



**AN INVESTIGATION OF STAFF PERFORMANCE MANAGEMENT SYTSEMS
AND PRODUCTIVITY IN THE DEPARTMENT OF HOME AFFAIRS: CASE OF
RICHARDS'S BAY OFFICE**

by

Xolani Thusi

Student number: 200707480

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Supervisor: Dr TC Adetiba

Co-supervisor: Dr NN Jili

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*AN INVESTIGATION OF STAFF PERFORMANCE AND PRODUCTIVITY IN
THE DEPARTMENT OF HOME AFFAIRS: RICHARDS'S BAY OFFICE*

By

Xolani Thusi

Algraham

Andrew Graham (BA, MA dist., PhD, University of Keele, UK)*



Email: happy4andrew@hotmail.com

*Former Tutor in Postgraduate Writing Centre and Managing Editor of ISI Accredited Journal

DECLARATION

I, Xolani Thusi, declare that this project is my original effort with the exception of where references have been made. This project is submitted in the fulfilment of degree Master of Public Administration (MPA) at the University of Zululand (UNIZULU). This project has never been give in to support any degree in any university.

Thusi Xolani

September 2020

DEDICATION

This dissertation is dedicated to all my family members and friends for their constant support and inspiration throughout this journey. Much appreciation and love to them, may the good Lord richly bless them.

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Firstly, I would like to express my gratitude to God for His tender mercies, He gave me the wisdom, courage and strength to fulfil this study.

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LIST OF ACRONYMS AND ABBREVIATIONS USED IN THE STUDY

AGSA Auditor-General of South Africa

COE Compensation of Employees

DHA Department of Home Affairs

DPSA Department of Public Services and Administration

HoD Head of Department

HR Human Resources

KZN KwaZulu-Natal

NPN New Performance Management

PA Performance Appraisal

PDP Performance Development Plan

PMS Performance management system

RSA Republic of South Africa

ABSTRACT

The provision of services in the Department of Home Affairs (DHA) has received negative publicity from the media and individual community members who have accessed the services provided by the institution. The staff in the DHA have been criticized for their low productivity and deemed unprofessional by local communities being serviced. The developments of a White Paper acknowledge these challenges with regards to staff productivity and performance by highlighting that the Department currently operates with low qualified staff who are also demoralised by undertaking routine low level work. This study investigates the staff performance and productivity in the Department of Home Affairs, Richards's Bay in order to identify the challenges that have led to poor performance, taking into account the performance management system (PMS) implemented as a tool to address it. It adopts a qualitative research methodology, through structured interviews, with employees of the DHA as primary participants and clients as secondary participants. The study analysed the importance of the PMS as it is the mechanism used in the public sector to ensure efficient productivity of employees. It revealed major challenges with the implementation of a PMS, notably insufficient employees' knowledge due to poor performance planning and training. This has had a major impact on staff performance and productivity. The study also revealed that the employees were demoralised due to an ineffective performance appraisal process. The relationship between employer and employees was found to be broken due to poor communication and the centralisation of services was found to have created a challenge with regards to provision of effective and efficient service delivery. The poor performance planning and less training, ineffective performance appraisal, poor communication and centralisation of services is one of the challenges that contributed more to ineffective staff performance and productivity.

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CHAPTER 1:

BACKGROUND TO THE STUDY

1.1 INTRODUCTION

The South African Department of Home Affairs (DHA) is operating on a low qualification staff component, undertaking routine low-level work generally seated at a counter. To build offices in every community based on this model is not viable, a problem exacerbated by poor and marginalised people often having to travel long distances to access the services. The result is that productivity of employees and service delivery are greatly compromised (White paper on Home Affairs, 2019). For instance, during the 2017/2018 financial year the DHA missed the target for smart identity cards by 136,000, a figure still below birth registrations (DHA, Annual Report, 2017-2018)

According to Mafini (2015), officials' performance has become a major issue in public institutions, caused in part by their outcomes and successes being determined by the performance of human resources. This comprises actions, behaviours and outcomes of employees, which if low will hinder service delivery, the mandate of governmental organisations. Mbili (2015) argues that public officials' performance is crucial for effective and efficient service delivery, and play a major role in determining the success of the DHA in achieving its objectives, whilst for Phathela (2017), public institutions should have a proper performance management system (PMS) in place to assess individual performance formally. Annual assessment of the performance of public officials can identify and improve service delivery. Miruka (2014) indicates that failure of a PMS stems from lack of training, as public officials are not well trained in the whole process.

This study sought to investigate strategies to enhance staff performance and productivity in the DHA offices in Richards's Bay.

1.2 PROBLEM STATEMENT

The performance of public servants in the DHA has been openly criticized by local communities and the media for poor performance, emanating from an inability to implement the PMS effectively and thus hindering service delivery. Mbili (2015) argued that if public officials are to deliver effective and efficient services their performance should be managed,

monitored and evaluated continually. A challenge for the public sector, including the DHA, is that the employees' performance progress is neglected and a PMS is implemented only to comply with guidelines, not necessarily to enhance the performance of the employees. According to Mathidza (2015), supervisors lack skills in performance management and development systems, which has a negative impact on the process in the public sector. Maimela (2015) found that employees were not being properly consulted before the PMS was implemented therefore the system was not serving its purpose well.

Public servants are generally not well educated about the performance management process, so their participation has little impact on their performance and hinders service delivery of which is the core function of government. Woyessa (2015) found that the lack of trust between the employer and employee undermined effectiveness, with employees having little knowledge of the purpose of PMS, whilst Phathela (2017) stated that they experienced unfair treatment and bias during performance assessment periods, directly affect their level of performance.

Against this background, the study seeks to find strategies the DHA can use to promote the performance and productivity of public servants.

1.3 AIM AND OBJECTIVES OF THE STUDY

The aim of the study is to examine the staff performance and productivity in the DHA: Richards's Bay office.

The objectives are to:

- Assess the importance of the PMS in enhancing performance of staff in the DHA.
- Determine strategies that can be used to improve provision of services in the DHA.
- Determine if employees are sufficiently motivated to carry out their duties optimally.
- To identify methods, the DHA can use to reward outstanding performance.

The following research questions are posed:

- Of what importance is a PMS in enhancing staff performance in the DHA?
- What strategies can be used to improve provision of services in the DHA?
- Are the employees of the Department sufficiently motivated to carry out their duties optimally?
- What methods can the DHA use to reward outstanding performance of its staff?

1.4 SIGNIFICANCE OF THE STUDY

This study intends to add to the existing body of knowledge through a survey of performance management in the DHA, investigating neglected areas. According to Phathela (2017), through performance management the public service can produce better results and meet the needs of the general public whom public servants are mandated to serve. Every employee's performance is assessed at least once annually to identify strengths and weaknesses and recognise, reward and manage performance. The public sector has been criticised by the public for their failure to deliver services, backed up by a number of protests demanding service delivery (Zondi, 2012) and accompanied by complaints about the performance of government employees.

The effective implementation of a PMS will contribute to improving the effectiveness of the DHA and hence provision of efficient service delivery. Radebe (2015) states that in order for the government to deal with poor service delivery at grass-roots level the PMS has been introduced to enhance productivity of employees. In the DHA the front office clerks have more interaction with the public so if successful this should improve service delivery.

Stredwick (2014) identified two purposes for performance management, the first of which is for operational reasons, that is, to exercise control over employees and ensure that performance targets are met. Providing clear guidance to employees directs them towards the organisation's aims and objectives, a form of communication that is important in linking the organisation's goals to each employee's individual performance. Organisations operate in highly competitive environments and it is important to have an efficient workforce. The second reason is to build on the culture of the organisation. Performance management can encourage trust and openness with employees, and the organisation's vision, objectives and plans are shared. Monitoring targets can act as a motivator, especially when employees agree on goals.

