



**IMPLEMENTATION OF PERFORMANCE MANAGEMENT AND ITS
EFFECT ON EMPLOYEE PRODUCTIVITY AT SOUTH AFRICAN
SOCIAL SECURITY AGENCY (SASSA) IN CAPE TOWN**

By

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DECLARATION

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I, Siyabulela Njilo, announce that the contents of this dissertation/thesis reflect my own unassisted work and that no qualification has previously been submitted for academic review for the dissertation/thesis. In addition, it reflects my own views and not necessarily those of the University of Technology of the Cape Peninsula.

Signed

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ABSTRACT

The Performance Management Development System (PMDS) was adopted by the South African public service as a way of tracking, evaluating, assessing, conducting, improving bad performers, and identifying and rewarding good performance. This research was carried out in the Western Cape Province to examine the PMDS at SASSA and its effect on employee productivity. The literature reviewed for this analysis found that PMDS in the public service and at SASSA are generally poorly understood. It also discusses many problems that are a stumbling block in the public sector with respect to PMDS. However, the framework for performance management development can identify instances of arbitrary ratings by managers and the failure of workers to account for this. These disparities may explain why productivity levels at SASSA are not achievable. The key finding of the research project is that some workers know nothing about PMDS and some do not necessarily understand it, while most SASSA supervisors have a clear understanding of it. The key proposal based on this outcome is the desperate need for frequent and comprehensive awareness of PMDS by employees inside SASSA and how it affects efficiency. Such additional guidelines include that performance evaluation should be performed not only bi-annually and/or annually, but should be carried out on a regular, weekly and monthly basis (even if informally) to recognize any defects or vulnerabilities as quickly as possible.

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KEYWORDS

- South African Social Security Agency (SASSA)
- Memorandum of Understanding (MOU)
- Performance Management Development System (PMDS)
- Performance agreement
- Pay progression

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GLOSSARY

Acronym	Full term
AG	Auditor General
APP	Annual Performance Plan
CEO	Chief Executive Officer
CPUT	Cape Peninsula University of Technology
DPSA	Department of Public Service and Administration
EPWP	Expanded Public Works Programme
GAF	Generic Assessment Factor
GM	General Manager
KRA	Key Results Areas
LRA	Labour Relations Act
PDP	Performance Development Plan
PFMA	Public Finance Management Act
PMDS	Performance Management and Development System
PSA	Public Service Act
PSCBC	Public Service Coordinating Bargaining Council
REM	Regional Executive Manager
SASSA	South African Social Security Agency
SMS	Senior Management Services
SPSS	Statistical Package for the Social Science

CHAPTER 1

GENERAL INTRODUCTION

1.1 INTRODUCTION

SASSA is a state symbol set up by the South African government in April 2005 to oversee the submission, approval and payment in South Africa of social grants. This one was proposed to reallocate the role of social security from the provinces of South Africa mostly to national sphere of government, reporting to the Ministry of Social Development. It is a public body in section 3A focused on ensuring that the government pays the right social grant to the right individual at a place that would be most appropriate for that individual.

Saravanja (2010: 1) notes how "the public service has undergone fundamental changes since South Africa's democratic transition in 1994." The desire to improve the standard of government services for all South African communities, and especially for the underserved and vulnerable during the apartheid dispensation, helped these improvements. In terms of financial constraints, enhancing the quality of public services in a sustainable manner requires improving the management of limited resources and, above all, requires committed workers. SASSA employees were unhappy with the implementation of the PMDS, both junior and senior employees, and some employees therefore even refused to accept and sign their performance. The research focuses on PMDS as a strategy to increase public service efficiency as a whole and to boost public service quality, with a specific emphasis on SASSA in the Western Cape Province of Cape Town.

The study sought to provide guidance for performance measurement objectives, focusing on a comparative illustration including its method of performance management, the performance appraisal process, and defining the evaluation of SASSA employees to achieve the effectiveness and productivity of employees. The study applied the quantitative method, using questionnaires as a tool to collect data. The research population comprised management and staff from SASSA's regional office in Cape Town. Based on this background, the next section presents the study's research problem.

1.2 STATEMENT OF THE RESEARCH PROBLEM

SASSA employees were dissatisfied with implementation of the PMDS for both junior and senior employees. Many were demoralised because they were made to wait long periods before they were duly rewarded for their performances. Some staff even considered resigning from the organisation because of a lack of incentives. For this report, as shown below, some questions and related answers were suggested to resolve this problem.

1.3 RESEARCH QUESTION(S)

In respect of the research problem, the following questions were formulated for the study to probe and answer:

1.4.1 What problems did SASSA's regional office experience with the PMDS?

1.4.2 What are possible solutions to eradicate these problems?

1.4 RESEARCH OBJECTIVES

To be able to answer to the research problem effectively, the analysis attempted to:

- Explain legislative framework for PMDS within public service;
- Explain the performance management process;
- Describe performance appraisal systems;
- Analyse the Performance Development Plan (PDP); and
- Conduct an empirical study at SASSA to determine whether its PMDS improves productivity, as intended.

1.5 PRELIMINARY LITERATURE REVIEW

McKenna and Beech (2014:266) propose that performance management requires a defined culture for all workers to take responsibility for managers and employees to constantly develop and express expectations. Moreover, Armstrong and Baron (2005: 2), the ultimate aim of PMDS leads to the achievement of high levels of activity and jobs in organizational structures. Nel and Werner (2017:285) suggest that engaging in this process involving evaluation with target setting adds value to the whole process and motivates employees.

McKenna and Beech (2014: 274) maintain that certain organisations use electronic means to monitor performance; computers and telecommunications are utilised to distribute incoming calls from clients to available staff, for example. Telephone calls are recorded and checked to establish whether employees follow the organisation's prescribed policy.

Nel and Werner (2014: 347) state that the Performance Development Plan contains a link to applicable training policies and procedures, while it also enables organisations to administer the requirements of the National Qualifications Framework and the Skills Development Act. It monitors the

skill levels of the employee and designs training to meet the needs of employees and also organizational needs.

Public Sector Human Capital Management (1997: 5) supports assessing each worker's output against mutually specified objectives once a year. In order to identify and respect the best performers to increase efficiency, this analysis was aimed at identifying strengths and weaknesses in this type of evaluation. Provision is often made for all workers to be measured in terms of their agreed-upon, realistic objectives to generate a sense of duty and accountability. Next is an account of the study's analysis methods.

1.6 RESEARCH METHODOLOGY

This research project adopted a quantitative approach to investigate research problem. The study used a questionnaire survey as its research instrument, which was distributed amongst both junior and senior employees at SASSA's regional office in the Western Cape.

The population size at the designated regional office totalled 213. They comprised the following positions: one Regional Executive Manager (REM), responsible for the Western Cape region; five General Managers (GM) who report to the REM; 16 senior managers who report to the GM; 27 managers who report to respective senior managers, 29 assistant managers who report to respective managers; 39 practitioners who report to respective assistant managers; five supervisors who report to respective practitioners; and 70 administration clerks, and 21 Employment Public Works Programme (EPWP) staff members, who report to either supervisors or practitioners, respectively. With the assistance of a licensed statistician at the CPUT, data analysis was performed.

1.7 ETHICAL CONSIDERATIONS

As prescribed by the Cape Peninsula University of Technology, the researcher is conscious of the obligation to be attentive to and respectful of study participants and their fundamental human rights, thereby endorsing ethical research codes (CPUT). SASSA gave the researcher permission to perform the analysis. A choice regarding publicity of their identities was given to the selected subjects of the study.

1.8 DELINEATION

Research project was confined strictly to administrative and management staff at SASSA's regional office in the Western Cape.

1.9 SIGNIFICANCE OF THE RESEARCH

The research generated information that SASSA's management could use to address its current problems. Hence, this study was significant for several reasons. Its primary significance was the investigation of performance management, as well as development and motivation amongst staff at SASSA.

This included the disclosure of public service performance improvement barriers, in particular at SASSA's Regional Office, and through the participation of staff and management within the organization. The results will play a key role in developing PMDS at SASSA effectively, thus inspiring workers to the highest levels. Here are those outlined:

- It could achieve lasting changes in the level of organizational performance and enable management to equip the abilities of workers to achieve their performance objectives while attaining organizational standards. By definition, this would definitely not only help them, but also the Organisation.

- It could strengthen the inseparable relationship between management and employees by engaging in ongoing constructive discussions in line with their annual results.
- In addition, reliable and objective performance assessments and evaluations reflect on the accepted criteria, thereby enhancing individual performance.
- It could provide an opportunity for employees to communicate their aspirations and grievances related to their work; and
- It should spearhead assistance according to their individual efforts to reward employees.

1.10 REFERENCE TECHNIQUES

The investigator used the Harvard referencing and bibliography citation method for the study. The number of sources shall be given at the end of the report in alphabetical order, using the surname of the author(s) or editor(s), their titles, the year of publication of the source, the title of the source and, where appropriate, the location of the source.

1.11 SUMMARY

By presenting an outline of PMDS to enhance and improve organizational efficiency and productivity, this chapter presented the report. It mentioned the research problem statement of the report, outlined the research questions and goals, and highlighted a link between public service efficiency and performance management. This briefly illustrated the study's analysis methods for data collection. It briefly summarized the research methods of the study to gather data, including the preliminary analysis of literature. The next segment introduces and addresses related literature that was examined by the report.

1.13 STUDY OUTLINE

The following chapters and related material, in addition to the introductory section:

Deals with the literature review in the second chapter;

The research approach is articulated in the Third Chapter.

The fourth chapter explains and addresses the outcomes, while the fourth chapter describes the results.

