the highest quality of work possible effectively and efficiently. (Amali *et al.* 2023) defined PM as a means to achieve positive results by an institution, teams or individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. Drawing on Vroom's Expectancy Theory, this study examined the relationship between expectancy, instrumentality and valence and how it can be used from a PMS perspective. (Arowolo and Akinbo 2022) highlighted that this theory interprets an employee's behaviour based on his/her expectancy calculations. Ibout and Obosi (2023) defined PM as a process that measures the implementation of the organisation's strategy and a management tool used by the HR department to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and quality service delivery, thereby achieving the organisation's goals. Arowolo and Akinbo (2022) asserted that PM is critical to ensure that plans

are implemented, have the desired developmental impact and that resources are used efficiently to establish and maintain a service-orientated culture. Employee performance determines whether the organisation performs to set standards, and it is determined by how employees perceive their needs in relation to those of the organisation; Maslow's Hierarchy of Needs demonstrates how employees make that determination. Therefore, all stakeholders should be involved in formulating and implementing a PMS. Zboja, Jackson and Grimes-Rose (2020) stated that "the key issues underpinning any successful Performance Management System are the inclusion of all players; constant communication; having a common vision and understanding of the Performance Management System; and the commitment of all stakeholders". (Audenaert *et al.* 2019) study concluded that the major problems relating to PMSs are negative work culture, changes in corporate strategy that are not matched by changes in behaviour changes, and insufficient line management support for the system. Alase and Akinbo (2021) observed that the effectiveness of a PMS depends on the organisation's commitment and the extent to which it values the outcome of performance appraisals and reviews.

6.4.3 How does Vroom's Expectancy Theory link with performance management?

Alase and Akinbo (2021) found that PMSs in South African public institutions are largely flawed due to minimal employee involvement in the planning of performance management; a lack of training to address identified weaknesses; non-payment of performance bonuses to employees who perform well; and the fact that the majority of employees are not aware of their performance targets. According to Supatn and Puapradit (2019), the expectancy factor in Vroom's theory depends on skills, resources and support. Zboja, Jackson and Grimes-Rose (2020) stated that Vroom's Expectancy Theory assumes that behaviour results from conscious choices made from among alternatives whose purpose is to maximise pleasure and minimise pain. Employee performance is thus based on individual factors such as personality, skills, knowledge, experience and abilities. Although individuals have different sets of goals, they can be motivated if they believe that there is a positive correlation between effort and performance; favourable performance will result in a desirable reward; the reward will satisfy

an important need, and the desire to satisfy that need is strong enough to make an effort worthwhile. Zboja, Jackson and Grimes-Rose (2020) stated that most PMSs in the public sector are seen to be used to victimise

6.4.4 The 4IR's Impact on performance management systems

Zhaofeng *et al.* (2019) stated that public-sector PMSs are based on private-sector models despite these sectors focusing on very different areas. The 4IR will impact PM in both sectors, changing how work is organised and the nature of tasks. Whilst numerous studies have been conducted on PM in local government performance, such studies have adopted a general approach, as opposed to the current study, which focused on a specific department, thus providing greater detail.

6.5 OBJECTIVES OF THE STUDY

6.5.1 To identify the factors that influence the effectiveness of the performance management system in employee performance in eThekweni Municipality.

The research findings presented in Chapter Four showed that managers were held accountable for doing effective appraisals in eThekweni Municipality. Periyasamy (2020) noted that this enables managers to manage performance and upskill and motivate employees. The PMS in eThekweni Municipality was designed for employees' input, promoting their engagement in setting goals and managing expectations. However, the respondents believed that the PMS did not measure the right thing, nor did it measure the results and how they were achieved. This could negatively impact its ability to identify skills gaps and areas that call for employee upliftment. The PMS was also not seen as fair, negatively affecting its ability to motivate employees.

Furthermore, it did not support developmental opportunities, while some respondents believed system ratings were inaccurate and did not reflect actual performance. Again, this negatively affects the PMS's ability to motivate employees and enable appropriate training and development. The PMS could not identify high-level performance and rewards, impacting JS. Feedback on system inconsistencies was not considered, showing that the PMS did not allow two-way

communication. The findings presented in Chapter Four thus indicated that factors such as managing performance, upskilling, motivating, and engaging with employees, JS, training and development and two-way processes influenced the PMS within eThekwini Municipality.

6.5.2 To assess the current performance management system in Ethekwini Municipality and identify its strengths and weaknesses.