This study should contribute to the community through suggesting strategies that the DHA: Richards Bay must implement to enhance the productivity of its employees in order to deliver optimal public services to the local community. The final research paper will be given to the DHA and submitted for publication as a contribution to academia.

1.5 THEORETICAL FRAMEWORK

Scientific theory is described as a conceptual framework within the structure of science, built from concepts or constructs, often of a variable nature, and utilised in the formulation of basic statements. These statements may be definitions, propositions or hypotheses that are woven together with a view to classifying, describing and, in particular, explaining a human phenomenon (De Vos, Strydom, Fouchie & Delport, 2005).

1.5.1 Goal-setting theory

According to Locke and Latham (2006), when employees discover that they are underperforming and desired goals are not achieved they generally become motivated to increase effort or change strategy. It is the duty of supervisors to give performance feedback to their subordinates on a quarterly basis, which motivates the employees to be more productive because the supervisor, together with the supervisee, will devise a strategy to enhance performance. The strategy usually used in public service is the personal development plan, which addresses any output shortfall in the workplace.

Locke and Latham (2002) further states that accepting a goal is the first step in creating motivation that will affect performance. All employees in the public sector, including those in the DHA, must enter into and sign performance agreements before the end of the first quarter of the new cycle. This agreement has set goals or targets that employees must achieve, a process that enhances performance because the employees are aware of what is expected of them. (Department of Public Service, 2007).

According Latham (2007), goal setting gives employees a sense of purpose, challenge and meaning to duties perceived as exhausting tasks, enhancing interest in the task, pride in performance and a heightened sense of personal effectiveness. He further stated that goal setting is the object or aim of an action, for example, to attain a specific standard of proficiency, usually within a specified timeframe. Goal-setting, if allowed to take effect, provides a sense of direction for management and employees, but they must be realistic and attainable. Employees will perform at their optimal level when goals are set at a motivating. They should be on a level high enough to challenge employees, but not so high that it frustrates them (Van der Merwe, 2007).

Smit (2003) point out that the goals and objectives are the starting point of the management process and can drive an organisation to achieve its vision. When the employees are aware of this it should inspire them to perform in a more satisfactory way as this gives them a purpose and form of direction. Two main factors were identified by Schragar (2020) that influence the capability of an employee to commit to an objective, namely, the outcome for the employee with regard to his/her performance, and the certainty that the objective is achievable. It is imperative for management to recognise employee performance and provide resources that will make it easy for employees to believe that goals are achievable.

Locke and Latham (2013) state that the individuals are goal driven and have the power to encourage, direct and organize employee behaviour. The employer must ensure that the goals of the organisation are clearly defined to the employees, hence the recognition of organisational goals can enhance their performance.

According to Locke and Latham (2013), traditional principles of goal theory are as follows:

- They stimulate motivation towards individuals, having the ability to elevate performance levels of employees.
- The possibility of individuals working harder for more challenging goals is higher, therefore it is imperative for the employer to set more challenging goals in order to motivate employees.
- Variations in ability impact goal-related performance gains
- Self-efficacy and related belief systems influence goal achievement. The employer must motivate employees by recognizing their efforts and contributions to the organisation. This will ensure that they believe in themselves and execute their duties to achieve the organisational goals and objectives.
- Outcomes and response interact with goal success. The employer must give feedback to employees with regard to performance so they will be conscious of what to improve.
- Objective commitment regulates the impact of goal setting. The employer must ensure that employees are committed to achieving the goals of the organisation through recognizing their efforts and ensuring an effective personal development plan that is linked to the goals of the organisation.
- Objectives direct responsiveness and have an impact on activity selection.

For Lunenburg (2011), the goal-setting theory accounts for a link between performance and objectives, a relationship that should be disseminated to employees. It is positively influenced by objectives that are clearly defined and challenging and employees tend to perform at higher levels when the institution has set a specific high-performance goal that must be met. Goals inspire them to develop tactics that will empower them to perform efficiently. The goals should motivate employees to perform well otherwise they will not bring about the desired growth in performance. It is imperative that organizations set goals which are difficult in a quest to enhance performance, though there is a limit to this effect. Even though the employees will work hard to reach challenging organisational goals they will work towards achieving these only if they are within their capability. The employees tend to reject goals that are too difficult and unattainable and so hamper organisational performance so they should be reasonable and attainable, thus inspiring employees. The key to successful goal-setting is to construct and reinforce workers' efficiency.

When some of the employees' psychological conditions are not met the positive outcome of specific and challenging goals is weakened and detached. Commitment or goal acceptance is one major employee psychological condition that enhances performance. Workplace anxiety and stress reduces the efficiency of an objective as focus is diverted from the task by the negative emotions experienced by employees. (Schmidt & Wayne, 2019)

Latham and Locke (1984) advise institutions to follow six stages of goal-setting:

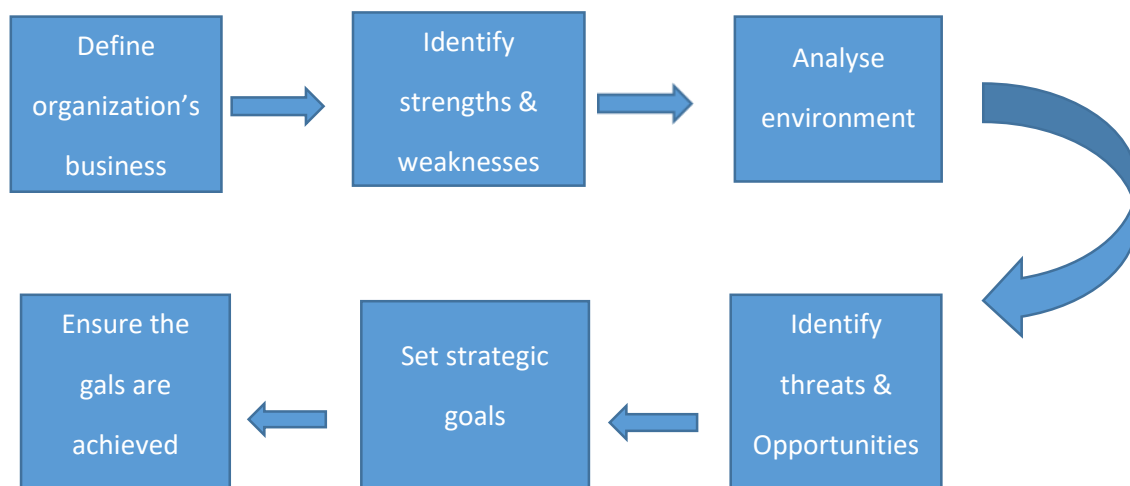


Figure 1: Goal-setting process

Step 1: Describing the institutions' business. Define objectives and goals to the employees, aligned with organisational goals for enhancement of service delivery.

Step 2: Recognizing institution's strengths and weaknesses. Raise awareness of the areas in which the organisation is not achieving desired results or reaching targets.

Step 3: Analysis of the organization's environment, which includes competitors and their strengths and weaknesses;

Step 4: Based on the environment analysis, identifying threats and opportunities. Identify security risk of the organisation and minimize them, as security breaches hinder provision of service delivery. High risk at the DHA are identify theft, fraudulent marriages, fraudulent births and deaths, and citizenship.

Step 5: Setting strategic goals. These direct the organisation, enhancing the provision of service delivery and staff performance.

Step 6: Ensuring that the set goals will be attained. It is crucial to set goals that are reasonable, otherwise they will discourage employees.