A description, recommendations and conclusions are given in the last chapter.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The preceding chapter reported the research issue, which included employees' concerns about the efficiency of the PMDS implemented at a selected government department. This chapter provides a summary of the related literature, which includes the regulatory structure, public sector performance management and performance evaluation programs. All companies have a primary responsibility to evaluate staff and teams in the workplace, Ahmed, Rasheed & Jehanzeb, (2012: 102). However, it also maintains an effect of organizational strategy and dedication and ensures that employee efforts achieve organizational goals, Sarwar and Awan, (2013: 84). In general, performance management tracks and review the job performance of workers when striving to accomplish the goals of the organisation.

2.2 LEGAL FRAMEWORK

The section below addresses legislative rules and policies on performance management.

2.2.1 The Republic of South Africa Constitution 1996, Act 1996, (108 of 1996)

Act stipulates that it is the legislative body of government and that any conduct contradictory with would be therefore deemed to be null and that its duties should always be fulfilled. The government sector criteria set out in section 195 include the need to encourage good management of human capital and professional growth activities in order to optimize human capacity, while at the same time indicating that it is important to promote the reliable, sustainable and efficient use of resources.

Provision one hundred and ninety five attempts, as a reference point, to guide actions of government authorities, including success in all organs of state. The section emphasizes, among other things, the notion of successful human resource management and career growth programs as a way of cultivating and optimizing human capital. Although specified for in segment one hundred and ninety five including its amendment, the technical, financial and productive use of resources often requires the optimization of human capital in the performance of responsibilities. Accountability, which is necessary for the management of PMDS, has been defined by section 195(1) to be one of the principles of public administration.

As per Van der Waldt and Du Toit (1999: 384) say, in this respect, the Constitution provides efficient implementation of administrative functions. It can also be argued that one of original legal prescriptions from which the PMDS originated is the Bill of rights as the fundamental mandate of the nation at all times, shall express all laws and policy provisions.

2.2.3 Act on Labour Relations, 1995 (Act 66 of 1995)

The Act offers a first choice for the management of the bad performance of workers deprived of opting for dismissal. A lengthy and corrective procedure, requiring an investigation to determine reasons for poor results, should be considered prior to any dismissal. It states individuals has the privilege to be recognised and covered during disciplinary action of any kind whatsoever by a representative of the union or a fellow employee, which may involve under-performance. This ensures that firing an employee due to poor results should be the last choice after all the options have been exhausted (RSA, 1995).

2.2.4 Act on Skills Growth, 1998 (Act 97 of 1998)

The Act sets up an institutional framework to establish and introduce programs to strengthen the skills of the South African workforce. It states that the emphasis should be on the production of employees, which will ensure that the company is efficient in the distribution of employees. As a prerequisite of the PMDS, task analysis is crucial to assess differences between the work requirements and the skills of an employee. The theory which all civil service agencies are required to spend at least 1% of their payroll on the preparation and growth of their personnel is of particular importance. Public service employees' preparation and growth focuses on their strengths, productivity and efficiency. Full enforcement of this Act in government agencies aims to boost the organization's employee morale and efficiency (RSA, 1998).

2.2.5 Co-ordinating Bargaining Council for the Public Service (PSCBC) Resolution No 10 of 1999

The purpose of the PSCBC should be to encourage workers to overcome poor performance and to create an environment that is efficient and effective in terms of performance management. It also ensures that employers and staff share a collective understanding of disability (RSA, 1999).

2.2.6 Civil Service Delivery Transition (Batho Pele) of 1997

The aforementioned policy laid down eight principles aimed at changing or transforming the conduct of public servants and politicians, while allowing citizens to accept accountability from these officials and political office bearers. All public service institutions should, according to the principles of Batho Pele, prioritize serving the public first and enhance the ways in which they render services.

The concepts are briefly clarified below.

- **Consultation**

People should also be aware of the size or even efficiency of the services care they receive, and they should, whenever possible, be provided with the possibilities of services they render.

- **Service standards**

In order to be aware of what to expect, individuals have to be informed what type and quality of public services they will receive.

- **Access**

Fair access to the programs they are entitled to should be provided to all residents.

- **Courtesy**

Treating people with respect and dignity is significant.

- **Information**

Residents should be given complete, comprehensive details regarding the government services they are offered.

- **Openness and transparency**

Individuals need to be educated of how federal and regional organizations function.

- **Redress**

If the promised standard of service is not delivered, citizens should be given an acknowledgement, a complete justification, and a prompt and effective solution; and if complaints are made, citizens should receive a compassionate, substantive response.

- **Value for money**

Public services should be economically and effectively provided to offer people the best plausible value for money.

This strategy advocated prioritizing service delivery in order to ensure that service delivery was continually enhanced. Improving the delivery of care involves fixing past imbalances, including those previously marginalized such as Minorities, the disabled and women (RSA, 1997).

2.2.7 Public Service Regulations, 2001

In order to determine a framework that ties individual output to institutional objectives, the act provides executive authority to communicate with the respective agencies. Part III of Chapter 4 allows SMS members' representatives to be handled by performance agreements. It also notes that the supervisor should periodically track, supervise and evaluate the performance of the subordinate, using the specified format of performance evaluation (RSA, 2001).

2.2.8 Public Sector Human Resource Management White Paper, 1997

Each employee's performance is calculated at least once annually against jointly negotiated goals. The goal of the method is to identify positive and negative results as a way to define and reward good performance and bad performance management. It further states that all employees should be

assessed in accordance with their agreed and fair objectives. Its goal is to ensure public accountability.

2.2.9 Management Act on Public Finance (Act no 1 of 1999)

Section 38(1) (b) of the PFMA notes that it is the duty of the accounting officer to use public resources effectively, efficiently and economically. It further notes that success metrics in the public sector should receive special attention. Accounting officers have primary responsibility for the execution of performance metrics by their Chief Financial Officers.

The National Treasury (1999: 1) states that PFMA's purpose is to monitor the asset stability of central and regional entities and to guarantee revenue, budget, income and expenses of these entities being managed productively.

In addition, it imposes obligations for those charged with government financial control and makes public servants responsible for their expenditures. The Act ensures that public money is spent wisely, and makes accounting officials liable for any percent spent on government, as their supervisors and general people have to be accounted for. The Act provides for public institutions to deliver an annual report to parliament, where their financial expenditure should be clearly indicated (RSA, 1999).

2.2.10 Department of Performance Monitoring, Evaluation and Administration

The above department was set up in January 2010 and focused on enhancing the delivery of services to its employees and programs, including the following:

- Government priorities tracking and assessment;
- Assessment in government agencies of the standard of management practices;

- Monitoring frontline service delivery and the Presidential hotline;
- Monitoring dependent on citizens;
- Monitoring, assessment systems and capacity building in the government; and
- Markers of Growth (RSA, 2010).

2.2.11 Act of Public Service, 1994 (Proclamation 103 of 1994) PSA

The Act determines that evaluation of public service performance should be established. It also notes, the director of a specific government sector agency should be vital for proper administrative functions, including monitoring the productivity of employees. Employee performance in public service organizations should be done in an advisory, welcoming and non-discriminatory manner, as provided for in this Act, to improve administrative quality, productivity and accountability (RSA, 1994).

2.2.12 Training and Education in Public Service, 1998

The goal was to achieve the following results in terms of training and education:

- Relation change and the creation of human capital in the public service;
- Organizing ways of promoting efficiency, openness and cost-effectiveness;
- Focused on the limited participation and participation of related stakeholders;
- Be able to encourage the empowerment of historically marginalized groups

- Be demand-driven and provide training and education based on needs and competency; and
- Be willing to value the potential of individuals and organizations

2.2.13 SASSA's PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM POLICY

Taking into account the statutory structure underpinning the public service and the regulatory mechanisms mentioned above, this section presents the required measures to be taken, both in the public service and at SASSA, to establish an effective PMDS. In previous sections on stakeholders that influence PMDS decisions within the public service, this debate is further supplemented. The reason for these discussions is, as the topic of this analysis, to have a forum for the interpretation of the PMDS framework within SASSA. SASSA's PMDS policy was developed, based on several legal mandates, as discussed in the previous sections. The main objective of the PMDS at SASSA are:

- Formulating an objective of success and learning which supports the policies of SASSA.
- Ensuring awareness of workers in the comprehension of viable standards of work.
- Improving good governance between workers and their superiors.
- Steering the developmental needs of workers and continuous tracking of effective strategies during the success cycle.
- Ensuring fair treatment and assessment of all workers.

- Encourage continuous feedback and the introduction, where possible, of corrective action.
- Management of inefficient output below the required level (SASSA, 2005)

Previous sections also included a thorough discussion of the required measures that should be taken in order to address these goals adequately. SASSA's Human Resource Planning aspect plans and tracks the organization's PMDS implementations. All staff at levels 1 to 16 went straight through performance agreement from the beginning of the financial year, as applicable to SASSA staff at levels 1 to 12. Employees are deemed to be non-Senior Management Services (SMS) members at levels 1 to 12, whereas SMS members are at levels 13 to 16.

The public service period's fiscal year extends from 1 April to 31 March of the preceding year. The memorandum of understanding of the representatives of the good governance SMS (levels 13 to 16) should be regulated with the SMS manual published by the DPSA in 2003. There is a need for SMS members to meet PMDS for workers at levels 1 to 12, constitutes misconduct, and may be subject to disciplinary measures (SASSA, 2005).

Another way in which the organization sanctions or gives rewards to employees who are underperforming on the performance MOU and half-yearly appraisal reports is to disqualify them, including performance bonuses and notch improvement, from participating in the award system. This implies that by achieving the defined goals, an employee could have performed well, but such an employee would not be compensated because, as required by the policy, he failed to implement full compliance, and the half-yearly performance assessment reviews within schedule. Employee output should be measured on a semi-annual basis (every six months), with feedback from either the workers and managers concerned. It is equally the duty of the management and staff concerned to ensure

that output is measured on a semi-annual basis and that subordinates and supervisors sign the reviews.

Employee output will be evaluated every six months, with the input mostly from the workers and the supervisors concerned. The employee and the supervisor concerned are equally responsible for ensuring that production is calculated on a semi-annual basis and that the documents are signed by subordinates and superiors.

