



**THE EFFECTIVENESS OF EMPLOYEE PERFORMANCE MANAGEMENT  
SYSTEM IN A SELECTED PROVINCIAL DEPARTMENT OF THE  
WESTERN CAPE SOUTH AFRICA**

**by**

**NOSIPHELELE MAFANYA (208128409)**

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**Supervisor: DR NS Matsiliza**

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## DECLARATION

I, Nosiphelele Mafanya, declare that the contents of this dissertation represent my own unaided work, and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

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**Signed**

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**Date**

## ABSTRACT

The main aim of this study was to assess the effectiveness of the PMS applied by the SAPS, using the case of Nyanga Metropole. The primary objective of this study was to assess the effectiveness of employee performance management systems at the SAPS, in the Western Cape Province. The secondary objective of this study is to understand and investigate challenges experienced by SAPS while the PMS is implemented. To determine the existing practice and awareness of performance appraisal. To measure cooperation and coordination among members and other partners which will therefore assist in connecting jurisdictional tensions and prevent conflicts amongst members of SAPS and the community. To recommend workable approaches for improving the PMS, and suggest the performance management programmes that should be implemented and monitored for support of the SAPS. The rationale for selecting Nyanga was because it is a less developed location and also has a high poverty rate and lots of crime, which lead to affecting police member's performance. The study employed mixed methods where data was triangulated between qualitative and quantitative sources. Mixed methods research provides strengths that offset the weaknesses of both quantitative and qualitative research. Mixed methods research provides more evidence for studying a research problem than either quantitative or qualitative research alone (Creswell, 2009: 12-13). The findings of this study will be shared among SAPS members in the Western Cape, Users of information can develop initiatives and facilitate the implementation of development programmes that will be aiming at providing employee performance appraisal and important life skills as well as work related skills. However, there is light shared among SAPS members so that they can be able to deal with work related problems in order to protect the community and ensure their safety. The study will assist the department to increase job satisfaction among SAPS members. Members in Western Cape SAPS will gain high morale as they will get better physical and mental health. The study will assist in reducing absenteeism and turnover in that department. The administrative mechanisms will be therefore designed to impact on the operation of the SAPS department. At the end of the research the researcher intends to recommend and give the effective approach towards the application of PM. Researcher intends to bring expected results that can compellingly alter the way in which members respond to work demands. The study intends to assess the effectiveness of performance management within Nyanga Western Cape SAPS. The study will therefore be comprised of the awareness to SAPS and other beneficiaries.

South African Police Service should enforce factors of good performance in order to eliminate performance management effects that occur when employees loses interest in doing their work. Departmental challenges should be communicated to the overall employees in order to come up with relevant solutions. Components of performance management should be put in place for the management to measure performance and come up with quantifiable outcomes that will be accomplished through careful consideration of departmental goals and objectives. Government should implement mechanisms to elevate underperformance of employees to be the superlative employees who can independently perform.

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## **DEDICATION**

This dissertation is dedicated to my mother, Nogcinile Mayani Mafanya, through the hard times of doing this research she was supportive, motivating and encouraging me not to give up.

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## GLOSSARY

SAPS

EPMS

NPM

OPM

PEP

CAS



# **CHAPTER ONE**

## **INTRODUCTION AND BACKGROUND**

### **1.1 Introduction**

The purpose of this study is to assess effectiveness of Employee performance management system (EPMS) in the South African Police Service (SAPS), using the case of Nyanga police station in the Western Cape. Employee performance management as a discourse has been associated with South African Public Service reforms in South African Public service. The South African service reforms have adopted some of the principles of the New Public Management (NPM) as part of the agenda to re-invent the way government works. Hood (1991:8), as cited in Kapucu (2006:886) argue that, comparable to many other philosophies, New Public Management was presented as a framework of general applicability of a public management for all seasons. Kapucu (2006:886) concludes that “the 1980s and 1990s have seen a plethora of reinventing, rationalising, reengineering, and reforming initiatives designed to improve the organisational efficiency and effectiveness of the public service”.

Aucoin, 1990; Boston et al., (1996) as cited in Kapucu (2006:886) concur that these initiatives represent a substantial shift away from the traditional bureaucratic paradigm toward a post bureaucratic paradigm. Although clearly offering a number of benefits to the public service, these reforms have also contributed to an environment of turmoil, a largely disillusioned and cynical public service, and almost pervasive strain between competing values and goals (Aucoin, 1990; Boston et al., 1996, Kapucu, 2006). Kapucu (2006:886) maintain that the New Public Management and its reforms are conceived as deliberate policies and actions to alter organizational structures, process, and behavior to improve administrative capacity for efficient and effective public-sector performance.

The members of SAPS find it difficult to cope with work related problems due to some external environmental factors that are social, economic and political (Albertis, 2000:55). The study intends to reveal, the extent to which SAPS employees respond to the implementation of their performance management system (PMS). Albertis, (2000:55) argue that it has been discovered that some employees are faced with minor performance situations but it only depends in every individual as to how he or she deals with the situation as it comes. South African Police Service members are exposed to anxiety when handling societal acts of violence, such as when someone is been killed in the line of duty, having a colleague killed in the line of duty. However, the internal factors also affects them such as, lack of support by the department, work-shifts and disruption of family time and, the daily grind of dealing with the silliness of the public. In this department many incidents of work related problems are reported out to the media and those problems are caused by police

dangerous work, Schemer (1994:64) maintains that police primary occupation is to create a protective barrier between society and violence.

This research will provide the purpose, problem statement, research objectives, research questions, research methods and procedures, limitation and delimitations, ethical considerations conceptualization and summery of chapters.

## **1.2 Background to the research problem**

South African democracy became accepted internationally in 1994 when President Nelson Mandela was elected as the first President, making the end of the apartheid era. This new democratic order brought about many changes in the country and also had a substantial impact on policing (SAPS, 2013). Prior to 1995, South Africa was divided into the so-called TBVC States, Self-Governing Territories and Development Homelands Regions (old South Africa). The TBVC States had independent status but were not widely recognised by the international community. Every homeland had its own policing agency, bringing the total number of policing agencies in the country to eleven (10 homelands + the old South African Police). All eleven policing agencies had different uniforms, rank structures and conditions of service and were established under different pieces of legislation (SAPS, 2013:1). With the adoption of the interim Constitution in 1994, the Homelands and old development regions were abolished and integrated into a united South Africa with nine provinces. The new Constitution established a single National Police Service for South Africa under the executive command and control of a National Commissioner who is appointed by the President to exercise control and manage the police so as to ensure the smooth running of better performance among the employees (SAPS, 2013:1).

In Cape Town the highest rates of homicide were recorded in the relatively impoverished sub districts of Nyanga (132 per 100,000 population) and Khayelitsha (120 per 100,000 population) double the citywide average of 66 per 100,000 and three times the rate recorded in the city centre (42 per 100,000). It is likely that these discrepancies would have been more pronounced had small area data been available to disaggregate informal areas from more established residential areas (Integrated Provincial Violence Prevention Policy Framework, 2013: 18).

## **1.3 Research Objectives**

1. The primary objective of this study was to assess the effectiveness of employee performance management systems at the SAPS, in the Western Cape Province.

The secondary objective of this study is to:

2. Understand and investigate challenges experienced by SAPS while the PMS is implemented.
3. To determine the existing practice and awareness of performance appraisal.

4. To measure cooperation and coordination among members and other partners which will therefore assist in connecting jurisdictional tensions and prevent conflicts amongst members of SAPS and the community.
5. To recommend workable approaches for improving the PMS, and suggest the performance management programmes that should be implemented and monitored for support of the SAPS.

#### **1.4 Research Questions**

##### **Primary research question**

1. To what extent is the employee Performance Management system implemented at SAPS Western Cape Province?

##### **Secondary research questions**

2. What are the challenges experienced by the employees during performance management at the department of South African Police Service?
3. What are the existing practices and awareness of SAPS performance appraisal?
4. How can SAPS improve approaches to apply performance management programs that can improve employee performance?
5. How can SAPS members and other partners influence cooperation and coordination of EPMS to prevent dissatisfaction in SAPS?

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

The findings of this study will be shared among SAPS members in the Western Cape, Users of information can develop initiatives and facilitate the implementation of development programmes that will be aiming at providing employee performance appraisal and important life skills as well as work related skills. However, there is light shared among SAPS members so that they can be able to deal with work related problems in order to protect the community and ensure their safety. The study will assist the department to increase job satisfaction among SAPS members. Members in Western Cape SAPS will gain high morale as they will get better physical and mental health. The study will assist in reducing absenteeism and turnover in that department. The administrative mechanisms will be therefore designed to impact on the operation of the SAPS department. At the end of the research the researcher intends to recommend and give the effective approach towards the application of PM. Researcher intends to bring expected results that can compellingly alter the way in which members respond to work demands. The study intends to assess the effectiveness of performance management within Nyanga Western Cape SAPS. The study will therefore be comprised of the awareness to SAPS and other beneficiaries.

#### **1.6 Research Methodology**

The study employed mixed methods where data was triangulated between qualitative and quantitative sources. Steinar (1996:6) is of the view that research methodology is the way in

which the data are collected for the research project. The research methodology is a group of methods of collecting data necessitates a reflection on the planning, structuring and execution of the research in order to comply with the demands of truth, objectivity and validity. Steinar (1996:6) further stated that research methodology focuses on the process of research and the decisions that the researcher has to take to execute the research project. Welman, et al (2005: 2) maintains that research methodology considers and explains the logic behind research method and techniques. It is the way in which researchers conduct the study. Kothari (2004:8) emphasise that research methodology is the way to systematically solve the research problem.

According to Creswell (2005) as cited in Kobus (2007:261), mixed methods research is defined as a procedure for collecting, analysing and mixing both quantitative and qualitative data at some stage of the research process within a single study to understand a research problem more completely. In this approach a researcher collects both numeric information and text information to answer the study research questions. As a useful starting point, Bogdan and Biklen (1992:1) compiled four possible models of integrating qualitative and quantitative methods in research. In the first approach, qualitative methods contribute to the development of quantitative instruments, such as the use of focus groups in questionnaire construction. The second model consists of a primarily quantitative study that uses qualitative results to help interpret or explain the quantitative findings. In the third approach, quantitative results help interpret mostly qualitative findings, as when focus group participants are asked to fill out survey questionnaires at the session. In the fourth model, the two methodologies are used equally and in parallel to cross-validate and build upon each other's results (Bogdan and Biklen, 1992:1).

#### **Advantages of mixed method research**

Mixed methods research provides strengths that offset the weaknesses of both quantitative and qualitative research. One might argue that quantitative research is weak in understanding the context or setting in which people talk. Also, the voices of participants are not directly heard in quantitative research. Further, quantitative researchers are in the background, and their own personal biases and interpretations are seldom discussed (Creswell, 2009:12-13). Qualitative research makes up for these weaknesses. On the other hand, qualitative research is seen as deficient because of the personal interpretations made by the researcher, the ensuing bias created by this, and the difficulty in generalizing findings to a large group because of the limited number of participants studied (Creswell, 2009:12-13). Mixed methods research provides more evidence for studying a research problem than either quantitative or qualitative research alone. Researchers are enabled to use all of the tools of data collection available rather than being restricted to the types of data collection typically associated with quantitative research or qualitative research. Mixed methods

research helps answer questions that cannot be answered by quantitative or qualitative approaches alone. Mixed methods provide a bridge across the sometimes adversarial divide between quantitative and qualitative researchers. Mixed methods research encourages the use of multiple worldviews, or paradigms (i.e., beliefs and values), rather than the typical association of certain paradigms with quantitative research and others for qualitative research. It also encourages us to think about a paradigm that might encompass all of quantitative and qualitative research, such as pragmatism. Mixed methods research is “practical” in the sense that the researcher is free to use all methods possible to address a research problem (Creswell, 2009:12-13).

## **1.7 Techniques and Tools for Data Collection**

### **1.7.1 Data Collection**

Sources of data collection was comprised of the interviews, questionnaires, literature review and observation. Weller and Romney (1988:1) stated that data collection is a term used to describe a process of preparing and collecting data. The purpose of data collection is to obtain information to keep on record, to make decisions about important issues, to pass information on to others. Primarily, data is collected to provide information regarding a specific topic. Consequently, the researcher will collect data from Nyanga SAPS members. Participants should feel they are in a safe place, and that their responses will remain confidential.

Information can then be evaluated using statistical analysis which offers researchers the opportunity to probe deeper into the data and create better understanding and its meaning. However, the researcher will also interview focus groups as a quick and inexpensive way to gather in-depth information from participants at SAPS unit in Nyanga township area.

### **1.7.2 Instruments of Data Collection**

The instruments of data collection during the research study will be comprised of the following:

#### **1. Interviews**

According to Steinar (1996:6) an interview is a conversation that has a structure and a purpose. The researcher employed interview because it is an extremely useful method to secure valuable research material. The researcher used unstructured interview so that the police members can easily disclose the information that the researcher need, with unstructured interview one cannot have fear of losing his or her job. Unstructured Interviews are a method of interviews where questions can be changed or adapted to meet the respondent's intelligence, understanding or belief. Unstructured interview do not offer a limited, pre-set range of answers for a respondent to choose, but instead advocate listening to how each individual person responds to the question.

#### **2. Questionnaires**

The New dictionary of social work (1995:51) as cited in de Vosetal (2005:166) states that questionnaire is a set of questions on a form which is completed by the respondent in respect of a research project. The objective of questionnaire is to obtain facts and opinions about a phenomenon from people who are informed on the particular issue. The researcher will make use of self-administered questionnaires just in case the respondents experience some difficulties in completing.

### **3. Observation**

Observation was conducted during the visits at the research sites as an act of observing the behaviour of the respondents while discharging their duties. It is a detailed examination of phenomena prior to analysis and interpretation. Observation is a method of data collection in which the situation of interest is watched and the relevant facts are collected (Mark, 2002). Blanche. ,et al (2009:309) concludes that systematic observation conducted in the public domain is highly reflexive. It is often conducted from hidden vantage points. The researcher is of the view that if respondents are being told about the observation they would change the behaviour to be realistically.

### **4. Transcribing**

During interviews and visits at SAPS the researcher transcribed notes in order to be able to filter important data. Transcription is best done directly onto a word processor to facilitate the moving around of data and searching for a particular word later on. It is usually important to transcribe everything rather than try to decide which data are relevant and not (Blanche.et al, 2009:309).

#### **1.7.3 Population and Sampling**

The study population is Nyanga SAPS members; consisting of about 238 members. The target population included all different ranks among employees in that department. The rationale for selecting Nyanga was because it is a less developed location and also has a high poverty rate and lots of crime, which lead to affecting police member's performance. Purposive sampling was employed, because with purposive sampling, a researcher's interest was to obtain data from Nyanga SAPS members who face challenges when it comes to performance management. Welman et al., (2005: 69) maintain that, purposive sampling is the most important type of non-probability sampling and that researchers rely on the knowledge and the experience the unity of analysis has regarding the study (Welman et al., 2005: 69).

The researcher's practical considerations essentially informed the sample size. The researcher selected 7 Captains, 11 Detectives and 18 Constables and 4 senior officials to listen to their different views and when expressing their feelings about how they tackle dangerous work in the work place, which in turn result in members not performing as expected. The thirty two participants should be female and male. Black, Coloured, White and Indian SAPS officers should participate in the study.



#### **1.7.4 Data analysis**

The data was analysed and interpreted using analytical and statistical measures. The data of this study was analysed using content data analysis and empirical survey.

#### **1.8 Ethical Considerations**

The researcher obtained ethical clearance from Cape Peninsula University of Technology and from the South African Police Service to conduct the research study. Sekaran and Bougie (2013:13) maintain that ethics refers to a code of conduct of behavior while conducting a research. It applies to the organization and the members that sponsor the research, the researchers who undertake the research, and the respondents who provide them with necessary data. Ethics provided guidance as to how the researcher should keep collected data confidential by not discussing the SAPS problems with other people. It is imperative for this research to consider ethics as it involves the participation of SAPS members.

The ethical considerations of this research study followed the informed consent; the researcher has been permitted by the Provincial Police Commissioner to undertake both content and empirical study in Nyanga police station. The researcher clearly stated the rationale for undertaking the study to the respondents in order for them to understand the research process and agree to participate. Confidentiality, the researcher respected the SAPS privacy and protected their identity when they abstained from using the names and revealing the identity of the participants and by keeping information confidential. The researcher also abstained from plagiarism, the report was subjected to turitin and it was edited by a professional editor for grammar and language. In terms of avoiding deception; the researcher avoided misleading participants in such a way that confuse them.

#### **1.9 Literature review**

##### **1.9.1 Performance Management System in South African Police Service**

The implementation of performance management systems also involves a massive investment of resources and time by government personnel, particularly those in managerial positions. The emphasis on performance management systems may be understood as derived, at the end of the day, from the principles of accountability embodied in the Constitution (Bruce, 2011:4). Legislative provisions that form the basis for the implementation of performance measurement systems include Section 38(1) (b) of the Public Finance Management Act. This provides that 'accounting officers' for government departments or other government entities are 'responsible for the effective, efficient, economical and transparent use of the resources of the department, trading entity or constitutional institution'. Performance management and, more importantly measurement, is then intended to be a way of evaluating whether departments are delivering on their obligations in this 'effective, efficient and economical' way. More specific provisions are contained elsewhere in legislation

and regulations. Important role-players in the design of frameworks and implementation for systems of performance management include the National Treasury and the Department of Public Service and Administration (Bruce, 2011:4). Since 2003, as part of its drive to improve its ability to assess performance, the SAPS have also introduced what is known as the 'performance management chart'. This is an information technology-based system for monitoring and comparing the performance of police stations. The performance chart partly relies on information recorded on the Crime Administration System regarding levels of recorded crime (as measures of crime prevention) and on detection rates and the percentage of cases that go to court (as measures of crime investigation). Rather than serving as a means for comparing the performance of stations against each other, the system compares the performance of a station against its own previous performance (Bruce, 2011:4). Stations are then ranked against each other according to the level of improvement in performance that they have achieved (relative to their past performance). The aim is to encourage police leaders and members to focus on continuously improving their activities and operations in line with the strategy of the SAPS (Bruce, 2011:2-3). The use of performance measurement systems also needs to be accompanied by sensitivity to the unintended consequences that are likely to follow from their implementation. Without a parallel process that seeks to ensure that the performance that is achieved is not only achieved against measures of quantity but also against measures of quality, it is likely that meeting the targets will start to take precedence over questions about how the targets are actually achieved. But whilst the SAPS can speak with some pride of its framework of performance indicators and measures, it cannot do the same in relation to its mechanisms for ensuring the quality of its crime prevention and crime investigation performance. For instance one of its principal mechanisms for doing so, the SAPS National Inspectorate, has now for some years failed to execute its mandate 'owing to poor leadership and unwarranted reorganisations (Bruce, 2011:4).

### **1. South African Police Service National Policy**

The SAPS is responsible for the administration of the following legislation, which has been taken into consideration during the determining of the strategic priorities and objectives for the SAPS: The South African Police Service Act, 1995 (Act No. 68 of 1995), as amended by the South African Police Service Amendment Act, 2008 (Act No. 57 of 2008). This Act states that "there is a need to provide a police service throughout the national territory to:

- ensure the safety and security of all persons and property in the national territory;
- uphold and safeguard the fundamental rights of every person as guaranteed by Chapter 2 of the Constitution;
- ensure co-operation between the Service and the communities it serves in the combating of crime;

- reflect respect for victims of crime and an understanding of their needs; and ensure effective civilian supervision over the Service” (SAPS Strategic Plan, 2010-2014:3-4).

The South African Police Service Bill, amendment of section 6 of Act no 68 of 1995, to amend the South African Police Service Act, 1995, in order to align the provisions relating to the Directorate for Priority Crime Investigation with a judgment of the Constitutional Court; to amend those provisions in order to ensure that the Directorate has the necessary structural and operational independence to fulfill its mandate without undue interference; and to provide for matters connected therewith (SAPS Strategic Plan, 2010-2014:3-4).

## **2. South African Police Service at Provincial level**

According to the Constitution of the Republic of South Africa 1996, chapter 11 section 206. (3) Each province is entitled to do the following:

- (a) To monitor police conduct
- (b) To oversee the effectiveness and the efficiency of the police service, including receiving reports on the police service
- (c) To promote good relations between the police and the community
- (d) To assess the effectiveness of visible policing and
- (e) To liaise with the cabinet member responsible for policing with respect to crime and policing in the province (SAPS Strategic Plan, 2010-2014:3-4).

## **3. South African Police Service at station level**

The police stations that serve local communities are the window to the SAPS because it is at this level that the vast majority of the citizens of the country access the services provided by the SAPS, as mandated by Section 205 of the Constitution. The SAPS has developed and implemented a number of initiatives during the preceding five years aimed specifically at improving the levels of service delivery at station level. Examples of these initiatives are the restructuring of the stations into more manageable clusters, the placement of senior, experienced personnel members at this level to coordinate effective and responsive policing within and across station boundaries, either as Station Commanders or as Cluster Commanders, and the implementation of Sector Policing in station precincts throughout the country (SAPS Strategic Plan, 2010-2014:7-8). The levels of service delivery at station level are closely aligned with the levels of professionalism of personnel in their dealings with those individuals and organizations that access or contribute to the services provided by the SAPS. The more focused implementation of the Batho Pele programme, the rigorous application of risk management, the combating of corruption involving SAPS personnel members and the continued development of the skills of personnel members, will contribute to the continuous improving of levels of professionalism (SAPS Strategic Plan, 2010-2014:8).

Health and Safety Act 1993 (Act No. 85 of 1993) was implemented to provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith (The South African Department of Labour, 2004:1).

### **1.9.2 Performance management and the new public management**

The principles of the NPM were simply infused in strategies for transforming public service in all countries to deliver good quality results for a change to the citizens by adopting private management ideas and practices, the use of economic theory and models, and the obsession with performance management (Hughes, 2012:75-76). Hughes (2012:85-86) further argues that NPM requires goals to be defined and performance targets to be set, and is justified by the proponents as accountability requires clear statement of goals, efficiency requires a hard look at objectives.

### **2. Organisational Analysis model**

Institutions and organizations are closely interlinked. Institutions set the context and framework within which organizations operate. The quality and extent of outcomes or services that organizations can provide to their members or users/clients is greatly dependent upon the incentives, opportunities and resources that the institutional framework provides (Lobo, 2008:36). Organizations, in turn, also influence policies and priorities of the government, either directly (lobbying, commissioning of studies, non-cooperation, publicity campaigns, etc.) or through their members/service users, who then act directly through the political process. To effect policy changes and arrive at desired outcomes, it is important to understand the institutional and organizational landscape in order to identify 'policy and organizational spaces', devise acceptable and effective ways of proceeding, access local resources, secure allies and ensure local commitment to change. The landscape consists of actors and their interests, networks and relationships, instruments and mechanisms of change and resistance, dominant cultural values, existing incentives and 'dampers' (Lobo, 2008:36).

### **3. Organisational Support**

Werner et al., (2011:121), maintain that the process of developing individual measures starts by taking the strategy of the organisation and cascading the strategic objectives down through the different departments. Once the managers of the departments have set their goals and objectives, each person in the department should be assisted by means of a joint goal-setting session to set his or her goals and the associated measures. The alignment process will identify the critical success factors and key performance areas for the organization. Every employee in the organization has the key result areas as well as key performance indicators, which are the measures used to judge the employee's performance.

Werner et al., (2011:124) argues that, an individual should have no more than seven objectives with associated measures. Limited number of objectives makes it easier for the subordinate to focus. It is important for employees to recall all their objectives, as this means that they can make decisions without first having to search through a filing cabinet to consult a list of objectives.

### 1.9.3 Key Factors of Good Performance Management

According to Werner et al (2007:104) there are some influencing factors for individual performance which are illustrated in the table 1.9.3.1 below.

Relating to individual	Relating to organization
1. Commitment to the organization	1. Leadership
2. Selection	2. Structure of working units
3. Personality	3. Systems and procedures
4. Attitude	4. Enabling support
5. Skills	5. Empowerment
6. Ability	6. Opportunity to perform
7. Knowledge	7. Job design
8. Being there always	8. Rewards
9. Motivation	
10. Energy level	

Source: (Werner et al, 2007:104)

Werner et al (2007:109) maintain that performance management steps should be followed in order to achieve better results while measuring performance. These steps include clarifying expectations, planning to facilitate performance, monitor performance, providing feedback, coach council and support, recognize good performance and also deal with unsatisfactory performance.

### 1.9.4 Key Performance Indicators

Nytes and Vice (2010:17), maintains that performance management initiatives cannot achieve optimum success without energetic and sustained support from an organization's top managers. Leaders need to articulate a vision for performance management that tells members how they will benefit and encourages involvement. Nytes and Vice (2010:17), further stated that leadership must also make clear that performance management is not an experiment and is in fact how business will be conducted. A good performance management system has the potential to improve results, explain or defend the distribution of resources, and, through good management, increase benefits to the entire community (Nytes and Vice, 2010:17). The information provided by performance management systems can be used in dealing with powerful organised interests. Officials can use survey data, information on public

preferences and priorities, and performance information to counter such interests (Nytes and Vice, 2010:17). Performance management systems provide elected officials with objective information they can share with constituents when they discuss the rationale for decisions or votes they have made. Good data from performance management systems may help elected officials reach agreement on priorities faster and with a higher comfort level that they have made the right decision (Nytes and Vice, 2010:18).