1.5.2 Expectancy theory

Underpinning motivation is an assumption that individuals have certain expectations for the possible outcome of their actions. An additional assumption is that individuals have different preferences for different consequences, therefore they are viewed as thinking beings who can anticipate future events. Individuals will be motivated to a high level achievement if they think that their attempts will be successful and if they believe that successful achievement will bring what they desire. These outcomes are divided into *intrinsic*, with results directly associated with the task, such as salary and work conditions, and *extrinsic*, that is, a salary and working conditions (Griffin, 2005).

Redmond (2009) establishes that the basic idea behind the theory is that people will be motivated because they believe that their decision will lead to their desired result. It is on this premise that the study plans to use expectancy theory and goal-setting theory as important tools to help explain how employees perceive their performance within the DHA. An effective

strategy is required that will recognise and reward outstanding performance, motivating employees to be more productive and so lead to optimal provision services. The employer has the ability to keep the employees motivated, establishing a good working relationship and better communication. When the employees feel recognised by the employer they will be motivated to perform well.

Expectancy theory also describes motivation as a method of directing choices between alternative forms of voluntary activity, a process controlled by individuals. Expectancy refers to the power of an employee's belief in how specific actions affect performance. According to Park and Kim (2017), workers have diverse expectations and different levels of assurance about their capabilities in the workplace. Public institutions are passionate about strategies they will employ to enhance employee performance and consequently also boost workers' job satisfaction. Each employee's performance leads to job motivation, with more positive interpretation in a work team leading to greater levels among members as a result of expectations allied to institutional performance.

As the institution sets performance targets that are attainable, job satisfaction is influenced by targets and expectations that employees will give greater performance. Park and Kim (2017) further state that scrutinizing job satisfaction of employees in the institution is a profitable exercise. When employees are satisfied in their work this will create a positive impact on the institution, as well as on each employee. Ensuring they are happy in their roles will assist the organisation in achieving its goals and objectives.

1.6 ORGANISATION OF THE STUDY

The study is demarcated into chapters as follows.

Chapter One: The introduction and background, the research questions and objectives were presented in this chapter, followed by contribution to the body of knowledge.

Chapter two: Relevant literature, notably, books, journals, and trusted Internet sources will be consulted to enrich the study and draw up legislative frameworks.

Chapter three: Research design and methodology will be outlines with research techniques methods on collecting the relevant data and information from the participants.

Chapter four: This chapter is dedicated to analysis and interpretation of data collected.

Chapter five: The summary, findings, conclusion and recommendations to the study will be presented.

1.7 CONCLUSION

Employee productivity remains the most important element for success in government departments, which must know the factors that influence it. It determines whether the organisation would be able to achieve its goals and objectives, therefore employee performance must be managed and developed (Steve, 2018). The DHA and other government departments need to invest in staff development to ensure that the performance and productivity of employees is developed for the enhancement of service delivery.

CHAPTER 2:

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter provides an overview on performance management over a broad-spectrum, including a definition of performance management and the process, with a legislative and regulatory framework that will guide its implementation in the public sector. It requires specific tools to establish and maintain the mechanism for effective public service delivery and public management, meeting the challenges of systems and benefits. As the study is qualitative the researcher uses the literature review to present expectations of the participants, from their perspective. These may confirm or refute the literature, which is used to structure the problem in the introduction (Creswell, 2014),

2.2 DEFINING PERFORMANCE MANAGEMENT

According to Mathidza (2015), for effective performance management it is necessary for the manager to work as a leader who can transform dreams into reality. Most of the well-designed PMS have not succeed because line managers do not know how to implement them. Top management can play an important role in this respect by including performance management in the job description and making them aware that this is an integral part of their position. Line management is directly responsible for implementing performance management practices in their respective departments.

Mbonambi (2016) argues that there should be more and better communication on performance management deadlines which must be completed timeously. This will afford employees sufficient time to complete all performance management processes on time, in particular performance planning, coaching and performance reviews. The performance enhancement plan must be implemented and monitored for employees who are failing to meet agreed performance standards. This will assist in improving their work performance and in identifying training needs.

According to Mpanga (2009), civil servants advocated a link between performance management and career development, and to be promoted in the civil service one must attain

an increasing number of academic credentials. On the other hand, experienced employees who have not attained more are redirected. The public service must create a balance between career development based on academic achievements and on experience. The performance management focuses on outcomes rather than behaviour or activities.

Ndou (2013) writes that performance must be managed throughout the year by following the process as per the requirements. If performance is not managed well it can easily become a paper exercise, which will lead to the failure of the system to achieve its objectives. It is important to monitor and evaluate the process regularly to ensure compliance levels are promoted and kept at acceptable standards at all times. The areas of concern must be dealt with as soon as they are identified. Ndou further describes performance management as a means of communication between the manager and employee on what objectives are to be achieved, how they will be achieved, and how work will progress to achieve the desired results. One can therefore arrive to a point when performance management involves both the supervisor and the supervisee.

All role players in the performance management process are characterized by clear common goals and priorities of the institution as established by top management (Tsiu, 2012). It often involves the supervisor and supervisee, with both playing significant roles through activities they perform to achieve organizational goals and results. Performance management is also defined as a strategy that involves top management planning, work or task design and definition, goal-setting, responsibility, employee training and development, measurement and performance standards, performance appraisal, counselling, provision of feedback to employees, potential identification, motivation, and salaries. Performance management is a continuing process that involves planning, reviewing, rewarding and developing performance (Radebe, 2015). According to Gounder (2015), it is important to evaluate as an organisation to establish whether it is operating at optimal efficiency.

Performance management places emphasis on the utilisation of management tools and performance appraisal to make sure public institutions achieve set objectives. The institution can implement it to achieve its objectives and planned goals through managing employee performance. It focusses on achievement of institutional goals and improving service delivery. Performance management seeks to arrange for better planning through the processes of identifying and linking the goals and the strategies of the organisation to the duties of each civil servant. Performance management uses participation in work-planning and continuing

discussion and feedback on appraisals to promote trust between the employer and employee (Masenya, Mokoele & Makalela, 2018).

Ramataboe (2015) found that performance management is a method of evaluating, identifying and enhancing the performance of employees through aligning their performance with organisational strategic goals. The system uses constant assessment and feedback to develop the employees' performance, seeking to reward outstanding performance by aligning achievements with the mission and objectives, and ensuring that both employer and employee understand the imperative of a specific job in grasping outcomes.

For Swanepoel, Erasmus, Van Wyk, Schenk (2011:316) it is essential to coordinate activities that link to career planning with feedback on performance. Employee productivity has a decisive impact on management views regarding his or her potential for further development. One can dispute that continuous high-quality performance is key to an employee's ambitions to be appointed to senior positions. It is essential for workers to improve their performance in the current position while appropriate feedback to them is crucial to improving performance and productivity.

According to Presbitero and Teng-Calleja (2019), a PMS is crucial for public institutions as it stresses standardisation of performance goals across job roles. Its aim is to reward employees with outstanding performance and evaluate and determine employee training and development needs. Boysee (2018) argues that performance management places emphasis on the achievement of organisational goals and objectives to improve performance by identifying training and growth requirements. It uses the information to boost and stimulate good employee performance as a safeguard for efficient and effective achievement. Performance management uses agreements as indicators to measure and manage the employee's performance results. Effective implementation will ensure the success of the public institution in achieving its mandate, namely, quality service delivery, it starts with planning, a critical step without which the desired results will never be accomplished, followed by monitoring and lastly evaluation (Gebu, 2018).