According to SASSA, employee assessment should be carried out by at least one employee and was a rank above the appraised worker, and the higher-ranking employee will analyse the productivity of employees who were originally at the same level as the assessor. Probation workers will also enter into a performance agreement with their managers, and their performance, based on their defined objectives, will then be evaluated. Only on circumstance that they meet the following criteria, staff members eligible for incentive pay and grade promotion:

- Individuals must sign then send results and half-year evaluation reports to all their performance agreements/MOU;
- They must be in the same pay notch between 01 April to 31 March of a particular financial year; and,
- The actual performance of such employees should have been acceptable by having exceeded the set targets.

However, in order to reward the best performers, no public service agency is authorized to surpass the appropriate percentage of its wage bill (remuneration budget).

Comparably, as per Public Service and Administration department (2007: 26), those public service institutions need to spend at least 1 percent of their remuneration budget on pay/notch advancement purposes. At that place of employment, member of staff who repatriated to another government agency or corporation must be checked, and evaluation results are sent back to the original workstation for analysis with regard to operational bonuses and progression of remuneration.

The organization should establish moderating committee, which plays an oversight jurisdiction in the assessment process by evaluating the results of each directorate and evaluation reports of the employees of that directorate through a comparative analysis (SASSA, 2005).

The moderation must challenge the inconsistencies, especially if they are sensitive, of the scores provided to individual employees. Disagreements among staff and managers must be forwarded to the Head of Strategic Business Unit/General Manager of the division, as per Simeka Management Consulting (2004: 99), and a petition have been sent to the HOD and then with the Member of the Executive Committee if matters are not yet resolved the Minister.

When the worker is still not pleased with the results, the Labour Court must intervene after all internal options have been exhausted. The supervisor will create performance enhancement strategies for underperformers in conjunction with the Human Resource Management (HCM) unit to receive appropriate on-the-job training for abilities that are missing (SASSA, 2005).

At the beginning of each financial year, when abilities are lacking, the HCM element should ensure proper preparation. Employees with personal concerns that impair their efficiency are being sent to the Employee Wellness Program Unit of the company to obtain specialist treatment to assist them deal with their issues.

Probation staff are eligible for a six-month extension due to bad results. The Performance Management Development Systems (PMDS) strategy of SASSA has been built on the DPSA platform. As stated, it is imperative for a public service institution's PMDS policy structure to be driven by the legislative framework. There are numerous important players in the growth, monitoring and evaluation of PMDS in government sector. The policy structure for SASSA must align with the fundamentals of an efficient public service PMDS.

As the DPSA fulfils its peak performance levels, the participation of these playmakers makes the system successful, while PALAMA offers training on application of PMDS and organized labour plays an oversight role during execution and assessments. As it investigates, tracks and review public sector human resource policies, which include performance improvement, the PSC has a watchdog role to play.

2.3 PERFORMANCE MANAGEMENT IN THE PUBLIC SREVICE

PMDS is an approach that covers how work is carried out and structured, while the emphasis is on continuous performance improvement so that the employer can direct the worker to improvement. This is largely driven by the line's executives and supervisors. However, unreliable managers that are unable to efficiently enforce the PMDS and set unrealistic production targets that hinder productivity are a major problem with this type of application (Munzhedzi & Phango, 2014: 1095).

Unreliable managers, however, that are unable to implement the PMDS effectively and set unreasonable performance goals that hinder effectiveness are a major problem with this type of application (Munzhedzi & Phango, 2014: 1095).

The performance management research conducted at a chosen company in Gauteng showed that the majority of workers were not happy with the PMDS process. A different government agency in Limpopo reports that it

was uncertain if the efficacy of the PMDS was viewed in a similar way by workers from different demographic groups. This then opens up a research void in the application of performance management in government organizations (Makamu & Mello, 2014: 223).

Performance management seeks to achieve excellent outcomes by identifying and controlling productivity in the accepted context of Armstrong's expected goals, objectives and skill criteria from an organisation, teams and individuals, Armstrong (1995: 429).

In comparison, performance management is characterized as a structured and systematic process through which employees 'work-relevant strengths and weaknesses are established, assessed, documented and created (Cardy and Dobbins, 1994: 2).

PMDS tends to be an authoritative performance management method for workers that includes policy structure and framework for those aspects and components of the evaluation period: productivity preparation and agreement; performance reporting, review and influence; performance assessment and moderation; and evaluation results management (Simeka Management Consulting, 2004: 12). The entire process is guided precisely by PMDS. In addition, the body responsible for translating overall organizational objectives into concrete individual targets is also seen as a semi-annual or annual priority for individual employees (Amos, Ristow & Pearse, 2008: 286).

In terms of performance assessment and evaluation, goals are set for managers and individual workers. The satisfactory or unsatisfactory performance of employees will be focused on these defined performance objectives and specifications. Good performance can be rewarded after these determinations, and bad performance can be improved by reasonable steps of progress. Excellent result refers to quality where an individual achieves performance goals specified, whereas

underperformance applies to performance where staff member does not meet performance goals established. Management of performance as the means of harnessing and optimizing performance, quality and service delivery.

PMDS schools of thought have concentrated on the multiple aspects of PMDS. The required aspect of the PMDS, however, involves enhancing efficiency and productivity in order to ensure successful and efficient delivery of public services. In essence, assessing performance enhancement and efficiency in the public sector is troublesome since the outputs are still intangible (Van der Waldt, 2004: 75).

A mammoth challenge to be assessed is the general well-being for the community, productivity and efficiency, and society's satisfaction with the services rendered. Nevertheless, individual and other capital must be harnessed to their complete potential. The Constitution provides that administrative roles must run efficiently. Following the establishment of it the act also controls PMDS.

A research study on the responsibility of PMDS at the University of the North to resolve problems among administrative staff at this institution was conducted. The research was to understand whether, as a higher learning institution, the University of the North exhibits a competent and reliable delivery of public service, both nationally and globally. In essence, performance management, which is also related to institutional goals and objectives, was highlighted. It is also argued that it is important to relate social goals and aspirations to the organization's objectives. In attaining the necessary degree of efficiency and effectiveness, the need for a common language was crucial.

The study believed that managers must put in place consistent practices and regulations that direct the organization's operation in terms of what is needed to enhance customer service delivery efficiency, quality and

standards. Apparently, the dissertation does not adequately address the challenges for PMDS in the public sector by empowering the level of information with a view to PMDS in the para-state context, as carried out in the university setting, contributing to improved productivity (Mogotsi, 2002).

Another empirical analysis was performed at Limpopo Education Department to test PMDS. The thesis studied the execution of PMDS, and also the input combinations. The study's results revealed that there was a lack of preparation and knowledge of the PMDS and inadequate finances were distributed for the purposes of the PMDS in that province.

Further suggestions were considered appropriate, based on the results, for the department to include workshops for its personnel responsible for enforcing the PMDS. The need for departmental staff to become knowledgeable of the PMDS and to allocate an adequate budget for the PMDS process was a relevant recommendation (Ravhura, 2006: 82).

It should be warned, however, that the budget proposal may never be realistic because it is taken through the scheme of Public Service Administration Department that implies that the performance incentive budget are being restricted to 1.5 percent of the wage/remuneration bill. Compensation advancement (notch system) is restricted to 2% of the wage bill of the agency.

Only with endorsement to the Administrative Authority (ministries at national departments or members of the Executive Councils in provincial departments) may the agency surpass the expenses (DPSA, 2007). In this respect, the research questions posed in this study are not adequately answered, requiring further study by the investigator.

Maloa (2001) argues in his research that continuous improvement scheme should be routine by tracking job performance and providing feedback. He assumes the feedback or performance evaluations are focused on work-

related attitudes, acts, remarks and outcomes that are witnessed and verifiable.

The accompanies of a supervisor will probably result in an objective rating on a subordinate rather than an unobserved one. In terms of performance, feedback often helps staff and supervisors to plan for the future (Maloa, 2001: 33).

In order to carry out its daily tasks in accordance with the PMDS, Mabelane (2007) conducted a study reviewing the current administrative structures of the provincial legislature: the aim of the study was to examine and scrutinize the dilemmas regarding the implementation of the Limpopo Legislature's organizational performance and to include alternative methods to resolve the challenges.

He noted that there is prejudice and unfairness against employees with political aspirations, associations and other related concepts in terms of the practice of the department's PMDS. The study showed that the department's PMDS strategy does not resolve actual employee performance issues, it is nevertheless included as a method to provide annual notch incentives for employees.

The investigation also noticed that the performance levels of all workers were found to be acceptable, without any knowledge of staff achieving discretionally accruals. In view of such results, Mabelane (2007: 64) suggested that the following should be considered in order to improve the PMDS within the Limpopo Provincial Legislature:

- When introducing the PMDS strategy, executives should be vigilant; To assess the manager's work to avoid subjectivity,
- A performance assessment committee should be established;
- The legislature should improve preparation and retention measures for its high-performance employees;

- Employee benefits must be enticing, particularly the allocations for the elevated performers;

A policy should be developed by the legislative body that guarantees that the salaries of those workers who perform well are increased even though they are in the same place;

In leadership and management styles, the leadership of the Limpopo Provincial must be retrained and educated. Whereas Mabelane's analysis focused with executive structure of government, this research focuses on the administrative unit of a provincial government.

It should also be noted that most of the recommendations in the Mabelane report have been incorporated into the PMDS master plan developed by the DPSA in 2007, as well as by the 2008 PMS policy framework of the Limpopo Local Government and Housing Department (Mabelane, 2007: 57).

As per Herholdt (2007), performed a report on the evaluation of a performance management system within a division of a larger public sector organization on the basis of the Tasmia Institute of Medicine Services at Australia. The research questions sought to identify whether the PMDS shows maximum operational performance.