The research findings presented in Chapter Four indicated that system problems were dealt with quickly and consistently, enabling the PMS to be a reliable instrument for PM. The organisation provided training on performance standards and targets, and management was trained to manage performance. However, they did not treat the process as ongoing but as an annual once-off event, negatively impacting the PMS's effectiveness. Furthermore, the respondents believed that the PMS was not an effective management tool which suggests that it was not a reliable instrument for decision-making. Feedback was not considered, a factor identified as important in the literature as it impacts JS and motivation. Finally, managers did not conduct timeous appraisals, undermining the PMS's ability to act as a reliable decision-making tool. On a more positive note, training was conducted on evaluation; employees knew what was expected of them, indicating feedback and engagement between managers and employees on performance goals and targets. The literature review presented in Chapter Two indicated that for a PMS to be effective, it needs to provide feedback, act as a reliable instrument to make decisions, be a two-way process, and provide proper training. Employees should be conversant with the process, and employees and employers should work together to set goals. Furthermore, the PM should be an ongoing process. The study's findings thus suggest that, while the PMS within eThekwini municipality is effective, there is room for improvement in some areas.

6.5.3 To recommend strategies for improving the effectiveness of the performance management system in Ethekwini Municipality.

The last objective was to make recommendations to improve eThekwini Municipality's PMS. Based on the literature review and the findings, certain

aspects of the system require attention. The following recommendations are made:

- Management should provide timely, regular employee feedback regarding their performance and treat the PMS as an ongoing process.
- Management should be more objective and fair in awarding performance scores to employees without fear or favour so that employees regard the system as fair.
- Comprehensive training should be provided to employees to improve their understanding of how the system measures results and how they can improve their performance. This would also address perceptions that the system does not measure correctly.
- Employees should be included in setting goals and objectives with the mutual agreement reached between management and employees on the way forward.
- Employees' roles and responsibilities should be clarified and documented.
- Management should regard the system as a valuable tool and conduct appraisals timeously.
- Role and performance expectations should be communicated so employees believe the system is legally defensible and know what is expected.
- System ratings should be accurate and reflect actual performance.
- The municipality needs to consider feedback regarding PM and customer and stakeholder feedback to improve performance standards.
- Performance standards need to be consistent across the organisation.

6.6 CONTRIBUTION OF THE STUDY

The study's findings will:

- Assist eThekwini Municipality in understanding how effectively the PMS enhances employee performance.
- Enlighten the organisation, employees, researchers, and stakeholders on how employees perceive the PMS.
- Help to improve EP.
- Assist the municipality in identifying practices that create barriers to an effective PMS.
- Contribute to the body of knowledge on PMS and EP.

6.7 LIMITATIONS OF THE STUDY

The study was confined to the municipality's Human Capital (HC) unit, with data gathered from employees within this unit. Thus, its findings are only relevant to the HC employees in eThekwini Municipality and cannot be generalised to the entire municipality as they may be unique to the unit.

The questionnaires were mailed to 80 respondents, all of whom returned completed questionnaires. No major problems were encountered in the research, and an extensive body of literature is available on PMSs. However, few studies have been conducted on PMSs at the local government level. The following are the limitations encountered during the research

1. **Limited Sample Size:** The study had a limited sample size, which means that the findings may not be generalisable to the entire population of employees in eThekwini.
2. **Self-Reporting Bias:** The study was subject to self-reporting bias, where employees may overestimate their performance due to social desirability bias, leading to inaccurate results.
3. **Inadequate Data:** The study had limited access to relevant data, which may affect the validity and reliability of the results.

4. Time Constraints: The study was conducted within a limited time frame, which may have restricted the scope and depth of the research.
5. Cultural Differences: The study did not account for cultural differences, which affected the effectiveness of the performance management system.
6. Lack of Control: The study did not have control over external factors that influence employee performance, such as economic factors, industry trends, or technological advancements.
7. Limited Scope: The study had a limited scope, focusing only on a specific aspect of the performance management system, which may not provide a comprehensive understanding of its effectiveness.
8. Lack of Follow-up: The study did not follow up with participants to assess the long-term effects of the performance management system on employee performance.
9. Limited Scope: The study was limited, focusing only on the performance management system and not on other factors affecting employee performance, such as job satisfaction, motivation, or work-life balance.
10. Ethical Concerns: The study had ethical concerns, such as invading employees' privacy or violating their rights. This affected the validity and reliability of the study's findings.
11. Subjectivity: Performance management is subjective, and employees have different perspectives on the system's effectiveness. This made it difficult to draw objective conclusions from the study.
12. Time Constraints: The study was constrained by time, and the researchers may not have had enough time to collect comprehensive data on the effectiveness of the performance management system.