Magqadiyane (2016) found that performance management is a method that put into effect alignment between employees' activities or outputs and organisational goals. The success of an organisation is linked to employee productivity, contributing to achievement of the goals and objectives. According to Mofokeng (2017), it is used to understand and encourage

employees' accomplishments, change attitudes, values and approaches of both employers and employees towards the strategies and processes to advance organisational efficiency and performance. It acts as a guide to organisations setting targets, performance principles, best practices and performance indicators that help the managers to take informed decisions regarding achievement of organisational goals and objectives.

The Department of Public Service and Administration (DPSA) indicates that to achieve individual excellence and productivity, the objectives of performance management are to:

- establish a performance and learning culture in the public service
- improve service delivery
- ensure that all jobholders know and understand what is expected of them
- promote interaction on performance between jobholders and their supervisors
- identify, manage and promote jobholders' development needs
- evaluate performance fairly and objectively
- recognise categories of performance that are fully effective and better
- manage categories of performance that are not fully effective and lower.

(Department of Public Service, 2007)

Meyer (2007) indicates that in a well-run organisation the performance management holds managers accountable for applying the principles of the organisation, but it is the duty of the Human Resources (HR) department to ensure that the system is implemented and that it works smoothly for the benefit of both the organisation and its employees.

Mello (2013) points out that public institutions around the world are increasingly under pressure to deliver better services with limited resources. The pressure is mainly from members of the public who are becoming more aware of their democratic rights to demand better services, manifesting in the form of protests, which often turn violent. The citizens need assurance that public institutions are doing their best to satisfy complex and ever-increasing needs. The development and implementation of an effective PMS will go a long way to satisfy the needs of members of the public and minimize wastage. Performance is therefore central to the success of any public institution, the sum total of individual employees' performance. It

can be expected in any organisation that motivates employees who understand the overall institutional goals will perform at their peak, given the necessary support and tools.

Tsiane (2016) establish that an effective relationship between employer and employee and the productivity of the institution are linked to the ability of a PMS to improve poor performance. It is therefore important that it be implemented and in writing, to guarantee that employers have a dependable and realistic record of performance-related issues. Consultation during the performance cycle is imperative for its success. Mboweni and Makhando (2017) argue that the process should be used by the employer to detect gaps in knowledge, skills and capability levels of employees and to devise an action to enhance the effectiveness of employees. The system is a crucial instrument in pushing the institution towards achieving targets through monitoring and evaluating employees by recognising good performance and eliminating poor performance. The introduction of performance management in public institution is motivated by the need to improve performance and service delivery. The public institutions are weakening in implementation, thus hindering the provision of services and the productivity of employees.

Ramulumisi, Schultz and Jordaan (2015) point out that when the management is restructured, the organisation's PMS should also be to ensure effectiveness of employees. The managers need to understand their perceptions on the effectiveness of the system, as this will help the managers to successfully implement it. Mthimkhulu (2016) found that for performance management to be implemented effectively the employer must ensure that employees have the necessary work resources and skills. The management must be held accountable when the desired results and targets are not achieved because of poor staff performance resulting from ineffective implementation. This will put pressure on them to monitor and evaluate staff performance on a quarterly basis to ensure it is enhanced.

Maclean and Maseti (2016) found that the purpose of performance management is not clearly defined, but rather it is failing to enhance staff performance. Some feel it is not a progress instrument, which has a negative impact on its implementation and provision of services. Public officials need to come to an understanding that the process is linked not only to remuneration but also to personal development. The departmental and individual employee performance objectives need to be aligned to produce effective results, so successful implementation is linked to policies being evaluated and change management adopted.

According to Mungiu (2017), for the management to develop an employee performance assessment system it is imperative to realise its significance as a key element in human resources management. Adonis (2018) specifies that the role it plays is vital for institutions that seek to enhance staff efficiency and effectiveness, as the success of the organisation depends entirely on staff performance. A system should follow an all-inclusive approach that focuses on enhancing the performance of all role-players in the institution. Mashego (2016) points out that sufficient knowledge and skills are prerequisite to implement it and there are benefits for employees and employer. The former can benefit from having their skills developed, with recognition and rewards for outstanding performance, whilst the latter is afforded an opportunity to deliver optimal public services through development of staff performance. For the system to be efficient and effective it must be aligned to the employee performance development plan, the vision and mission of the organisation, as well as the annual performance plan.

Stredwick (2014) states that it is imperative that the supervisor reach agreement with each supervisee on the required level of performance, as the success of the organisation is directly dependant on employees' performance. Similarly, Shumi and Begun (2017) see performance management as a tactical and integrated method that seeks to provide success for the institution by enhancing staff performance and developing staff skills, abilities, and competencies. The aim is to develop a common vision of the purpose and goals of the institution, assisting each employee to identify his or her contribution to the institution. It is a constant communication process between the supervisor and supervisee which aims to ensure that the roles and contributions of the supervisor and supervisee are clearly defined.

Arifin, Nirwanto, Manan (2018) argue that employee performance is the basis for institutional performance, so understanding behaviour is imperative if direct management are to be effective and efficient. According to Radu and Serban (2019) performance management is well known, but more studies have revealed that many organisations are still struggling to effectively implement systems. More attention must be given to performance-based behaviour to ensure effective implementation. This also rests on the behavioural factors of leaders and workers and on the method employers use to lead their workers towards effective implementation. For Kuzmanovic (2019), performance is the capability of the institution to achieve its set goals and effective implementation, whilst Mwale (2016) regarded it as a method of achieving desired

results from the institution according to agreed standards. Other management tools are also executed to make certain that the organisational performance is improved.

A performance management model focuses on defining organisational goals, target-setting and holding employees accountable for their performance. It is a planned and continuous method to provide continuous achievement in an organisation by developing employee performance through the abilities of teams and individual contributions. Supervisors' actions help the employees to achieve their objectives according to the signed performance agreement. It is a process by which employees' performance is measured and assessed, with feedback given and communicated regarding their contribution to the organisation (Sachane, Bezuidenhout, Botha, 2018).

Sisa and Naidoo (2017) define performance management as a constant method of improving employee performance through goal-setting and aligning them to the tactical ones of the institution, reviewing and evaluating progress, and developing the knowledge, talents and skills of employees. For Mofokeng (2017), a well-executed system improves employee performance and helps the organisation to achieve set goals and adjust to organisational change. It involves integrating goal-setting, performance appraisal and employee improvement into a single combined system to make certain that performance upholds the strategic objectives. It is aimed at evaluating and adapting employee performance by integrating goals-setting, measuring and reviewing the objectives and recognising and awarding good performance with the view to impacting organisational success effectively.

Mkhize (2017) defines PMS as a process of communicating employee performance expectations, maintaining continuous performance dialogue and conducting annual performance appraisals. It is a tactical and methodical process which trains leaders, managers, employees and stakeholders on different levels with a set of tools and methods to plan, monitor, measure, review and report performance of the organisation in terms of performance indicators and target-setting for effectiveness and efficiency. It has a vision to advance employer and individual employees' performance to enhance the delivery of services.

2.3 LEGISLATIVE AND REGULATORY FRAMEWORK

There are a number of significant factors underlying a regulatory framework.

2.3.1 Constitution of the Republic of South Africa of 1996

In 1996 Constitution became the supreme law of the Republic of South Africa (RSA), with provisions for human resources management clearly stated, prioritizing staff performance and service delivery. The following are principles of public administration in section 195(1):

- The high standard of professional ethics must be promoted and maintained, with public officials being professional while performing their duties. Their performance is promoted and service delivery prioritized.
- Efficient, economic and effective use of resources. The ability of the staff to perform well depends on the availability of resources, which when used effectively will lead to improved service delivery.
- Public administration must be development-oriented. Performance management in the public sector has been introduced to develop public officials' skills and performance in order to enhance service delivery, the mandate being with the public sector.
- Good human resources and career development practices, to maximise human potential, must be cultivated. The government departments in the public sector have human resource development branches which are responsible for developing staff to ensure customer service excellence.
- Public administration must be accountable. The public officials' performance must promote accountability in order to enhance service delivery.
- The needs of the public must be prioritized. The department must ensure that the service delivery is prioritized though providing training to develop staff performance and productivity.