The study found in this international review that a PMDS is a complex and interconnected process and that it is difficult for the company in enjoying the competitive advantage of the system if, during the initial phases of its implementation, crucial prerequisites are not met.

Herholdt therefore suggested in preparation for a PMDS to be successful, an audit of the results of its implementation should be carried out on an ongoing basis, although there are no specifics on the frequency of continuous audits, Herholdt, (2007).

For public sector institutions, the analysis offers many valuable lessons. Increasingly, public service institutions understand that the preparation and facilitation of individual success has a vital impact on institutional performance.

Therefore, for companies to remove redundant mechanisms that they use to assess success, PMDS, that can help align operational strategic objectives with individual performance objectives, is of critical importance.

As per Ravhura (2006: 3), managers have often regarded the performance appraisal process to be an annoying administrative practice and supervisors as an irrational and arbitrary police system. Another shortcoming was that there was no dialogue in the structure between executives and staff, which contributed to protracted disputes.

The evaluation system was not linked to results or areas of responsibility, but was based on an evaluation of generic behaviour and events instead (Department of Public Service and Administration, 1999: 50). However, Herholdt's (2007) study should be carefully considered since it was conducted under parameters of the Australian public sector from different environments, and not in the Western Cape.

The appraisal framework is not related to outcomes of responsibility, but was instead centered on an examination of standardised actions and events (Department of Public Service and Administration, 1999: 50). However, the Herholdt (2007) research should be carefully regarded as it was performed in various environments under parameters of the Australian public sector, and not in the Western Cape.

Organizational culture was researched among intellectuals with the desire to contribute awareness. A few of the studies were conducted prior to 2001, when the public service method of workers appraisal, otherwise referred to as the 2nd and 3rd notches, was valid.

According to Ravhura (2006: 3), the drawback of the previous method of staff reviews was that it took more time for managers to compose papers, complete forms and conduct appraisal proceedings. In the execution of the staff valuations, administrators were vague about the nature of their employment, beyond performing duties through task papers. The promotion of ranks was selectively introduced (Public Service Administration Department, 1999: 50)

The Public Service PMDS implemented in 2001. However, both before then and since, research studies have been performed. As a major field of research, the literature reviewed for the study offers empowering knowledge base on aspects of the PMDS within public administration. The literature, however, suggests a broader framework for the PMDS scientific inquiry. The literature reviewed for the report, as a major research area, provides such fulfilling body of knowledge within public administration on aspects of the PMDS.

At SASSA in the Western Cape, this caused subjective inquiries into PMDS also increases employee efficiency at the public service. The study is important because the goal of public service institutions is to improve the services they offer to citizens. In order to enhance efficiency and achieve targets, the PMDS was incorporated in the public sector.

It is therefore necessary to assess whether the PMDS is actually contributing to an improvement in the productivity of employees. The assessment should also cover areas of vulnerabilities in PMDS, which is a research objective in line with the challenges facing the PMDS of SASSA. In its implementation of the PMDS, the report considers challenges facing SASSA.

2.4 PERFORMANCE APPRAISAL SYSTEM

Such protocols for the creation of a good PMDS relevant to public service organizations, like SASSA, should be followed, and these will be

addressed in detail below. PMDS involves excellent method that address the organization's unique requirements, climate and culture (Erasmus, B.; Swanepoel, B.; Schenk, H.; Van der Westhuizen, E.J.; & Wessels, J.S.; 2005: 275). Although the PMDS seeks to enhance institutional performance, its importance can be ensured by robust and well-thought-out processes of design and implementation (Van der Waldt, 2004: 286).

The PMDS incorporated to civil service organizations at the beginning of July 1999 to familiarize everyone with the system, with the aim of implementing it at the beginning of January 2001. However, the implementation was postponed until the start of April 2001. (Public Service and Administration Department, 2001: 1).

While the DPSA later recognized that each public service agency is special, it is not feasible for the entire public service to have a single PMDS policy structure. National and regional departments, along with other public service agencies, have been required to establish and develop their own performance strategies, using the PMDS policy structure of the DPSA as a reference to their own circumstances.

During the time of PMDS implementation, Committee and the South African Management Development Institute (SAMDI) Public Administration Leadership and Management Academy (PALAMA) played an important part in educating and promoting public service departments.

There are systematic measures that need to be taken to establish an effective PMDS, in addition to the two mechanisms involved in performance assessments, namely observation and judgment. These particular steps should be taken into consideration when implementing an efficient PMDS and provide the following: Creating legislative process, establishing a productive PMDS, signing performance agreements, assessing, and managing the outcome of performance assessments. The five measures are described in depth below.

2.4.1 Policy framework

This should be structured to be driven by a sound statutory structure, thus resolving performance management problem areas (Erasmus et al., 2005: 276). This should include which employee groups are involved. The process of establishing the policy framework, involving groups like trade unions, workers in general and experts in human resources in general, needs to be inclusive.

As described above, direct involvement through appropriate role players makes a significant difference and enhances problem analysis (Ivancevich, Konopaske & Matteson, 2011: 182). Who initiates process from the creation of the method to the implementation and assessment stage should be included in the policy framework. In other words, in the policy context, something to do with the PMDS in a specific organization should be discussed. As a living text, such a policy structure is also prudent to consider as a way of making changes and building capacity in terms of time, conditions and improvement in learning.

The legislation that is inclusive of all PMDS problems is perfect, because if there is a problem for any reason, there is a regulation platform that enables managers to deal with it properly. The majority of issues addressed by the policy system should at least be common to employees (Van der Waldt, 2004: 91)

2.4.2 Developing the system

According to Erasmus et al. (2005), issues such as the evaluation format, what should be evaluated, who should evaluate who, the evaluation intervals, and how the outcomes should be linked to improving productivity, progress, recognizing great results, and inadequate quality management should be anticipated when developing the process.

Satisfactory performance is when an official, as stipulated in the performance contract or performance agreement, is able to meet the set performance goals, while bad or under-performance means not meeting such performance goals without excuse. In order for satisfactory or bad performance to be determined, performance criteria must be defined and mutually agreed by the parties concerned, (Erasmus et al., 2005: 275).

It is important to provide a standardized evaluation methodology in the organization. For both parties to be able to grasp it without trouble, a policy process should be as transparent as possible. A model that the organization may use to relate individual performance to institutional strategic plans and priorities should also be included in the process. An employee's success instrument should be able to speak to the branch's strategic strategy, as well as that of the entire company (Banfield & Kay, 2008: 310).

2.4.3 Performance agreement

In accordance with the Provision VIII of the Public Service Regulations (2001), in accordance with the implementation plan, the performance among all persons appointed to the public service must be regulated. It should be noted the methodology might not conclude with the signing of a performance agreement, but that it must be reviewed regularly (Erasmus et al., 2005: 280).

Being able to link an efficient performance agreement with an organizational and strategic plan is critical. The management process's end-product is a strategic plan that identifies strategic vision including goals, along with organisational priorities and how they can be achieved. By transforming the strategic goals defining part of its diplomatic plan into main areas of commitment for a specific department, branch and division with measurable objectives, an organizational plan brings the strategic plan to life (Public Service Administration Department, 2007: 6).

The Department of Public Service and Administration (2003: 16) further stipulates that a performance agreement should include the purpose of the work, key outcome areas, performance goals, a professional development plan, the date of performance reviews, dispute resolution procedures, and performance-related compensation considerations. Performance reviews are not likely to work if the performance agreement does not clearly define requirements and uniform appraisal procedures. The primary outcome areas refer to the key positions and the everyday performance expectations of an individual employee.

2.4.4 Output Measuring

If a performance contract has been signed in the form of a performance agreement, it is necessary to carry out a regular appraisal of that performance by consistently comparing performance objectives towards actual achievement (Erasmus et al., 2005: 285).

In accordance with Part VIII of the Public Service Regulations (2001), performance assessment should be carried out using a prescribed performance assessment instrument for different occupational groups or levels.

Performance reviews support subordinates when they receive daily input on employee performance (Ivancevich, J.M.; Konopaske, R. & Matteson, M.T., 2011: 183). As a general rule, the PMDS is carried out on a semi-annual basis then at the end of a fiscal year.

Each main outcome area should be scored by the supervisor within the range of 1 to 5, as specified in the performance agreement, while five is outstanding performance, 4 is above expectations, 3 is fully effective, 2 is not fully effective, and 1 is unacceptable performance (SASSA, 2005).

In the main outcome areas, the skills growth must also be rated as such versus their applicability. The supervisor can also include in writing input

on all main outcome areas so that, based on those inputs, subordinates can change.

80 percent of the total scores are the main outcome fields, while 20 percent are the competencies or professional growth plans. In percentages, each main outcome area should be weighted, and the sum of such weight should be 100 percent. The appraisal calculator applies the ultimate score between the main areas of outcome and expertise or personal growth plans.

However, if an employee performs above levels 4 and 5, they are responsible for being compensated as a form of performance evaluation with performance bonuses.

2.4.5 Performance appraisals

Furthermore, Public Service Regulations (2001) provides that the supervisor shall convey the findings of the review carried out in writing to the subordinates. Basically, the test results may be either satisfactory or unsatisfactory and however, three ways to recognise good performance, including notch enhancement, incentive pay consequently non-financial compensation, (Erasmus et al, 2005:289)

Pay/salary progression refers to an increase from a lower level of wages to a higher level of wages. Performance bonus refers to an employee's one-time compensation through appreciation of great efficiency, given that a specific worker receives a minimum score of four (4) for performance above expectations (commendable performance).

Non-financial incentives may include honouring an employee by allowing more autonomy for the worker, offering the employee his or her own office

and/or parking space, or even publishing his or her name in the in-house brochure.

Rewarding good performance also helps the business attract new workers, keep current skilled employees, and inspire existing employees improving their production and quality of employees (Ivancevich et al., 2011: 189).