6.8 SUGGESTIONS FOR FURTHER RESEARCH

This research study was confined to the HC unit within eThekweni Municipality, a support unit. Future research could include the following:

- The entire eThekweni Municipality, with the research replicated for its operations units. This would allow for the generalisation of the results.
- Research on improving the current PMS within eThekweni Municipality in line with technological advancements and moving to an online system.
- Research on factors that influence PMS and EP intending to review the reward systems within eThekweni Municipality.

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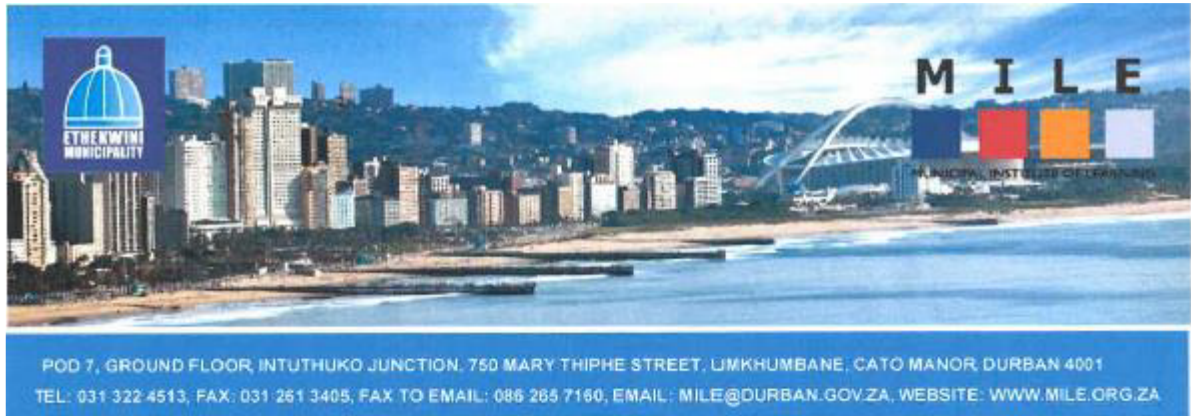
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ANNEXURES

Annexure A – Gatekeeper’s Letter



For attention:
Chair of Institutional Research Ethics Committee
Durban University of Technology
Durban
4001

30 August 2021

RE: LETTER OF SUPPORT TO R.D MARIE - STUDENT NO. 20821587 GRANTING PERMISSION TO USE ETHEKWINI MUNICIPALITY AS A STUDY SITE FOR RESEARCH

The Human Resources (Talent Management Section) and Municipal Institute of Learning (MILE) in eThekweni Municipality, have considered a request from Rylan Demaine Marie to use eThekweni Municipality as a study site in fulfillment of a M.Tech (HRM) research study entitled ***“The effectiveness of the performance management system in employee performance in EThekweni Municipality”***

We wish to inform you of the acceptance of this request and hereby assure the student of our utmost cooperation towards achieving his academic goals; the outcome which we believe will help the municipality improve its services. The student is reminded of the ethical considerations and the Disaster Management Act, Act 2020 regulations when conducting the research. The student must take all necessary measures to ensure his personal safety during the research period as eThekweni Municipality indemnifies itself from any incidental claims that may arise. **In return, we stipulate as mandatory that the student contacts Dr Collin Pillay to present the preliminary results and recommendations of this study to the related unit/s.**

Wishing the student all the best.

Supported

.....
Ms Lomave Mthembu
Senior Management: HR
eThekweni Municipality

.....
Dr. Collin Pillay
Program Manager: MILE
eThekweni Municipality

.....
RYLAN DEMAINÉ MARIE..... hereby accept as conditional that I will comply fully as per the conditions stipulated above.

Signed: ...

Date: **09/09/2021**

Annexure B- Questionnaire

SECTION A: GENERAL INFORMATION

Note: For this study, the organisation refers to eThekweni Municipality and all its staff members unless otherwise stated.

INSTRUCTIONS TO RESPONDENTS:

1. Please select **ONLY ONE** response with a tick ✓ for each question.
2. Answer **ALL** the pre-coded questions in this section.
3. Please **DO NOT** leave any questions blank.