2.3.2 Skills Development Act, 1998 (Act 97 of 1998)

This Skills Development Act (1998) directly promotes performance management to develop public officials' skills to enhance service delivery and staff performance though the following:

- To improve quality of life of workers, the state departments have employee wellness branches within, to ensure that the well-being of employees is prioritised.
- To invest in education and training by using the workplace as a learning environment.
- To provide employees with opportunities to acquire new skills.

- To help the employer find qualified and skilled employees the public sector is competing with the private sector in attracting skilled employees.

2.3.3 White Paper on Human Resource Management in the Public Service of 1997

The White Paper on Human Resource Management (1997) states that every employee's performance should be assessed annually against mutual agreed objectives. At the beginning of each financial year the employee enters into a signed agreement with his or her supervisor, clearly defining objectives and setting targets against which he or she will be assessed. The whole process promotes employee performance so he or she will be aware of what is expected. It is aimed at identifying strengths and weakness, in order to recognise and reward good performance and manage poor performance. The White Paper provides for guidelines that enable the development of human management to support effective and efficient service delivery geared towards economic and social transformation.

2.3.4 White Paper on Public Service Training and Education of 1998

The White Paper on Public Service Training and Education (1998) promotes performance management in the public sector through implementation of the following values and principles:

- Equality of access by all personnel to all levels to meaningful training opportunities. The performance management is applicable to all officials in the public sector, and the training programmes offered by human resources departments seek to develop skills of all employees.
- Effective career paths for public servants. The public sector has bursaries and training programmes linked to the job requirements of the employee in order to enhance career development for public officials. The skilled employees enhance productivity and service delivery in the public sector, hence they possess skills, expertise and appropriate job requirements.
- Quality and cost effectiveness in human resources utilisation. The public sector must ensure that they employ qualified employees and ensure current capacity is utilised effectively to enhance performance and service delivery. The public officials are paid

wages monthly, and the services they are rendering must uphold the principle of value for money.

- Efficiency, effectiveness and a professional ethos.

2.3.5 White Paper on Home Affairs (2019)

According to white paper on Home Affairs (2019), the DHA is committed to being:

- Patriotic: - the employees can show loyalty by their commitment to the public, through their performance to enhance service delivery.
- People-centred and caring: - the quality of service delivery that employees will offer to the public through good performance will determine this departmental value. Employees must be responsive, responsible and accountable while performing their duties.
- Development-orientated: - the training and development of staff is imperative for the quality of employee performance and service delivery. The DHA currently runs a learning academy for training employees.
- Professional: - this is directly linked to employee performance. The employee whose conduct is professional will enhance job performance and service delivery.
- Effective, efficient and innovative: - the DHA staff need to be effective, efficient and innovative in order to promote service delivery, particularly in use of resources.

2.3.6 White Paper on Transforming Public Service Delivery (Batho Pele, 1997)

The principle of the White Paper on Transforming Public Service Delivery (1997) is that people come first, in the case of the public sector the citizens of the country. It comprises the following principles:

- Consultation. Citizens should be consulted on the quality of services rendered by the public sector. The performance of employees will determine the quality of these services, hence implementation of performance management is crucial in the public sector to promote service delivery.
- Service standards. The standard of services rendered entirely depends on staff performance, impacting on service delivery to the citizens.

- Access. All citizens should have equal access to services offered, with citizens receiving quality service delivery equally.
- Courtesy. Citizens should be treated with courtesy and consideration. The performance of employees will determine the courtesy and treatment that will be received by the citizens. Good performance will make citizens feel they have experienced good customer service.
- Information. Citizens should be given full information about the public services they are entitled to receive.
- Opens and transparency. Citizens should be told how the public sector is run and at what cost.
- Redress. If the promised services are not delivered the public officials must be willing to apologise and offer remedies. The employees' performance should be developed continuously to ensure that the promised services are delivered, with apologies and remedies avoided.
- Value for money. Public services should be provided economically and efficiently in order to give citizens the best possible value for money. The performance of public officials will determine if the citizens will receive valued services or not, therefore, it is essential that the staff performance is evaluated, developed and monitored.

2.4 THE PERFORMANCE MANAGEMENT PROCESS

There are a number of phases in the performance management process.

2.4.1 Planning

Planning and setting goals includes formulating strategic objectives, the establishment of well-defined measurement indicators, and constructing the groundwork for the monitoring process. The management identifies and analyses links between the staff job description and institutional goals, objectives, and strategic plans to define the factors that will result in organisational success (Beeri, Uster & Vigoda-Gadot, 2019).

Performance planning involves articulating performance expectations and objectives for employees and inspiring them to focus their efforts on accomplishing institutional goals. It is

the preparatory stage for an employer and employee to commence the performance management process. Supervisor and supervisee together identify the employee targets and how they are to be achieved. It is performed every year but the performance plan can be reviewed throughout the course of the year, if there is a need. The main purpose of performance planning is to simplify job responsibilities for individual staff members (Masenya, Mokoele & Makalela, 2018).

An essential aspect of the PMS, planning requires cooperative work between the manager and employees if it is to deliver the expected results and enhance service delivery (Presbitero & Teng-Calleja, 2019). According to Mahlaba (2016), this is an initial stage of the performance management cycle, introducing the signing of performance agreements on the roles, goals, performance standards and job requirements. It gives a directive on how performance is to be measured, the outcomes, assessment and development in the performance management process.

Mkhize (2018) states that planning involves setting performance expectations and objectives for employees to focus their efforts toward accomplishing organisational objectives. The process is therefore a crucial phase of the performance management cycle, involving all levels of employees in the organisation, which should ensure that all employees are aware of their goals and its mission and vision for alignment purposes. This would help all employees to understand their duties, their personal expectations and how they should perform their employment tasks. Performance planning should take into account the individual skills, knowledge and abilities that employees possess, thus guaranteeing that the performance management process is effective.

2.4.2 Monitoring

This stage includes the continuing evaluation of the process, work, correction and resolution of problems related to information collection, pinpointing the changes that may be required for the next round of the work plan. It offers direction and data about performance that may later encourage learning, essential knowledge, and feedback (Beerli, Uster & Vigoda-Gadot, 2019). Continuous monitoring is a process by which supervisor and supervisees work collectively to share information about their work progress, potential obstructions and problems, possible resolutions, and how the manager can support them. Performance communication permits

supervisors to gain an understanding of the subordinates' requests, and obstructions they face, guaranteeing continuous discussion about performance methods (Masenya, Mokoete & Makalela, 2018). According to Gebru (2018), monitoring involves gathering different data about the performance results of employees and the organization, in order to evaluate their work efficiency and output. Monitoring stipulates the necessary contributions of each worker, branch or group to the achievement of the organization's objectives. Mahlaba (2016) points out that the monitoring process should be based on agreed goals, work, development and improvements plans.

2.4.3 Performance review

Performance review is the last phase, involving performance evaluation and feedback, the determination of the lessons learned and an annual performance review (Beerli, Uster & Vigoda-Gadot (2019). It is a process that involves a supervisor and subordinate working together to review any improvement the employee has made towards the objectives set in planning and to summarise the good and poor during the period under review. Performance evaluations are the basis of the management process and are crucial to continuing growth of staff. The appraisal process presents performance outcomes to an employee that are proper and steady, with documented records for personnel files that may be used for determining pay progression and promotions, gratuities and disciplinary actions, and how performance could be improved (Masenya, Mokoete & Makalela, 2018).