The secret to a developmentally focused PMDS is that its overall approach to underperformance is to encourage change rather than decisions, punishments or retribution through feedback, learning and encouragement (Van der Waldt, 2004: 303).

In order to raise their performance levels, under-performance management regulations are explicit in that they allow systemic corrective or instructional assistance to just be applied to the personnel concerned.

De Cenzo and Robbins (2007: 261) agree that two disciplinary measures occur, one aimed at increasing productivity and the other at terminating a particular worker's services as a last resort. The termination of an employee's activities will take place only if no substantial results have been achieved by all other steps to strengthen and increase the employee's productivity.

There are several ways to cope with unsatisfactory outcomes, including planning, retraining, tutoring and making a safe working climate (Banfield & Kay, 2008: 288). Not only should such remedial actions be carried out in conjunction with the recommendations of the annual review, but they should also be carried out on a regular basis.

Only if the problem has been properly identified will proper executive interventions be applied. Interaction on a daily basis with the performance evaluation is paramount. In all the steps discussed above, following many role players that form part of the whole process, that necessarily follow up

for the growth of a good PMDS in the public service. These role players are explored in detail.

2.4.6 Role players in the production system for success improvement

Throughout the procedure of managing the performance of public service, there are several impact players. The Government Service Board, the Public Service Administration Department (DPSA), the Leadership and Management Academy of Public Administration (PALAMA) and trade unions are among the players.

2.4.7 Public Service Commission

The PSC has created a Chapter 10 public service institution, in accordance with Part 196 of the Constitution, which promotes the philosophy as set out in Section 195. Any of the Commission's roles recommend steps to ensure that performance within the public sector is effective and reliable. It also has a supervisory role to play in investigating, monitoring and evaluating public service operations in the field of human resources (Erasmus et al., 2005: 9).

The implementation of plans for human resources is tracked and calculated. The Authority shall publish its findings as public reports once its review, inspection, monitoring and evaluation procedures have been completed. The studies published include the 2008 summary along with payment of performance incentives (bonuses/pay progression) to Heads of Departments without annual performance evaluations, and the 2009 survey upon its evaluation of performance agreements as an important instrument for performance management.

A PSC is further responsible for advising nationals, including SASSA and provincial state bodies, on recruitment, promotion, transition, discharge, and career management personnel activities. The PSC is responsible for

ensuring that measures such as the PMDS are fully enforced in the public sector and, where appropriate, providing advice.

2.4.8 Public Service and Administration Department

The White Paper on Human Resource Management in the Public Service of 1997 (DPSA) focuses, in terms of human resources, solely on the public service. The key tasks of the DPSA include the formulation of human resource policies, the guarantee of national organized labour support for such policies, the practicality of policy implementation and the alignment of corporate strategies of other transition activities (Erasmus et al., 2005: 35).

The DPSA can also provide support services to state departments and regional administrations to enforce human resources policies and to create capacity for its implementation of developed policies and programmes. In 1999, the DPSA also introduced the first PMDS policy framework to act as a benchmark for central and regional departments to create its own departmental policies.

All public service agencies should match its policies with the DPSA system. Individual performance expectations should align with departmental objectives and goals to improve the actual quality outcomes of the institution (Banfield & Kay, 2008: 310).

The policy of a department must, however, be consistent with the DPSA PMDS policy framework and the policy of each department should be relevant to its own needs and circumstances.

2.4.9 Public Administration Leadership and Management Academy

The Public Administration Leadership and Management Academy (PALAMA) was founded in 2008 as a replacement for the South African Management Development Institute (SAMDI), with the mandate of promoting the provision of public servant training. PALAMA is a Schedule

One Entity under the Public Service Act, 1994 (Proclamation 103 of 1994), as amended by the Public Service Act, 1999. (Act 5 of 1999).

It performs a key role in developing the capacity of the public service to function efficiently and effectively as a public sector training academy (PALAMA, 2010: 3). It trains and develops public service workers in order to enable them to increase their efficiency, which will then lead to enhancing public service delivery

However, despite attempting to fulfil its mandate to contribute in the creation of high-performing public service by educating public servants, it faces significant challenges (PALAMA, 2010: 4). The uncoordinated manner under which public service training is carried out is one of the issues.

Its aim is to ensure that all required abilities, including technical, leadership and financial skills, are available to public servants. A training agency, classified as a national department, will be created under the Government Service Amendment Act (Act 30 of 2007) to provide training or provide other training. PALAMA should address the lack of awareness of PMDS in the public service by means of appropriate training programmes.

2.4.10 Trade unions

A union is defined by Labour Relations Act, 1995 (Act 66 of 1995), as an organization of employees whose primary objective is to govern employee-employer relationships, including associations representing workers.

It needs to constantly be in touch with issues concerning its members in each institution must ensure that it has a shop steward at all possible levels (Bendix, 2001: 167). Unions should ensure that the management of a company appreciates their shop stewards, since they play a critical role in the workplace in all matters related to their membership.

From developing a PMDS agenda to initiating the process, they play a role in representing the needs of their members. Unequal treatment of employees in the award through incentive pay or in the subjective measurement of employee performance also leads to frequent confrontations between labour unions and employers.

The shop steward must guarantee that interaction among the corporation and its members is preserved and promoted (Bendix, 2001: 168). If employees do not receive performance bonuses at the end of the fiscal year, they also file claims with a trade union against their employer.

Trade unions often interfere when their members say that, as far as the PMDS is concerned, they have been handled unfairly. SASSA has witnessed cases like these in this respect.

“What gets set, gets done;
If you don't quantify results, you can't tell success from failure;
If you can't see success, you can't award him;
If you can't reward success, you're probably rewarding failure;
When you can't see success, you can't benefit from it,
When you can't understand weakness, you can't fix it;
And, uh, if you can achieve outcomes, you can gain public support
“(Osborne & Gaebler, 1992).

2.5 SUMMARY

The literature review highlighted various variables relating to performance management and the essential roles of achievements in human resource management. The chapter covered the regulatory structure underpinning public service PMDS, while current literature on public service PMDS was reviewed. Areas of research pursued by numerous researchers have been discussed in depth. There is still a need to continue the research after the literature review to assess if the PMDS at SASSA leads to increased

employee productivity. The investigative method of the analysis is explored within the next segment.

CHAPTER 3

Research Methodology

3.1 Introduction

The literature and legal framework behind the Method of Performance Management and Development were presented in the previous section (PMDS). The study approach used in the research project is considered in this chapter to attempt to ensure the authenticity and reliability of the results of the report. When conducting academic enquiry, there are three questions that should be posed, namely: The purpose for conducting the research (why); the study emphasis and the research analysis unit (how); and the methods used to perform the research (what). The why and what of this study was addressed in the preceding chapters to investigate the implementation of the PMDS and its impacts on employee productivity with precise reference to SASSA in the Western Cape. A detailed explanation of how the research was performed is given in this chapter.

3.2 Qualitative research

This provides an in-depth understanding of the actions of the participants and the explanations for the behaviour of their participants (Babooa, 2008: 137). Unlike a quantitative research approach, it depends on the participants' explanations for those behaviours and experiences. It also

relies on four data collection methods, namely involvement in the environments, observation, in-depth interviews, and response analysis. Mason (2005: 1) suggests that a broad variety of aspects of the social world, including daily life, and the perception of the perceptions and thoughts of participants, are examined through qualitative study.

A qualitative approach to study often examines ways of constructing social structures, organizations, discourses or relationships, and the importance of their meaning.

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3.3 Quantitative research

The use of standardized questions, where the response choices have been predetermined, involving a large number of respondents, requires quantitative analysis. Simply placed, quantitative science considers numbers, symbols, measurements, and statistics to outline significant parameters through the compilation, data analysis and interpretation. However, the applied measurements must be analytical and statistically objective (Babooa, 2008:136).

A quantitative methodology can be divided into two categories: (a) directly observing humans and attitudes through, among other stuff, surveys and organized surveys; and (b) indirectly through virtual simulation experiments, supplementary data analysis, and statistical analysis (Mouton, 2001: 52-164). It can be argued that a quantitative approach to science is primarily focused on the use of purely observable methods and applications. A quantitative methodology was utilized in this research project.

3.4 DATA COLLECTION

It is important to distinguish between two types of sources: principal data and supplementary data. Supplementary data refers to data presented in the published literature, while principal data refers to data obtained from

the original source (Hanekom, 1998: 28). Primary data collection is considered necessary when the investigator perceives that there is inadequate or usable information released on the subject under investigation. This analysis used primary data including an annual performance plan and departmental annual reports, along with statistics on performance management, moderating committee minutes, and memorandums, as well as weekly and yearly reports for the period from April 2016 to March 2019.

As SASSA records are scrutinized to understand how challenges related to PMDS activities are handled, this method is referred to as a textual/documentary study. It was crucial that any information gathered during this research process helped to answer the research question, namely: What are the problems faced at its Western Cape regional office within SASSA's PMDS? This depends to performance of the evidence on which it is based. This suggests that an outstanding research design and a representative sample are not adequate to guarantee a valid outcome if the analysis is based on unreliable data. It is important to ensure that the data obtained is adequately accurate in order for the analysis and findings to be reliable.

The data collection method applied in this study involves the distribution of structured questionnaires. Throughout the information collection process, the investigator sought to reduce faults and prejudice by ensuring that the study sample was representative and that the respondents' opinions were not affected by the researcher. The information collection method used is discussed in detail below (Bless, Higson & Kagee, 2006:97).

3.5 Structured questionnaire

A questionnaire is a collection of written questions or statements aimed at collecting sufficient information for the research subject (Jacobs, 1996: 34). The Questionnaire is a series of standardized questions that respondents are asked for their respective answers. The study centered

on a standardized questionnaire designed for workers (sampled respondents) in three departments, namely Human Resource Management, Customer Service, and Grants Administration.