Nytes and Vice (2010:18), argues that successful leaders are committed to implementing performance management and are willing to use their time, talents, and resources to help develop, improve, and get others committed to the effort. This includes finding the time to do research, organize meetings, assign members to departmental projects, and develop fact-based arguments for countering resistance (Nytes and Vice, 2010:18). Performance management results in greater efficiency and more effective use of resources in the long run, but it requires an upfront investment of resources for implementation. People, expertise, technology, and money are necessary to establish and maintain tools and practices for revising processes, developing measures, and collecting and storing data (Nytes and Vice, 2010:18-19).

Developing a successful performance management system requires more than creating new forms and developing new measures. Performance management systems represent a fundamental change in organisational culture (Nytes and Vice, 2010:19). Accessing outside expertise from individuals who have previously implemented performance management allows governments to take advantage of lessons learned and avoid common problems. Identifying and enlisting the support of individuals within the organisation who are knowledgeable about the various elements of performance management, preferably those with previous experience, is a good strategy (Nytes and Vice, 2010:19). One of the best ways to sustain the effort is to demonstrate improvements resulting from performance management (Nytes and Vice, 2010:19). According to Nytes and Vice (2010:19) it is important to maintain data, conduct reviews, and communicate success. SAPS, NGOs and Nyanga community members should work together to provide resources that government can use to help them sustain their performance management initiatives (Nytes and Vice, 2010:19).

#### **1.9.5 Effects of Performance Management on employee's behaviour**

The researcher is of the view that members who experience difficulties in terms of performance management cannot concentrate on duty as a result they might record statements wrongly. They might not follow commands correct, lost dockets, criminals can be released wrongly and community loses hope, as they become victims of the criminals.

According to Erika (1998:112) lack of usual interpersonal relationships and constructive recreational activities frequently, lead to the misuse of alcohol and to marital problems for

instance, GertLaufs, a police officer of Worcester who had drunk alcohol following his voluntary admission to Stikland hospital for treatment, his marriage collapsed because of his drinking habits that made him kill a harmless fifty-year-old black man by stabbing him with a knife in the neck (Ronald, 1998:1). Fick (2006) stated that, police officers engage in alcohol abuse as a way of dealing with work related problems caused by the nature of their work. Worker's productivity decreases with each hour of absenteeism as he or she still receives remuneration, but does not produce any work, therefore if a member does not perform his or her duties as required by senior management that can lead to termination of service. In an effort to escape those impede performance, employees may desert the workstation or even commit sabotage in order to neutralize what makes it difficult for them to manage performance. If SAPS member cannot cope at work, which will increase to a breaking point, performance drops to zero. The employee gets breakdown he or she may become too ill to work and quits or refuses to come to work or if fired (Alberts, 2000:55).

### **1.10 Clarification of basic concepts**

#### **Evaluation**

In the context of the study, evaluation is to appraise, or to judge the value or worth mainly based on episodic and also specific about issues concerned. Evaluation focuses more on central issues and its resources are mostly targeted and the purposes of its programmes are usually negotiated upfront. In most cases standards are set in order to be able to assess or measure against them during evaluation.

#### **Performance management system**

Tilley and Smart (2010:10) concur that a performance management system is a system appropriately designed and effectively implemented to significantly improve organisational performance. Organisations should design their own performance management systems to reflect their own priorities and drivers. Any system should incorporate a feedback loop, so that performance measures monitor the implementation of strategy and, crucially, feed back into strategy formulation. Only then can management ensure the organisation has the capability to deliver strategic plans; to connect up goals with outcomes (Tilley and Smart, 2010:10).

#### **Performance Management**

In the context of this study, performance management is an effective organisation, whereby managers and employees have been practicing good performance management naturally all their lives, executing each key component process well in different organisations goals are set and work is planned routinely. Progress toward those goals is measured and employees get feedback (Archuleta, 2013:2). Archuleta (2013:2) maintain that high standards are set, but care is also taken to develop the skills needed to reach them. Formal and informal rewards are used to recognize the behavior and results that accomplish the mission. All five

component processes working together and supporting each other achieve natural, effective performance management.

### **Work related problems**

Work related Problems is strain caused or made worse by work. It simply refers to when a person perceives the work environment in such a way that his or her reaction involves feelings of an inability to cope. It may be caused by perceived, real pressures, deadlines, threats and the anxieties within the working environment (Health and Safety Authority (0366:7).

### **Planning**

Archuleta (2013:2) maintains that, in an effective organization, work is planned out in advance. Planning means setting performance expectations and goals for groups and individuals to channel their efforts toward achieving organisational objectives. Getting employees involved in the planning process will help them understand the goals of the organisation (Archuleta, 2013:2).The regulatory requirements for planning employees' performance include establishing the elements and standards of their performance appraisal plans. Performance elements and standards should be measurable, understandable, verifiable, equitable, and achievable. Through critical elements, employees are held accountable as individuals for work assignments or responsibilities (Archuleta, 2013:2). Archuleta (2013:2) concludes that “employee performance plans should be flexible so that they can be adjusted for changing program objectives and work requirements. When used effectively, these plans can be beneficial working documents that are discussed often, and not merely paperwork that is filed in a drawer and seen only when ratings of record are required”.

### **Monitoring**

Diabre (2002:5) advances that monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, programme or other kind of support to an outcome.

### **Implementation**

Implementation is the carrying out, execution, or practice of a plan, a method, or any design for doing something. As such, implementation is the action that must follow any preliminary thinking in order for something to actually happen (Rouse, 2007:1).

### **Performance tool**

Performance management tool is a tool that is implemented to provide the organisation with a means of managing the performance of their staff through identifying critical performance objectives for all employees which are linked to the priority goals of the organisation and reviewed on a specific time frame (O'Neil, 2014:1).

### **Performance ratings**



Rating scales can be defined alphabetically or numerically. Initials are sometimes used in an attempt to disguise the hierarchical nature of the scale. The alphabetical or numerical points scale points may be described adjectivally, for instance, a=excellent, b=satisfactory and d=unsatisfactory (Armstrong, 2009:640).

### **Performance appraisal**

Performance appraisal is the part of the performance management process that identifies, measures, and evaluates the employee's performance, and then discusses that performance with the employee (Sherman and Vallas, 2010:316).

### **Competency**

Competency is a capacity that exists in a person that leads to behavior that meets the job demands within the parameters of the organizational environment and that, in turn, brings about the desired results (Armstrong, 2009:203).

### **Rewarding**

Rewarding is concerned with the formulation and implementation of strategies and policies in order to reward people fairly, equitable and consistently in accordance with their value to the organisation ( Armstrong, 2009:736). Walker (2011:142) argues that, people are different to each other and are motivated by different things. The manager's job is to judge what these factors are for each member of staff. However, there are some factors that seem to work very generally. Some of these are: Having clear goals and knowing what is expected of you. Effective feedback. Recognition. Positive Attention. It also seems that most people also appreciate and are motivated by being at a flexible workplace, specifically in how the organisation helps with life/work balance. The meaningfulness of work, the chance to do a good job (Walker, 2011:142).

### **Key Performance Indicators**

Marr (2012) maintains that, key performance indicators are the vital navigation instruments used by managers to understand whether their business is on a successful voyage or whether it is veering off the prosperous path. The right set of indicators will shine light on performance and highlight areas that need attention. 'What gets measured gets done' and 'if you can't measure it, you can't manage it' are just two of the popular sayings used to highlight the critical importance of metrics.

#### **1.11 Statement of research problem**

The core problem in which this study intends to address revolves around assessing the effectiveness of performance management system within the Nyanga South African Police Service in the Western Cape. Nyanga is often cited as the area with the most murders in the country (Wagner, 2013:1). Albertis (2000:55) argue that, SAPS are exposed to lots of challenges with regard to the nature of their work. Performance management is always affecting the service delivery in the SAPS because personnel are not reporting for duties as often as they are required and their performance becomes low due to the working

environments. The police have the difficult job of facing danger and armed criminals almost on a daily basis (Wagner, 2013:1). Lack of performance is often caused by the fundamentals of change, lack of control and high workload. However, this study may not only address implementation of employee performance management, but also physical turmoil, emotional problems that might cause police member's performance to decrease. It is argued that police officers commit suicide at a higher rate than other groups because of the environment and treatment they get at their work (Wagner, 2013:1).

## **1.12 Organisation of the Study**

### **1.12.1 Chapter 1: Introduction and Background**

This chapter is basically about the proposal of the study which brings the statement of the problem, research objectives, research questions, significance of the study, research methodology and the literature review, and also the way in which the study will be conducted as well as the data collection and data analysis. The organisation of the study as a whole is also provided.

### **1.12.2 Chapter 2: Literature Review**

This chapter provides an assessment of effectiveness of performance management within the South African Police Service in the Western Cape.

### **1.12.3 Chapter 3: Research Methodology**

This chapter forwards a research design of what the previous chapters discussed with regard to assessment of effectiveness of performance management within the SAPS, with specific reference to Nyanga Police station.

### **1.12.4 Chapter 4: Data Analysis**

The objective of this chapter is to analyse the data and present the results.

### **1.12.5 Chapter 5: Conclusions and Recommendations**

This chapter outlines the recommendations and conclusions of the research study.

## **CHAPTER TWO LITERATURE REVIEW**

### **2.1 Introduction**

This section is intended to review literature based on the views of different scholars on the effectiveness of employee performance management systems in South Africa, and how can it be managed in the Western Cape SAPS. This section will focus mainly on Policies and Legislation on South African Performance Management system, approaches and theories on public sector reforms, motivation and organisational development, change management and employee performance management challenges and practice.

### **2.2 Public Administration and Public Management**

Diamond and Liddle (2012:3-4) maintains that, public administration's concerns revolves around the administrative efficiency and effectiveness as well as with greater principles of society in terms of improving service delivery to the citizens. Diamond and Liddle (2012:5)

further explains that, the study of public administration can be characterised as the craft, art and the science. The art of public administration is its philosophical approach that is drawing upon social and humanities discipline. The discipline has its connectivity to the disciplines such as political science and philosophy about ideas of the greater principles of how society ought to be governed and served. The craft of public administration is its practical utility and links to technocratic process of government. This resonates with professional disciplines such as accounting, economics and managerial studies where approaches such as cost benefit analysis, performance management audits etc, and have a practical if not technocratic applicability to the business of government. Public administration involves the systematic investigation of reality for theory (Diamond and Liddle, 2012:5).

Public management is a focus of financial controls and savings with consequent efficiency savings, a preference for privatisation and the integration of private sector values and practices into the public sector, an emphasis on managerialism in terms of performance and results orientation, a mode of practice that includes financial and performance audits, the integration of markets and competition to ensure efficiency and a customer orientation, the deregulation of the labour market with the introduction of pay performance contracts, a shift from professions to general management, the bureaucratisation of the public sector with the aim of encouraging entrepreneurial management practices, and the managerialisation of trade unions and collectivism (Diamond and Liddle, 2012:8). Governments embraced the privatisation of public services, the introduction of marketisation and competition in the public sector such as the tendering of public services to best value providers, the adoption of private sector management practices such as total quality management, the decentralisation and fragmentation of large sector bureaucracies into single purpose agencies, the focus on the citizens as customers in an effort to improve responsiveness, an emphasis on choice and greater value to individual citizens rather than as a collective electorate, and exploring new structures of government and service delivery based on best practice in the private sector (Diamond and Liddle, 2012:7).

Jreisat (2012:21) concur that success of reform initiatives largely depends on the degree of coherence between proposed change and preferences and the priorities of political leaders, public managers need to apply political skills in the process of managing performance and change (Jreisat, 2012:21). In terms of public administration the rulers and managers of the state have to take charge of the reform strategies, control and be accountable for any final outcomes. Administrative concepts and practices such as accountability, management by facts, transparency, ethics, performance measurement, participatory management and capacity building should be incorporated into reform strategies (Jreisat, 2012:21). The most

appropriate and reliable indicator of the efficacy of public institution relies on its performance (Jreisat, 2012:21).

The researcher is of the view that good public administration and management was transformed to enforce a responsive and accountable government by putting customer needs first. Public management focuses more on the effective use of government resources both financial and humanbased on improved budgeting, accounting and reporting, and outlining inefficiency in public enterprises. Government services should be transparent so that every citizen can easily access the information that he or she is entitled to and engage in any forms of public debate in order to enhance policy analysis and increase employee performance levels. Good governance in this regard, is the public management reforms that are imperative on emphasising market and private sector good approach to manage public institutions, under the appearance of New Public Management (NPM) that was later implemented to change performance of government employees.

### **2.2.1 Public Sector Reform in South Africa**

Effective bureaucracies have been widely perceived as essential for ensuring order, delivering services on a large scale and, more broadly, in underpinning the workings of a modern state (Chipkin&Lipietz, 2012:2). Central to NPM was the emphasis on novel incentive structures to combat the perceived inefficient and wasteful propensities inherent in OPM. Derived from public choice theories and new institutional economics, these sought to introduce result-oriented and performance-related operating principles to keep bureaucracy lean and mean. NPM sought to palliate to OPMs accountability deficits through the introduction of market-based mechanisms, considered a 'shorter' and more reliable route than the 'long route' of democratic accountability. Better able to offer voice and choice to citizens turned consumers, NPM-styled bureaucracies were to become more user-responsive. NPM promised a new way of controlling personnel, other than through internal rules and hierarchical authority. Proponents of NPM recognised that public managers and other civil servants had their own interests and sought to align these interests and those of the organisation in which they worked through a system of rewards and sanctions, most notably through 'performance management' contracts (Chipkin&Lipietz, 2012:4).NPMs bundle of precepts were to prove highly influential, affecting the practices of public management in most parts of the world. In developed economies, the appeal of NPM was bolstered by broader political, economic and technological shifts glibly rallied under the post-fords banner that sustained a general redefinition of the role of the state in development (Chipkin&Lipietz, 2012:5)

The researcher's view based on public sector reform in South Africa desired enormous change because of a strict old public management to address diverse workforce on inefficiency and maladministration. The new public management came up with more market

based mechanisms that will focus on shorter strategies when it comes to introducing accountability benefits both to the institution and the citizens. New public management changed personnel into controllable and an easy to adjust component, with its employee's aiming to improve performance standards and achieving institutional goals.

### **2.2.2 New Public Management in the South African public sector**

Chipkin and Lipietz (2012:4) maintain that central to New Public Management was, on the one hand, the emphasis on novel incentive structures to combat the perceived inefficient and wasteful propensities inherent in Old Public Management (OPM). Derived from public choice theories and new institutional economics, these sought to introduce result-oriented and performance-related operating principles to keep bureaucracy lean and mean. On the other hand, NPM sought to palliate to OPMs accountability deficits through the introduction of market-based mechanisms, considered a 'shorter' and more reliable route than the 'long route' of democratic accountability. Better able to offer 'voice' and 'choice' to citizens turned consumers; NPM-styled bureaucracies were to become more user-responsive (Chipkin and Lipietz, 2012:4). On the other hand, NPM promised a new way of controlling personnel, other than through internal rules and hierarchical authority. Proponents of NPM recognised that public managers and other civil servants had their own interests and sought to align these interests and those of the organisation in which they worked through a system of rewards and sanctions, most notably through 'performance management' contracts (Chipkin and Lipietz, 2012:4).

The researcher oversee the new public management as a instrument that was specifically introduced by South African government in order to ensure that services are rendered at a right time by the public sector employees to the inhabitants of the country. The shift from OPM was for moving away from the apartheid of public service which shaped government department's operational procedures to be more of employees who were not accountable to the country's inhabitants but to their autocratic managers. The old public management was impeding change in terms of economic, social and performance systems in the working environments and also not allowing a diverse workforce.

### **2.2.3 New Public Management and performance management**

Cutler (2010:130) argues that, public sector performance management as co-extensive with the period in which New Public Management has operated as a public sector reform programme. The service selected ought to absorb a significant level of public resources. This is linked to the central concern of public sector performance management to achieve results from resources deployed. Thus the imperative to achieve such results is likely to be stronger the more significant the service is in expenditure terms. The second is that there will be more depth to the case if it includes both examples of financial and non-financial performance management (Cutler, 2010:132).

Ewoh (2011:108) maintain that, there are considerable variations in ways in which governments use performance data. Whereas the main use of performance measurement is to improve the effectiveness and efficiency of public services, governments generally use performance information to encourage the utilization of goals and outcomes in the budgetary process, help set targets, and learn from others. In terms of the logic of performance management systems, different units of governments at all levels use performance information to revise measures and update their strategic plans. Ewoh (2011:110) is of the view that public administrators can evaluate performance on the basis of their own observations as well as perceptions of their trusted subordinates, the input of elected officials, and comments from concerned taxpayers.

The researcher foresaw that new public management as a public sector reform programme that has brought significant change in performance management when achieving the desired results. Government uses performance information to enforce participation in the budget process and to assist in reaching goals. Performance management systems in government institutions use performance information to review required actions for change. This new change gave public servants the ability to translate business strategy into action. The NPM allows managers at a strategic level to assure that all the employee's concerns are being heard. Those managers need to serve in the police as catalyst for change and develop problem solving in performance constraints, within the Nyanga police station.

#### **2.2.4 Public Service Performance Management System**

Bruce(2011:1) argue that, most performance indicators focuses on outputs rather than outcomes, with the result that police officers give more attention to reporting what they do rather than what they achieve. This causes them to become preoccupied with meeting norms of activity rather than adapting their activity to produce desired results, which in turn discourages innovation and reduces operational flexibility. One of the inherent risks of indicators is that they have unintended consequences such as 'promoting inappropriate behavior or malicious compliance. Performance measures are consistently of a quantitative nature so that the business of government and the work of public servants become dominated by a pre-occupation with meeting certain numeric targets, potentially compromising a concern with the overall quality of the service provided (Bruce, 2011:2). The implementation of performance management systems also involves a massive investment of resources and time by government personnel, particularly those in managerial positions. In South Africa no less than in other countries, particularly after the advent of democracy in 1994, government has placed major emphasis on performance monitoring and performance management. Bruce, (2011:2) concur that the emphasis on performance management systems may be understood as derived from the principles of accountability embodied in the Constitution. Legislative provisions that form the basis for the implementation of performance measurement systems include Section 38(1) (b) of the Public Finance Management Act. This

provides that accounting officers for government departments or other government entities are 'responsible for the effective, efficient, economical and transparent use of the resources of the department, trading entity or constitutional institution. Bruce(2011:2) states: "Performance management and, more importantly measurement, is then intended to be a way of evaluating whether departments are delivering on their obligations in this 'effective, efficient and economical' way. More specific provisions are contained elsewhere in legislation and regulations. For instance in terms of Section 27(4) of the Public Finance Management Act of 1999 accounting officers must submit 'measurable objectives' with their draft budgets to parliament". Treasury regulations also provide that the strategic plan must, amongst other things, include 'the measurable objectives, expected outcomes, programme outputs, indicators (measures) and targets of the institution's programmes (Bruce, 2011:2).

The employees in government departments focuses more on meeting organisational norms of their duties than adapting them to produce desired results, for the organisation to be more advanced in performance management systems and reduces operational flexibility. The implementation of performance management systems also involves a massive investment of resources and time by government personnel, particularly those in managerial positions. A performance management system revolves around the time and public resources controlled by government employees at a strategic level.

#### **2.2.5 Employee Performance Management System in South African Police Service**

The emphasis on performance management systems may be understood as derived from the principles of accountability embodied in the Constitution (Bruce, 2011:4). Performance management and, more importantly measurement, is then intended to be a way of evaluating whether departments are delivering on their obligations in this 'effective, efficient and economical' way. More specific provisions are contained elsewhere in legislation and regulations. Important role-players in the design of frameworks and implementation for systems of performance management include the National Treasury and the Department of Public Service and Administration (Bruce, 2011:4). Since 2003, as part of its drive to improve its ability to assess performance, the SAPS have also introduced what is known as the performance management chart. This is an information technology-based system for monitoring and comparing the performance of police stations. The performance chart partly relies on information recorded on the Crime Administration System regarding levels of recorded crime and on detection rates and the percentage of cases that go to court. Rather than serving as a means for comparing the performance of stations against each other, the system compares the performance of a station against its own previous performance (Bruce, 2011:4). Stations are then ranked against each other according to the level of improvement in performance that they have achieved. The aim is to encourage police leaders and members to focus on continuously improving their activities and operations in line with the strategy of the SAPS (Bruce, 2011:2-3). The use of performance measurement systems also

needs to be accompanied by sensitivity to the unintended consequences that are likely to follow from their implementation. Without a parallel process that seeks to ensure that the performance that is achieved is not only achieved against measures of quantity but also against measures of quality, it is likely that meeting the targets will start to take precedence over questions about how the targets are actually achieved. But whilst the SAPS can speak with some pride of its framework of performance indicators and measures, it cannot do the same in relation to its mechanisms for ensuring the quality of its crime prevention and crime investigation performance. For instance one of its principal mechanisms for doing so, the SAPS National Inspectorate, has now for some years failed to execute its mandate 'owing to poor leadership and unwarranted reorganisations (Bruce, 2011:4).

The researcher agree with some authors that performance management systems has its principles around accountability using performance measurements to oversee whether all government departments meet their goals in rendering good quality, effective and efficiency services to those who has to benefit from government services. The employees ought to ensure that the available resources are utilized in a way that will bolster the economic status of government spending. SAPS introduced performance chart with the intention to improve performance, this system is used for monitoring employee performance and assess whether SAPS employees comply with departmental obligations in Nyanga police station. This chart only focuses to the recorded data that is on the Crime Administration System (CAS) base on their levels of crime and detection rates as well as court cases. The Case values the working standards of police station based on the improvement of the achieved results with that of departmental prior performance. The rationale for this implemented system was to motivate employees to accelerate service delivery.

### **2.2.6 Western Cape Performance Management**

The performance management and development system was conceived as compulsory for accountability framework that is necessary for performance planning, tracking of progress and reporting on performance outcomes (Tengeni, 2011:8). The government organised that the success of its programmes and policies would require that such a core of senior managers be provided with on-going support to strengthen its management and leadership capabilities to meet the challenges of this modern state. This support meant that the public service had to overhaul its recruitment strategies, training and development programmes with the purpose of retaining and rewarding competent managers for excellent performance and continuous innovation (Tengeni, 2011:17).

In the Western Cape province, performance management system was regarded as a the most imperative tool to enforce accountability to public officials, by ensuring that they comply with planning and do follow up about any service delivery programme and report the progress and development. Mentorship programs have been put in place to support management to overcome any work related challenges so as to improve poor performance.



Government departments in the Western Cape has to come up with new recruitment strategies and training and development programmes that aimed at rewarding all the competent managers in performance.

### **2.3 Components of performance management**

Armstrong (2009:623) maintain that there are components in all jobs that are difficult to measure quantifiably as outputs, but all jobs produce outcomes even if they are not quantifiably. It is important to measure performance by reference to what outcomes have been attained in comparison with what outcomes were expected, and the outcomes may be expressed in qualitative terms as a standard of competency to be attained.

#### **Common rater errors**

Lussier (2010: 27) is of the view that during the performance appraisal process, there are common complications that organisations and managers face daily. However, knowing the complications managers should take measures to avoid them.

#### **Halo error**

This error occurs when the evaluator has a generally positive or negative impression of an individual, and the evaluator then artificially extends that general impression to many individual categories of performance to create an overall evaluation of the individual that is either positive or negative. However, if employees are criticised by their supervisors to be generally good employees, and the supervisor then evaluates each of the areas of their performance as good, regardless of any behaviours or results to the contrary, the supervisor is guilty of halo error. Employers can avoid halo error by remembering that employees are often strong in some areas and weaker in others, and need to objectively evaluate individual employees based on their actual performance for each and every item of assessment (Lussier, 2010: 28).

#### **Bias**

Bias is simply a personality based tendency, either toward or against something. In the case of performance assessment, bias is toward or against an individual employee. All human beings have biases, but supervisors especially cannot afford to allow their biases to enter into their evaluation of subordinates in the firm. Biases make the evaluation process subjective rather than objective, and certainly provide the opportunity for a lack of consistency in effect on different groups of employees. The employees overcome the bias problem, employees need to be objective and not let their feelings of liking the individual influence their assessment (Lussier, 2010: 28).

#### **Stereotyping**

Lussier (2010:28) maintain that stereotyping is mentally classifying a person into an affinity group, and then identifying the person as having the same assumed characteristics as the group. Stereotyping is always assumed to be negative; there are many incidents of positive stereotypes. However, regardless of whether the stereotype is positive or negative, making

assumptions about individual employees' characteristics based on their supposed membership in a group, rather than explicitly identifying the characteristics of the individuals, creates the potential for significant error in evaluations. Members can avoid stereotyping by getting to know each other as individuals and objectively evaluating individual employees based on their actual performance (Lussier, 2010: 28).

### **Distributional errors**

According to Lussier (2010:28) distribution errors normally occur in three forms which are strictness, central tendency, and leniency. This is based on a standard normal distribution that employees are familiar with. In severity or strictness error, the rater evaluates everyone as below average. Central tendency error occurs when raters evaluate everyone under their control as average nobody is either really good or bad. Lussier (2010:28) stated that leniency error occurs when the rater evaluates all others as above average. Leniency error, therefore, is basically a form of grade inflation. Superiors can avoid distributional errors by giving a range of evaluations. The distribution is often based on the ranking method of evaluation and forced distribution (Lussier, 2010: 28).