1. Please indicate whether you are a permanent or contract staff member:

1.1	Permanent	1
1.2	Contract	2
1.3	Any other:	3

2. Please indicate which ONE of the following is applicable to you:

2.1	Academic	1
2.2	Administrative	2

3. Please indicate your gender:

3.1	Male	1
3.2	Female	2
3.3	Other	3

4. Please indicate your age group:

4.1	20-25 years	1
4.2	26-30 years	2

4.3	31-35 years	3
4.4	36-40 years	4
4.5	41-50 years	5
4.6	> 51 years	6

5. For how long have you been employed?

5.1	1-5 years	1
5.2	6-10 years	2
5.3	11-15 years	3
5.4	16-20 years	4
5.5	21-25 years	5
5.6	>26 years	6

6. Please indicate your highest level of qualification:

6.1	Matric	1
6.2	Diploma / Bachelor's degree	2
6.3	Honours degree / B.Tech	3
6.4	Masters	4
6.5	Doctorate	5

SECTION B: Performance Management System

Performance Management System (PMS) – is a strategic and systematic process which equips Leaders, Managers, Employees and Stakeholders at different levels with a set of tools and techniques to plan, monitor, measure, review and report the performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact to improve the organisational and individual performance to enhance service delivery.

This section focuses on the online performance management system and if there is enough awareness of how the system functions and to identify if the company goals are not forgotten, if the system identifies if employees are on track to meet agreement objectives, and identify performance gaps and solutions.

INSTRUCTIONS TO RESPONDENTS:

1. Please select **ONLY ONE** response with a tick ✓ for each Likert Scale statement below.
2. Answer **ALL** the pre-coded statements in this section.
3. Please **DO NOT** leave any statement blank.

KEY: SD = Strongly Disagree; D = Disagree; A = Agree; SA = Strongly Agree

		SD	D	A	SA
7.	Managers are held accountable for doing effective appraisals on the system	1	2	3	4
8.	Employees know how the system operates in the organisation	1	2	3	4
9.	The system is able to identify high levels of performance and recognised and rewarded	1	2	3	4
10.	The system is designed for input from all levels in the organisation	1	2	3	4
11.	The system measures the right things				

		1	2	3	4
12.	The system measures both the results and how they are achieved	1	2	3	4
13.	The employees believe the system is fair	1	2	3	4
14.	The system is legally defensible	1	2	3	4
15.	The system processes are simple and quick to do	1	2	3	4
16.	Managers view the system as a valuable management tool	1	2	3	4
17.	The system supports developmental opportunities	1	2	3	4
18.	System ratings are accurate and reflect actual performance	1	2	3	4
19.	Manager are able timeously doing their appraisals on the system	1	2	3	4
20.	Performers identified by the system who need improvement are given developmental opportunities	1	2	3	4
21.	Performance system problems are dealt with quickly and consistently	1	2	3	4
22.	Performance management system training is conducted for effective evaluation of employees	1	2	3	4
23.	Feedback on system inconsistencies are taken into consideration	1	2	3	4
24.	Employees know what is expected of them all the time	1	2	3	4
25.	Training in the performance system process is provided to employees	1	2	3	4

SECTION C: Performance Management

Performance Management - is the process of identifying, measuring, managing and developing the performance of employees in an organisation through a shared understanding of work expectations and goals, exchanging performance feedback, identifying learning and development opportunities, and evaluating performance results to ensure efficiency, effectiveness and impact of service delivery within an organisation. This section focuses on Performance Management and if managers can establish performance expectations, and if employees understand what is expected of their job

INSTRUCTIONS TO RESPONDENTS:

1. Please select **ONLY ONE** response with a tick ✓ for each Likert Scale statement below.
2. Answer **ALL** the pre-coded statements in this section.
3. Please **DO NOT** leave any statement blank.

KEY: SD = Strongly Disagree; D = Disagree; A = Agree; SA = Strongly Agree

		SD	D	A	SA
26.	Manager are held accountable for doing effective appraisals	1	2	3	4
27.	Employees know how their performance impacts the organisation	1	2	3	4
28.	High levels of performance are recognised and rewarded	1	2	3	4
29.	The system is designed for input from all levels in the organisation	1	2	3	4
30.	The system measures the right things	1	2	3	4
31.	The system measures both the results and how they are achieved	1	2	3	4