The questionnaire was distributed to SASSA personnel, including Grant Administrators, Administration Clerks, Senior Grant Administrators, Team Leaders, Assistant Supervisors, Managers, and SMS representatives. By putting a cross next to it, respondents were allowed to show their responses to statements. While the researcher is an SASSA staff member, this exercise was conducted by sending questionnaires to specific staff members via email.

The questionnaire was used to gauge staff members' opinions, expectations and experiences as to whether the introduction of the PMDS has led to improved productivity among SASSA staff. The statements from the questionnaire were intended to answer the two research issues, as produced by the first chapter. The standardized questionnaire also included the identity of the researcher, the goals of the analysis, as well as the guarantee of confidentiality with respect to the identities of the respondents and their responses (as part of its components). This was done to respect and instil the principles of science, and to foster participation. A letter of permission from the Regional Executive Manager (REM) of SASSA to undertake this study is attached, contributing to the ethical concerns of the study and further legitimizing it. Annex 1 is applied to the questionnaire.

3.6 Documentary analysis

As these would address research questions raised in Chapter One, the researcher perused relevant SASSA documents. The records included the yearly performance plan (APP) and the annual corporate reviews, statistics on quality improvement, recordings of the moderating committee

of the company, memorandums, and monthly and annual reports for the period from April 2016 to March 2019.

These records contain primary data, as well as statistical data related to the discussions and activities of SASSA. The sources proved useful because they suggested constructivist approach to the introduction of the PMDS and its contribution to SASSA's degree of employee productivity.

3.7 Observations

Study in social science includes the use of multiple sources, including physical tools, historical sources, and indirect and direct findings (Mouton, 1996: 175). This concerned the observation regarding staff behaviour, social interactions, and necessary measurable features among the SASSA community.

Observations include systematic recording and recording of the social environment of activities, actions and objects selected for the research (Marshall & Rossman, 2006: 98). Observations play a pivotal role also in studies that use qualitative interviews, as researchers note the physical reaction of interviewees in addition to their verbal responses.

A supervisor in SASSA's Grants Administration department is the researcher undertaking this study. His position made the observation of the actions and activities of the studied officials stress-free, in particular taking into account internal processes such as the awareness of the PMDS, the commitment of the organizational PMDS to improving efficiency, and the challenges facing SASSA's PMDS.

As per Mouton (1996: 143) maintains that it is desirable to use observation methods that evoke as little reactivity as possible in order to ensure higher

standards of validity. It is equally desirable to use observation methods that make it possible to exert as much control over the study as possible.

3.8 Selection of sample methods

The sample of this study included staff members of SASSA who work in three different branches.

Procedure of purposeful sampling

Institution: SASSA	Inhabitants	Target population	Proportional sample	Gender	Age
Branch one: Grants Administration	184	30	29 (97%)	Female = 16 Male = 13	20 to 59
Branch two: Customer Care	08	02	04 (50%)	Female = 02 Male = 02	20 to 39
Branch three: Human Capital Management (HCM)	21	04	08 (50%)	Female = 04 Male = 04	20 to 39
Total	213	36	41 (113%)	Female = 22 Male = 19	N/A

Many authors discuss difficulties in deciding the acceptable scale of a sample analysis (Cohen & Manion, 1995: 55). Generally, it's best to have

as broad a sample as possible to draw a credible assertion. Nwana (1998: 80) points out that the bigger the sample becomes, the more the population becomes representative, and the more accurate and credible it would be based on the findings.

The researcher should select at least 10 percent of the defined study population for a sample to be considered appropriate (Babooa, 2008: 144). For the study being studied, a researcher selects a sample that he considers to be appropriate.

A total of 41 out of a population of 213 accounted for 19 percent in this research study, so the selected sample was above the 10 percent standard. Of the 41 questionnaires distributed to officials, they have all been returned. It would be necessary to select a sample based on the researcher's knowledge of the research population, its components, and the study's intent.

Here, the respondents and participants were selected deliberately. Purposive sampling refers to a form of non-probability sampling in which the units to be observed are chosen in terms of which respondents would be most efficient, on the basis of the researcher's decision (Babbie, 2010: 193).

Moreover, in nature, a purposeful sample is representative. The researcher therefore made sure that the sample of this study was representative, including officials from across the spectrum of SASSA, namely Administrative Clerks, Grant Administrators, Supervisors, Team Leaders/Practitioners, Assistant Managers, Managers and SMS representatives. The sex and age of the respondents were considered.

Within a period of four days, most respondents returned their completed questionnaires, as the researcher was available to remind them to do so, as he worked at the company. Questionnaires, though a few were sent by email and the others were distributed by hand. The information gathered

from the selected sample was analysed by various means and is discussed below.

3.9 DATA ANALYSIS

The primary goal of data analysis is to present the study data obtained. The information was gathered through completed questionnaires, textual analysis and observations. Responses are explored in depth below from several questions posed in the standardized questionnaire. On this basis, potential solutions to the problematic statement outlined in Chapter One were pursued as a means of understanding the problems with the PMDS of SASSA.

It generally involves main elements, namely: (a) reducing to manageable proportions the data collected; and (b) establishing trends in the information (Mouton, 1996: 161). Babooa (2008: 152) acknowledges that a critical review of the gathered data is the first step in data analysis.

Data obtained from distributed organized questionnaires and records including the organization's annual performance plan, internal twelve-monthly reports, performance improvement statistics, moderating committee minutes, memorandums, and monthly and annual reports were analysed in this analysis.

Structured questionnaires have been issued to 41 officials of the SASSA. Observations have been documented during meetings through social interactions, casual conversations, analysing moods, and discussions.

3.10 ANALYSIS FROM QUESTIONNAIRES

The following study was focused on the targeted respondents, whose answers are briefly clarified in each statement.

Table 3.10.1: Respondent's definition of PMDS

The statement provided a description of the PMDS as that which observes and evaluates the work performance of staff in terms of achieving the goals of the organization.

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	32	78%	78%	78%
Neutral	6	15%	15%	15%
Disagree	3	7%	7%	7%
Total	41	100%	100%	100%

32 (78 percent) agreed with the definition of the PMDS, 6 (15 percent) were neutral, and 3 (7 percent) disagreed in response to the aforementioned definition, where subjects were required to either agree strongly, agree, remain neutral, disagree, or disagree strongly.

Table 3.10.2: Employees' understanding of PMDS

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	30	73%	73%	73%
Neutral	8	20%	20%	20%
Disagree	3	7%	7%	7%
Total	41	100%	100%	100%

To the best of their knowledge, the participants were asked about their level of comprehension of the PMDS. A total of 30 respondents (73 percent) accepted that staff usually have a clear understanding of the PMDS, while 8 respondents (20 percent) remained neutral, and 3 respondents (7 percent) disagreed that the PMDS is well understood by staff.

Table 3.10.3: Understanding of PMDS by supervisors

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	17	41%	41%	41%
Neutral	17	41%	41%	41%
Disagree	7	17%	17%	17%
Total	41	100%	100%	100%

The above statement tried to assess if their superiors perceived that they had an acceptable understanding of the PMDS. A total of 17 respondents (41 percent) accepted that the PMDS was well understood by their superiors, while 17 respondents (41 percent) remained neutral, and 7 respondents (17 percent) disagreed with the argument.

Table 3.10.4: General understanding of PMDS at SASSA

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	13	32%	32%	32%
Neutral	11	27%	27%	27%
Disagree	17	41%	41%	41%
Total	41	100%	100%	100%

This statement was aimed at assessing the general awareness of the PMDS by SASSA workers across all levels of the organization. A total of 13 respondents (32 percent) agreed that the organization has a general

understanding of PMDS, while 11 respondents (27 percent) remained neutral, and 17 (41 percent) disagreed with the assertion.

Table 3.10.5: Improving understanding of PMDS

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	14	34%	34%	34%
Neutral	7	17%	17%	17%
Disagree	20	49%	49%	49%
Total	41	100%	100%	100%

The above statement sought to assess the views of respondents on ways to enhance the perception of the organization's PMDS among employees. A total of 14 respondents (34 percent) accepted that employees were educated in their directorate to enhance their understanding of the PMDS policy, while 7 respondents (17 percent) remained neutral, and 20 respondents (49 percent) disagreed with the assertion.

Table 3.10.6: Organisational performance from April 2016 to March 2019

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	16	39%	39%	39%
Neutral	18	44%	44%	44%
Disagree	7	17%	17%	17%
Total	41	100%	100%	100%

Respondents were asked to rate the performance of SASSA as either bad or good with respect to the PMDS. A total of 16 respondents (39 percent) accepted that over the last three financial years (01 April 2016 to 31 March 2019), SASSA performed well, while 18 respondents (44 percent)

remained neutral, and 7 respondents (17 percent) disagreed and perceived poor performance.

Table 3.10.7: Improvement of performance and productivity

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	22	54%	54%	54%
Neutral	9	22%	22%	22%
Disagree	10	24%	24%	24%
Total	41	100%	100%	100%

The above statement aimed to assess whether the PMDS led to improving the efficiency and productivity of workers in the company or not. By converting inputs into outputs, efficiency refers to the state of achieving organizational objectives. (1997: 321 by Robbins & Judge).

The transformation of tacit knowledge into explicit knowledge is linked to (desired results). Unless the desired outcomes (with quality) are obtained without additional resources in terms of capital, workforce and materials, efficiency increases (Reed & Swain, 1997: 321). If the desired results (with quality) are achieved in terms of money, labour force and materials without external resources, productivity increases (Reed & Swain, 1997: 321).

In relation to above, 22 respondents (54 percent) accepted that the PMDS actually leads to the enhancement of the organization's output as a whole, while 9 respondents (22 percent) remained neutral in this regard, 10 respondents (24 percent) disagreed with the argument.