Review in performance management should be productive, in the sense that its aim is to point the way to additional development and improvement, not just to tell employees where they have gone wrong. Managers should refrain from comparison between employees and not talk about the performance feedback to anyone not concerned. Performance review should be based on evidence and it pass to the employees in such a way that it enables them to acknowledge and come to an understanding of its truthful nature (Gebru, 2018).

2.5 MANAGERS' ROLE IN A PERFORMANCE MANAGEMENT SYSTEM

Managers must be well trained and informed in order to implement a PMS flawlessly as they are the key role players in the establishment and promotion of performance in the organisation.

This can only be achieved through assessing the value of the training received through establishment of training and assessment approaches. The manager's failure to acknowledge their role in performance management has a negative impact on the performance of the employees as it is dependent on employee performance. It is vital for the employer to recognize those who are good performers and provide feedback, but managers are not always willing to fulfil this task. They need to understand that a PMS in their organisation can improve workplace commitment and increase the productivity of the employees (Ramulumisi, Schultz & Jordan, 2015).

2.6 STRATEGIES TO ENHANCE EMPLOYEE PERFORMANCE

There are a number of strategies to enhance performance and productivity of employees.

2.6.1 Employee engagement

Shumi and Begun (2017) state that employee engagement is applied by institutions to increase performance by ensuring they are satisfied with their jobs. Effective performance management takes effect when the institution creates an appropriate work environment and ensures employees have sufficient resources to carry out their duties. The public institutions have a challenge with resources which enables the public officials to carry out their duties to their full potential, thus affecting their performance and service delivery. In this present time, institutions are under more pressure to be efficient, effective and competitive in order to deliver best services to their clients. Employee performance does reach its peak at times, but the poor employee involvements and high job demands demotivate them and this decreases performance. Employee performance yields optimum results if the employer shows a sense of trust, confidence and devotion to the employee. The employee engagement yields the best result when he or she is fully engaged in work for achieving work goals and purpose.

Arifin, Nirwanto, Manan (2018) write that employee engagement comprises involvement of employees with satisfaction and desire towards their work. When employees are involved this increases their passion in their work and strengthens deep relationship with the organisation and have the deep attention to the work. Arifin, Nirwanto, Manan (2018) further stated that the effective and efficiency organisational performance is linked performance of the individuals

and also effective group performance. The organisation must ensure that the employees are satisfied, as they become loyal to the organisation and do what is asked and expected of them. Effective employee satisfaction leads to a good working environment, the advantage being that employees think little of leaving the current employment. Employee engagement has a substantial effect on performance and in turn job satisfaction.

When the employer engages employees in decision-making they work with more passion and feel a deep connection to their organisation. Those not engaged by their employers may be said to be “sleepwalking” through their workday, just killing time, as they lack desire and energy with regards to performance of their duties. Those who are not engaged are unhappy at work, impacting negatively on their productivity. The main purpose of employee engagement is to influence employees to raise levels of performance. Employee engagement should instil positivity to the employees towards the organization and its principles. An employee who is involved will be mindful of the business context and work with co-workers to expand performance within the job for the advantage of the institution. Fully involved employee will be motivated to perform their duties with enthusiasm, caring about the future of the organisation. They invest their efforts to ensure the organisation achieves its objectives (Endres & Mancheno-Smoakis, 2008).

2.6.2 Performance appraisal as a tool for effectively manage employee performance

According to Selvarajana, Singhb, and Solanskyc (2018), because of the importance of performance management in enhancing staff performance, appraisal is increasingly seen as a tool to effectively manage it. The objective should be to encourage staff to improve their performance as the merit and fairness motivate employees, with the underlying forces including an exchange between the supervisor and supervisee which influences the work relationship as the employees appraise performance.

Lin and Kellough (2019) see performance appraisal as a tool to improve employee motivation and assist in adjusting the way they work to accomplish the goals of the institution. Performance appraisal can have a progressive impact on employee performance and institutional effectiveness. It is tool which aligns individual and organisational goals to enhance performance.

Problems with performance appraisal, according to Lin and Kellough (2019), include:

- The halo effect, whereby a supervisor observes a subordinate performing one task well and rates that person highly on all tasks.
- The first impression error, when the rating is determined by the initial impression the supervisor forms of the employee.
- The similar-to-me effect, that occurs when supervisors rate employees higher when they exhibit behaviours similar to the supervisor's own actions.
- Employee comparison or contrast effects, when employees are rated relative to each other rather than to specific criteria and standards.
- The central tendency error, occurring when employees are typically rated at the mid-point of rating scales used.
- Positive or negative bias, based on factors such as sex, race, ethnicity, age, disability status.
- Lack of information about an employee's performance, when supervisors are not always with subordinates or the interaction between them is not constant. As a result, the supervisor may lack sufficient information to accurately evaluate performance.
- Lack of time, usually when supervisors are occupied with multiple problems and tasks that need their attention. For effective performance appraisal to take effect, significant supervisory time is the requirement for formulation and determination of ratings and review meetings with employees.
- Lack of training on rating employee performance. It is imperative that supervisors be trained in the performance appraisal process in order to maintain fairness and avoid errors of judgement.
- Lack of authority. The success of supervisors rests upon authority given to them, they must be given authority to direct, evaluate, manage employee performance and authority to set employees' performance goals.

Karahan and Kurtulmus (2017) found that the reward system of many institutions rests on performance appraisal developed by management. The employees who are motivated will improve their performance by being more effective in terms of quality and quantity, in order to achieve the organisational goals. As an instrument for describing and communicating the performance of the employees, performance appraisal provides much needed data about the workflow and how they meet their responsibilities. It is an imperative tool that seeks to make

better, more accurate and cost-effective methods to reward outstanding performance. It is seen as vital to establish suitable work conditions and improve employee performance, but lack of knowledge or feedback, coupled with pressure from top management can lead to ineffectiveness. Consequently, well-grounded performance appraisal is of great importance for its progressive effect on employees.

According to Ahuja, Padhy and Srivastava (2018), performance appraisal promotes the relationship between workers and institution by establishing a route for constant communication and feedback. As a method used to evaluate and develop employee's performance towards achievement of organisational goals it can identify employees' strengths and flaws then promote performance through pay progression and/or promotion. The effective performance appraisal can be used as a tool that can lead to satisfactory employee commitment to the organisation, thus enhancing performance and longevity.

2.6.3 Personal development plan as a tool to enhance employee performance

Lejeune, Mercurib, Beausaerta, and Raemdonck (2015) indicated that performance development plan is a tool embedded in the greater assessment cycle of performance interviews, used to collect and manuscript an outline of employees with skills, competencies, attitudes and achievements already attained. The plan can be used to showcase future developments and learning to enhance employee performance. Performance and learning are best strengthened by a plan with development objective, rather than an assessment objective. When performance management plans are used for professional development, learning will play a major role in the performance development practice. Effectiveness is defined as the extent to which it contributes to professional development, executed with the objective of driving staff development. This tool is expected to motivate employees to learn and improve performance.

Greenan (2016) indicates that performance management is viewed as a method of executing strategic initiatives managing employees' development so as to achieve and sustain competitive advantage. It is imperative that the institutions seek to develop employees to focus on enhancing their abilities, skills and expertise. Personal development plans have become gradually more popular because of demands on employees to become more adaptable and flexible.