32.	The employees believe the system is fair	1	2	3	4
33.	The system is legally defensible	1	2	3	4
34.	The appraisal process is simple and quick to do	1	2	3	4
35.	Managers view the appraisal as a valuable management tool	1	2	3	4
36.	The system supports developmental opportunities	1	2	3	4
37.	Ratings are accurate and reflect actual performance	1	2	3	4
38.	Manager are timeously doing their appraisals	1	2	3	4
39.	Performers who need improvement are given developmental opportunities	1	2	3	4
40.	Performance problems are dealt with quickly and consistently	1	2	3	4
41.	Managers treat the process as on-going versus once a year	1	2	3	4
42.	Performance standards are consistent across the organisation	1	2	3	4
43.	Employees know what is expected of them all the time	1	2	3	4
44.	Training in the performance appraisal process is provided to employees	1	2	3	4

SECTION D: Performance Management System, Employee Performance within the Public Sector

This section focuses on the overall implementation of performance management and the performance management system within eThekweni Municipality

<p>INSTRUCTIONS TO RESPONDENTS:</p> <p>4. Please select ONLY ONE response with a tick ✓ for each Likert Scale statement below.</p> <p>5. Answer ALL the pre-coded statements in this section.</p> <p>6. Please DO NOT leave any statement blank.</p>
<p>KEY: SD = Strongly Disagree; D = Disagree; A = Agree; SA = Strongly Agree</p>

		SD	D	A	SA
45	Management nurtures an organisational culture focused on performance improvement	1	2	3	4
46	There is commitment from high-level leadership to implement performance management practices	1	2	3	4
47	The organisation assesses and evaluated my capacity to provide services to the community	1	2	3	4
48	The organisation takes into consideration feedback regarding performance management	1	2	3	4
49	There is someone who is responsible for integrating performance management across the organisation	1	2	3	4
50	Management is trained to manage performance	1	2	3	4
51	Management are trained to maintain and improve performance management practices	1	2	3	4

52	Is strategic plan is a part of the organisation performance improvement strategy	1	2	3	4
53	There is adequate financial resources assigned to sustain performance management functions	1	2	3	4
54	The organisation uses performance management standards that reflect the intended outcomes of my activities	1	2	3	4
55	The organisation has specific performance targets to be achieved in a certain timeframe	1	2	3	4
56	The organisation has a defined process and methods for choosing performance standards, measures and targets	1	2	3	4
57	The organisation provides training to help employees determine performance standards and targets	1	2	3	4
58	The organisation benchmarks with others organisation in terms of performance standards	1	2	3	4
59	Customer and stakeholder feedback is used to improve performance standards	1	2	3	4
60	The organisation provides training to help staff address poor performance	1	2	3	4
61	The organisation hold line managers accountable for employee performance	1	2	3	4
62	The organisation allows for effective feedback meeting regarding performance	1	2	3	4
63	Everyone in the organisation know and understands their role in performance management.	1	2	3	4

Annexure C- Consent Form



CONSENT

Full Title of the Study: The effectiveness of the performance management system in employee performance in EThekweni Municipality.

Names of Researcher/s: Mr. Rylan Demaine Marie, MTECH: Human Resource Management

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher Rylan Demaine Marie, about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: 2
- 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, Rylan Demaine Marie 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

Annexure D- Data Outputs

Variable	Categories	N (%)
Employment status	<i>Permanent</i>	76(95)
	<i>Contract</i>	4(5)
Role at work	<i>Academic</i>	41(51.3)
	<i>Administrative</i>	39(48.8)
Gender	<i>Male</i>	47 (58.8)
	<i>Female</i>	33 (41.3)
Age (years)	<i>20-25</i>	6(7.5)
	<i>26-30</i>	39(48.8)
	<i>31-35</i>	26(32.5)
	<i>36-40</i>	8(10.1)
	<i>41-50</i>	1(1.3)
Length of Service	<i>1-5</i>	16(20)
	<i>6-10</i>	38(47.5)
	<i>11-15</i>	23(28.8)
	<i>16-20</i>	3(3.8)
Qualification	<i>Matric</i>	11(13.8)
	<i>Diploma/ Bachelor's degree</i>	45(56.3)
	<i>B Tech / Honours degree</i>	24(30)