Table 3.10.8: Support services by PMDS directorate

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	14	34%	34%	34%
Neutral	16	39%	39%	39%
Disagree	11	27%	27%	27%
Total	41	100%	100%	100%

In response to the above question, 14 respondents (34 percent) agreed, 16 (39 percent) remained neutral, and 11 (27 percent) disagreed, in the sense of the respondents' perceptions of whether or not the PMDS directorate at SASSA provides adequate support to the entire organization to ensure successful system implementation and performance improvement.

Table 3.10.9: Expertise of PMDS officials

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	18	44%	44%	44%
Neutral	15	36%	36%	36%
Disagree	8	20%	20%	20%
Total	41	100%	100%	100%

The aim of this statement was to evaluate how officials attached to the PMDS directorate have expertise required to enforce PMDS at SASSA. The fulfilment of the PMDS requires inculcating within the company a culture of success and increased productivity. A total of 18 respondents (44 percent) agreed to do so, 15 (36 percent) remained neutral, and 8 (20 percent) disagreed.

Table 3.10.10: Performance bonuses for good performance

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	19	46.3%	46.3%	46.3%
Neutral	10	24.4%	24.4%	24.4%
Disagree	12	29.3%	29.3%	29.3%
Total	41	100%	100%	100%

In order to promote good results at SASSA, respondents expressed their views on whether the performance incentives are appropriate. The statement was accepted by a total of 19 respondents (46.3 percent), 10 (24, 4 percent) remained neutral, and 12 (29, 3 percent) disagreed with the statement.

Table 3.10.11: The PMDS budget

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	21	51%	51%	51%
Neutral	9	22%	22%	22%
Disagree	11	27%	27%	27%
Total	41	100%	100%	100%

Respondents were asked to respond to the above-mentioned statement as to whether the budget for PMDS should be shared exclusively with the production staff. In particular, the assertion was endorsed by 21 respondents (51 percent), while 9 (22 percent) remained neutral and 11 (27 percent) disagreed.

Table 3.10.12: Contributions of training to performance and productivity

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	32	78%	78%	78%
Neutral	7	17%	17%	17%
Disagree	2	5%	5%	5%
Total	41	100%	100%	100%

32 respondents (78 percent) agreed with the assertion with respect to training leading to enhanced results and efficiency at SASSA, while 7 (17 percent) remained neutral, and 2 (5 percent) disagreed.

Table 3.10.13: Challenges facing PMDS and improvement of productivity at SASSA

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	33	80%	80%	80%
Neutral	4	10%	10%	10%
Disagree	4	10%	10%	10%
Total	41	100%	100%	100%

A total of 33 respondents (80 percent) agreed with the argument that the PMDS of SASSA faces many challenges in enhancing the organization's competitiveness, while 4 (10 percent) remained neutral, and 4 (10 percent) disagreed with the statement.

Table 3.10.14: Management of underperformance as experiment

	Rate	Percent	Valid Percent	Cumulative Percent
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Agree	16	39%	39%	39%
Neutral	12	29%	29%	29%
Disagree	13	32%	32%	32%
Total	41	100%	100%	100%

16 respondents (39 percent) agreed with the argument in terms of whether the company handled underperformance as well as a threat, 12 (29 percent) remained neutral, and 13 respondents (32 percent) disagreed.

Table 3.10.15: Management of subjective (biased) assessments

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	12	29%	29%	29%
Neutral	14	34%	34%	34%
Disagree	15	37%	37%	37%
Total	41	100%	100%	100%

The investigator tried to discover how, during performance reviews, SASSA handled the encounter of subjective (biased) evaluations. The statement therefore read: SASSA is doing its best to handle the subjective evaluation task, and 12 respondents (29 percent) agreed, while 14 (34 percent) remained neutral, and 15 (37 percent) disagreed with the statement.

Table 3.10.16: Organisational budget allocation on rewarding good performance

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	6	15%	15%	15%
Neutral	14	34%	34%	34%
Disagree	15	37%	37%	37%
Total	41	100%	100%	100%

Subjects were asked whether to compensate good performers the 1.5 percent of the wage bill (budget) is appropriate. The argument was

accepted by a total of six respondents (15 percent), 9 (22 percent) remained neutral, and 26 (63 percent) disagreed.

Table 3.10.17: Management of non-submission as experiment

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	30	73%	73%	73%
Neutral	7	17%	17%	17%
Disagree	4	10%	10%	10%
Total	41	100%	100%	100%

Overall, 30 respondents (73 percent) accepted that the organization should develop steps to resolve the challenges raised by the non-submission of performance instruments to the Directorate of PDMS. Seven respondents (17 percent) remained neutral in total, and four (10 percent) disagreed with the assertion.

Table 3.10.18: Additional issues relating to PMDS

	Rate	Percent	Valid Percent	Cumulative Percent
Agree	35	85%	85%	85%
Neutral	4	10%	10%	10%
Disagree	2	5%	5%	5%
Total	41	100%	100%	100%

The statement here sought to decide whether it was appropriate to resolve those critical issues relating to PMDS. The statement was accepted by a total of 35 respondents (85 percent), while four (10 percent) remained neutral, and two (5 percent) disagreed with the statement.

3.11 SUMMARY

The chapter addressed the research methodology of the report, highlighting the approach of quantitative research as the preferred method in this case. The chapter also explained the use of the questionnaire, the documentary analysis and the findings, and discussed the analysis of the data, along with the research field, and provided the sample of the investigation. In the next chapter, the research results, as well as explanations, are outlined.

CHAPTER 4

RESEARCH FINDINGS

4.1 INTRODUCTION

The primary purpose of this chapter is to present the conclusions, as well as interpretation, following the discussion in the previous chapter, including the research methodologies and methods of knowledge collection. The study was based on the collected data from different sources, namely questionnaires, documentary analysis and observations, discussed in Chapter Three. Responses to the standardized questionnaires are addressed in depth here. This chapter also aims to provide potential way of resolving the problem statement outlined in Chapter One, which tried to explain whether SASSA's implementation of the PMDS in Cape Town contributes to the productivity of employees. The respective profiles of the respondents are presented briefly.

4.2 FINDINGS FROM THE QUESTIONNAIRE AND ANALYSIS

A total of 23 questions were presented to the respondents, and the first five were focused on the need to consider their privacy. The emphasis was on three directorates at SASSA, namely Human Capital Management (HCM), Customer Service, and Grants Administration, as indicated in Chapter Three.

The standardized questionnaires were distributed among the three directorates to organizational officials and a total of 41 employees replied. Their occupations ranged from Grant Administrators, Supervisors, Team

Leaders, Assistant Directors, and Managers to SMS representatives such as Senior Managers and General Managers.

As of 30 September 2019, the three directorates consisted of a combined total of 213 personnel. The researcher was able to obtain a variety of outcomes on the basis of answers to the questionnaire statements, and thus only established what he considered to be significant patterns in the empirical analysis.

The key results of the analysis were considered to be the following:

- Supervisors have a clear perception of the PMDS;
- The PMDS increases production and productivity,
- The PMDS leads to incentives for success and progression in salary.
- The PMDS at SASSA faces challenges; and
- Subjective personnel appraisal cases are defined by the performance management improvement system.

Each of the results is discussed below, and refers to particular literary support.

4.2.1 Understanding of PMDS by supervisors

The basic philosophy for the respondents was to rubber stamp whether they felt that their superiors had an understanding of SASSA's PMDS. The aim here was to unpack expectations of the understanding of the PMDS by supervisors. They enjoy the PMDS when workers are well rated (highly rated) and earn performance incentives, as shown by 73 percent of the respondents.

And when workers are ranked below the incentive qualification, then it seemed that the expectations of the respondents were that managers, as shown by 27 percent of SASSA employees, do not understand the PMDS. Ravhura (2006) and Mabelane (2007) support the view that both workers and their public service superiors typically lack comprehension of the PMDS. It would seem that some workers have a little understanding of the PMDS, while most managers have a strong understanding of it. At SASSA, however, there are managers who do not even have a fundamental understanding of the PMDS.

4.2.2 Enhancement of performance and productivity

The Performance Management Development Framework increases performance and productivity, a significant number of respondents said. Throughput refers to the state of achievement of organizational objectives by turning inputs into outputs at the lowest possible expense (Robbins & Judge, 1997: 321).

This refers in the conversion of inputs into quality outputs (desired outcomes) and increases efficiency if the desired results (with quality) are achieved in terms of capital, people and materials without additional resources (Reed & Swain, 1997: 321). The effects of consistently enhanced efficiency are linked to productivity.

If the output of workers at SASSA continues to increase, this will improve the organisation's efficiency as a whole. Therefore, a higher percentage has shown that continuous improvement is required, while an average percentage has perceived less need for continuous improvement at SASSA.

If the majority of Grants Administration Project Managers improve their performance, productivity will certainly improve. Yet, productivity highlights

the question of effectiveness, efficiency, quality and minimum expenditure (Productivity SA, 2007).

4.2.3 For good results, performance incentives and pay progression

The Performance Management Development System was seen by the majority of respondents as contributing to performance bonuses and pay progression.

A higher number of respondents, however, disagreed that performance bonuses are reasonably taken into account, hence a need to rethink performance bonuses, 2008. Pay progress varies according to the performance of the employee. Depending on the rating of a specific individual, pay progression varies from 1.5 percent to 4.5 percent (Constitutional Development and Justice Department, 2008: 13)

SASSA can amend its departmental PMDS policy so that it not only offers a uniform 1.5 percent wage notch as a pay progression. It is necessary to argue, however, that to facilitate good results, performance incentives and pay advancement alone can never be sufficient.

There are other anti-monetary factors, such as leaders' recognition of good performers in the presence of colleagues, which can be used to facilitate good performance. SASSA should ensure that other strategies that can promote positive outcomes among its workers are used.

While the availability of sound public policy indicates the beginning of the delivery process, it is inadequate in itself, if not supported by effective systems and real delivery processes. Part of this problem can be due not only to the failure of leaders to comply with policy requirements, but also to

ensure that enforcement is accompanied and leads to expected outcomes (Luthuli, 2009).