### **Similarity error**

This error occurs when raters evaluate subordinates that they consider more similar to themselves as better employees, and subordinates that they consider different from themselves as poorer employees (Lussier, 2010: 28). Employees have a tendency to be comfortable with people who are similar to themselves, and if not careful, managers can allow this feeling of comfort with similar individuals to be reflected in the performance appraisal process. Managers need to avoid similarity error by embracing diversity and objectively evaluating individual employees based on their actual performance, even if they are different from managers and don't do things the same way that managers do (Lussier, 2010: 28).

### **Proximity error**

This error states that similar marks may be given to items that are near each other on the performance appraisal form, regardless of differences in performance on those measures. Managers in the public sector organisations can avoid proximity error by objectively evaluating employees' actual performance on each and every item on the assessment form (Lussier, 2010: 28).

### **Recency error**

This error occurs when raters use only the last few weeks or month of a rating period as evidence of their ratings of those in lower ranks. Managers can avoid the recency error by evaluating the employee based on the entire assessment period, commonly 6–12 months, using the critical incidents method which assists the department to recall and assess the entire period more objectively (Lussier, 2010: 29).

### **Contrast error**

Lussier (2010: 29) maintains that in contrast error, the rater compares and contrasts performance between two employees, rather than using absolute measures of performance to measure each employee. For instance, the rater may contrast a good performer with an outstanding performer, and as a result of the significant contrast, the good performer may seem to be below average. The management can avoid contrast error by objectively evaluating individual employees based on their actual performance. Managers must use the ranking method correctly; for instance by assessing each individual based on the items on the assessment form and also rank the individuals based on their assessments (Lussier, 2010: 29).

### **Attribution error**

Attribution is a process where an individual assumes reasons or motivations such as attitudes, values, or beliefs for an observed behavior. However, attribution error in performance appraisal might occur when the rater observes an employees' action such as an argumentative answer to a question and assumes that the individual has a negative attitude toward the job and is a poor performer (Lussier, 2010: 29). Assumptions might not tell a truth, and in cases like that the rater would be guilty of an attribution error, if a manager is not sure about employees performance, he or she must not presume. Managers need to avoid attribution error because it is based on their subjective conclusion. The management should talk to employees to find out so that superiors can objectively evaluate employees based on their actual performance (Lussier, 2010: 29).

### **2.4 Balanced scorecard**

Rohm (2008:1) maintain that, balanced scorecard when developed as strategic planning and management systems can help align an organization behind a shared vision of success, and get people working on the right things and focusing on results. A scorecard is more than a way of keeping score, basically is a system, consisting of people, strategy, processes, and technology. Balanced Scorecard means different things to different people (Rohm, 2008:1). At one extreme, a measurement based balanced scorecard is simply a performance measurement framework for grouping existing measures into categories, and displaying the measures graphically, usually as a dashboard. The measures in these systems are usually operational, not strategic, and are used primarily to track production, program operations and service delivery (Rohm, 2008:1). At the other extreme, the balanced scorecard is a robust organization wide strategic planning, management and communications system. These are strategy based systems that align the work people do with organization vision and strategy, communicate strategic intent throughout the organization and to external stakeholders, and provide a basis for better aligning strategic objectives with resources (Rohm, 2008:1).

Rohm (2008:1) is of the view that in a strategy based scorecard systems, strategic and operational performance measures are only one of several important components, and the measures are used to better inform decision making at all levels in the organization. In

strategy based systems, accomplishments and results are the main focus, based on good strategy well executed (Rohm, 2008:1). A planning and management scorecard system uses strategic and operational performance information to measure and evaluate how well the organization is performing with financial and customer results, operational efficiency, and organizational capacity building. In other words, managers at a strategic level have to start with the end in mind, not with the measures that the organisation currently have. Doing the things right is a balancing act, and requires the development of good business strategies and efficient processes and operations to deliver the programs, products and services that make up the organization's core business (Rohm, 2008:2). The differences in development and implementation of scorecard systems for private, public and non-profit organizations, the disciplined process of strategic discovery used to develop scorecard systems has more similarities than differences. The major components of a balanced scorecard system are briefly explained.

#### **2.4.1 Balanced Scorecard System Elements**

##### **Engaged Leadership, Interactive Communications and Change Management**

Rohm (2008:2) maintain that, to develop a scorecard system is transformational for an organization as it is basically about changing hearts and minds of the employees. Leaders who are engaged in the discovery process, communication via two-way dialogue, and planning and managing change are important first steps in the process

##### **Organization Mission, Vision, and Values**

Rohm (2008:2) stated that every organisation either public or private sector needs a clear mission, shared vision and organization values that are built on strong personal values. It must not be the matter of having components but not having connection tissue among them to ease the employees' performance standards. An exciting and clear shared vision revolves around the scorecard development process which makes the employees to follow the right direction where their focuses are on creating and executing the organization's strategies. The internal and external organizational environments can classify the strengths and weaknesses that guide strategic approach and implementation that will assist in achieving the desired goals (Rohm, 2008:2).

##### **Customers and Stakeholders, and the Value Proposition**

Effective strategy incorporates a view from the customer and stakeholder perspective, and includes an understanding of customer needs, product and service characteristics, desired relationships and the desired corporate image that the organization wants to portray (Rohm, 2008:2).

##### **Perspectives Strategic Themes and Strategic Results**

Rohm (2008:2) maintains to view strategy through different performance lenses; the organization needs to define strategic perspectives, key strategies and expected results. Key

strategies in any organisation are the main focus areas that translate business strategy into operations, and make strategy actionable to all employees.

### **Strategic Objectives and Strategy Map**

Strategic objectives are the building blocks of strategy, and objectives linked together in cause-effect relationships create a strategy map that shows how an organization creates value for its customers and stakeholders (Rohm, 2008:2). Performance Measures, Targets and Thresholds. Performance measures are linked to objectives and allow the organization to measure what matters and track progress toward desired strategic results. Targets and thresholds provide the basis for visual interpretation of performance data, to transform the data into business intelligence (Rohm, 2008:3).

### **Strategic Initiatives**

Initiatives translate strategy into operational terms, and provide a basis for prioritizing the budget and identifying the most important projects for the organization to undertake (Rohm, 2008:3).

### **Performance Information Reporting**

Rohm (2008:2) concur that an automated data collection and reporting processes are used to visualize performance information and better inform decision making throughout the organization.

### **Cascade Scorecards to Departments and Individuals**

The managers have to align the organization through strategy, using the strategy map, performance measures, targets and initiatives. Scorecards are used to improve accountability through objective and performance measure ownership (Rohm, 2008:3).

### **Rewards and Recognition**

Incentives are secured to performance to make strategy actionable for people, and help build buy-in for the behavior changes needed to create a high performance organization (Rohm, 2008:3).

### **Evaluation**

The results of the organization becoming more strategy focused are evaluated, and changes in strategy, measures, and initiatives reflect organization learning. Each scorecard component is developed in a logical sequence, using a disciplined framework of discovery and strategic thinking (Rohm, 2008:3). Managers at a strategic level within Nyanga station have to communicate the responsibilities to the employees in order to enforce accountability and focus upon the strategic direction. Members must be aware of the organizational strategy that they need to follow and the objectives should always be clear so that everyone can know what to do, when and where. The strategic objective needs to be always communicated with the whole institution, members of the public and external stakeholders that the organisation serves. The management must have the end results in mind in order to change the working environment to be more modernised and comfortable for its employees

at any given times. Managers must find ways of how to measure and monitor performance so that the effectiveness of a strategy can be evaluated. Setting performance objectives, measuring performance, comparing actual performance with targeted performance taking any corrective active required.

## **2.5 Approaches and Theories**

### **1. Performance Management on New Public Management**

New Public Management is a programme was introduced by government in all circumstances and all countries to deliver good quality results for a change to the citizens by adopting private management ideas and practices, the use of economic theory and models, and the obsession with performance management (Hughes, 2012:75-76). Hughes (2012:85-86) further argues that NPM requires goals to be defined and performance targets to be set, and is justified by the proponents as accountability requires clear statement of goals, efficiency requires a hard look at objectives. The NPM indicated change by ensuring efficiency, effectiveness and as well as productivity.

### **2. Organisational Analysis model**

Lobo (2008:36) argues that institutions set the context and framework within which organisations operate. The quality and extent of services that organizations can provide to their members and customers is greatly dependent upon the incentives, opportunities and resources that the institutional framework provides. Lobo(2008:36) further explains that organisations influence policies and priorities of the government, either directly or through their members, who then act directly through the political process. Lobo (2008:36) maintains that, managers must understand the institutional and organisational landscape in order to identify policy and organisational spaces, devise acceptable and effective ways of proceeding, access local resources, secure allies and ensure local commitment to change. The landscape consists of actors and their interests, networks and relationships, instruments and mechanisms of change and resistance, dominant cultural values, existing incentives and dampers (Lobo, 2008:36).

### **3. Organisational Support**

Werner etal, (2011:121), maintain that the process of developing individual measures starts by taking the strategy of the organisation and cascading the strategic objectives down through the different departments. Once the managers of the departments have set their goals and objectives, each person in the department should be assisted by means of a joint goal-setting session to set his or her goals and the associated measures. Werner etal, (2011:121), argues that the alignment process will identify the critical success factors and key performance areas for the organization. Every employee in the organization has the key result areas as well as key performance indicators, which are the measures used to judge the employee's performance. At an organisational level, employee performance

management system focuses more on management of change, human resource management policies and theories (Werner et al, 2011:121).

### **2.5.1 Goal setting theory**

Locke and Latham (2013:3) maintain that goals for decision making in the workplace can enhance job performance. Motivational goals are not only in real life but also in the laboratory context, when there is a cognitive challenge handed to people, they will typically work to meet that challenge (Locke and Latham, 2013:4). Locke and Latham (2013:4) argue, employees work harder for more challenging goals and will strive to meet even very challenging goals. Variations in ability impact the goal related performance gains, and higher performance gains with more challenging as opposed to less challenging goals. Individual differences in ability have long been recognized as important factors in goal achievement belief systems are also relevant to goal attainment (Locke and Latham, 2013:5).

#### **Self- efficacy and Related Belief Systems Influence Goal Achievement**

Self-efficacy is one's assessment of individual capability in a defined task domain, for instance, the belief that employees' memory is pretty good most of the time. Goals are most motivating when self-efficacy is higher because those with higher self-efficacy has an expectation that additional effort will lead to a positive outcome (Locke and Latham, 2013:6).

#### **Feedback Interacts with Goal Success**

Given the beliefs of older adults, and in particular, the degree to which they doubt their own capability to perform well and to control cognitive performance outcomes, it is not surprising that feedback would influence goal progress for older adults even more so than for younger adults (Locke and Latham, 2013:7).

#### **Goal Commitment Moderates the Impact of Goal Setting**

Locke and Latham (2013:8) reported that goal commitment is often quite high, with minimal variation. In addition, commitment shows a relationship to performance only when task circumstances lead to more variability in goal commitment.

#### **Goals Direct Attention and Affect Activity Selection**

Goals may influence the focus of cognitive operations with resource allocation being driven by goal or task priorities. Further, when cognitive resources are allocated to one task, they must, in part, be withdrawn from other tasks (Locke and Latham, 2013:8).

#### **General Life Goals**

Locke and Latham (2013:10) explain that a useful framework for understanding the impact of goals on everyday functioning is to consider goals in a lifespan developmental context. Lifespan psychology is a lifelong process of flexible individual adaptation to changes in opportunities and constraints on social, biological, and psychological levels. Locke and Latham (2013:10) further argue that, goals that are challenging, but attainable, represent important self-regulatory processes positively related to well-being and conducive to successful aging. The self-regulatory theories that focus on goal related processes in

development converge on the assumption of a dynamic person context interaction. Goal related resources changeover the lifespan, and become more limited in old age, and that successful development requires suitable mechanisms for allocation of these limited resources (Locke and Latham, 2013:10). Goal setting must have the five principles which are clarity, challenge, commitment and feedback as well as task complexity.

### **2.5.2 Expectancy theory**

Sucui, etal (2013:6) is of the view that motivation requires a desire to act, ability to act, and having an objective. Motivational theories have been grouped in three categories by taking into consideration different approaches such as content theories, process theories and consolidation theories. Sucui, etal (2013:6) argue that, in content theories people act in certain ways based on their needs. The consolidation theories emphasize the connection between individual's behaviour and certain specific results. Process theories try to explain how motivation occurs, what factors influence it and what the relations between these factors are. This theory integrates many of the elements of the needs, equity and reinforcement theories. Expectancy theory holds that people are motivated to behave in ways that produce desired combinations of expected outcomes (Sucui,.etal 2013:7).Essentially, the expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. As a consequence, behaviour could be oriented towards anticipated and individualized goals. Vroom's theory states that the 'choices made by a person among alternative courses of action are lawfully related to psychological events occurring contemporaneously with the behaviour (Sucui, .etal 2013:7).Expectancy is what one waits related to the individual effort and also expresses the success chances that depend on one's abilities in order to reach performance (Sucui, .etal 2013:7).

#### **Poor performance**

Rollo (2009:86) stated that, in a situation where a good employee whose performance and enthusiasm has dropped off, candidly discuss incidents that have caused concerns. Express appreciation for good past performance and to help restore performance. Investigate other reasons that might cause the employee to become disengaged. Look for ways to provide new and interesting challenges. A manager responsibility lies in continuing to praise and recognize the employees in such a way that they feel very important within the organization. A performance management system will assist managers to regularly evaluate performance and identify problems early on. In most cases action can be agreed between the manager and employee to remedy any problems at the earliest opportunity (Acas, 2014:29).

#### **Support and coaching**

Support and coaching by managers will help employees understand possible options for improving performance and take the necessary action. Underperformance may have a variety of causes and some of them may be outside the individual employee's control. It is



therefore important to discuss any problems carefully with employees so that practical solutions can be agreed (Acas, 2014:29).The SAPS uses a Performance Enhancement Process to support employees in achieving their desired performance goals.

**Having that difficult conversation**

Consistent performance reviews and support will help to decrease the number of employees that under-performs. However, there might be occasions when, despite adequate support, an employee’s performance consistently fails to reach the required standard(Acas, 2014:29).In this regard, line managers must be prepared and ready to have difficult conversations with their team members and will need proper training on performance related concerns(Acas, 2014:29). Every South African Police Service station must have a capability to perform trainings based on performance improvement.

**Disciplinary action**

There are instances where informal approaches fail; a manager may decide to take more formal action which could finally result in dismissal if employees fail to make the necessary improvement (Acas, 2014:30).In such circumstances managers must always follow organisation’s disciplinary procedure. Managers at a strategic level should be provided with training in order to practice the procedure and have ability to take disciplinary action as well as dismissal (Acas, 2014:30).

**2.6 Management under poor performance**

**Management Support**

Werner et al, (2011:124) argues that, an individual should have no more than seven objectives with associated measures. Limited number of objectives makes it easier for the subordinate to focus. It is important for employees to recall all their objectives, as this means that they can make decisions without first having to search through a filling cabinet to consult a list of objectives.

**2.6.1 Key Factors of Good Performance Management**

According to Werner et al (2007:104) there are some influencing factors for individual performance which is illustrated in the table 2.6.1.1 below.

Relating to individual	Relating to organization
<ol style="list-style-type: none"> <li>1. Commitment to the organization</li> <li>2. Selection</li> <li>3. Personality</li> <li>4. Attitude</li> <li>5. Skills</li> <li>6. Ability</li> <li>7. Knowledge</li> <li>8. Being there always</li> <li>9. Motivation</li> </ol>	<ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Structure of working units</li> <li>3. Systems and procedures</li> <li>4. Enabling support</li> <li>5. Empowerment</li> <li>6. Opportunity to perform</li> <li>7. Job design</li> <li>8. Rewards</li> </ol>

Source: Werner et al (2007:109)

Werner et al (2007:109) maintain that performance management steps should be followed in order to achieve better results while measuring performance. These steps include clarifying expectations, planning to facilitate performance, monitor performance, providing feedback, coach council and support, recognize good performance and also deal with unsatisfactory performance.

### **2.6.2 Key Performance Indicators**

Nytes and Vice (2010:17), maintains that performance management initiatives cannot achieve optimum success without energetic and sustained support from an organization's top managers. Leaders need to articulate a vision for performance management that tells members how they will benefit and encourages involvement. Nytes and Vice (2010:17), further stated that leadership must also make it clear that performance management is basically focusing on how business will be conducted. A good performance management system has the potential to improve results, defend the distribution of resources, and, through good management increase the benefits to the citizens that the department serves (Nytes and Vice, 2010:17). The information provided by performance management systems can be used in dealing with powerful organised interests. Public officials can use survey data, information on public preferences and priorities, and performance information to counter such interests (Nytes and Vice, 2010:17). Nytes and Vice (2010:18), argues that successful leaders are committed to implementing performance management and are willing to use their time, talents, and resources to help develop, improve, and get others committed to the effort. This includes finding the time to do research, organize meetings, assign members to departmental projects, and develop fact-based arguments for countering resistance (Nytes and Vice, 2010:18).

Performance management results in greater efficiency and more effective use of resources in the long run, but it requires an upfront investment of resources for implementation. People, expertise, technology, and money are necessary to establish and maintain tools and practices for revising processes, developing measures, and collecting and storing data (Nytes and Vice, 2010:18-19). Developing a successful performance management system requires more than creating new forms and developing new measures. Performance management systems represent a fundamental change in organisational culture (Nytes and Vice, 2010:19). Accessing outside expertise from individuals who have previously implemented performance management allows governments to take advantage of lessons learned and avoid common problems. Identifying and enlisting the support of individuals within the organisation who are knowledgeable about the various elements of performance management, preferably those with previous experience, is a good strategy (Nytes and Vice, 2010:19). Nytes and Vice (2010:19) maintain that, one of the best ways to sustain the effort is

to demonstrate improvements resulting from performance management. It is important to maintain data, conduct reviews, and communicate success. SAPS, NGOs and Nyanga community members should work together to provide resources that government can use to help them sustain their performance management initiatives.

### **2.7 Effects of Performance Management on employee's behaviour**

The researcher is of the view that members who experience difficulties in terms of performance management cannot concentrate on duty as a result they might record statements wrongly. They might not follow commands correct, lost dockets, criminals can be released wrongly and community loses hope as they become victims of the criminals. According to Erika (1998:112) lack of usual interpersonal relationships and constructive recreational activities frequently, lead to the misuse of alcohol and to marital problems for instance, GertLaufs, a police officer of Worcester who had drunk alcohol following his voluntary admission to Stikland hospital for treatment, his marriage collapsed because of his drinking habits that made him kill a harmless fifty-year-old black man by stabbing him with a knife in the neck (Ronald, 1998:1). Fick (2006) stated that, police officers engage in alcohol abuse as a way of dealing with work related problems caused by the nature of their work. Worker's productivity decreases with each hour of absenteeism as he or she still receives remuneration, but does not produce any work, therefore if a member does not perform his or her duties as required by senior management that can lead to termination of service. In an effort to escape those impede performance, employees may desert the workstation or even commit sabotage in order to neutralize what makes it difficult for them to manage performance. If SAPS member cannot cope at work, which will increase to a breaking point, performance drops to zero. (Alberts, 2000:55).

### **2.8 Key issues of performance management system**

#### **1. Organisational procedures**

Organisational commitment to the program must move beyond procedures setting out responsibilities and obligations to be fulfilled by staff, to an approach which also emphasises the responsibilities of the organisation as a whole, including the most senior management (Roberts et al. 2009:6).

#### **2. Appraisal tools**

##### **Management by objectives (MBO)**

Van der Westhuizen and Wessels (2011:278-279) maintain that management by objectives is the management philosophy that focuses on the motivation of individual performance but with due to its process, can also be used for evaluating performance. Public sector managers and employees mutually establishing and discussing specific goals and formulating action plans. Public sector managers should be aiding their employees to reach their set goals, and each manager and employee reviewing at a present time the extent to which objectives have been attained.

### Assessment centres

According to van der Westhuizen and Wessels (2011:279) an assessment centre is a procedure originally adopted to assess managerial potential. It is an assessment method that consists of a standardised evaluation of behavior, based on multiple raters and measures such as in-basket exercises, paper and pencil ability tests, leaderless group discussions, simulations and personality questionnaires. In the South African context, assessment centres enjoy a relatively high level of popularity.

### 360-degree appraisals

360-degree performance appraisals has gained an increasingly popularity. This is a multiple rater to the assessment of the individual's work performance. In the South African context, more public institutions are making use of this method (van der Westhuizen and Wessels, 2011:279). 360-degree appraisals involves gathering and processing performance assessments on individual employees from a broad range of interested parties, including internal and external customers, suppliers, peers and team members, superiors and subordinates and as well as person assessed. The data collection process normally includes such elements as formal and structured interviews, informal discussions, surveys and observations. The assessment information is used as a feedback to the employee and provides important inputs for career development and management also training and development. Since there are multiple sources, a broader perspective can be developed of an individual's strength and weaknesses. This improves self-insight in the process of developing to one's full potential (van der Westhuizen and Wessels, 2011:279).

### 3. Competency

Ulrich (2009:7) stated that competencies enable an organization to integrate strategic human resource and business plans into one seamless overarching strategy to develop people, optimize resource allocation, enhance services, and create efficiencies. This is done through increased employee engagement, defined expectations and definitions of success customized to your business and internal processes, to maximize the use of resources (Ulrich, 2009:7). Competencies are the observable abilities, skills, knowledge, motivations defined in terms of the behaviours needed for successful performance. Competencies and competency frameworks are proven tools for translating the strategic vision of an organization into the behaviours employees must display for the organization to be successful (Ulrich, 2009:8). Table 2.8.1 issues of performance management system

HR / Organizational Goal	Contribution of competency frameworks
Productivity gains	Organizations improve efficiency not only as employees learn 'what' they are expected to do, but even more as they understand 'how' they are expected to perform tasks. Desired organizational behaviors are documented, making it possible

	to communicate these standards. Required skills, traits, and attributes for all positions are defined, making it possible to measure and correct for skill deficiencies.
Grow, retain, and attract the right talent	Understanding and define the talent needed and available to accomplish the organizational mission. Define organizational culture to maximize the ability to hire for fit and attitude. Objectively identify the individuals the organization must retain to maintain an optimal talent pool. Create living human resource plans that move with business needs. Competency based human resource management enables the organization to define a skills road map, which empowers individuals to manage and achieve their own development.
Improve performance	Identify gaps between requirements and capabilities. Define expectations for employees, in a way that is measurable, objective, and defensible. Set behavioural targets to encourage employees to go above and beyond expectations.

(Ulrich, 2009:7).

A competency-based appraisal offers the promise of measuring performance by assessing a relatively small set of factors previously ascertained to be job related (Condrey, 2010: 580). This would greatly ease the task and cost of recruitment, selection, training and appraisal. Given the growing complexity of jobs and their work task, especially the upper level and professional positions, a competency based approach that met this promise would be a human resource philosopher's stone (Condrey, 2010: 580).

#### **4. Rewarding**

Rewards are intrinsic and intangible (Condrey, 2010: 540). An employee who receives the reward is mostly potent than the tangible ones. The tangible but inspiring and invigorating that results from living up to one's professional duties cannot substitute for formal rituals of recognition by superiors, co-workers, subordinates. A total reward system must include opportunities for both monetary and nonmonetary compensation. Rewards are given out to teams, individuals or to individuals representing any particular organization. Condrey (2010: 541) maintain that reward system requires serious assessment of the involved risks and proper training managers or it may become counterproductive, resulting in the demotivating of the employees.

##### **4.1 External and tangible rewards**

Monetary compensation requires an assessment of each employee's contribution to the organization in a way that employees deem fair and equitable, if does not occur, compensation can become a demotivator. Parameters of direct compensation derived from

sources like job descriptions, classifications, performance appraisal records and longevity within an organization (Condrey, 2010: 542). A good compensation can motivate the employees, however monetary rewards can be problematic in ways over which managers and the departments have little control. Nonmonetary rewards such as various forms of recognition may have no cash value to employees, yet they maybe as important to employees as rewards that contribute to their net worth when they go out to secure a house or loan (Condrey, 2010: 542-543). Nonmonetary rewards may also include employees, more autonomy concerning on how the job is done, training and development opportunities and more responsibilities in the job that is ad hoc revision of the job description (Condrey, 2010: 543).

#### **4.2 Inner satisfaction and tangible inducements**

Inner satisfaction and tangible inducements are the best source of motivating employees but at the same time employees cannot perform their best if they do not have hope of getting something for what they did Condrey (2010: 544). Condrey (2010: 544) noted that it is an article of faith for many managers that rewards promote better performance.

#### **5. Performance improvement**

Rollo (2009:81) stated that when dealing with an employee whose behaviour is not aligned with organizational norms, it is a sensitive performance management issue. Common problem areas include absenteeism, poor work quality and the reluctance to share skills. Performance problems must be addressed quickly to avoid setbacks in working group performance and cohesiveness. Performance issues that fester for months lead to resentment and friction, draining energy from the day to day performance. An effective organisation defines what behaviour is not in line with expectations and outlines a process for resolving these individual problems. The intent of this process focus on the behaviour improvement not merely punishing the employees for their wrong doing.