2.6.4 Retention of talented employees as a tool to enhance organisational performance

It is imperative for the public sector to retain talented employees, because they have expertise, experience and capabilities needed for enrichment of employee performance, achievement of organisational goals and effective service delivery. William, Kacmar and Perrewe (2012) expound that the crucial role of recruiting effort is to attract a number of qualified and skilled applicants, however, retaining those selected is also important because the performance of the organisation depends on skilled employees.

William, Kacmar and Perrewe (2012) state that the recruiter attempts to promote the organisation to the candidates and subsequently inflates positive characteristics of the organisation while minimising any negative features. This is often termed the 'flypaper approach,' which assumes that if an organisation can attract new employees they will stay with the organisation. The public sector has a challenge in retaining scarce skills employees hence opt for improvements on private sector benefits, which affect the performance in the public sector and contribute to poor service delivery.

According to Swanepoel, Erasmus, Schenk and Tshilongamulenzhe (2014), to inspire skilled staff members to stay, a compensation system must provide satisfactory rewards. They should feel content when they compare their rewards with those received by individuals performing similar jobs in other institutions. Public sector performance is dropping due to their competitors being able to provide better remuneration than the government.

2.6.5 Motivation as a tool to enhance staff performance

When employees are motivated they will perform in a more satisfactory manner that will lead to improved performance, achievement of organisational goals and quality service delivery. Warnich, Carrell, Elbert and Hatfield (2015:406) found that employees expect their performances will be appropriate to the rewards received from the organisation. Employees set expectations about rewards and compensation to be received if certain levels of performance are achieved. These expectations determine goals or levels of performance for the future. Employees achieving the desired levels of performance expect a certain level of compensation. At some point, management evaluates and rewards the employees' performance. Examples of such rewards include merit increases, promotions and intrinsic rewards such as a goal

accomplishment and increased self-esteem. Employees consider the relationship between their performance, the reward related to that performance and fairness of that relationship. The final step in the process involves employees setting new goals and expectations based on prior experience within the organisation.

Desimone and Werner (2012) stated that motivation is a basic element of human behaviour which determines individual employee performance and explains how effort is generated and channelled. The motivation to work should be understood first and foremost as voluntary. Even when employees feel they do not have a choice their behaviour reflects consideration of the perceived consequences of their actions. Motivation at work is usually seen as an individual phenomenon because all people have unique needs, desires and goals. Most motivational theories recognise these differences among individuals and often include components that describe how they affect the process.

Toyin and Olowosoke (2018) believe that the success of any organisation depends on motivation, level of skill acquisition and experience, which leads to effective employee job performance. The existing link between motivation, job satisfaction and effectiveness is vital in achieving the goals of the institution, with regards to enhancement of employee performance. Establishing the relationship also helps the organisation design and shape the work environment to capitalize on productivity and motivation. Generally, when personal needs are met it cannot be disputed this will increase efficiency and effectiveness within the organisation.

2.6.6 Job enrichment as a tool to enhance employee performance

According to Mdluli (2015), job enrichment is an effective method to make the job much more satisfying to the employees by adjustment of the current job profile. When employees are satisfied with their job they tend to become motivated to produce when performing their duties. An improved job provides the employee with an opportunity to experience accomplishment and take additional duties or obligations that enhance employee performance. When the employees are interested in their line of work and experience great accountability they become more productive and so enhance performance and service delivery.

2.6.7 Job rotation as a tool to enhance employee performance

For Mdluli (2015), the process of job rotation gives employees an opportunity to change various jobs in the same institution, in a well-managed and organized manner. For example, a clerk from asset management might deal with assets one month then be placed in the supply chain the following month, followed by another unit then returned to the original position. This process keeps employees motivated and gives them a sense of achievement, enhancing their performance because they are not stuck in one job for a long period of time.

2.6.8 Job satisfaction as a tool to enhance employee performance

A connection exists between satisfaction and employee behaviour, usable by the employer to enhance organisation performance. The employees who are gratified with their occupation perform their duties with enthusiasm and are less likely to leave their employer (Kosteas, 2011). Job satisfaction is an employee's overall perception about the work and attitudes concerning numerous aspects of it. A happy employee's performance pushes the institution towards achieving its set objectives and has a positive influence on attitude to duties in the area of work. It is influenced by organisational and personal aspects, which have a responsive reaction affecting organisational commitment. It is then established that job satisfaction will have an impact which includes improved performance and a decrease in withdrawal and counterproductive behaviour by employees (Malatjie, 2019).

Job satisfaction influences organisation wellbeing with reference to employee turnover, productivity, life satisfaction and absenteeism, due to a correlation with emotions and work. It is the consequence of a perception and evaluation of work, subjective to distinctive necessities, principles and prospects which are regarded as being significant to the employee (Malatjie, 2019). Contented workers tend to perform well and have positive experiences in the organisation. If their wellbeing is cared for they will qualify for promotion, and see a reduction in emotional distress. A high level of job satisfaction causes employees to develop a love for their job and even volunteer their private time to their place of work (Veingerl, Herzog & Macek, 2020).

2.7 PERFORMANCE MANAGEMENT AS A MECHANISM FOR EFFECTIVE PUBLIC SERVICE DELIVERY

Masenya, Mokoele and Makalela (2018) argue that the public in developing countries have benefited poorly from governmental institutions' performance in delivering best public services. As a result, this has assumed topical importance in popular discussions and debates. For the public sector to be capable of fulfilling its role depends on many factors, notably, the public servants' performance, which in turn depends on effective management of human resources. The Public Service Regulations were amended in 2001 to promote performance management and instruct government organisations to establish policies and human resources development linking it to notch increments. The purpose was to inspire public officials to execute their duties to the best of their ability so that service delivery could be efficient. The White Paper on Human Resource Management states that the success of the public service in achieving its goals depends more on the efficiency and effectiveness of public servants in carrying out their responsibilities (Masenya, Mokoele & Makalela, 2018).

According to Beerli, Uster, and Vigoda-Gadot (2019), a performance management process focuses on measurable outputs and accomplishments of public institutions and the use of the information for decision-making and policymaking, with a purpose to enhance service delivery through improved staff performance. In the public administration field, it is characterised by activities, programmes and policies created to improve knowledge about what is accomplished through the collective action of government institutions. In the public sector it focuses on attaining accountability, good customer service, efficiency and effectiveness, resources allocation and creation of public value through promoting employee performance. Beerli et al. (2019) further state that the political interests complicate performance management, and the expectations and demands of the citizens are dependent on an effective performance process which will lead to good governance and promote service delivery through improved staff performance. Performance management has been a major challenge for central and local government, which in public service is viewed as a vehicle for quality management that strives for more democratic and effective governance. Performance measures are used to influence service delivery and provide greater accountability, aimed at improving the use of institutional resources and strengthening coherence with specific objectives. Negoita (2018) states that performance management has generated difficulties for public service delivery, consequently

it complicates assessment of public programmes with various objectives and public services whose outcomes are not easily measurable. +++

2.8 NEW PUBLIC AND PERFORMANCE MANAGEMENT

New public management (NPM) introduced a trend of performance management efforts in government in order to enhance staff performance and service delivery. It plays a crucial role in delivery of improved services with more emphases on alignment of organisational goals and individual employee goals in order to achieve the objectives of the institution collectively, a method that puts more effort into achievement of outcomes rather than inputs and processes. It prioritises value for money and accountability from the office bearers. This makes it an easier target to be aligned with political priorities as the executive can hold public administrators responsible for their performance, and setting performance targets can make service delivery more transparent to the public. It emphasises the implementation of private sector methods in public institutions in quest of the goal of performance improvement within the public sector (Olufemi, 2018).