Item	Frequency (%)		n	p-value
	Disagreement	Agreement		
B7 Managers are held accountable for doing effective appraisals on the system	22 (28)	58 (73)	80	<.001*
B8 Employees know how the system operates in the organisation	47 (59)	33 (41)	80	.146
B9 The system is able to identify high levels of performance and recognised and	49(61)	31(39)	80	.057
B10 The system is designed for input from all levels in the organisation	27(34)	53(66)	80	.005*
B11 The system measures the right things	61(76)	19(24)	80	<.001*
B12 The system measures both the results and how they are achieved	67(84)	13(16)	80	<.001*
B13 The employees believe the system is fair	67(84)	13(16)	80	<.001*
B14 The system is legally defensible	51(64)	29(36)	80	.018*
B15 The system processes are simple and quick to do	5(6)	75(94)	80	<.001*
B16 Managers view the system as a valuable management tool	51(64)	29(36)	80	.018*
B17 The system supports developmental opportunities	40(50)	40(50)	80	1.000
B18 System ratings are accurate and reflect actual performance	64(80)	16(20)	80	<.001*
B19 Manager are able timeously doing their appraisals on the system	69(86)	11(14)	80	<.001*
B20 Performers identified by the system who need improvement are given developmental opportunities	42(53)	38(47)	80	.738
B21 Performance system problems are dealt with quickly and consistently	7(9)	73(91)	80	<.001*
B22 Performance management system training is conducted for effective evaluation of employees	22(28)	58(72)	80	<.001*
B23 Feedback on system inconsistencies are taken into consideration	64(80)	16(20)	80	<.001*
B24 Employees know what is expected of them all the time	37(46)	43(54)	80	.576
B25 Training in the performance system process is provided to employees	38(47)	42(53)	80	.738

* indicates significance at the 95% level

Item	Frequency (%)		n	p-value
	Disagreement	Agreement		
C26 Manager are held accountable for doing effective appraisals	26(32)	54(68)	80	.002*
C27 Employees know how their performance impacts the organisation	44(55)	36(45)	80	.434
C28 High levels of performance are recognised and rewarded	49(61)	31(39)	80	.057
C29 The system is designed for input from all levels in the organisation	30(38)	50(62)	80	.033*
C30 The system measures the right things	67(84)	13(16)	80	<.001*
C31 The system measures both the results and how they are achieved	70(87)	10(13)	80	<.001*
C32 The employees believe the system is fair	71(89)	9(11)	80	<.001*
C33 The system is legally defensible	54(67)	26(33)	80	.002*
C34 The appraisal process is simple and quick to do	5(6)	75(94)	80	<.001*
C35 Managers view the appraisal as a valuable management tool	54(67)	26(33)	80	.0012
C36 The system supports developmental opportunities	41(51)	39(49)	80	.911
C37 Ratings are accurate and reflect actual performance	64(80)	16(20)	80	<.001*
C38 Manager are timeously doing their appraisals	70(87)	10(13)	80	<.001*
C39 Performers who need improvement are given developmental opportunities	44(55)	36(45)	80	.434
C40 Performance problems are dealt with quickly and consistently	7(9)	73(91)	80	<.001*
C41 Managers treat the process as on-going versus once a year	51(64)	29(36)	80	.018*
C42 Performance standards are consistent across the organisation	57(71)	23(29)	80	<.001*
C43 Employees know what is expected of them all the time	38(47)	42(53)	80	.738
C44 Training in the performance appraisal process is provided to employees	40(50)	40(50)	80	1.000

* indicates significance at the 95% level

Item	Frequency (%)		n	p-value
	Disagreement	Agreement		
D45 Management nurtures an organisational culture focused on performance improvement	18(22)	62(78)	80	<.001*
D46 There is commitment from high-level leadership to implement performance	14(17)	66(83)	80	<.001*
D47 The organisation assesses and evaluated my capacity to provide services to the community.	28(35)	52(65)	80	.010*
D48 The organisation takes into consideration feedback regarding performance management	62(77)	18(23)	80	<.001*
D49 There is someone who is responsible for integrating performance management across	35(44)	45(56)	80	.314
D50 Management is trained to manage performance	19(24)	61(76)	80	<.001*
D51 Management are trained to maintain and improve performance management practices	39(49)	41(51)	80	.911
D52 Is strategic plan is a part of the organisation performance improvement	41(51)	39(49)	80	.911
D53 There is adequate financial resources assigned to sustain performance management	38(47)	42(53)	80	.738
D54 The organisation uses performance management standards that reflect the	29(36)	51(64)	80	.018*
D55 The organisation has specific performance targets to be achieved in a certain	21(26)	59(74)	80	<.001*
D56 The organisation has a defined process and methods for choosing performance	26(32)	54(68)	80	.002*
D57 The organisation provides training to help employees determine performance standards	25(31)	55(69)	80	<.001*
D58 The organisation benchmarks with others organisation in terms of performance	30(37)	50(63)	80	.033*
D59 Customer and stakeholder feedback is used to improve performance standards	60(75)	20(25)	80	<.001*
D60 The organisation provides training to help staff address poor performance	28(35)	52(65)	80	.010*
D61 The organisation hold line managers accountable for employee performance	46(57)	34(43)	80	.219
D62 The organisation allows for effective feedback meeting regarding performance	40(50)	40(50)	80	1.000
D63 Everyone in the organisation know and understands their role in performance management.	47(59)	33(41)	80	.146