##### **Purpose of performance improvement process**

The rationale for performance improvement is to address and resolve discrepancies between organisational expectations and individual performance by bringing behavior in line with norms. Support each individual in becoming a successful contributor in the performance process. Develop work group maturity in dealing with sensitive performance issues. Maintain individual and group excellence (Rollo, 2009:82).

##### **Importance of performance improvement process**

Provide a clear set of steps and responsibilities for addressing performance issues. Address behaviors that are inconsistent with behavioral norms before they cause group ineffectiveness and development setbacks. It helpsthe employees to improve their behavior and come into alignment with norms. Avoid confusion over what arethe unacceptable behavior and the steps to address these issues (Rollo, 2009:82). It is the manager's responsibility to encourage individual work group members to address performance issues

with fellow employees. Establish consistency of expectations and methods of addressing issues and also avoid watering down behavioral norms to the point where disruptive behavior is overlooked (Rollo, 2009:83).

### **Types of work performance problems**

#### **Quantity**

- Not meeting deadlines and commitments
- Falling short of standard output of service in a given period of time
- Poor use of time which is visiting, phone and internet use and break time
- Excessive tardiness, absenteeism and leaving without permission
- Not completing projects (Rollo, 2009:83).

#### **Quality**

- Errors and inaccuracies
- Work that has to be redone
- Customer complaints
- Waste of material
- Not following standard work method (Rollo, 2009:83).

#### **Work behaviours**

- Insubordination and not following instructions
- Negativism and not cooperating with others
- Blaming others for performance ineffectiveness
- Refusal to adapt to changes in technology, procedures and customer expectations
- Destructive humor
- Conflicts with customers, suppliers, coworkers
- Alcohol or drug abuse (Rollo, 2009:83-84).

### **Supervisor and work group responsibilities in performance improvement**

Rollo (2009:84) maintains that as a good manager in any government institution one has to develop behavior expectations in order to ensure the smooth running of performance improvement process. Describe and identify behaviors that are not in alignment with team expectations. Develop a positive improvement process to resolve performance problems. Initiate and implement the resolution process in a constructive manner. Place responsibility for behavioral change on the team member with the problem. Follow up and hold the team member accountable for an improvement plan (Rollo, 2009:84).

#### **Individual responsibilities in performance improvement**

Employees must be willing to accept and follow behavioral norms in a working environment. Acknowledge when one's behavior is not meeting expectations. Work with the work group in the improvement process. Take responsibility for actions and make improvements. Commit

to action and follow up. Seek help if it is needed to improve the situation. Bring behaviour into alignment with norms (Rollo, 2009:84).

### **Performance improvement suggestions for supervisors**

Rollo (2009:85) noted that all supervisors must make sure that they report the problem, not the person so as to minimise conflict in the workplace. When improving performance managers are urged to keep facts not personalities. Deal with performance problems as soon as possible without procrastinating. It is the management's responsibility to resolve any problems and conflicting situations amongst all the employees at hand without any delays. Rollo (2009:85) argue that managers' obligation must be the focus of providing a short time frame and ensure lucidity to the employee of what is anticipated of him or her to make improvements in a short period of time. Supervisors or managers to always uphold their performance standards, company values and group norms. The strategic management's responsibility is to be prepared for some possible defensive on the part of the employee, stick to facts and business needs not feelings (Rollo, 2009:85).

### **Preparing for the performance improvement discussion**

The managers must know their employee's job so that they can easily notice when something wrong or one is under performing. They must consolidate all the required pertinent performance data. Clearly state what could result in poor performance so that members can impede it from happening (Rollo, 2009:85). Outline the coaching sessions using the challenging coaching sessions. Set the right climate that is private, constructive and factual. Be prepared to hear the employee's perspective. Have a context of company values and group norms for the discussion (Rollo, 2009:85).

## **6. Job agreements**

The performance agreement for every public sector manager shall assist the relevant person to define his or her responsibilities and priorities. To encourage the improvement of communication between that member and the person he or she reports to and enable the person whom that member reports to assess his or her work and provide appropriate support (van der Westhuizen and Wessels, 2011:279). Performance agreements have the following six elements:

### **Description of the purpose of the job**

The purpose of the job should be based on two sources of information. The information can be obtained from the job profile and on the business plan should also be consulted for information on what is expected of the job holder (van der Westhuizen and Wessels, 2011:280).

### **KPAs and agreement on the standards for measuring core management criteria**

Performance appraisal scheme cannot succeed if the criteria upon which the performance of an employee is to be assessed are not clearly determined in the performance agreement



(van der Westhuizen and Wessels, 2011:280). The criteria to be assessed consist of key results areas and core management criteria. Key results areas cover the main areas of work of a senior public sector manager and describe the key actions and activities that will ultimately assist the public service institution in performing effectively (van der Westhuizen and Wessels, 2011:281). The KPAs should be clearly captured in a concise manner in a work plan. The work plan makes provision for different aspects of the work such as specific tasks that the public sector manager should execute to ensure that the objectives are achieved as well as duties and responsibilities related to provision of advice and support (van der Westhuizen and Wessels, 2011:281). The core management criteria must also be concerned with generic standards.

The table 2.8.1.2 below is an illustration of the way in which two core criteria, strategic capability and leadership, programme and project management relate to generic standards for effective performance. (van der Westhuizen and Wessels, 2011:281-282).

<b>Core management criteria</b>	<b>Description</b>	<b>Generic standards</b>
Strategic capability and leadership	Provides a vision, sets the direction for the institution and inspires others to deliver on the organisational mandate.	Gives direction to team in realizing the institution's strategic objectives. Develops detailed action plans to execute strategic initiatives. Assist in defining performance measures to evaluate the success of strategies.
Strategic capability and leadership	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	Establishes stakeholder involvement and communicates the project status and key milestones. Defines roles and responsibilities for project team members and clearly communicates expectations. Balances quality of work with deadlines.

Source: van der Westhuizen and Wessels ( 2011:281-282).

The agreement can be reached by assessing all senior public sector managers against the core management criteria's that are applicable to their positions (van der Westhuizen and Wessels, 2011:282).

### **Monitoring performance against criteria and standards of performance agreement**

The most prominent factor in the signing of performance agreement is the matter of determining arrangement for the monitoring of the performance of senior public sector managers. Senior public sector managers must comply with the dates for quarterly and mid-term reviews and annual appraisals to ensure that the objectives are achieved, as these may lead to modifications to the performance agreement (van der Westhuizen and Wessels, 2011:283).

#### **Agreement on a personal development plan**

Van der Westhuizen and Wessels (2011:283) argue that personal development plan should be designed in order to assist senior managers in signing performance agreements. The plan reflects the developmental requirements of a senior public sector manager through the using of self-assessment tool produced by the department of public service and administration. Steps should be agreed upon to address the developmental gaps and the date at which a review of progress will be undertaken. The developmental plan forms part of the performance agreement, and personal development plan is required for every senior public sector manager (van der Westhuizen and Wessels, 2011:283).

#### **Specification of mechanisms for dispute resolution**

When reaching performance agreement, every public sector manager has to specify the mechanisms for resolving disputes.

- Develop mechanisms for dispute resolution that include any differences that may arise out of the assessment.
- Agree on mutually accepted person to resolve disputes.
- Involve the selected person in the conclusion of performance agreement.
- Select a person on the basis of his or her expertise and people skills not on legal qualifications (van der Westhuizen and Wessels, 2011:284).

#### **Annual remuneration package adjustment and performance related rewards**

The signing of annual performance agreement implies that a senior public sector manager may be considered for performance related pay increases based on the outcome of the performance appraisal. Failure to sign performance agreement may result in disciplinary action (van der Westhuizen and Wessels, 2011:284).

## **2.9 Environmental factors**

### **2.9.1 The external environmental factors**

The external environmental factors include social, technological, economic and political. In terms of social environmental factor, it focuses on demographics and education statuses, while political is more of the nature of political organization and system, the prevailing political stability and political ideology. The economic environment is basically about the labor market, customers, stakeholders, globalization and trade unions (Durai, 2010:48).

### **2.9.2 The internal environmental factors**

Durai (2010:56) is of the view that the internal environmental factors include the vision and mission of the organization, business strategy, organizational structure and culture and as well as human resource system.

## **2.10 Legislative Overview**

### **2.10.1 South African Police Service National Policy**

The SAPS is responsible for the administration of the following legislation, which has been taken into consideration during the determining of the strategic priorities and objectives for the SAPS. The South African Police Service Act, 1995 (Act No. 68 of 1995), as amended by the South African Police Service Amendment Act, 2008 (Act No. 57 of 2008). This Act states that “there is a need to provide a police service throughout the national territory to:

- Ensure the safety and security of all persons and property in the national territory;
- Uphold and safeguard the fundamental rights of every person as guaranteed by Chapter 2 of the Constitution;
- Ensure co-operation between the Service and the communities it serves in the combating of crime;
- Reflect respect for victims of crime and an understanding of their needs; and ensure effective civilian supervision over the Service” (SAPS Strategic Plan, 2010-2014:3-4).

The South African Police Service Bill, amendment of section 6 of Act no 68 of 1995, to amend the South African Police Service Act, 1995, in order to align the provisions relating to the Directorate for Priority Crime Investigation with a judgment of the Constitutional Court; to amend those provisions in order to ensure that the Directorate has the necessary structural and operational independence to fulfill its mandate without undue interference; and to provide for matters connected therewith (SAPS Strategic Plan, 2010-2014:3-4).

### **2.10.2 South African Police Service at Provincial level**

According to the Constitution of the Republic of South Africa 1996, chapter 11 section 206.

(3) Each province is entitled to do the following:

- (a) To monitor police conduct
- (b) To oversee the effectiveness and the efficiency of the police service, including receiving reports on the police service
- (c) To promote good relations between the police and the community
- (d) To assess the effectiveness of visible policing and
- (e) To liaise with the cabinet member responsible for policing with respect to crime and policing in the province (South Africa, 1996).

### **2.10.3 South African Police Service at station level**

The police stations that serve local communities are the window to the SAPS because it is at this level that the vast majority of the citizens of the country access the services provided by

the SAPS, as mandated by Section 205 of the Constitution. The SAPS has developed and implemented a number of initiatives during the preceding five years aimed specifically at improving the levels of service delivery at station level. Examples of these initiatives are the restructuring of the stations into more manageable clusters, the placement of senior, experienced personnel members at this level to coordinate effective and responsive policing within and across station boundaries, either as Station Commanders or as Cluster Commanders, and the implementation of Sector Policing in station precincts throughout the country (SAPS Strategic Plan, 2010-2014:7-8). The levels of service delivery at station level are closely aligned with the levels of professionalism of personnel in their dealings with those individuals and organizations that access or contribute to the services provided by the SAPS. The more focused implementation of the Batho Pele programme, the rigorous application of risk management, the combating of corruption involving SAPS personnel members and the continued development of the skills of personnel members, will contribute to the continuous improving of levels of professionalism (SAPS Strategic Plan, 2010-2014:8).

Health and Safety Act 1993 (Act No. 85 of 1993) was implemented to provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith (South African Department of Labour, 2004:1).

#### **2.10.4 Public Service Act 103 of 1994**

Section 3(5) (c) of the Public Service Act 103 of 1994 stipulates that performance appraisal should be provided for in the public service. Section 7 (3) (b) of this act specifically stipulates that a head of a public service institution shall be responsible for the effective management and administration of his or her institution (van der Westhuizen and Wessels, 2011:268).

#### **2.10.5 Public Service Regulations of 2001**

Departments shall manage performance in a consultative, supportive and non-discriminatory manner in order to enhance organisational efficiency, effectiveness and accountability for the use of resources and the achievement of results. Performance management processes shall link to broad and consistent plans for staff development and align with the department's strategic goals. The primary orientation of performance management shall be developmental but shall allow for effective response to consistent inadequate performance and for recognising outstanding performance. Performance management procedures should minimise the administrative burden on supervisors while maintaining transparency and administrative justice (Government Notice No. R. 1 of 5 January 2001/South Africa, 2001:33a).

#### **2.10.6 White Paper on Human Resource Management in the public service of 1997**

Every employee's performance will be assessed at least once annually against mutually agreed objectives. The assessment process will be aimed at identifying strengths and weaknesses in order to recognise and reward good performance, and manage poor performance (Government Gazette, 1997:page10-section 26). The primary orientation of performance appraisal is developmental and not recognizing outstanding performance. This area of performance appraisal entails the rewarding of incremental increases in salaries (van der Westhuizen and Wessels, 2011:268).

### **2.10.7 Performance Enhancement Process**

The South African Police Service implemented Performance Enhancement Process (PEP) to rate its member's performance so as to ensure an improved performance standards to all the employees local, provincial and nationally. It was surfaced that each member must compile his or her performance plan during the start of the pep cycle and do the transcribing so that when things revolve to be awful they can produce the results to the committee. Those tasks must be measured by either single or consolidated task so as to ensure that all employees deliver the required output standards that should be achieved. It must be the responsibility of supervisors and managers to record all the pep data in a relevant columns in order for the cycle to be concisely and precisely to all those involved in the process to ensure satisfaction. Employees should be rated based on four guides which are the following, quantity, time, quality and cost efficiency. The employee has the right to contest if he or she does not agree with the results of the rating process and that he or she thinks the process was not done fairly towards the performance standard outcomes. The Disagreement I.T.O N/I/2005 PAR.9 was implemented to ensure that the department adheres to its institutional guidelines during the pep process to avoid conflict between the employees and their superiors (PEP Instrument: Completion guidelines, 2014).

### **2.11 Conclusion**

In conclusion, public service employees find it difficult to perform their best without the necessary resources that any public institution has to avail for them to utilize. Government implemented policies that can alter the way employees perform their duties but a lot still needs to be done in order to produce good quality services to the South African citizens at a right time. The environmental factors that influence public sector employees' performance helps to guide them as to what is expected of them to deliver the best services. In the department of South African Police Service, government initiated new strategy of adopting private sector practices and focusing more on the treatment of community as valued customers so as to improve responsiveness. It is essential for the superiors to put all the required skills in place during the performance management process so that change can be the byword of the institution. The new public management brought change from the old public management style to enforce accountability by introducing mechanisms that focus more on marketing and plan through short term in order to accelerate the service delivery.

New public management came up with the ideology of controlling government employees within the institutional mandates based on the employment levels. Performance management system was implemented to oversee lack of performance among the employees in various departments to ensure that departments deliver what they are obliged to, in an efficient, effective and economical way. Components of performance management ought to be put in place to measure individual performance standards.

## **CHAPTER THREE RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter elaborates on how the research methodology and techniques were used for data collection when this research study was conducted. This chapter provides the summary of the population sample, population size, research design, the instruments used for data collection and the presentation of results. A mixed method was employed as a suitable approach for data collection process as it combines both qualitative and quantitative methods in a study to obtain more data for the research problem. The systematic approaches used to gain necessary responses to the respondents were also introduced. The research data was triangulated between qualitative and quantitative sources and how they differ will be clarified. Qualitative and quantitative research methods were triangulated to bring more understanding about the research problem, and reliable results will be presented after the completion of the data collection process as both methods help a researcher to interpret the results.

#### **3.1.1 Research design and methodology**

The research methodology assisted the researcher in terms of collecting data as it enforces the planning for the research so as to fulfil the researcher's needs of truth and validity. The researcher analysed and addressed the research problem after doing proper investigation about the issue concerned. The researcher used text and numeric data in order to analyse data and fully respond to the research problem. The researcher used mixed method research to collect and analyse the data in order to incorporate the respondents' different views and perspectives with the intention to come up with valid conclusion and to better understand the problem for the study conducted. The researcher used specific method to different groups of respondents, for instance questionnaires were used for collecting the data from the larger group of police members and questionnaires are easy to administer and also focus groups were used in different sections at Nyanga with the intentions of allowing the respondents to express their feelings more about their problems. Questionnaires provided the researcher with more data and covered a larger group of respondent as compared to interviews, also questionnaires are not time consuming for instance the researcher managed to leave the questionnaire and came back later to collect the completed questionnaires. Questionnaires responded to the unanswered interview questions. Focus groups assisted the respondents to

freely express their feelings as they feel abandoned by government due to their working conditions. A qualitative research method employed an interview technique to examine the problem more; therefore this approach uses inductive approach to generate results based on theory and further constructed the required knowledge about the problem. The qualitative research assisted the researcher to understand the study objectives as it is descriptive. Quantitative research method used a survey and basically focused on deductive approach to test the theory and the number of facts. The researcher is of the view that when combining the elements of both qualitative and quantitative designs, it will be easy to analyse the findings even if the data was not much as expected from the participants in the South African Police Service employees. Both the researcher and the study population gained from the conducted research study in Nyanga.

The advantage of research methodology was to provide the researcher with some ways of collecting, sorting and analysing the data in order to come with validity in a conclusion about the investigated problem (Walliman, 2011:22). The respondents were happy to talk about their problems to the researcher and hoping for a change to be implemented in their performance management system which was not regarded as existing in the department. Research methodology enabled the researcher to extract the required facts from the population and understand the problem more therefore be able to draw the bigger picture about the situation in that department and assist the members by finding ways of solving the problem.

Lapan and Quartaroli (2009:251) argue that mixed method research designs have two dimensions, which the dominance and time orientation. The time orientation design refers to whether the multiple data collection method will occur concurrently or sequentially. In terms of incurrent designs, both data collection methods occur simultaneously, the researcher can collect survey data at the very same time while still in the process of conducting the interviews. In sequential designs, are collected through chronological order, such that the findings from the first phase of the study inform the implementation of the second phase. Lapan and Quartaroli (2009:251) further explained that, a commonly used sequential multimethod data collection process is to first administer a survey in the quantitative method and follow with qualitative methods, such as interviews, focus groups or observations. The dimension research designs address the dominance of one data strand over another. In qualitative research designs, the researcher is primary interested in the results gleaned from a qualitative research design, but recognizes that the addition of quantitative data would enhance these findings (Lapan and Quartaroli, 2009:252).

The inclusion of secondary quantitative data may benefit a predominantly qualitative research design in a variety of ways. Quantitative data can provide additional evidence to support qualitative findings by serving as another strand with which to answer the research

questions, as in the purpose of triangulation (Lapan and Quartaroli, 2009:252). In quantitative dominant designs, the researcher adopts a predominantly quantitative approach, but supplements the quantitative data with qualitative methods. This design is especially useful because of the potential for qualitative methods to be used for complementarily. The addition of the qualitative strand gives the researcher the opportunity to define key terms via interviews with participants or to contextualize the findings (Lapan and Quartaroli, 2009:252). Teddlie and Tashakkori (2009:138) maintain that mixed method designs combine elements of both quantitative and qualitative orientations and require creativity and flexibility in their construction. Mixed method designs include sequential, parallel, conversion, multilevel as well as fully integrated families. Quasi-mixed designs assist when two types of data are collected using quantitative and qualitative approaches with little or no integration of findings from the study.

#### **3.1.1.1 Mixed method research**

A mixed method approach was employed in the study to collect data using qualitative and quantitative methods so as to gain more knowledge and have the ability to analyse and interpret data in order to consolidate the valid conclusions. The researcher's interest was to use numeric and narrative data in the analyses process with the intention to understand all the different views of employee regarding their performance in that department. When using both methods the researcher realised that the qualitative method assisted in the description of the issue more from the employees however quantitative method supported the qualitative with its limited numeric responses to answer the questions that the interview could not cover. Lapan and Quartaroli (2009: 245) argued that mixed method research approach is the use of more than one method during the inquiry process. Leedy and Ormrod (2013:258) maintain that mixed methods research involves collecting, analyzing, interpreting both qualitative and quantitative data as well as integrating conclusions from those data into a cohesive whole. Creswell and Clark (2011:2) argued that mixed method designs are those that include at least one quantitative method and one qualitative method, where neither type of method is inherently linked to any particular inquiry paradigm. Creswell and Clark (2011:5) maintain that a mixed method research is a research design with philosophical assumptions as well as method of inquiry. It involves philosophical assumptions that guide the direction of the collection and analysis and the mixture of qualitative and quantitative approaches in many phases of the research process. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone.

Different authors agreed that when a researcher uses both methods in collecting, analysing and interpreting the results, it's easy to apprehend the respondent's feelings about the problem even more. The questions that the interviewee cannot answer during the interview



process can therefore be able to answer in the questionnaire designs. Mixed methods research collects and analyses persuasively and rigorously both qualitative and quantitative data. It mixes the two forms of data concurrently by combining them, sequentially by having one build on the other. Mixed method research gives priority to both forms of data and uses these procedures in a single study. Mixed method frames these procedures within philosophical worldviews and theoretical lenses and also combines the procedures into specific research designs that direct the plan for conducting the study (Creswell and Clark, 2011:5).

The researcher is of the view that using both methods during the research process was imperative as one method rely to the other in terms of the research procedures and its logic to convince the respondents to participate further on the study. Mixed method research does not limit the respondent's expressions as some would feel uncomfortable about answering all the questions during the focus group discussions in front of their subordinates but be freely to answer the questionnaire alone as that cannot jeopardies their work relationships with their superiors in the police department.

#### **3.1.1.1.1 Advantages of mixed method research**

The advantages of using mixed methodology in this study was that, during the day many participants were unable to give the researcher the time to answer the interview questions therefore the researcher gave them questionnaires to complete when they working night shifts and whereby workload has been reduced. The respondents who formed part of the focus group discussions were not interested to complete the questionnaire that alone gave the researcher the opportunity to listen to different people with different views. Some participants used both methods as quantitative do not answer the qualitative questions. In this method, a researcher can easily find any confusing research findings that might be unreliable, and then the intervention of any of both research methods can reveal those underlying nuances and meanings that can assist the researcher to be able to interpret either the numbers from quantitative or qualitative point of view. This method delivered what was best lack from quantitative and qualitative approaches for instance participants do not have opportunity to express themselves in quantitative research and vice versa in qualitative research the researcher experiences difficulty in terms of interpreting the results as only a limited number of participants that can participate in the study. By employing mixed method research, a researcher used all the data collection techniques for both qualitative and quantitative to gain more information needed to answer the research questions. The researcher chose the mixed method approach as it eliminate the difficulties that quantitative and qualitative research approaches experience when solving research problem that emanates from the divisions that the two method cannot resolve. This allows the participants to come up with their different views and beliefs rather than being dogmatized with either

quantitative or qualitative research paradigms. It inspires the researcher to even incorporate all data collected in a single study which makes the research more interesting and easy to finish in time.

Creswell (2009:12-13) maintain that a mixed methods research provides strengths that offset the weaknesses of both quantitative and qualitative research. One might argue that quantitative research is weak in understanding the context or setting in which people talk. Also, the voices of participants are not directly heard in quantitative research. Further, quantitative researchers are in the background, and their own personal biases and interpretations are seldom discussed. Qualitative research makes up for these weaknesses. On the other hand, qualitative research is seen as deficient because of the personal interpretations made by the researcher, the ensuing bias created by this, and the difficulty in generalizing findings to a large group because of the limited number of participants studied (Creswell, 2009:12-13). Mixed methods research provides more evidence for studying a research problem than either quantitative or qualitative research alone. Researchers are enabled to use all of the tools of data collection available rather than being restricted to the types of data collection typically associated with quantitative research or qualitative research.

Creswell (2009:12) maintain that, mixed methods research helps answer questions that cannot be answered by quantitative or qualitative approaches alone. Mixed methods provide a bridge across the sometimes adversarial divide between quantitative and qualitative researchers. Mixed methods research encourages the use of multiple paradigms rather than the typical association of certain paradigms with quantitative research and others for qualitative research. It also encourages us to think about a paradigm that might encompass all of quantitative and qualitative research, such as pragmatism. Mixed methods research is “practical” in the sense that the researcher is free to use all methods possible to address a research problem (Creswell, 2009:12-13).

This method delivered what was best lack from quantitative and qualitative approaches for instance participants do not have opportunity to express themselves in quantitative research and vice versa in qualitative research the researcher experiences difficulty in terms of interpreting the results as only a limited number of participants that can participate in the study. By employing mixed method research, a researcher used all the data collection techniques for both qualitative and quantitative to gain more information needed to answer the research questions. The researcher chose the mixed method approach as it eliminate the difficulties that quantitative and qualitative research approaches experience when solving research problem that emanates from the divisions that the two method cannot resolve. This allows the participants to come up with their different views and beliefs rather than being dogmatized with either quantitative or qualitative research paradigms. It inspires the

researcher to even incorporate all data collected in a single study which makes the research more interesting and easy to finish in time.

Leedy and Ormrod (2013:259) emphasized that a mixed method research is good for the completeness in a way a researcher can fully address a research problem and its sub problems by collecting, analyzing and interpreting quantitative and qualitative data. Leedy and Ormrod (2013:259) maintain that in complementarity, the quantitative aspects of the study can compensate for weaknesses in qualitative research and also in quantitative research for instance, the results of unstructured interviews with only a small number of individuals can be replicated by administering questionnaire to a larger more representative sample. In terms of hypothesis generation and testing, qualitative data often provide insights that help a researcher form hypothesis about cause and effect relationships, hypothesis that a researcher can subsequently test through controlled quantitative research (Leedy and Ormrod, 2013:259). When developing an appropriate research tools and strategies, one type of data can inform and guide subsequent collection of another type of data for instance unstructured interviews can guide the construction of appropriate questions for a survey. When triangulating, a researcher can make a more convincing case for particular conclusions if both qualitative and quantitative data lead to those conclusions. In terms of resolution of puzzling findings, in a quantitative study, various results can seem inconsistent sometimes; qualitative data may reveal underlying nuances and meanings that can help the researcher make sense of the numbers (Leedy and Ormrod, 2013:259).