4.2.4 Challenges facing PMDS and improvement of productivity at SASSA

A majority of the respondents indicated that the PMDS faces many challenges that require attention in order to improve SASSA's productivity. The literature refers, as expanded in the text below, to some difficulties in this regard. Enhancement of competitiveness and its effect on the economy, output determination and service delivery boost public sector productivity (Osbone and Gaebler, 1993)

This could help to improve the production capability of the country, and if this were accomplished, the results would not only unlock capital for other purposes, but would contribute to a national commitment culture, the results of which are unthinkable. In addition, foreign comparative scores are more likely to increase, resulting in increased efficiency.

Surprisingly, the country's productivity measures will bypass the public sector, and where and when they do, they are not as stringent as those in the private sector. There is, therefore, a need to revisit South Africa's productivity position.

A public organization task force should be considered to boost production activities in the country as means to explore potential areas of involvement in the public sector. The lack of awareness of PMDS by SASSA staff is the greatest of all the problems faced by PMDS and competitiveness (subordinates and supervisors). As a consequence of this lack of understanding and effect on efficiency and productivity, more problems arise, as seen by the greater number of officials at SASSA.

4.2.5 Management of subjective (biased) assessments

The majority of respondents found that the Performance Management Improvement Framework is capable of recognizing instances of managers participating in arbitrary evaluations. This is supported by the PMDS Guidelines (SASSA, 2005), which stipulate that the SMS responsible for implementing the PMDS should require the Moderation Committee to provide a portfolio of evidence to substantiate advanced ratings, and that ratings should be reduced where evidence is not sufficient.

Demanding portfolio of facts appears being an efficient method of managing subjective judgments. The Moderation Committee is the organizational committee responsible for supervising the organisation's implementation of the PMDS. This other aspects of this committee includes advising SASSA on financial incentives, identifying possible issues with PMDS, evaluating assigned ratings as necessary and recommending the level of rewards (SASSA, 2005).

The method of checking the evidence portfolio is, however, ineffective because the SASSA Moderation Committee still chooses to moderate the half-yearly evaluation reports and the whole organization's evidence at once, making the whole procedure ineffective.

The goal is to complete the work, while it should be to check whether the verifiable evidence supports the ranking. In resolving the challenge of arbitrary (biased) evaluations by managers, the Moderation Committee must play a paramount role.

If the portfolio of verifiable proof that is presented is scrutinized and checked against the ratings issued, the Committee can succeed. The overseer (second supervisor) may also assist the Moderation Committee before sending half-yearly evaluation reports by assisting the parties in resolving subjectivity issues and any other related conflicts.

4.4 SUMMARY

This chapter describes the research data analysis on the basis of data collected using the various defined and evaluated methods. Included were questionnaires, textual analysis and observations. The responses of respondents were evaluated in the questionnaire against the questions asked, along with the findings of the researcher during data collection. The chapter ended with a conclusion and assertion about the empirical study's main findings. Based on the above discussion and analysis, the final chapter provides a summary, recommendations and completes the research study.

CHAPTER 5

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

In the previous chapter, the outcomes of the empirical study were presented. The aim of this final chapter is to include a summary of chapters, recommendations and the conclusion of the report.

5.2 CHAPTER SUMMARY

The thesis regarding SASSA's PMDS and productivity was presented in Chapter One, while the research issue was included in the chapter. The research issue was undertaken to examine whether SASSA's introduction of the PMDS increases the efficiency of employees.

Certain research questions were posed to resolve this research issue. In order to help address the research questions, the investigator also established research goals. Chapter One's primary objective was to contextualize the research and clarify the importance of the study. The chapter's set target was realized.

Chapter Two of the report systematically analysed relevant literature in support of the research questions and goals. As per Mouton (2001: 86), it is important that any research project begin with a review of the existing literature in a particular field of study.

A good literature review makes the researcher aware of what has been written about the subject previously, in avoiding replication of the survey and superfluous repetition. Academic work on performance improvement was questioned in order to learn how other researchers conceptualized and researched these issues. Any of the previous literature on performance improvement has been tackled.

Some of the findings from other researchers agreed, as mentioned in the second chapter, while others didn't. The review of the literature was important because it advised this thesis to concentrate in a new research issue that had not previously been solved by another scholar. The literature review, therefore, supported the researcher to cover a new field of study.

The legislative and regulatory system underpinning the PMDS was debated in Chapter Two. Several Acts and Regulatory Standards guide the creation and application of public service performance management. Those informing the PMDS at SASSA included the regulatory structure discussed.

Several participants in the performance improvement process have been addressed in depth, including the positions they play, including the Commission of the Public Services, the Department of Public Service and Administration (DPSA), the Public Administration Leadership and Management Academy (PALAMA) and labour unions.

During the entire PMDS phase, all players of a function has a distinctive role to play. The measures to be taken to develop effective public service PMDS included the creation of a policy structure, the development of the system, recording performance agreements, performance assessment, and the management of performance measurement results, which were also addressed.

The main objective of Chapter Two was to create a public service understanding of the PMDS, as well as the statutory structure underpinning it. The availability of a legislative structure, that covers the 1996 Constitution of the Republic of South Africa, the Public Service Act of 1994 (Proclamation 103 of 1994) and the Public Service Regulations of

2001, should fulfil the PMDS introduced in the public service. The purpose of the chapter was realized.

Chapter Three's aim was to address the methods of analysis executed to information gathering and how this information was analysed. The data collected helped to provide a solution to the research issue of the study. The section examined the research design and methodology of the report, as well as the research strategy within which evidence was gathered and analysed. The analysis has been quantitative in nature.

The techniques of data collection used and the way data was analysed were illustrated. The chapter also presented explanations and requirements for the study's sample collection. The most suitable research approach for this research was discussed and concluded in Chapter Three. The set aim of the research design and methodology chapter was realized in this regard.

The research findings and analysis of the data collected were presented in Chapter Four. The analysis was based on data from questionnaires, organizational pamphlets and observations that were collected. The survey method consisting of 23 questions was distributed to the respondents, and answers to the questions were analysed in this chapter. The study was helped by observations and perusal of organizational documents to consolidate the findings.

The goal of Fourth Chapter was to provide a potential solution to the Chapter One problem statement, which tried to decide if the PMDS of SASSA in Cape Town enhances employee operational efficiency. After presenting review of the previous chapters, it would be fitting to submit concluding remarks next.

5.3 RECOMMENDATIONS

The following recommendations have been made, built on the results of the study.

Recommendation 1

Organizational officials should undergo consistent and rigorous instruction on public service PMDS and how it affects the effectiveness of employees. Such training could improve both the SASSA staff and its management's understanding of the PMDS. SASSA must help workers to recognise how their individual success influences the overall efficiency of the organisation. Officials should realize that low individual performance will lead to low performance and efficiency in the organization.

Recommendation 2

Performance tracking should not only take place on a semi-annual and/or annual basis, but should be expanded on a regular and monthly basis (even if this is done informally) as a way of finding and remedying vulnerabilities as soon as possible.

Recommendation 3

Subjective evaluation of (biased) results should be dealt with effectively. For all organizational personnel, PMDS preparation, covering the objective and goals of the system, should be performed annually. It should be encouraged by great communication and ties between subordinates, supervisors and management.

Subjective appraisal management may be handled by including supervisors (the second supervisor) who can help settle conflicts between supervisors and subordinates.

Recommendation 4

Performance expectations should be clearly established by both individual workers and the organisation. Recognition of employees during recruiting, appointments and promotional processes is significant. At SASSA, Growth Development Plans should be successfully enforced. A skills evaluation should be conducted in quarterly and annual basis to validate employees' capabilities. It is important to remember the best performers by appreciating them in the presence of their peers at organizational meetings.

Recommendation 5

It is necessary to create healthy working environment for employees by ensuring that required resources, such as computers and stationery, are made available to them. By introducing spirit of striving to succeed at all times, a success culture should be internalised for workers. Compliance can be reinforced by ensuring that output instruments are submitted on time.

Recommendation 6

For the purposes of forthcoming research, it is suggested that the research findings of this study should be verified by means of a qualitative study.

5.4 CONCLUSION

For the specific objective of answering the research question, evidence was collected, namely whether SASSA's PMDS in Cape Town improves employee productivity. The following conclusions were drawn after carefully considering the study's proof through the various methods of data collection. While there is officials who have a better understanding of the PMDS of SASSA, most have not acquired an adequate understanding of the PMDS. Several performance targets were not reached during the period under review (2016-2019).

Although the PMDS plays an important role in improving employee productivity, at SASSA in Cape Town it did not contribute to productivity. Productivity in the organization has been low because, as provided by the definition of productivity by Productivity SA, performance has not continuously improved. There are several challenges facing the PMDS, which are outlined below.

- The organisation generally has a limited understanding of the PMDS.
- The PMDS should be separated from the training division of the organization.
- Some staff do not comply with certain policy provisions of the PMDS, such as the submission of performance instruments.
- In the PMDS division, there is a shortage of personnel.
- Evidence of subjective evaluations exists.
- Implausible performance goals, which are unrealisable, are set.

The above conclusions were drawn on the basis of the information collected and discussed in the previous section (Chapter 4).

The aims of the review have all been accomplished.

These were: to clarify the public service legislative structure for the PMDS; to explain the mechanism of performance management; to identify performance evaluation systems; to evaluate the Performance Development Plan (PDP); and to conduct an analytical analysis at SASSA to determine if the SASSA PMDS enhances efficiency, as planned for the public service PMDS.

The research revealed the need for a deeper understanding of the public service PMDS, how the PMDS increases efficiency at SASSA in Cape Town, and the organization's implementation challenges.

At the end of the study, these research priorities were communicated, thus covering the understanding of the PMDS, its contributions and its SASSA problems, as well as its productivity relationships.

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