* indicates significance at the 95% level

		B7 Managers are held accountable for doing effective appraisals on the system	B8 Employees know how the system operates in the organisation	B9 The system is able to identify high levels of performance and recognised and rewarded	B10 The system is designed for input from all levels in the organisation
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.73	2.41	2.39	2.66
Median		3.00	2.00	2.00	3.00
Percentiles	25	2.00	2.00	2.00	2.00
	50	3.00	2.00	2.00	3.00
	75	3.00	3.00	3.00	3.00

		B11 The system measures the right things	B12 The system measures both the results and how they are achieved	B13 The employees believe the system is fair	B14 The system is legally defensible
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.23	2.16	2.16	2.36
Median		2.00	2.00	2.00	2.00
Percentiles	25	2.00	2.00	2.00	2.00
	50	2.00	2.00	2.00	2.00
	75	2.00	2.00	2.00	3.00

		B14 The system is legally defensible	B15 The system processes are simple and quick to do	B16 Managers view the system as a valuable management tool	B17 The system supports developmental opportunities
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.36	2.94	2.36	2.48
Median		2.00	3.00	2.00	2.50
Percentiles	25	2.00	3.00	2.00	2.00
	50	2.00	3.00	2.00	2.50
	75	3.00	3.00	3.00	3.00

		B18 System ratings are accurate and reflect actual performance	B19 Manager are able timeously doing their appraisals on the system	B20 Performers identified by the system who need improvement are given developmental opportunities	B21 Performance system problems are dealt with quickly and consistently
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.20	2.14	2.45	2.91
Median		2.00	2.00	2.00	3.00
Percentiles	25	2.00	2.00	2.00	3.00
	50	2.00	2.00	2.00	3.00
	75	2.00	2.00	3.00	3.00

		B22 Performance management system training is conducted for effective evaluation of employees	B23 Feedback on system inconsistencies are taken into consideration	B24 Employees know what is expected of them all the time	B25 Training in the performance system process is provided to employees
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.73	2.20	2.54	2.53
Median		3.00	2.00	3.00	3.00
Percentiles	25	2.00	2.00	2.00	2.00
	50	3.00	2.00	3.00	3.00
	75	3.00	2.00	3.00	3.00

		C26 Manager are held accountable for doing effective appraisals	C27 Employees know how their performance impacts the organisation	C28 High levels of performance are recognised and rewarded	C29 The system is designed for input from all levels in the organisation
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.68	2.45	2.39	2.63
Median		3.00	2.00	2.00	3.00
Percentiles	25	2.00	2.00	2.00	2.00
	50	3.00	2.00	2.00	3.00
	75	3.00	3.00	3.00	3.00

		C30 The system measures the right things	C31 The system measures both the results and how they are achieved	C32 The employees believe the system is fair	C33 The system is legally defensible
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.16	2.13	2.11	2.33
Median		2.00	2.00	2.00	2.00
Percentiles	25	2.00	2.00	2.00	2.00
	50	2.00	2.00	2.00	2.00
	75	2.00	2.00	2.00	3.00

		C34 The appraisal process is simple and quick to do	C35 Managers view the appraisal as a valuable management tool	C36 The system supports developmental opportunities	C37 Ratings are accurate and reflect actual performance
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.94	2.33	2.46	2.19
Median		3.00	2.00	2.00	2.00
Percentiles	25	3.00	2.00	2.00	2.00
	50	3.00	2.00	2.00	2.00
	75	3.00	3.00	3.00	2.00

		C38 Manager are timeously doing their appraisals	C39 Performers who need improvement are given developmental opportunities	C40 Performance problems are dealt with quickly and consistently	C41 Managers treat the process as on-going versus once a year
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.13	2.44	2.91	2.36
Median		2.00	2.00	3.00	2.00
Percentiles	25	2.00	2.00	3.00	2.00
	50	2.00	2.00	3.00	2.00
	75	2.00	3.00	3.00	3.00