### **3.1.1.2 Triangulation**

The researcher triangulated the data in order to make comparison about the validity of the study finding. Researcher intended to understand the problem even more and to collect different data for the study in Nyanga so as to make comparison and differentiate about all the findings and create effective required conclusions at the end of research process. This research design prioritise both qualitative and quantitative methods as equal and concurrent to analyse data collection and integration to best understand the research problem better. Qualitative and quantitative was separated during the data collection and data analysis sections in order to be easy for the researcher to generate results. The reason behind triangulating information is because some participants do not feel comfortable to talk about their performance in front of their colleagues especially those that are in the management positions.

Kobus (2007:266) have pointed out that triangulation design is the most well-known and popular of the four mixed methods designs. In this design the researcher uses both qualitative and quantitative research methods in order to best understand the phenomenon of interest. It is most suitable when a researcher wants to collect both types of data at the same time about a single phenomenon in order to compare and contrast the different

findings to produce well validated conclusions. Kobus (2007:267) maintains that the advantage of the triangulation design is that, it takes less time to complete. Creswell (2003:209) argues that the intent of this model is to triangulate or gather both quantitative and qualitative data at the same time, and to integrate the two forms of data to best understand a research problem. Creswell (2003:209) further maintain that, this model typically gives equal priority to quantitative and qualitative data and analysis involves concurrent or simultaneous collection of data, and integrates both quantitative and qualitative data in the results, interpretation, or conclusion phase. A typical structure for a triangulation study is to have separate sections on quantitative data collection and qualitative data collection, as well as separate sections on quantitative data analysis and qualitative data analysis (Creswell, 2003:209).

### **3.1.1.3 Qualitative Research Methodology**

Yin (2011: 8) stated that, qualitative research first involves studying the meaning of people's lives, under real world conditions. People will be performing in their everyday roles or have expressed themselves through their own diaries, journals, writing, and even photography entirely independent of any research inquiry. Social interactions will occur with minimal intrusion by artificial research procedures, and people will be saying what they want to say, not for instance, limited to responding to a researcher's pre-established questionnaire. Yin (2011: 8) further emphasized that people will not be inhibited by the confines of a laboratory. Qualitative research differs because of its ability to represent the views and perspectives of the participants in a study. Capturing their perspectives may be a major purpose of a qualitative study. Thus, the events and ideas emerging from qualitative research can represent the meanings given to real life events by the people who live them, not the values, preconceptions, or meanings held by researchers (Yin, 2011: 8). The qualitative research covers contextual conditions of the social, institutional, and environmental conditions within which people's lives take place. In many ways, these contextual conditions may strongly influence all human events. However, the other social science methods have difficulty in addressing these conditions. Yin (2011: 8) maintains that experiments, for instance, control out these conditions. Quasi-experiments admit such conditions but by design nevertheless focus only on a limited set of variables, which may or may not fully appreciate the contextual conditions. Similarly, surveys are constrained by the need to manage carefully the degrees of freedom required to analyze the responses to a set of survey questions; surveys are therefore limited in the number of questions devoted to any contextual conditions (Yin, 2011: 8). Qualitative research is not just a diary or chronicle of everyday life. Such a function would be a rather mundane version of real world events. On the contrary, qualitative research is driven by a desire to explain these events, through existing concepts (Yin, 2011: 8). Yin (2011: 9) argues that qualitative research strives to collect, integrate, and present data from a variety of sources of evidence as part of any given study. The variety will likely follow from

having to study a real world setting and its participants. The complexity of the field setting and the diversity of its participants are likely to warrant the use of interviews and observations and even the inspection of documents and artifacts. The study's conclusions are likely to be based on triangulating the data from the different sources. This convergence will add to the study's credibility and trustworthiness.

In qualitative research, all the detailed information was gathered through asking the participants open ended question whereby they freely express their views about the issue concerned. Qualitative research method was very imperative as it assisted the researcher to focus on smaller samples other than big samples, in that a researcher can be able to know and understand the respondents very well. Qualitative also captured hidden things that would have highly unlikely to be found in a coding system. It always describes how the phenomenon was observed.

#### **3.1.1.4 Quantitative Research Methodology**

Cohen et al (2007:501) stated that, quantitative data analysis is a powerful research form, emanating in part from the positivist tradition. It is often associated with large scale research, but can also serve smaller scale investigations, with case studies, action research, correlational research and experiments. Numerical analysis can be performed using software, for instance the Statistical Package for Social Sciences (SPSS). Software packages apply statistical formula and carry out computations. It is often the case that such outputs can clarify issues more straightforwardly than extended prose (Cohen, et al 2007:501). According to John (2007:1), the objective of quantitative research is to develop and employ mathematical models, theories and hypothesis pertaining to phenomena. Quantitative research is based on meanings derived from numbers. It deals with collecting results in numerical and standardized data (Welman, 2005:8). In quantitative research, the primary aim is to determine the relationship between an independent variable and another set of dependent or outcome variables in a population. Singh (2007:63) maintain that, quantitative research design is the plan, structure and strategy of investigation conceived to obtain answers to research questions and to control variance.

Quantitative research was imperative for the research process as it enables the researcher to estimate what are the future quantities for the study. The purpose of using quantitative research method was to seek empirical support for instance when a researcher wants to test hypothesis.

#### **3.1.2 Location of research**

The geographic location of this research study is Nyanga police station which is situated in the poorly disadvantaged area of the Western Cape Province in South Africa, which has a high poverty rate and lots of crime. These lead to affecting police member's

performance. Nyanga was established due to migrant labor system, overcrowding with unemployment and HIV/AIDS is the main issue that changed the area to be the most murder capital in South Africa. Nyanga police station has six sectors to work for, and the satellite police station operating under it at Samora Micheal. The station renders services to Zwelitsha, Browns Farm and Croassroads crowded informal settlements.

### **3.1.3 Techniques and Tools for Data Collection**

#### **3.1.3.1 Data Collection**

Sources of data collection comprised of the interviews, questionnaires, literature review and observation. In a mixed research method study, the data collection procedure consists of several key components such as sampling, gaining permissions, collecting and recording data and also administering the data collection. The data collection needs to proceed along both quantitative and qualitative research approaches (Creswell and Clark, 2011:171). When collecting data using mixed method research, a researcher must have qualitative and quantitative skills of data collection in order to review (Creswell and Clark, 2011:172). In terms of collecting data in qualitative, data was obtained on open ended questions whereby the researcher does not use predetermined scales to collect the data. The participants provided information based on questions that do not restrict the participant's options for responding (Creswell and Clark, 2011:172-173). When collecting data in quantitative, data are collected on closed ended questions based on predetermined response scales. A questionnaire was administered to illustrate how a researcher identified questions and requested participants to rate their answers to the questions on a scale (Creswell and Clark, 2011:173). The purpose of data collection in mixed methods study is to develop answers to the research questions (Creswell and Clark, 2011:179).

Primarily, data was collected to provide information regarding a specific topic. Consequently, the researcher collected data from Nyanga South African Police Service members. Participants felt that they were in a safe place, and that their responses remained confidential.

Information was then evaluated using statistical analysis which offered researchers the opportunity to probe deeper into the data and create better understanding and its meaning. However, the researcher conducted also focus group interviews to gather in-depth information from participants at SAPS unit in Nyanga township area and minimized the costs.

#### **3.1.3.2 Instruments of Data Collection**

The instruments of data collection during the research study were comprised of the following:

##### **1. Interview technique**

Babbie (2013:346) maintain that, an interview is an interaction between an interviewer and a responded in which the interviewer has a general plan of inquiry including the topics to be covered, but not as a set of questions that must be asked with particular words and in

particular order. An interview is essentially a conversation in which an interviewer establishes a general direction for the conversation and pursues specific topics raised by respondents. The researcher conducted unstructured interview in order for the police members to easily disclose the information that the researcher needed. The advantage of unstructured interview is that it does not lead to fear of losing job. Unstructured Interviews are a method of interviews where questions can be changed or adapted to meet the respondent's intelligence, understanding or belief. Unstructured interview do not offer a limited, pre-set range of answers for a respondent to choose, but instead advocate listening to how each individual person responds to the question.

Similarly, Bhattacharjee (2012:87) emphasized that, interviews are a more personalized form of data collection method than questionnaires, and are conducted by trained interviewers using the same research protocol as questionnaire surveys. However, unlike a questionnaire, the interview script may contain special instructions for the interviewer that is not seen by respondents, and may include space for the interviewer to record personal observations and comments. In addition, unlike mail surveys, the interviewer has the opportunity to clarify any issues raised by the respondent or ask probing or follow-up questions.

However, interviews are time consuming and resource-intensive. The most typical form of interview is personal interview, where the interviewer works directly with the respondent to ask questions and record their responses. Personal interviews may be conducted at the respondent's home or office location (Bhattacharjee, 2012:87). This approach may even be favored by some respondents, while others may feel uncomfortable in allowing a stranger in their homes. However, skilled interviewers can persuade respondents to cooperate, dramatically improving response rates (Bhattacharjee, 2012:87).

A variation of the personal interview is a group interview, also called focus group. In this technique, a small group of respondents was interviewed together in a common location. The interviewer is essentially a facilitator whose job is to lead the discussion, and ensure that every person has an opportunity to respond (Bhattacharjee, 2012:87). Focus groups allowed deeper examination of complex issues than other forms of survey research, because when people hear others talk, it often triggers responses or ideas that they did not think about before. However, focus group discussion may be dominated by a dominant personality, and some individuals were reluctant to voice their opinions in front of their peers or superiors, especially while dealing with a sensitive issue such as employee underperformance or office politics. Because of their small sample size, focus groups are usually used for exploratory research rather than descriptive or explanatory research (Bhattacharjee, 2012:87).

## **2. Survey technique**

Surveys were used as excellent vehicles for measuring attitudes and orientation in this study. Babbie (2013:226) maintain that surveys can be used either as descriptive, explanatory and exploratory purposes in any research study conducted. Surveys are chiefly used in studies that have individual people as the units of analysis. A survey research is the best method available for social researchers who are interested in collecting original data for describing population that is too large to observe directly. Probability sampling provides a group of respondents whose characteristics may be taken to reflect those of larger population, and carefully standardized questionnaire provide data in the same form from all the respondents. Singh (2007:101) maintain that, survey method is concerned with the present and attempts to determine the status of the phenomena under investigation. Singh (2007:103) stated that, the survey method gathers data from a relatively large number of cases at a particular time. It is essentially cross-sectional. It is not concerned with the characteristics of individuals. It involves clearly defined problem. It requires experts imaginative planning. It involves definite objectives. Singh (2007:103) stated that, survey requires careful analysis and interpretation of the data gathered. It requires logical and skillful reporting of the findings. Surveys vary greatly in complexity. It does not seek to develop an organised body of scientific principles. It provides information 'useful to the solution of local problems. Singh (2007:103) maintains that survey contributes to the advancement of knowledge because affords penetrating insight into the nature of what one is dealing with. It suggests the course of future developments. It determines the present trends and solves current problems. It helps in fashioning many tools with which we do the research.

The researcher always considered the response rate when doing survey. The purpose of the survey technique was to represent the popularity of interest and larger samples are preferable for questionnaire in order to acquire as much data as possible during the data collection process.

### **3. Sampling technique**

Non probability sampling was employed in the study. The researcher selected purposive sampling method because with purposive sampling, a researcher's interests were to obtain data from Nyanga SAPS members. A researcher's interest attracted while collecting data from Nyanga SAPS members who face challenges when it comes to performance management. Creswell and Clark (2011:173) pointed out that it is very important for the researcher to intentionally select the most participants who have experienced the central phenomenon. Creswell and Clark (2011:172) maintain that, in order for a researcher to address a research question, he or she must engage in a sampling procedure that involves determining the location of a research study, the participants who will provide data in the study and the way how they will be sampled, the number of participants needed to answer the research questions and the recruitment procedures for participants. In terms of sampling technique, a small number of the SAPS employees were selected from the population in



order to represent the entire group of Nyanga police. Walliman (2011: 108) maintain that purposive sampling is the process of selecting a small group of population from the larger group to represent the entire population of the study area.

The researcher selected a small sample, from the population of Nyanga South African Police Service members, 7 Captains, 11 Detectives and 18 Constables and 4 senior officials were interviewed. The researcher's intentions was to to listen to the employees' different views and how they tackle dangerous work in the work place, which in turn result in members not performing as expected. The researcher distributed 100 questionnaires but only managed to get back 85 completed questionnaires. The one hundred and twenty five participants were female and male. Black, Coloured, White and Indian SAPS officers participated in the study. Walliman (2011:93-94) maintain that, in a sampling technique a researcher select a small group of population from out of a large group of population. When a researcher wants to obtain data about large group of people, it is impossible to get all of them to answer the research questions; it would take too long and expensive for the research process to end. Walliman (2011:93-94) is of the view that, the solution is for the researcher to examine those responses that the researcher obtained and the data is representative to all the respondents. If the data is the same then the researcher is expected to draw some conclusions from those answers which the researcher can relate to the whole group. A research should take a comparative approach by selecting several different ones or choose an exemplifying case that will provide a good setting of answering the research questions. The results from all groups can be compared rather than making generalization about all the groups qualitative and quantitative approaches are appropriate for case study designs and multiple methods of data collection are often applied (Walliman, 2011:93-94)

The sampling challenge arises from needing to know which specific units to select and why, as well as the number of the units that are to be in a study. Especially challenging are those studies that might have only a single data collection unit, justifying the choice of the data collection unit, even if there is only one of them, is part of the sampling challenge (Yin, 2011:87-88).

Sampling is the statistical process of selecting a sample of a population of interest for purposes of making observations and statistical inferences about that population. Social science research is generally about inferring patterns of behaviors within specific populations (Bhattacharjee, 2012:74). The researcher cannot study entire population because of feasibility and cost constraints, and hence, the researcher must select a representative sample from the population of interest for observation and analysis. Improper and biased sampling is the primary reason for often divergent and erroneous inferences reported in opinion polls and exit polls conducted by different polling groups (Bhattacharjee, 2012:74).

#### **4. Questionnaires**

The researcher employed self-administered questionnaires just in case the respondents experience some difficulties in completing. Williman (2011:99) stated that questionnaire surveys are relatively easy to organize and have certain limitations particularly in the lack of flexibility of response. Questionnaires are commonly used in disciplines that are concerned with people particularly as part of society. Research in social sciences, politics, business and healthcare often needs to gain opinions, feelings and reactions of the large number of people, most easily done with survey (Williman, 2011:98). Williman (2011:98) argue that, in terms of closed ended questions, the responded must choose from a set of given answers which tend to be easy to code, quickly to answer and require no special writing skills from the respondent. Questionnaires are a particularly suitable tool for gain quantitative data but also can be used for qualitative data. When a researcher is using questionnaire it enables the researcher to organize the questions and receive replies without talking with every respondent. Questionnaire is a very flexible tool that has the advantages of having structured format and quick to administer to a large number of cases covering large geographical areas. The researcher cannot have personal influence to the respondents and embarrassing questions can be asked with a fair chance of getting a true reply (Williman, 2011:98).

Questionnaire was often very easy to organise hence it has some limitations unlike interview, the researcher does not obtain as much data about the feelings and opinions of the respondents as it only seek yes or no answers. It was very much important for a researcher to use questionnaire because questionnaire is not time consuming for both the respondents and the researcher, and many people can complete questionnaire within short period of time.

### **5. Observation**

The researcher observed the employees' behaviour when performing their daily duties in the department and even required a permission to do participatory observation with the police during their routine community patrols. The researcher experienced the police dangerous work and how they being treated by their superiors in times of difficulties where they have to deal with dangerous criminals who committed murder, hijacking and rape. Respondents' movement was observed when they assist the community members who came to open a case.

Blanche. ,et al (2009:309) concludes that systematic observation conducted in the public domain is highly reflexive. It is often conducted from hidden vantage points. The researcher is of the view that if respondents are being told about the observation they would change the behavior to be realistically. Williman (2011:101) maintain that observation is a basic data collection activity for many branches of research particularly the natural and technical sciences. Observation is useful in the social sciences where people and their activities are studied. Observation can record how people can react to questions and whether they can act differently to what they say. Respondents can sometimes demonstrate their understanding of

the process better by their actions than by verbally explaining their knowledge. An observation is good because a researcher can use it to record both quantitative data and qualitative data. Observation is not limited to the visual sense.

Observing can be an invaluable way of collecting data because what you see with your own eyes and perceive with your own senses is not filtered by what others might have reported to you or what the author of some document might have seen (Yin, 2011: 143). In this sense, a researcher's observations are a form of primary data, to be highly cherished. The first way of giving this matter a careful attention is simply to record observational times and locations, which would include noting the participants present in the field setting when doing observations (Yin, 2011: 143). Another way of reducing bias and lack of representativeness is to make an observation on multiple occasions. A researcher should conjecture how the decisions might have affected the findings and conclusions (Yin, 2011:145).

## **6. Transcribing**

The researcher obtained information using the tape recorder to store data when conducting focus group interviews, and later wrote down the important facts, interpreted and analysed to create findings from the data collected. Transcription of field notes was done directly onto a word processor to facilitate the moving around of data and searching for a particular word later on. It is usually important to transcribe everything rather than try to decide which data are relevant and not (Blanche.et al, 2009:309). Creswell and Clark (2011:178) argue that a researcher take an approach that involves systematic gathering information and recording it in such a way that it can be preserved and analysed by a researcher at a later stage, in qualitative data collection forms of recording the information need to be developed. In quantitative data collection, the researcher selects an instrument to use, modifies an existing instrument and or develops an original instrument.

Williman (2011:48) maintain that there is a danger of simplifying transcripts when writing up data from interviews and open questions. When a researcher clean up and organize data, the researcher can start to impose his or her interpretations, ignoring vocal inflections, repetitions, asides and subtitles of humour, thereby losing some of the meanings. A further distortion can be introduced by being governed by one's own particular assumptions.

### **3.1.4 Population**

The study population is Nyanga SAPS members; consisting of about 285 members; however that number is not adequate for the murder capital station to operate efficient and effectively as the police station situated in an environment where crime and poverty is too rife. The target population included all different ranks among employees in that department. The rationale for selecting Nyanga is because it is a less developed location and also has a high poverty rate and lots of crime, which lead to affecting police member's performance.

### **3.1.5 Data Analysis**

The data was analysed and interpreted using analytical and statistical measures. The data of this study will be analysed using content data analysis and empirical survey. Onwuegbuzie and Leech (2006:490) conceptualized that when analyzing quantitative and qualitative data within a mixed methods framework, researchers undergo some stages that include data reduction, data display, data transformation, data correlation, data consolidation, data comparison and data integration.

Mixed analysis involved the use of both quantitative and qualitative analytical techniques within the same framework, which is guided either a priori, a posteriori, or iteratively. It might be based on one of the existing mixed methods research paradigms such that it meets triangulation (Onwuegbuzie and Combs, 2011:3). Onwuegbuzie and Combs (2011:3) argue that, mixed analyses involve the analysis of both data types which occur either concurrently or sequentially in two phases or more than two phases. The analysis strands might not interact until the data interpretation stage yielding a basic parallel mixed analysis, although more complex forms of parallel mixed analysis can be used, in which interaction takes place in a limited way before the data interpretation phase.

The mixed analysis was designed based, wherein it is directly linked to the mixed methods design. Alternatively, the mixed analysis can be phase based, in which the mixed analysis takes place in one or more phases for instance in data transformation (Onwuegbuzie and Combs, 2011:3). Onwuegbuzie and Combs (2011:3) further emphasized that in mixed analyses; either the qualitative or quantitative analysis strands might be given priority or approximately equal priority as a result of a priori decisions or decisions that emerge during the course of the study. The mixed analysis could represent case-oriented, variable-oriented, and process oriented analyses. The mixed analysis is guided by an attempt to analyze data in a way that yields at least one of five types of generalizations which are external statistical generalizations, internal statistical generalizations, analytical generalizations, case to case transfer and naturalistic generalization (Onwuegbuzie and Combs, 2011:3).

### **3.1.6 Ethical Considerations**

The researcher obtained ethical clearance from Cape Peninsula University of Technology and from the South African Police Service to conduct the research study. Sekaran and Bougie (2013:13) maintain that ethics refers to a code of conduct of behavior while conducting a research. It applies to the organization and the members that sponsor the research, the researchers who undertake the research, and the respondents who provide them with necessary data. Bhattacharjee (2012: 137) is of the view that, ethics is defined as conformance to the standards of conducts of a given profession or group. Such standards are often defined at a disciplinary level though a professional code of conduct, and sometimes enforced by university committees called even Institutional Review Board.

Bhattacharjee (2012: 137) emphasized that, ethics is the moral distinction between right and wrong, and what is unethical may not necessarily be illegal.

Ethics provided guidance as to how the researcher should keep collected data confidential by not discussing the SAPS problems with other people. It was imperative for this research to consider ethics as it involves the participation of SAPS members. The ethics of this research study employed the informed consent; the researcher has been permitted by the Provincial Police Commissioner to undertake both content and empirical study in Nyanga police station. The researcher clearly explained the rationale for undertaking the study to the respondents in order for them to understand the research process and agree to participate. Confidentiality and anonymity was considered. The researcher respected the SAPS privacy by not taking their names and keeping information confidential. Plagiarism was avoided when the researcher acknowledged the originality and the sources where information was obtained. In terms of avoiding deception; the researcher avoided misleading participants that could be confusing the other participants.

### **3.1.7 Conclusion**

This chapter focused on the research methodology approaches and their methods. The researcher decided to use mixed method approach which will be much easier in terms of collecting and analyzing the data. The next chapter will provide an extensive result about data analysis. Mixed method research is used for the purpose of combining both qualitative and quantitative research methods in a study to obtain more data for the research problem. Qualitative research method assisted the researcher in knowing more about people's attitudes, behaviors, value systems, concerns, motivations and their culture. In qualitative research, the participants are able to provide data in their own words and in their own way. Qualitative data analysis is the procedure used by a researcher to extract data from the interpretation of people where the researcher is conducting a study. Qualitative data analysis is a good method for interpreting data collected. Quantitative research method was used for sampling techniques purposes in order to do surveys for findings expressed in numerically, and is responsive to mathematical use which enables the researcher to estimate future quantities for the research process.

## **CHAPTER FOUR ANALYSIS AND DISCUSSION OF FINDINGS**

### **4.1 Introduction**

The previous chapter (3) discussed the research design and methodology. The aim of the study was to assess whether the PMS is effective at the Nyanga Police Metropole. This study used of mixed method for collecting data using instruments such as questionnaire surveys and interviews. The findings that are analysed are based on the findings from in-

depth interviews and questionnaires collected from the South African Police Service members. This chapter presents the results of both qualitative and quantitative analysis. The researcher used content and statistical analysis in order to present the findings from both the interviews and questionnaires. The researcher also used the theoretical aspects and discourses that informed the study to summarise and interpret the findings. The researcher analysed and discussed the effectiveness of the employee performance management system among the South African Police Service members.

Nyanga police station is located in Nyanga area of jurisdiction which is an impoverished community in the Western Cape Province in South Africa. Nyanga also has a high poverty rate and lots of crime incidents that affect police member's performance. The Nyanga Township was established as one of the black townships for migrant workers coming from home-lands, during the apartheid era. It is an overcrowded area with challenges of unemployment HIV/AIDS and it is in South Africa. Nyanga police station is accountable to six sectors, and the satellite police station operating under it at Samora Micheal. The station renders services to high crime rate areas such as Zwelitsha, Browns Farm and Crossroads crowded informal settlements (Report of the Portfolio Committee on Police on Oversight, 2014:1).

Nyanga police station is situated 26km from Cape Town near Cape Town International Airport in a dangerous township made of eleven townships which are Maholweni, Europe, KTC, Lusaka, Kanana, Zwelitsha, Black City, White City, Barcelona, Old Location and Maumau (Map of Nyanga, Cape Town 7750: 2015). According to the Western Cape Government Community Safety (2012/2013:15), Nyanga recorded most cases of murder with 233 reported cases in 2011/12, followed by Khayelitsha (161). Harare (154) and Gugulethu (120). According to the Western Cape Forensic Pathology Services (FPS) data Nyanga, Gugulethu, Khayelitsha, Harare and Mfuleni have consistently been among the ten police stations where most murders were recorded in the Province. Property related crime has also increased by 2, 4% in 2011/12. With the exception of theft of motor vehicles and motorcycles (4,7%) and stock-theft (4,3%) burglary at non-residential premises increased by 1.5%, burglary at residential premises by 2% and theft out of or from motor vehicles by 5,3%. Crimes dependent on police action for detection also increased by 7, 3% in 2011/12. Drug-related crimes increased by 9, 2%. The Western Cape accounts for 44% of drug related crimes in South Africa with a crime ratio of 1457.5 which is four times higher than the national average (348.5). Mitchell's Plain is the highest with 5 850 reported cases in 2011/12. Manenberg, Delft, Bishop Lavis, Kleinvei, Kraaifontein, Nyanga, Elsies River and Cape Town Central are among the top ten (10) drug hotspots in the country (Western Cape Government: Community Safety, 2012/2013:15). However, the killing of police officers in Nyanga while on duty is quite a main challenge that police officers faced. As illustrated in the

table 5.6.1 below, Nyanga is the most dangerous area in South Africa and that gives police members' difficulty in executing their responsibilities.

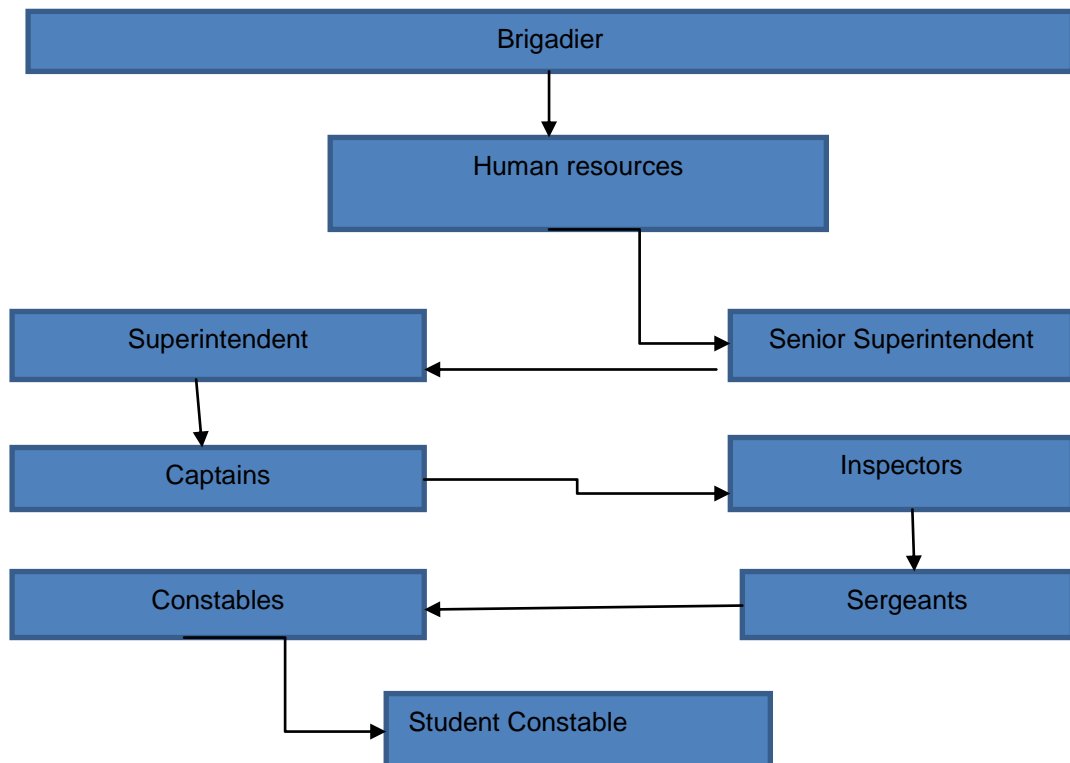
**4.2. Data collected through interviews on members of the SAPS**

**Introduction**

This study presents data that was collected from the primary sources using mainly interviews and questionnaires distributed at the Nyanga police station on December 2014 and January 2015. The researcher selected a small sample, from the population of Nyanga South African Police Service members, 7 Captains, 11 Detectives and 18 Constables and 4 senior officials were interviewed. The researcher distributed 100 questionnaires but only managed to get back 85 completed questionnaires. The station consists of about 285 members; however that number is not adequate for the station to operate efficient and effectively as the police station situated in an environment where crime and poverty is too rife.

**Organisational Profile of the Nyanga SAPS office.**

**Table 4.2.1**



Source: Department of Police Service-Nyanga police station, 2014-2015

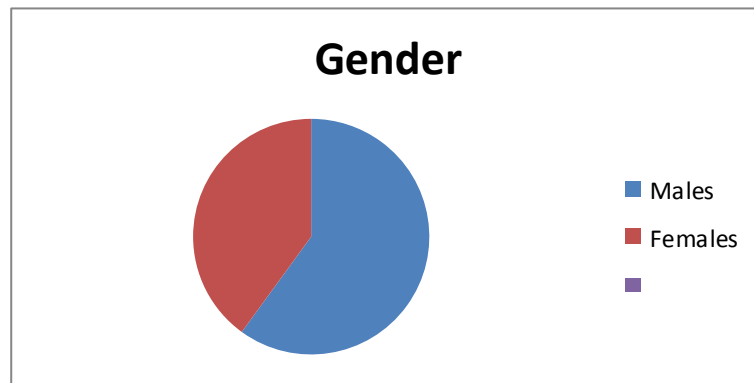
The table illustrated above show the organisational structure of the department of SAPS at Nyanga police station with lines of authority and reporting of employees. The constables report to sergeants about the processed information of the perpetrators arrested or and the

sergeants has to follow the case and investigate the root cause of the crime therefore later report to the inspectors. Inspectors report to the captains about performance progress of those employees then evaluate the all the work done and forward to the superintendent and superintendent consolidate all the data to the brigadier who has to take the final decisive measures ( Department of Police Service, 2014-2015).

### Biographic information of Participants

This section is aimed at describing the age group, occupation, and salary ranks of the participants in order for the study to present the nature of the participants we are dealing with.

(i) Gender of the respondents



Graph above show staff demographics, females were more than males and senior staff is less than general staff while constables mentioned that:

*“Nyanga community environment need more males in order to combat high crime rate. Females are not strong enough to face danger criminals which make it difficult for male officers to handle the heavy workload as serious crimes happen mostly on daily basis in Nyanga”. [02 December 2014]*

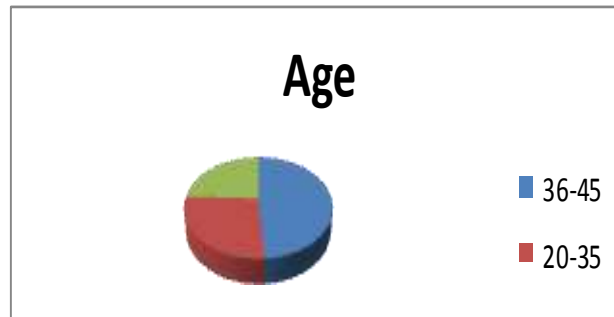
The majority of employees do not hold decision making positions which make it quite difficult to be part of the organisational change.

The importance of analysing gender of respondents in the study is to understand the diversity effect on employee performance at SAPS. However, females are under-represented at the SAPS. The study reveals that 40% of respondents in that department were females and the 60% were males. The female respondents are at high risk of being attacked by perpetrators because criminals turn to disrespect them as a result it is recommended that no-female employee must not perform duties alone outside their working environment due to the fear of those hurtles criminals that the police deals with as their daily chores. Males also are in danger when facing these criminals but not as much compared to females. Female members are scared to be deployed in Nyanga due to high crime rate and the negligence



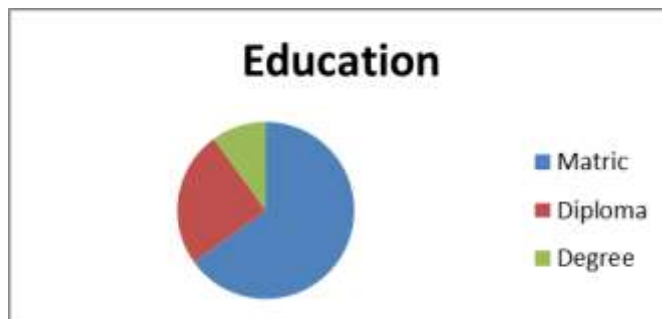
from government to put mechanisms in place for combating the dilemma however, males are also at risk as criminals fear no one.

**(ii) The average of respondents by age**



The researcher showed the age of the employees in the graph represented above in order to link it with the employee performance and the unsatisfactory about the performance management system among the employees. The study reveals that most respondents were between the ages of 20-35 and 36-45 and those are the ones that are not happy with the performance rating system. These figures indicate that there is an active labour force that is not close to retirement.

**(iii) The average level of respondents by education**



The study reveals that the respondents obtained different qualifications, starting from high school to the tertiary qualifications. 65% of the participants had their matric qualifications and the 35% are holding their formal qualifications which included the following, National Diplomas and the Degrees.

**(iv) The average ranks of respondents**



The study reflects on the ranks of the participants, and revealed that 40% of respondents were constables and are those who faced hurdles criminals on a daily bases. The 30% of sergeants' duties revolve around facing those danger criminals daily but some respondents outlined that:

*“government is not satisfying them with all their basic needs instead criminals has more rights than employees. The respondents (detectives, 12 December 2014) emphasised that employees do not get promotion for instance they worked for that department for eight to fifteen years without being considered for promotion opportunities”.*

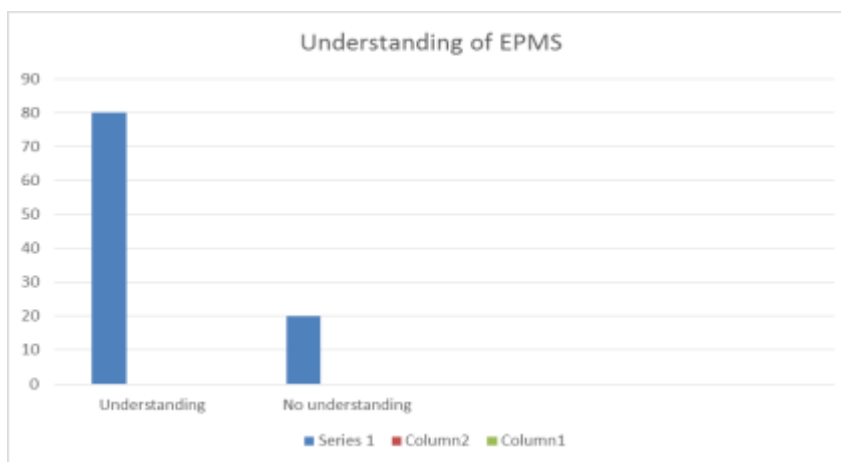
**(v) The average of respondents by salary levels**



The 60% of the respondents are slightly on lower level ranks. Constables get lower level salaries ranging from salary level 5-6 and some 20% were detectives ranking above the constables with salary level 6-7 Sergeants and inspectors received their salaries of level 7-8 and others from 9-13 captains, Superintendent and Senior Superintendent as well as the Brigadier on level 14. Some group of constables and sergeants mentioned that:

*“they are not satisfied about the salary structure as a result when the pay day arrives none of them are interested to go to the bank and further emphasised that their benefits are limited for instance the South African law impedes them from getting free houses like any other citizens but also the banks do not allow them for housing subsidies claiming that they do not meet the credentials because of their salaries”.[04 December 2014]*

### **1.Understanding of Performance Management**



The participants were asked a question on how they understood EPMS. The reason why this question was raised, was to determine the knowledge and understanding of the EPMS. About 80% of the participants indicated that they are aware of the Employee Performance Management in the department. Some of them indicated that EPMS is a good practice where effectively working employees abide by organisational rules and regulations of the department, and get awarded at the end of the year. The other participants noted that the department of South African Police Service employees in Nyanga ensure the proper planning and set goals for members to perform their duties at a required short period of timeframe. Other participants were also exemplified about their work conditions which include patrols and attending community complaints as their core business in performance management. According to them, doing these duties effectively, indicate that they perform well. Other participants, who were detectives, alluded on their roles regarding performance at work, and indicated that their main focus revolves around managing docket and also has to do a follow-up investigation on the case that was opened by the complainant and find that there’s a lack of evidence that still need to be investigated.

Other studies regarding the understanding of EPMS reveal that employees must be involved in the planning process in order to understand the goals of the organisation (United States Office of the Personnel Management, 2013:5). Managers need to observe the employees so as to improve ways of measuring performance and providing constant feedback to employees and work groups on their progress toward reaching their goals (United States Office of the Personnel Management, 2013:5). According to the United States Office of the Personnel Management (2013:6) in an effective organization, employee developmental needs are evaluated and addressed. Management at a strategic level need to know who their best performers are, by rating them base on the level of performance. Employees to be granted rewards for achieving required departmental goals for their good performance and acknowledging their contributions to the department.

Nunn (2012: 16) maintain that, where combined with negotiated target setting, long-term accountability and management autonomy, this appears to increase the sense of responsibility for performance improvement. Nunn (2012:32) remain critical about the performance information that needs to be timely and usable: for example, long time delays may mean that that by the time performance signals are received, it is too late to respond to them. Information also needs to be available to frontline managers and staff to help them respond to performance signals, through easy to access information systems. Nunn (2012:33) further suggest that transparency and oversight assist all employees to overcome problems of misrepresentation of data. Performance management frameworks can help to make assumptions about the role of employment services and make desired final outcomes more explicit (Nunn, 2012:35). Ideally, performance management and evaluation would form part of a regular and conscious strategy of review and conscious questioning and re-articulation of the assumptions that underpin performance management frameworks. This might be undertaken on an annual or multi-annual basis and used to generate a commentary on what both evaluation and performance information can say about the effectiveness of service delivery and management strategies. Such a regular process would help to enable organisational and policy learning (Nunn, 2012:35).

Mepham (2013:32) remain critical in suggesting that effective managers regarding employee performance management system ensure planning, prioritise, take action, monitor and evaluate progress towards objectives and targets to ensure an efficient, effective and high standard of service delivery. Employees understand the components of good performance

management, for instance programme management, project management, risk management, human resource management and finance management. Effective managers communicate the organisational vision and purpose in a way that others can understand and are inspired by. They adopt an appropriate style and approach depending on the situation, and are able to motivate the whole team. Managers accept that they are accountable for outcomes of service delivery, and recognise the achievement and effort of others towards performance.

Other senior staff members, understood performance management system’s main purpose, within their department, as to allow them to make valued decisions about how they perform their daily duties. They indicated that they are developed through performance management system hence there are some few things that still needs to be rectified in terms of staff advancement with skills and lack of resources. When they referred to their departmental performance, they noted that the core business lies with police visibility when preventing crime and arresting people who commit crime in time. Police perform their duties as a team as it is essential to members to work together in fighting crime and understands each other’s weaknesses. South African Police Service has its Performance Enhancement Process to rate employees’ base on their performance. Members are assessed by superiors and be told as to what is expected of them to do. PEP focus on priority areas such as crime which is caused by overpopulation, and in most cases police found out that crime is not done intentionally but because of the impoverished homes that those criminals live under such as poverty which leads to crime and they recruit each other to do those bad things. The community of Nyanga is not educated and there are no enough resources.

**2. Planning for performance reviews and performance appraisal**



Respondents were asked whether they were involved in the planning for performance appraisals and reviews. About 30% of the respondents, who were also at the Lower level indicated that they are not involved in the planning process of performance appraisals. The others agreed that they do sign performance agreements or contracts with their managers but

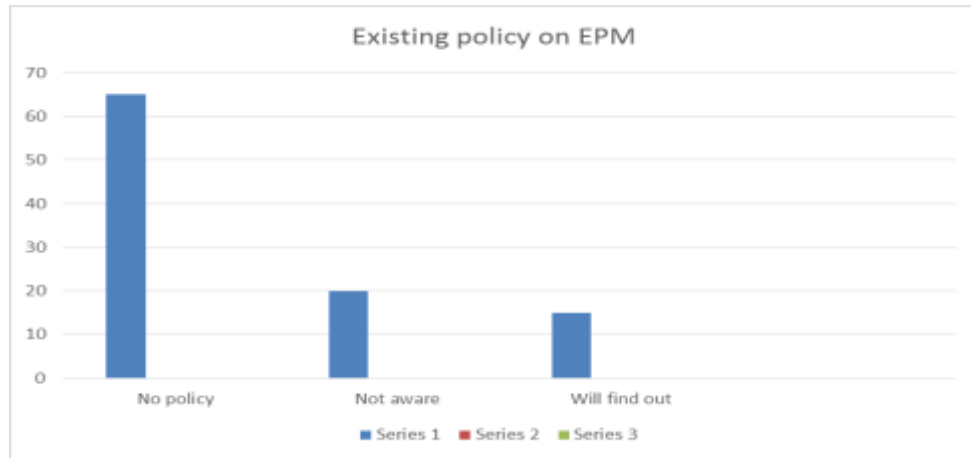
they are not part of the planning. Some of the respondents alluded that they sometimes needs government intervention as they work under conditions and they think that they deserve a chance to express their views about things that hinder their work rights. The total of 40% agreed that they are briefed by their counter-parts and senior staff members about the plans for their performance appraisal in the department and ask few questions when they don't understand something. The other 30% was not sure whether there is inclusive planning in the department.

Police oversee a need for government to draft a more powerful and inductive policy the existing current policy because police members doesn't have powers for instance some of them mentioned that they have qualifications on public procedure act which is the most important one that controls crime and have the biggest act that consolidate all the policies in South Africa but while having that there is absolutely nothing that we can do to practice their rights as these laws compel the police to do nothing to perform their duties which are the following, to prevent crime, to combat crime and maintain a public safety. Police at lower level get instructions that are not easy to follow from the superiors and not always treated fairly and that makes it difficult to question the unclear command and all that cause performance to drop.

Some respondents feel that their senior managers are superior and always treat them unfairly, and they are biased towards the race and gender. Members do not get appreciation and recognition from senior staff members seniors make life difficult at work. Occasionally it is not easy and enjoyable to work with colleagues because there are those who like to take many sick leaves with the intentions of being out of duty as they face dangerous criminals on a daily bases. Some concerned superiors would normally visit those police in their homes so as to find out what is wrong to them and discover that they drinking alcohol and busy with their social lives activities that can take their minds off the working environment then that can later cause tensions amongst the workers. The complainants can make member's lives very difficult as they do not understand the procedure to be followed in terms of quick response to the criminals, according to them they think that the police are not doing their job properly. The problems that members had for instance racial tensions, an unsuccessful applications of transfers, lack of information, resistance to change, working conditions, lack of recognition as well as lack of trust cannot be addressed in the planning process of performance management system as they are not involved in the planning. These challenges are caused by the command

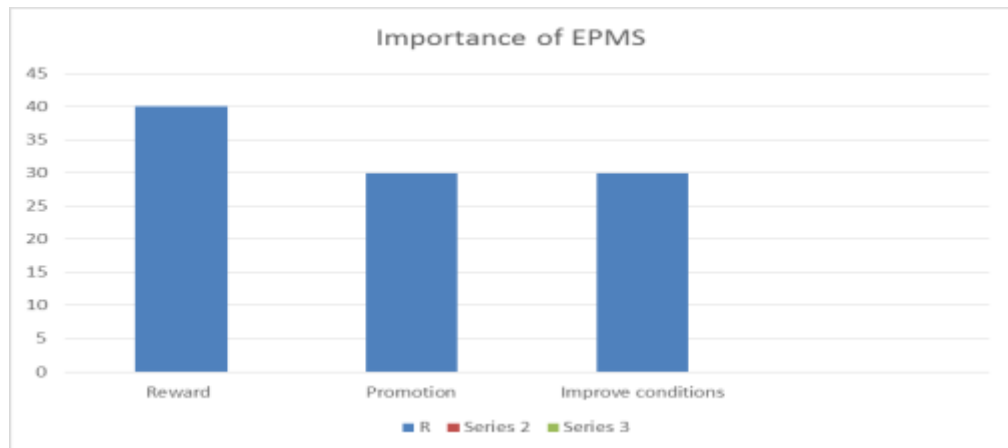
from the seniors who are giving the wrong information while one has to deal with the complaint.

### 3. The existing policy on performance management system policy



When participants were asked if there is any EPM policy that is used to guide the department on how to implement EPMS, 65% said there is no current existing policy on performance management system within the South African Police Service, South African Police Service implemented performance enhancement program which focuses on the guidance of the employee rating interests. The other 20 % indicated that they were not aware whether the managers are using a policy or not. The other 15% indicated that they will still find out about that. The performance plan outlines the outputs standards per task and be rated as key performance areas in the performance appraisal based on quantity, time, quality and cost effectively. The employee has the right not to sign after the completion of a performance appraisal form if not satisfied about the rating process and that he or she is given the lowest percentage that never intended to obtain due to knowing the level of his or her performance. The employee is allowed to sign the disagreement form to contest with the given percentage by the manager and attach all the required information then discuss his or her comments with his or her supervisor before handing them to the Counter Signing Officer within 3 working days. Members confirmed that during the implementation of the performance enhancement program were not involved and that makes it difficult for them to understand the process and no training provided to them regarding the processes and procedures of their rating.

#### 4. The importance of performance management system in your unit



When the respondents were asked to indicate why EPM is important, they indicated that it is important for those who have qualifications to be rewarded and promoted in the department. They indicated that, non-commission officers who have degrees and post graduate qualifications are at a lower level. They are echoed their frustrations when they said criminals can easily hide drugs knowing that police vehicles does not have access in their places and even when there is fire in the shacks , fire brigades struggles to assist. According to the police, it is very easy to investigate and solve crime that happened in a house or around that particular house when you are going to be rewarded.

#### 5. Mechanisms for reporting and lines of authority

Participants' feeling about performance enhancement program is that Katlehong, Khayelitsha are abnormal stations and differ with everybody and should score a distinction about PEP, any other stations in South Africa as a whole in terms of violence and all the factors such as crime. Crime in Nyanga is controlled by how this community is, such as overpopulation in this area does not get the necessary support from government as they supposed to get. Other people commit crime without intentions or without even knowing anything about crime. Government does not even know the exact number of people live in this area that is why police rights have been ignored. For instance lot of criminals that are murderers in Zwelitsha never went to school because of difficulty that they went through in almost everyday lives where they find criminals enforced by the situations to commit crime. Some are hardened criminals where they became recruited by certain members of the gangs and gave them drugs and those innocent youngsters start doing wrong things for instance armed robberies, house breaking, high jacking, rape and murder. There is only one hall in the area called Zolani centre which is overcrowded and does not accommodate everyone. There are no sport grounds available for those who want to keep themselves busy and stay away from crime. Some members have been working for the department for more than 15 years and emphasise that many incidents of serious crimes do traumatise them in such a way that they do not want to perform their



required duties. The police limited powers made community to turn against police members because they know that government careless about police. For instance two months ago, two members were on duty on the 17th of October 2014 Friday 6:30 pm went to arrest serious killer and one member was shot in his head while they were performing their duties. When the other member tried to draw the trigger to defend them, he was almost late and could have ways but the law impeded him to use his own techniques. Police are at high risk of being murdered and no one motivates them so as to become strong and dedicated in their work regardless of its danger. Police religion has been long undermined in this country. Police members are underpaid and others do have degrees and diplomas but their qualifications are not recognised. Police suggested that at least government must pay someone according to his or her level of qualifications and attach the rank structure in the qualifications.

#### **6. Managers identify developmental needs to assist the employees to grow**

When the participants asked about the things that managers do to groom the employees to excel in their working environment, they said that managers encourage members to prioritise as to which crime is more serious than the other. For instance, if a person has been killed and the other insulted, police members first attend the serious one then the other has to follow. They look at the nature of the crime, the one that is at high risk. Nyanga residents are alcoholic because of not having something to do and their lives has not been improved that is why they end up doing bad things and lose hope in their government. The drug addicts do not even know the molecular structure of tik (drug), they do not know how to make it as they do not have the expertise of doing it. They use it to smoke; the people who make it are those who are too much intelligent, qualified and in places that they do not even smoke the drugs. The top government officials and policy makers can follow up those high profile criminals as local investigators cannot investigate in areas like Plaaterkloof, those people keep drugs in such areas and sell them in areas like Nyanga, police jurisdiction ends in Nyanga and arrest people with drugs in their pockets and those criminals have lot of rights such as the one of remaining silent no matter the police ask them where they get the drugs from. A person cannot tell the police that the drug for instance is from Johannesburg and the SAA officials that assisted in the transportation to get in the flight and the government officials that are involved, police can only observe million procedures only to solve one crime. This thing is done by people who are big shots, they smuggle. Those who smoke does not know and they don't even benefit, the real perpetrators are invisible and some of them are in government and other organisations in all sorts of crimes especially in theft. For instance there was a container in Constantia underground in a house where a truck used to offload drugs and stolen goods and it worries to see that in those suburbs police do not searching.

## **7. Correction plans and Improvement**

The respondents emphasised that in their department there is no improvement yet in terms of performance management system, the existing performance enhancement program only caters for those who are well known by the management. The respondents mentioned that those who are not friends or family of the superiors always obtain lower marks regardless of how did the particular individual perform his or her duties. They further elaborate that a lot still needs to be done to change the bad habit by first sending those in charge for the training that will assist them to oversee the bigger picture as to what they need to do in order to be unbiased leaders. The table below represents the Performance Enhancement Program that members use for rating process. See table 4.1.2.6 in annexure A

Lower rank members mentioned that no one ever obtain more than 3 as they always between 1 and 2 unless the person knows someone at a management level regardless of how best he or she performs. Members complain about how they being rated, it seems as if their superiors are not satisfied about their performance hence they claim to be dedicated and determined in their work, the researcher find the conflicting disagreements among those employees.

When the respondents were asked to indicate how to improve the management of EPMS, they indicated that the police department can manage and improve the management of performance management system by putting relevant policies in place. Find ways to stop the killing of police in the line of duty by criminals. Members are not equipped and there are no enough resources. South African Police Service employees are underpaid compared to other countries; members became less interested in performing their duties well. Members need to be educated by their department so as to gain knowledge about new techniques to be used in tackling the perpetrators. Employees never get promoted; some did not get any promotion for more than 15 years but performing their duties so well without being guilty of any misconduct. Counselling is not done at station level. Exploitation, sexual harassment and racism are still taking place in the department. Increasing the visibility of police, responding quickly to complaints and establishing police forums in the area. Education training and development within the police is an important tool in ensuring that police are well trained and ready to fight crime and they need to intensify the programmes that are focus more on the improvement of performance management system.