		C42 Performance standards are consistent across the organisation	C43 Employees know what is expected of them all the time	C44 Training in the performance appraisal process is provided to employees	D45 Management nurtures an organisational culture focused on performance improvement
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.29	2.53	2.50	2.78
Median		2.00	3.00	2.50	3.00
Percentiles	25	2.00	2.00	2.00	3.00
	50	2.00	3.00	2.50	3.00
	75	3.00	3.00	3.00	3.00

		D46 There is commitment from high-level leadership to implement performance management practices	D47 The organisation assesses and evaluated my capacity to provide services to the community	D48 The organisation takes into consideration feedback regarding performance management	D49 There is someone who is responsible for integrating performance management across the organisation
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.83	2.65	2.23	2.56
Median		3.00	3.00	2.00	3.00
Percentiles	25	3.00	2.00	2.00	2.00
	50	3.00	3.00	2.00	3.00
	75	3.00	3.00	2.00	3.00

		D50 Management is trained to manage performance	D51 Management are trained to maintain and improve performance management practices	D52 Is strategic plan is a part of the organisation performance improvement strategy	D53 There is adequate financial resources assigned to sustain performance management functions
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.76	2.51	2.49	2.53
Median		3.00	3.00	2.00	3.00
Percentiles	25	3.00	2.00	2.00	2.00
	50	3.00	3.00	2.00	3.00
	75	3.00	3.00	3.00	3.00

		D54 The organisation uses performance management standards that reflect the intended outcomes of my activities	D55 The organisation has specific performance targets to be achieved in a certain timeframe	D56 The organisation has a defined process and methods for choosing performance standards, measures and targets	D57 The organisation provides training to help employees determine performance standards and targets
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.64	2.73	2.66	2.69
Median		3.00	3.00	3.00	3.00
Percentiles	25	2.00	2.00	2.00	2.00
	50	3.00	3.00	3.00	3.00
	75	3.00	3.00	3.00	3.00

		D58 The organisation benchmarks with others organisation in terms of performance standards	D59 Customer and stakeholder feedback is used to improve performance standards	D60 The organisation provides training to help staff address poor performance	D61 The organisation hold line managers accountable for employee performance
N	Valid	80	80	80	80
	Missing	0	0	0	0
Mean		2.63	2.25	2.65	2.43
Median		3.00	2.00	3.00	2.00
Percentiles	25	2.00	2.00	2.00	2.00
	50	3.00	2.00	3.00	2.00
	75	3.00	2.75	3.00	3.00

		D62 The organisation allows for effective feedback meeting regarding performance	D63 Everyone in the organisation know and understands their role in performance management.
N	Valid	80	80
	Missing	0	0
Mean		2.50	2.41
Median		2.50	2.00
Percentiles	25	2.00	2.00
	50	2.50	2.00
	75	3.00	3.00

Annexure E- Turnitin report

11/03/2022

The effectiveness of the PMS in enhancing EP at eThekwini Municipality

by Rylan Demaine Marie

Submission date: 11-Mar-2022 02:22PM (UTC+0200)

Submission ID: 1781114408

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The effectiveness of the PMS in enhancing EP at eThekweni Municipality

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Annexure F- Editors Letter

62 Ferguson Road
Glenwood
DURBAN 4001
Tel: 072 442 7896
Email: deanne.collins30@gmail.com

2 April 2022

This serves to confirm that I have edited the dissertation, “The effectiveness of the performance management system in employee performance in EThekweni Municipality”, by Rylan Demaine Marie, student number 20821587.

DISCLAIMER: The editor cannot be held responsible for any errors introduced due to changes being made to the document after the editing is complete.

Yours sincerely,

(Ms) Deanne Collins (MA)

Annexure G- Statistician Letter

Gill Hendry B.Sc. (Hons), M.Sc. (Wits), PhD (UKZN)

Mathematical and Statistical Services

Cell: 083 300 9896

Email: gillhendrystats@gmail.com

17 May 2022

Re: Assistance with data analysis

Please be advised that I assisted Rylan Demaine Marier (Student number 20821587), who is currently studying for an MTech-HR Management at DUT, with the statistical analysis of his data.

Yours sincerely

Dr Gill Hendry

Private Consulting Statistician

Annexure H- IREC Approval



20 September 2021

Mr R D Marie
5 Aspern Avenue,
Croftdene,
Chatsworth,
4092

Dear Mr Marie

The effectiveness of the performance management system in employee performance in EThekweni Municipality.
Ethical Clearance number IREC 159/21

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

Professor J K Adam
Chairperson: IREC