8.

### **Social Cohesion**

Community make it a point that they assist police in fighting crime by ensuring that they report all crime incidents occurred in the area, although they complain about the late coming of police when needed urgently, forgetting that it took police time to walk in their streets. South African Police Service employees try their best to attend crime scenes immediately. A sergeant goes further on elaborating that:

*“those specific areas with no street waste too much of state resources for instance petrol and tyre breakage because there is no road specifically designed for cars in areas like Boys town”. [06 January 2015]*

The study reveals that there are special programmes implemented for police and community to work together in achieving required results of excellent service delivery, for instance Neighbourhood Watch and Community Policing Forums that are joined by law abiding citizens with the intentions of keeping their area a safe and secure environment for those who live in it. Community members in conjunction with the members of the police ensure that they patrol in the streets at night as criminals choose to perform their dirty work mostly at that time. Sometimes people come late to report what had happened to them and blame the police for being irresponsible. In the Western Cape for instance, police members have a fear of being attacked by the members of the public. Both two constables and three sergeants said that:

*“the pressure of having the responsibility of protecting other people risking one’s own life is huge. Arranging community meetings and discussing plans of dealing with crime”. [06 January 2015]*

When the community wants to take law in their hands when they are angry; throw stones to the police. Suicide and sudden death, robbery, rape and murder occur in most communities of the Western Cape including Nyanga. Working together with police to stop crime and provide information about those who commit crime. To be involved in Community Policing Forums and do patrols during day and night. The community members are tired of the crime that is happening in the area. They want to protect their families and properties. The police and the community should work together as a team in order to understand each other.

### **SAPS responses to crime scenes and community reports**

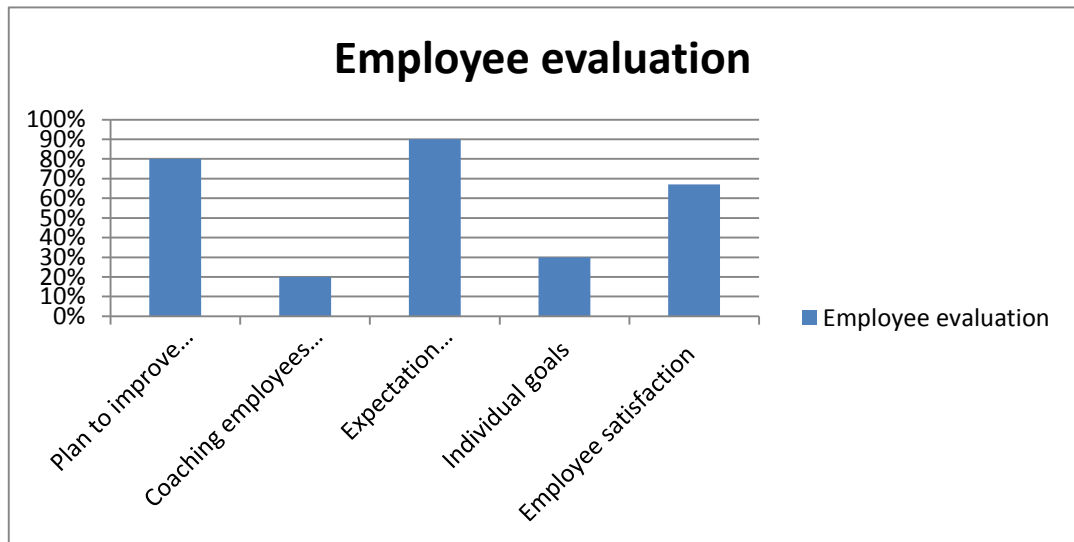
Respondents highlighted that they are involved in community policing and they dedicate themselves in serving communities not only on combating crime, but on other matters such as community policing and domestic violence. However, other respondents echoed their dissatisfaction about the police work in attending to crime scenes. It is noted that if for instance 15 crimes are reported and a police attend one crime using a police vehicle then those 14 people become furious to police and blaming and accusing them about not doing their work correctly not knowing the cause, which is the lack of resources. Some community

members decide to take the law in their hands by paying the revenge to those hurtles criminals. Respondents also indicated that some members of the community are not always pleased; they feel that government does not hire new staff members and that alone can be the cause of why police underperform. Respondents also indicated that their local police put first the suburban areas calls reporting crime as priority over the townships and informal settlement.

The respondents get instructions from the Commanders to spot regularly on areas where crime often occurs. When the crime rate is high the seniors put pressure on Captains and ask why the crime rate is so high and also the Captains will put pressure on the police to make sure that crime is reduced. Crime often occurs because most people are not working in Nyanga area. Their work is dangerous, members of the police have to attend to crime scenes and come into contact with people who allegedly committed the crime. Sometimes shooting between criminals and the police with the intention of not being apprehended on the part of criminals does take place. The responsibility of a captain is to give commands to command the non-commissioners to do their work. A captain has to consider where serious crimes happen and ensures the crime is reduced in the area by visibly deploying more police. When the members received many documents that needs to be investigated. There are times when there are difficulties in terms of getting the information that the members need in order to perform their duties. When the members have to investigate a gang case, commanders usually cause rift to the members as a result of members that could not concentrate on duty. Sometimes they lose dockets. 59% of them have been working in the department for more than 15 years in the same rank. 29% of them worked strenuously with authoritarian superiors whom that expects them to do as they command without questioning their orders. 70% worked in bad conditions where they face dangerous criminals on daily bases.

#### **4.3 Data obtained from questionnaires**

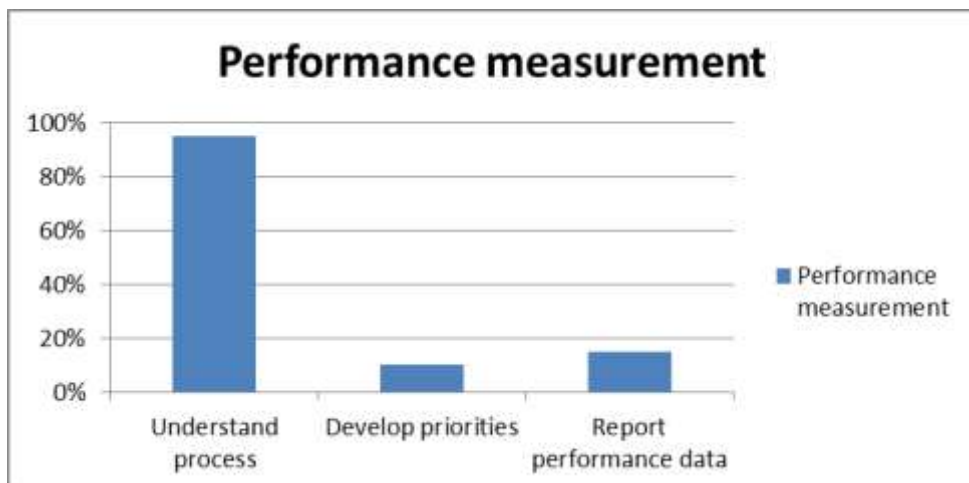
##### **1. Performance reviews and appraisal of employees**



The results show that employee evaluation dropped, and the researcher found that 67% of employees were not satisfied about their level of evaluation to the lowest 2-1 performance rating. Members evaluated every end of the departmental financial year. The 80% of management always do year plan on improving performance but their plans not successfully achieved because of the skill shortages in the department though they ensure that coaching mechanisms are in place to assist employees in performing to their utmost best as currently only 20% agree to obtain the coaching from superiors. The study also revealed that 90% of employees do not achieve the expected results due to unsatisfactory about how they being appreciated by their superiors. A group of respondents mentioned that:

*“they want their department to plan around the most priority areas in order to improve performance, members goes further in outlining that they do not get the necessary coaching they deserve from their superiors which make it difficult for them to achieve the required expected performance outcomes. Employees individual goals are not always met due to members monthly consecutive absences”. [10 December 2014]*

## 2. Performance measurement instrument

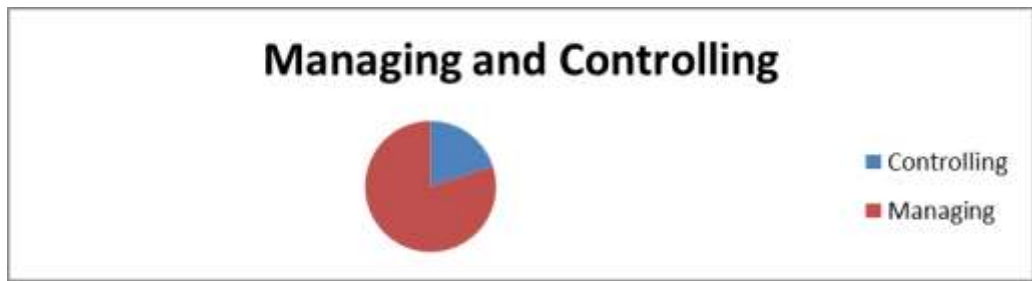


According to the study, respondents strongly agreed that departmental managers do measure employee performance, in general the 95% of employee shows that they were likely ecstatic about the measurements. Some members said that:

*“the employees get measured consistently though the method that is used is not satisfying them at all. The employees disagree with the measuring method used and the leniency of their superiors during the measuring process”. [10 December 2014]*

The study reveals that 10% of the respondents wanted change in terms of priority development however 15% of respondents mentioned that the data presented to them during performance measurement is not accurate and that they feel that something still needs to be done to ensure the smooth measuring process.

**Manager focuses on managing and controlling**



The study reveals that managers in that department mostly focus on the management of employees than trying to control the occurrence of departmental challenges. The findings of the study shows that 80% of the respondents oversee the managing as an issue that need careful consideration as later sometimes had negative impact when not combined with the controlling measures. Respondents emphasised that superiors do not make sure that employees are followed base on the rules, regulations and departmental conduct that they must adhered to in order to achieve the set performance goals in time. Another participant outlined that:

*“Managers do not control the occurrence of the problem at hand and that there is a lack of performing internal and external control concurrently by monitoring the employees’ behaviours in order to ensure the efficiency of departmental objectives”. [10 December 2014]*

**Managers design effective opportunities for performance development**

Table 4.5.2.2 show how managers design effective opportunities for performance development managers

Frequency	Response	Percentage
Strategizing	No	85%
Analysing	No	10%
Formatting	No	5%

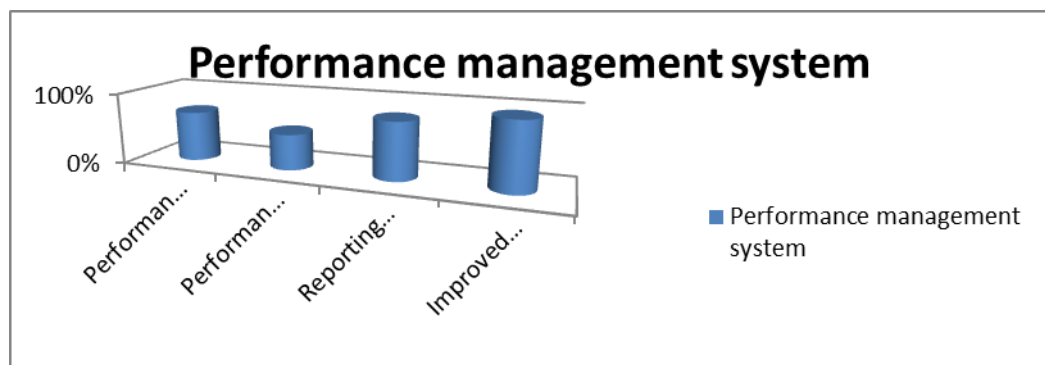
Documentation	Yes	70%
Goal setting	Neutral	15%
Communicating plans	No	0.2%

Source: South African Police Service 10 December 2014

The study indicates that 85% of employees strongly disagreed that managers do not design effective opportunities for performance development however, the department is in need of these opportunities in order to shift from the traditional department to management of change that introduce more effective opportunities that caters for every employee regardless of what rank a person holds. Only 10% of the respondents agreed that superiors do analyse their work while 5% claim that level of formatting is to low and 0.2% of employees are of the view that plans are not communicated to the whole department and the 15% further stated that goals are not set. Constables, Sergeants and Inspectors highlighted that:

*“it became too much complicated for the management to analyse their developmental data due to the fact that most of the management lack skills as the department of SAPS do not enforce every employee to attend extra training to advance their knowledge”. Respondents believed that effective performance development opportunities need managers that bring change to the department by first getting rid of things that makes employees to underperform”.*

### **Performance management system and service delivery**

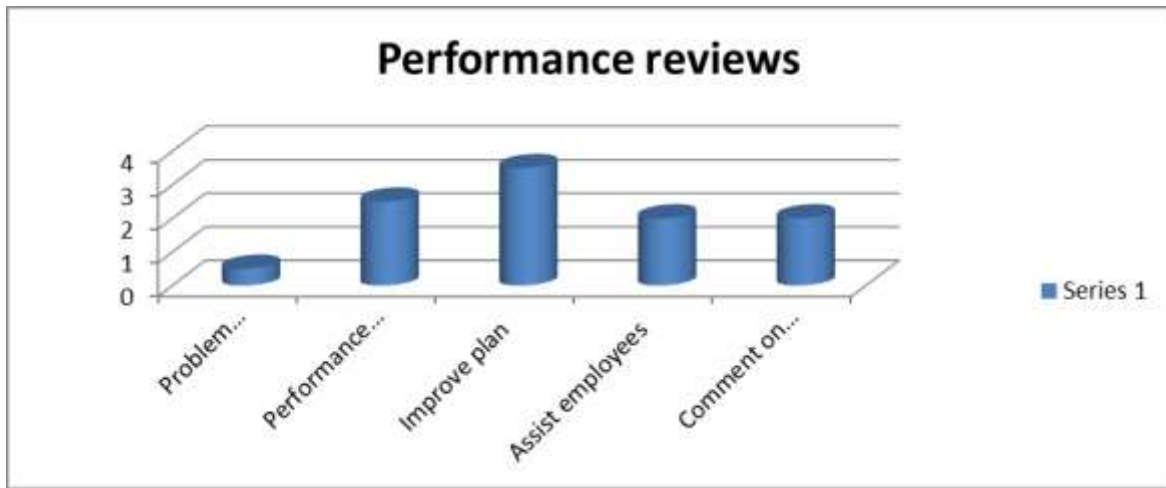


When participants were asked to whether PMS assist in service delivery, they fully agreed that performance management system is the best way to evaluate service delivery by focusing on whether the performance targets of the employees and that of their organisation met or not. However, 60% of employees indicated that they would be happy to have performance management system policy for their institution to treat every employee fairly on the grounds of decision making, promotion, compensation and disciplinary action, for instance termination of a contract based on performance issues. When asked about performance management system, a group of 60% of respondents highlighted that:

*“performance management system best assist in putting performance standards clearly and concisely in order to be ready for the measuring process. However 50% of constables are of the view that performance*

*measurement in that department lacks the development of appropriate measures for satisfying employees with quality information on time. Some 80% of inspectors said other members do not report on a regular timeframes as required by management and affect the service delivery improvement while other 94% of respondents including (captains and constables) want EPMS to be available for improving all the processes”. [12 December 2014]*

**Managers take performance reviews extremely important**



According to the respondents, the majority of the respondents disagreed with the fact that managers take performance reviews important, 65% of respondents explained that performance reviews do not focus on the measurable goals achieved by employees. However, 25% of the respondents were just neutral and only 10% that agreed with performance reviews to be considered as very imperative mechanism in the department by the management in order to oversee employee development and performance and also ensure that plans are achieved.

**Managers and employees’ opinions on performance agreements**

The study findings reveals that, performance measurement in Nyanga was supposed to be done with the intentions of monitoring the implementation of the performance enhancement process in order to align departmental objectives into plans and later consolidate those into achievable goals. The majority of the respondents were not satisfied about the conflicting disagreements that they normally experience with their managers when it comes to measuring performance.

It was surfaced on the Annual Performance Plan (2014/2015:4) that, in order to realise the aforementioned imperatives and to realise Vision 2030 as espoused in the National Development Plan (NDP), a conducive performance delivery environment is paramount.

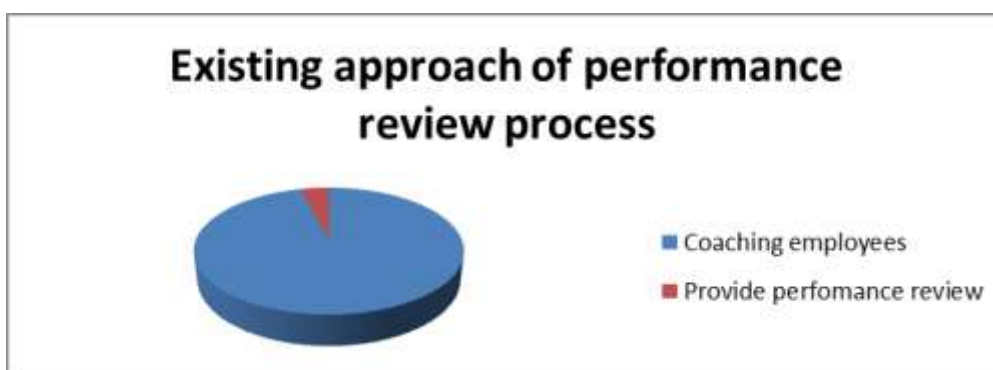


However, the operational environment presents a series of critical challenges for policing such as the palpable correlational elements between crime patterns and challenging socio-economic conditions. The violent social behaviour which continues to prevail in the majority of serious crime categories and the observed violent nature of public protests that is on the incline.

Murders of police officials while in the service of their communities, which continues to erode the human resource capacity of the organisation (Annual Performance Plan, 2014/2015: 4). The anxieties require the fashioning of collective efforts within the SAPS and in partnerships with external critical role-players and affected stakeholders in government and externally. Needless to say, over the past 9 years (2004/5 to 2012/13) crime continues to demonstrate a significant decline in all broad categories. This is against the backdrop of the increasing population estimate figures and associated population dynamics. Nevertheless this, there are specific crimes that continue to demonstrate an inclination (Annual Performance Plan, 2014/2015: 4).

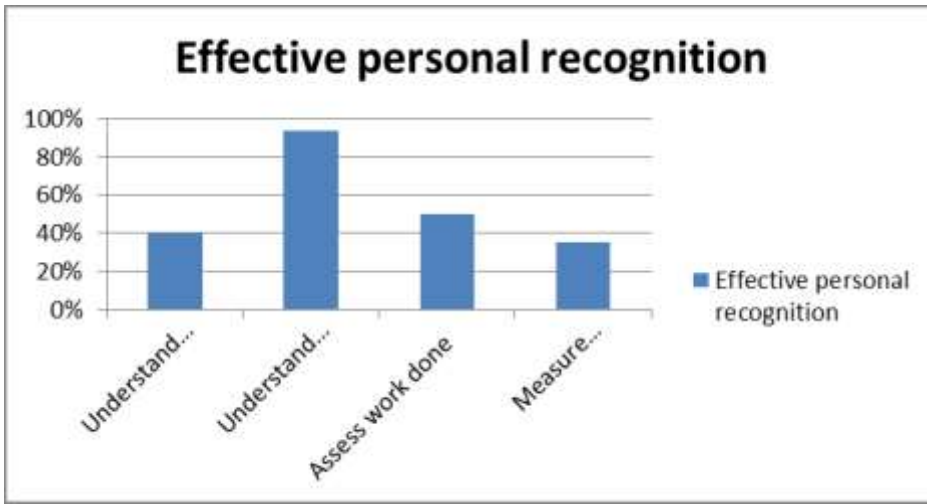
Nyanga police area occupies the first position in the Western Cape crime and murder statistics. Nyanga police sector has in fact recorded the highest levels of crime in the province and in the country during the past five years which gives the police difficulties in performing their duties in a way that satisfies both the superiors and the community that they ought to protect (Department of Community Safety, 2010/2011:8).

#### **Departmental support during performance review process**



The findings reveal that, supervisors do not use supportive approach that can alter the performance review process which is not working as expected by the entire employee. Respondents are of the view that their supervisors need to be sent for the training in order to obtain knowledge about the relevant approaches needed in the performance review process. According to the study findings, 96% of the respondents strongly disagreed about the availability of the approach used by supervisors in the reviewing process.

#### **Effective personal recognition provided during the review process**



The study shows that about 99% of respondents mentioned that they are not recognised during the period of review process regardless of their good performance, but there are certain numbers of employees who will be privately recognised by getting feedback from their managers. Respondents outlined that those only well-known employees by those at a strategic level who do have access to such information.

**There was no proper planning in the implementation of our performance management system**



However 96% of the respondents believed that proper planning was not considered as a good course during the implementation of performance enhancement process, hence a lot of things still need to be rectified in this program.

**Adequate access to documented departmental service standards**



It has been surfaced from the study findings that 63% of the employees agreed that they have access to departmental service standards though 37% disagreed in that as they mentioned that they cannot question anything that they do not understand as they only have to accept command from their managers. Members do not have the rights to question the written standards because they do not form part of the decision making team.

**Understanding of departmental service standards**

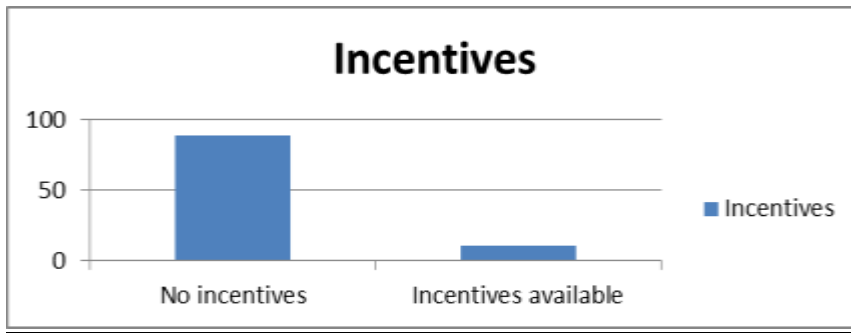


The study shows that some 59% of South African Police Service members do understand their service standards. However, there are those who would complain that no one ever try to make it a point that every member understands service standards by explaining everything to them lucidity and concisely. Respondents at lower level complained that due to the nature of their dangerous work, therefore it is time consuming for them to understand. Members follow the Batho Pele principles as a guide to improve service delivery since there is no exact specific departmental policy on service standards.

**SAPS in line with community expectations**

The research study indicate that 79% of police members strongly agreed with delivering quality service to the community by providing the visibility and crime prevention to the Nyanga impoverished community. Community of Nyanga seem to be neglected by the government, however 21% of the police members highlighted that community members have complaints regarding police performance.

**Incentives for good performance**



The 89% of respondents strongly disagreed about being motivated by the incentives. They argue that there are no incentives in the department and if there are any, only 11% of respondents agreed that incentives available for certain group of individuals who might be favours of the management, most participants said that:

*“despite the fact that employees perform to their best of ability the management is not taking into consideration the fact that people need to be motivated in order to be more passionate about their work and when the incentives distribution period comes, commanders decide to give members that they most like regardless of whether they perform or not and forget about those who putted more effort in their work and deserve to be given incentives”.*  
 [15 January 2015]

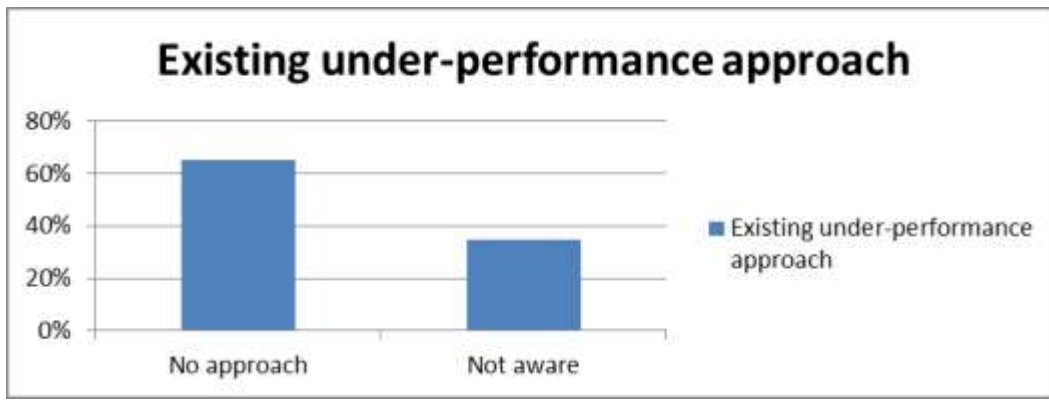
**Table 4.5.2.3 Top management provided necessary guidance to us on PM interventions**

Providing regular feedback	
Identify challenges on time	2%
Provide necessary support	88%
Communication	10%

Findings show that employee does not get guidance from their superiors, 88% of them strongly disagree with the fact that management do guide and support them when needed. Other 10% of the respondents emphasised that they are not monitored during their performance especially when dealing with danger criminals. Only 2% of sergeants quoted saying:

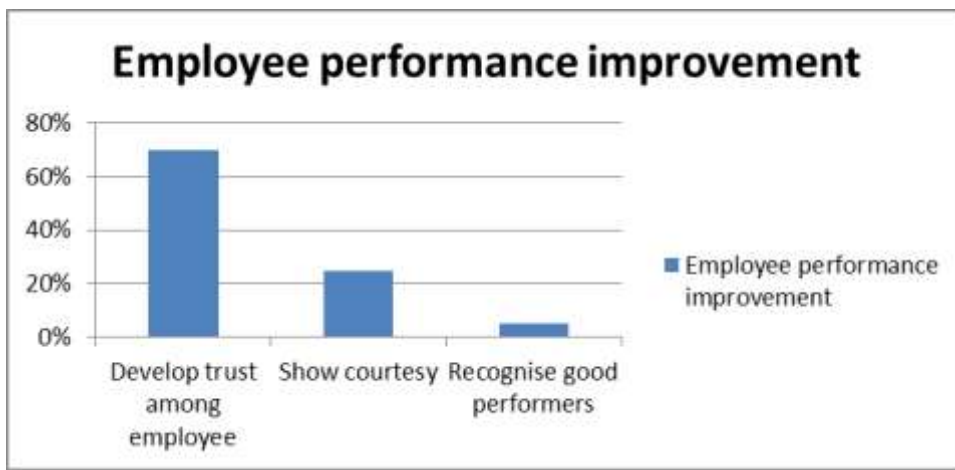
*“managers do not clearly identify the performance challenges on time so that employees can be aware of how to deal with problems at hand and prevent unnecessary service delivery risks that might impede them to respond to complainants on time”.*[12 December 2014]

**There is an existing available approach for us as SAPS members when we have difficulty with under-performance of our colleagues**



It has been surfaced from the study findings that 65% of the respondents strongly disagree that there is no available approach that currently exists for members to overcome performance challenges. The respondents stated that they underperform due to the unclear instructions that they get from their superiors which mislead them to follow wrong orders however, 35 % of members mentioned that they lack potential capabilities for an environment such as Nyanga as managers do not provide them with training developmental needs that might assist to improve performance process.

**There is a consistent improvement on employee performance**



The results show that 70% of the respondents mentioned that there is no improvement on performance employee as members think that they do not perform their ultimate best in achieving the results required by their superiors. Respondents further explained that:

*“their managers do not develop trusting relationship with them so as to encourage them to disclose all the issues that hinder performance in that department. Members disagree and said that, their departmental employee performance was not properly planed and more approaches still need to be amended in the performance enhancement process so as to accommodate every employee.[17 December 2014]*

Some 25% of respondents said there is a need to show some courtesy by everyone as members become reluctant to enquire about their rights and 5% of respondents said the is a

lack of recognition for good employees in order to make them aware that their good work is appreciated.

**There is a need for various strategic management objectives in my department**

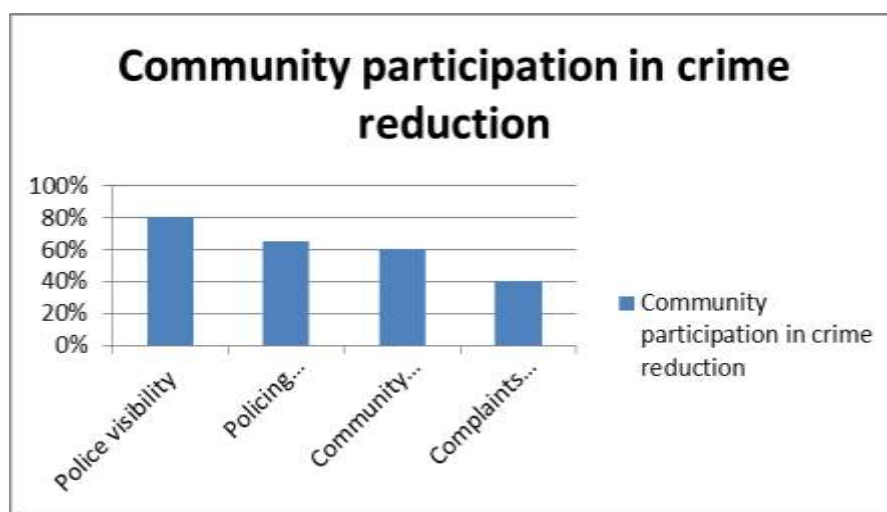
In the table 4.5.2.4 below is an explanation of how employees would like strategic objectives to be addressed.

Strategic management objectives	Description
Direction	Management need to identify SAPS objectives.
Specific Measurable Achievable Realistic Time bound	Give clear goals to employees Measure goals in order to have concrete evidence. The resources must be available for employees to achieve the set goals Employees ability to achieve all set goals Objectives need to be set with timeframes

Source: SAPS employees, 23 December 2014

The 98% of respondents are of the view that there is a need for various strategic management objectives in order to change the existing performance practices within the department so as to satisfy everyone works in that department not only specific high profile individuals and those well-known at a strategic level.

**Community assist you to overcome challenges**

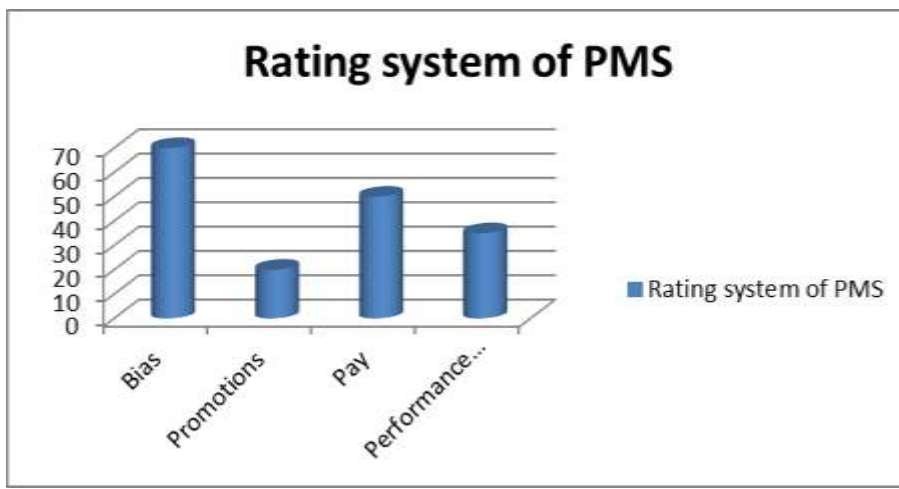


The study findings shows that 80% of police members agreed that in collaboration with the community and those involved in policing programmes, they work together to increase the visibility of police, while 40% of the respondents mentioned that their response is quicker to complaints and about 60% of the employees are happy with the established police forums in

the area. Members of the South African Police Service with citizens gather and discuss plans of dealing and combating crime and provide police with the necessary information that assist them in arresting the criminals on time. Employees ensure that community members participate in the Community Policing Forums and do patrols during day and night. Some 65% of respondents said that:

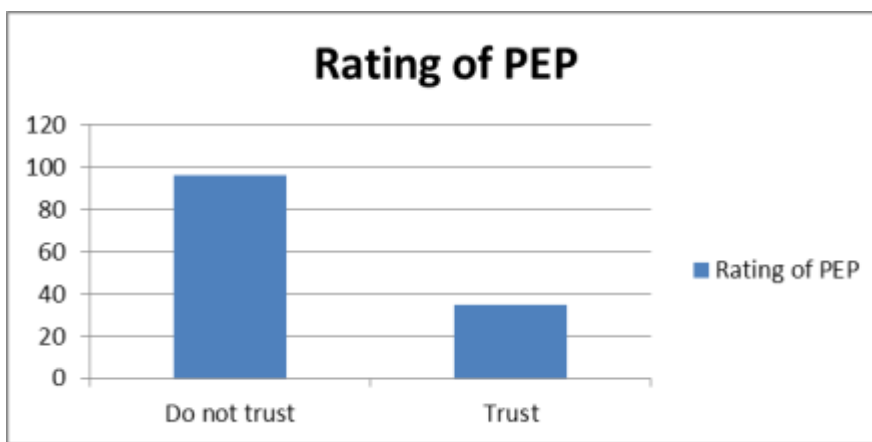
*“South African Police Service has programs such as Employee Assistance Program which was implemented specially for employees that experience depression caused by work and family, drug and alcohol problems”. [13 January 2015]*

**A change in the rating system of the Performance Management**



According to the study findings 98% of employees want to see the occurrence of a change in their rating system most referring to the competency descriptions of salary levels ranged from 1 to 7 as stipulated in their Performance Plan Output specially designed for rating employee performance in the South African Police Service.

**Trust the rating prescribed by the Performance Enhancement Programme**



The 96% of respondents from the study do not trust the rating of PEP which focuses on the quantity which put great emphasis on how an employee should consider past performance, quality which revolve around identifying the required standards which prescribes how well

the task must be performed and time stipulated which does not reflect the valid needed information as to how long one has to wait for the outcomes of the process.

**There are enough resources in my station to do performance rating**

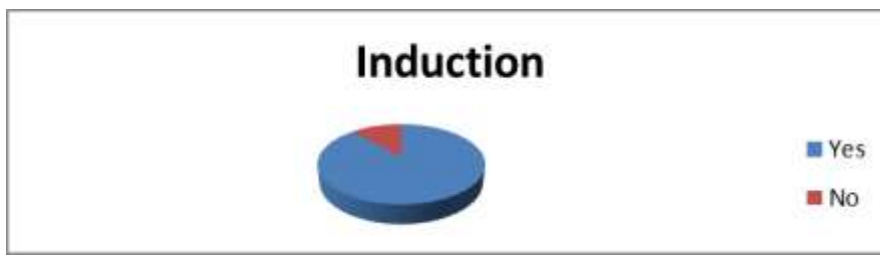
Table 4.5.2.5 is a description of the available resources

Item	Availability
Offices	Not enough
Computers	Not enough
Cars	Shortage
Training courses	Not enough

Source: SAPS employees 23 December 2015

The study shows that the entire employees in that department disagreed that there is no enough resources for them to perform their duties as a result 5 to 7 members make use of one office, sharing 1 to 2 computers. Police vehicles not enough and the staff shortage. The 99% of respondents emphasised the need for staff training on continuous basis in order to accelerate service delivery on time.

**Did you go to the induction**



According to the study findings, 99% of the majority of responses from the respondents agreed that they attend the induction period however; the information provided not enough as some employees who present to them during the time of induction normally become too much confidential. However, 0.02% of constables’ response was that:

*“the orientation period is not enough for those employees at a lower level ranks as some are high school leavers without knowledge of the operation of the working environment therefore they need to be given advance knowledge about how to handle pressure in their demanding positions where crime regularly occurs”.* [08 December 2014]

**4.4 Chapter Summary**

The findings were presented in this chapter. Performance management system is found to be a need for the South African Police Service members who are not recognised for their good performance by their superiors when rendering good quality services to the citizens at a required time. Members are not dedicated as they were when they first joined the police force.



Detectives and constables mentioned that police work is dangerous especially in their environment. The complainants also make their work to be less enjoyable when they are difficult and not understanding the procedure to be followed by the police in order to assist them. Education training and development within the police is an important tool in ensuring that police are well trained and ready to fight crime and they need to attend those trainings.

## **CHAPTER FIVE CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

The previous chapter discussed the analysis and findings of the collected data through interviews and questionnaires from the South African Police Service employees in Nyanga. The purpose of this chapter is to provide the researcher's recommendations and concluding remarks on the investigated research problem. Recommendations will assist the South African Police Service employees to implement effective performance management system that will improve employee morale and performance.

#### **5.1.1 Chapter summary**

Chapter one provided the background of the research study about the effectiveness of Employee performance management system (EPMS) in the South African Police Service (SAPS), using the case of Nyanga police station in the Western Cape. The research questions were used to investigate the problem and the research objectives assisted to respond to the questions. The rationale for undertaking the research study was clearly stated.

Chapter two of the study intended to review literature based on the views of different scholars on the effectiveness of employee performance management systems in South Africa, and how can it be managed in the Western Cape SAPS. Previous studies on employee performance management system, relevant theories and legislative framework were discussed in this chapter.

Chapter three of the study discussed the research methodology that was used to collect and analyse the data. The method used was a mixed method approach where data was triangulated.

Chapter four discussed the analysis and findings of the collected data through different techniques that include interviews and questionnaires from the South African Police Service employees in Nyanga.

### **5.1.2 Conclusion**

The main aim of this study was to assess the effectiveness of the PMS applied by the SAPS, using the case of Nyanga Metropole. Findings were presented in chapter 4. The study objectives were achieved. The study critically analysed and revealed the challenges in implementing EPMS at SAPS. Staff experience daily challenges of insults from the community accusing them of not performing their duties correctly. Killing of police officers in the line of duty by criminals is a challenge at SAPS. Overcrowding in Nyanga makes police work to be more difficult and uncontrollable. Members complain about the pressure that they get from the management for reaching performance agreements however management have to report on time to the senior officials and ensure the elimination of crime even before it occurs. Senior officials have to manage all the employees in the department and encourage members to be vigilant for perpetrators and ensure the safety of community members. The existing method and practices for employee performance management was critically analysed. The study revealed that PMS is not effective at SAPS therefore, government need to find techniques to put mechanisms in place for implementing effective EPMS. Findings according to (Bruce, 2011:2) imply that in South Africa no less than in other countries, particularly after the advent of democracy in 1994, government has placed major emphasis on performance monitoring and performance management. The members of the SAPS indicated that they understood what PMS entails. Their emphasis on performance management systems may be understood as derived from the principles of accountability embodied in the Constitution. Ndebele et al (2011:10) maintain that, South African police officers are exposed to more violent crime than officers in other countries may see in their entire careers that made it difficult to properly perform their duties.

Bruce (2011:2) further elaborate that, in 2003 South African Police Service introduced performance management chart in order to improve the capability to measure performance, which is an information technology based system for monitoring and comparing the performance of police stations. The performance chart partly relies on information recorded on the Crime Administration System regarding levels of recorded crime and on detection rates and the percentage of cases that go to court.

Thirty two members were interviewed and one hundred questionnaires were distributed and seventy nine questionnaires were completed and collected. Members mentioned that their working conditions, lack of recognition for good performance, diversity issues and resistance to change are the main motives which need more of government intervention so as to improve

performance of the police. Performance levels dropped among police members from time to time due to their working conditions and the danger that they face every day which disturbs them in performing their duties whereby some member's experiences absenteeism as they do not get rewards for putting much effort in their work and became less interested in doing their work.

The researcher found that the members were not valued for their good performance, although they perform to their best of ability to satisfy both their superiors and the community. The station Commander benchmarks the level of police member's performance on the crime rate. Commanders are believed to give high marks to their favourites even though they perform low and those they think they challenge their authority. Commanders give police members' low marks regardless of their good performance and without arranging their development plan.

Performance enhancement process was introduced to benchmark the performance of individual employee. Members always complain that commanders are bias when it comes to rating process. Sun (2011:1) stated that the rating process is a process used to establish the rate of premiums for a group, based on the risk that they present. During this process, factors such as sex, age, benefits, and cost to administer are considered.

### **5.1.3 Recommendations**

The recommendations below were made from the findings, analysis and the concluding remarks. Recommendations will assist SAPS employees to address performance challenges within the department.

Employee development programmes should be implemented in order to understand employee capabilities and assist them to grow. Motivate the police by facilitating the guiding principles that boost their morale and strengths to improve job satisfaction in order for them to be always eager to render their services to the community of Nyanga. Employee performance appraisal need to be changed in a way that will satisfy all the employees, life skills and work skills should be put on practice.

Recognition for good performance, for instance those who works night shift within the most dangerous time should get special reward for instance by getting extra same day payment or by a voucher that will pull those who always take sick leaves during weekends and on month

ends. Seniors should reward employees to show that they are appreciated for their good behaviour.

Police need to be flexible in order to easily adapt to the changes of work environment as the resistance to change make police work less enjoyable and scary especially when dealing with dangerous criminals. Members should be innovative and creative so that they can be able to provide effective services and solve community problems in time. Diversity issues need to be prevented before the occurrence.

Conflict resolution strategies should be implemented, when members were not happy with the rating process lack ways of dealing with their superiors in terms of informing them to reason about the decisions they take that always have negative impact on employee performance. The strategies should be conducive for all employees in order to achieve SAPS goals.

South African Police Service should enforce factors of good performance in order to eliminate performance management effects that occur when employees loses interest in doing their work. Departmental challenges should be communicated to the overall employees in order to come up with relevant solutions. Components of performance management should be put in place for the management to measure performance and come up with quantifiable outcomes that will be accomplished through careful consideration of departmental goals and objectives. Government should implement mechanisms to elevate underperformance of employees to be the superlative employees who can independently perform without fear.

Ensure department efficiency by achieving the best results when employees experiences difficult circumstances. Management should draw a bigger picture to all the employees about the end results of their good performance. Resource allocation to be the priority to improve performance because SAPS in Nyanga does not deliver the value to the community due to shortage of resource. Protect police from the criminals by implementing new policies that would have police rights as the current policies entails more criminal rights.

Building of another police station so that the six sectors can be divided into two so as to minimise overcrowding and workload. Effective approach towards the application of performance management system needs to be implemented.

#### **5.1.4 Future Research**

The researcher intends to conduct future research in order to find out on how the study conducted was of benefit to the SAPS and ensuring the effectiveness of employee performance management system as there is no current effective system.

Persal Info	Persal No		Rank		Name		
Div		Section			Salary level		
<b>Performance Plan-Output(S)&amp; Output Standards Per Task</b>					<b>Performance Appraisal</b>		
<ul style="list-style-type: none"> <li>Inputs are used in the best possible way, which do not result in its misuse</li> <li>Average to be determined on workload for the year divided by the no of employees per month</li> <li>Shift= 24 hours is divided into shifts of 8 hours each (6.00-14.00) (14:00-22:00) (22:00-6:00)</li> </ul>					Emp rating	Sub rating	Agreed rating
					1 <sup>ST</sup> APP	1 <sup>ST</sup> APP	1 <sup>ST</sup> APP
					2 <sup>ND</sup> APP	2 <sup>ND</sup> APP	2 <sup>ND</sup> APP
Purpose of the post:							
KPA 1							
1.1			Quantity				
1.2			Time				
1.3			Quality				
			Cost Effective				
Total score KPA 1							
KPA 2.							
			Quantity				
			Time				
			Quality				
			Cost Effective				
			Quantity				
			Time				
			Quality				
			Cost Effective				
Total score KPA 2							
KPA 3.							
			Quantity				
			Time				
			Quality				
			Cost Effectively				
			Quantity				
			Time				
			Quality				
			Cost Effectively				
			Quantity				
			Time				
			Quality				
			Cost Effectively				
			Quantity				
			Time				
			Quality				
			Cost Effectively				
Total score KPA 3							
KPA 4.							
			Quantity				
			Time				
			Quality				
			Cost Effectively				
Total score KPA 4.							

I fully understand and agree to fulfil my obligations		Combined Kpa 1-4 Score	Percentage	Rating	
Member:..... Date.....		1 <sup>ST</sup> APP	/	%	/4
Supervisor..... Date.....		2 <sup>ND</sup> APP	/	%	/4
		ANNUAL	/	%	/4

PERFORMANCE LEVEL				
Poor	Not Yet satisfactory	Satisfactory	Good	Outstanding
1= (0-34, 9%)	2= (35-59, 9%)	3=(60-75,9)	4= (76-89, 9%)	5= (90-100%0

Table 4.1.2.6

Source: SAPS PEP Plan and Appraisal (2006/2007) circle

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## APPENDIX A: Statistics

Crime research and statistics in Nyanga Western Cape (South African Police Service: 2015)

Crime category	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012	April 2012 to March 2013	April 2013 to March 2014
<b>CONTACT CRIMES ( CRIMES AGAINST THE PERSON)</b>										
Murder	263	284	303	266	208	217	198	233	262	305
Total sexual crimes	10498	9631	8969	8623	8772	9678	9299	9153	8776	8062
Attempted murder	2490	1856	2046	1844	1766	1707	2162	2328	3280	3363
Assault with the intent to inflict grievous bodily harm	33869	28479	25905	24915	23086	24061	24723	24714	24519	24846
Common assault	48739	38226	35083	32663	31680	34410	33278	34553	35603	37273
Common robbery	13283	9387	8697	8578	8439	9473	10399	11121	12427	13140
Robbery with aggravating circumstances	13143	12945	15226	14555	12729	12543	12250	13788	16738	19526
<b>CONTACT-RELATED CRIMES</b>										
Arson	720	595	625	629	524	598	632	681	718	663
Malicious injury to property	29871	27875	29227	27301	25132	24431	23334	24403	25198	26701
<b>PROPERTY-RELATED CRIMES</b>										
Burglary at non-residential premises	8950	7944	10118	10639	10450	11544	11582	11757	13184	13489

Burglary at residential premises	46977	41000	43142	42376	42920	43300	43801	44598	49599	50589
Theft of motor vehicle and motorcycle	12,311	12,795	13,510	12,955	10,814	10,039	9098	8672	9208	9511
Theft out of or from motor vehicle	36,983	34,648	33,626	31,778	29,924	35,367	36453	38375	41422	42638
Stock-theft	1,120	834	780	792	907	1,109	995	952	1018	880
<b>CRIME DETECTED AS A RESULT OF POLICE ACTION</b>										
Unlawful possession of firearms and ammunition	2,247	2,252	2,526	2,346	2,314	2,181	2551	2395	2907	2810
Drug-related crime	30,432	34,788	41,067	45,985	52,781	60,409	70588	77069	82062	85463
Driving under the influence of alcohol or drugs	6,583	8,114	9,583	11,616	12,741	15,644	17244	17534	15167	13588
<b>OTHER SERIOUS CRIMES</b>										
All theft not mentioned elsewhere	113,814	90,028	93,314	90,966	90,655	86,583	84989	92689	91431	94747
Commercial crime	7,651	7,139	7,819	9,659	11,366	11,697	11888	12035	12030	11025
Shoplifting	12,851	12,618	13,950	14,850	18,836	20,500	18763	16982	15834	14746
<b>SUBCATEGORIES OF AGGRAVATED ROBBERY</b>										
Carjacking	901	965	911	923	698	575	457	542	789	961

Truck hijacking	16	10	9	23	27	14	17	31	37	40
Robbery at residential premises	307	434	658	796	974	1,167	1215	1344	1647	1878
Robbery at non-residential premises	84	110	197	635	1,058	1,058	1309	1567	1934	2156
<b>OTHER CRIME CATEGORIES</b>										
Culpable homicide	1,407	1,396	1,437	1,443	1,280	1,135	1126	1050	1047	998
Public violence	285	308	406	257	467	335	402	262	369	278
Crime injuries	12,522	8,574	6,805	6,737	6,185	7,135	7337	8185	8491	8650
Neglect and ill-treatment of children	1,437	1,103	914	978	883	847	667	542	476	452
Kidnapping	290	216	201	188	169	232	392	517	585	572

Source: Crime Research and Statistics - South African Police Service: Nyanga (WC) [169]  
for April to March 2004/2005 - 2013/2014

Persal Info	Persal No		Rank		Name		
Div		Section			Salary level		
<b>Performance Plan-Output(S)&amp; Output Standards Per Task</b>					<b>Performance Appraisal</b>		
<ul style="list-style-type: none"> <li>Inputs are used in the best possible way, which do not result in its misuse</li> <li>Average to be determined on workload for the year divided by the no of employees per month</li> <li>Shift= 24 hours is divided into shifts of 8 hours each (6.00-14.00) (14:00-22:00) (22:00-6:00)</li> </ul>					Emp rating	Sub rating	Agreed rating
					1 <sup>ST</sup> APP	1 <sup>ST</sup> APP	1 <sup>ST</sup> APP
					2 <sup>ND</sup> APP	2 <sup>ND</sup> APP	2 <sup>ND</sup> APP
Purpose of the post:							
KPA 1							
1.1			Quantity				
1.2			Time				
1.3			Quality				
			Cost Effective				
Total score KPA 1							
KPA 2.							
			Quantity				
			Time				
			Quality				
			Cost Effective				
			Quantity				
			Time				
			Quality				
			Cost Effective				
Total score KPA 2							
KPA 3.							
			Quantity				
			Time				
			Quality				
			Cost Effectively				
			Quantity				
			Time				
			Quality				
			Cost Effectively				
			Quantity				
			Time				
			Quality				
			Cost Effectively				
			Quantity				
			Time				
			Quality				
			Cost Effectively				
Total score KPA 3							
KPA 4.							
			Quantity				
			Time				
			Quality				
			Cost Effectively				
Total score KPA 4.							

I fully understand and agree to fulfil my obligations  Member:..... Date..... Supervisor..... Date.....		<b>Combined Kpa 1-4 Score</b>	<b>Percentage</b>	<b>Rating</b>
	<b>1<sup>ST</sup> APP</b>	/	%	/4
	<b>2<sup>ND</sup> APP</b>	/	%	/4
	<b>ANNUAL</b>	/	%	/4

<b>PERFORMANCE LEVEL</b>				
<b>Poor</b>	<b>Not Yet satisfactory</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Outstanding</b>
1= (0-34, 9%)	2= (35-59, 9%)	3=(60-75,9)	4= (76-89, 9%)	5= (90-100%0

Table 4.1.2.6

Source: SAPS PEP Plan and Appraisal (2006/2007) circle



October 2007