According to Mahlaba (2016), the technique of managing employee performance was initially used primarily in the private sector, implemented in government to ensure efficient and effective service delivery. The reason performance management became popular in the government was the emergence of the NPM, hence pressure on government to be more effective and efficient in delivery of sustainable and effective services. The reforms resulted in the introduction of a range of management practices and performance measurements, the focus of which were outcomes. Performance management has become an essential part of repositioning modern governance settings. (Wouter, 2011) To Verbeeten and Speklé (2015) the NPM has subjected the government to reform initiatives in order to address the problematic areas of performance. It seeks to redesign the public sector in order to enhance performance and so enable the organisation to achieved its mandates. Introducing performance appraisal as an effective instrument to stimulate productivity in the public sector it has had a great influence on the performance measurement in public agencies, the highlight of which is that results must be managed because citizens are customers in the public sector. The introduction of NPM has provided tactics the government can implement to reduce its deficits and debts, and improve the provision of service delivery (Hanif, Jabeen & Jadoom, 2016).

2.9 CHALLENGES OF PERFORMANCE MANAGEMENT SYSTEMS

Challenges of performance management, according to the Auditor-General's Report, are:

- Lack of review of annual performance plans
- Lack of credibility of performance reports
- Inadequate review of performance and financial information by the internal audit
- Failure by entities to comply with National Treasury's framework
- Lack of progress in implementing the information technology governance framework as approved by the Cabinet
- Lack of performance management for employees other than senior managers.

(The Auditor-General's Report, 2014-2015)

Ahenkan, Tenakwah and Bawole (2018) presented the following performance implementation management challenges:

- Poor communication
- Absence of employee support
- Little responsibility by the top authorities
- Lack of training
- Lack of rewards for good performers
- Low commitment to the PMS
- Poor integration
- Over-bureaucratisation of the performance management procedure, limited importance and time assigned the PMS
- Absence of aptitude to plan and execute complex PMS.

Leadership and management commitment

Geburu (2018) points out that the successful implementation of performance management depends on the commitment and dedication of leaders to the mandate and goals of the organisation. The leadership commitment and progress and use of performance indicators is vital for the success of PMS. According to Mahlaba (2016), managers in the public sector lack

commitment to manage employees' performance. The performance of individual employees summarises that of the entire organisation, as a "*pass one, pass all*" approach by which feedback is poor in the public sector. The management is crucial to the effective implementation of a PMS, and their lack of commitment jeopardises it.

The perceptions of employees

Performance management is about managing employees to perform at their best level, for the organisation to be more competitive and efficient. Their employees must be productive and their performance outstanding, and the organisation should consider the reaction of employees regarding the PMS implemented. Its success depends on effective employee engagement, with management having the responsibility to manage, encourage and develop performance (Gebru, 2018).

Motivational factors

Gebru (2018) points out that a motivational reward system is vital in the organisation because it emphasises the connection between the anticipated performance level and how employees will be compensated when they reach it. Knowing what rewards can be gained and being able to measure their own performance against the expected level may encourage employees to improve. The PMS helps to motivate employees to exercise a high level of determination when they believe this will improve outcomes.

Ineffective communication

Gebru (2018) states that constant communication between the employer and employees improves commitment and attitude, which leads to better performance. Conversely, poor communication affects the performance management process because the employer should communicate the organisational objectives and goals so that the employees will be aware of expectations. In the public sector this is ensured by a quarterly performance review against the signed performance agreement between the supervisor and supervisee.

Performance measurement

According to Dube (2014), performance appraisal places more emphasis on putting an effort into work than productivity of the work, the primary issue with this method being that organisational outcomes are reliant on a series of issues often outside the control of the employees. Employees have to be assessed on the basis of an organisation's performance, because management systems are about individuals employed for specific jobs. As a result, most systems do not effectively address role and specific job requirements. They do not have objective measurement systems but rather rely on views of evaluators, which are likely to be biased, making employees unwilling to accept and embrace performance-management.

Performance management training

Mbonambi (2016) found that the failure in the PMS came into effect primarily because the training has not been transferred into the public institutions to ensure effective implementation. Training is crucial because it offers assistance to managers and other employees to understand the idea behind the PMS, what it is trying to accomplish, and how it is arranged and executed. Role players are essential to the success or failure of the performance management process; therefore, it is significant that they are effectively educated about the whole process.

2.10 SUMMARY AND CONCLUSION

This chapter has evaluated several existing studies based on the management of employee performance. It also provided the legislative frameworks which guide the employees' development in the public sector in the RSA. It is evident that the success of the organisation depends on employee performance that is well managed and developed. The implementation is a major challenge in the public sector due to less informed management. Effective communication is seen as the tool that can drive systems towards achieving their aims and objectives. It is imperative for all roles players to dedicate themselves to the process in order for the productivity and performance of employees and organisation to be enhanced. The managers are the most crucial role players in the development of staff productivity and performance through effective implementation of systems. They must be equipped with necessary skills and knowledge in order to implement the system impeccably.

The legislative frameworks placed more emphasis on the importance of staff development for the realisation of excellent service delivery in the public sector. The development of staff is fundamental for enhancement of productivity and performance, as well as effective service delivery. The strategies that can be used to enhance performance and productivity were identified, with employee engagement cited as the most crucial tool in enhancing productivity and performance. This strategy requires involvement of employees in the processes of the organisation, as it creates a healthy relationship between employer and employees and so increases employee productivity. The performance appraisal in the public sector was identified as one that needs the attention of management, hence if it is not well implemented it demoralises employees and decreases their productivity and performance.

CHAPTER 3:

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter details the research design and methodology approach to data collection in the study. Methodology plays an important role in implementing a research study and gives direction to its design and implementation. It is generally understood as the way research is carried out, defined by Serantakos (1998) as a process of finding solutions to an issue, referred to as the research problem using various criteria. This study followed a qualitative approach, described by Turner (2010) as offering detailed information pertaining to the experiences and viewpoints of the participants with regards to the topic being researched.

3.2 RESEARCH DESIGN

According to Kumar (2014), a research design is a plan aimed at communicating decisions pertaining to the proposal and how data will be gathered, the selection process of participants, how the data will be analysed, and how findings are to be presented. For Flick (2010) it is a strategy intended for data collection and analysis of evidence which will enable the investigator to answer the research questions. The design most aspects of the research, further described as the means for achieving the objectives of the research. For Durrheim (2004) it is a planned structure for action which emphasises research aims, questions and implementation.

Primarily, the qualitative and quantitative approaches are generally used to give direction to gathering of data in the research project. Using qualitative methods produces descriptive data, in the participants own written or spoken words, based on their experience or perceptions (Brynard, Hanekom & Brynard, 2014:39). According to Creswell (2014), they are used for discovering and understanding the meaning persons or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures, with data typically collected in the participants' settings, and analysis inductively building from particulars to general themes. The researcher makes interpretations of the meaning of the data and the final written report has a flexible structure. Those who engage in this form of inquiry

support a way of looking at research that honours an inductive style, focussing on individual meaning and interpretation of the complexity of a situation.

3.3 RATIONALE FOR THE QUALITATIVE METHODS

The researcher was interested in exploring and understanding the perceptions and opinions of DHA employees with regard to the impact of PMS on staff performance and productivity in the organisation. It has received negative criticism from the local communities being serviced, so the research was motivated to gather data from employee's experiences pertaining to their relationship with their employer, in order to determine if they were sufficiently motivated to carry out their duties optimally. With employee engagement an imperative tool for enhancing productivity and performance the researcher wished to hear the perceptions of employees regarding potential methods the DHA can use to reward outstanding performance and strategies for provision of services.

3.4 DATA COLLECTION INSTRUMENT

The interview technique was used to collect data from the participants, with the interviewer presenting questions to participants and recording their responses. The purpose is to prompt interpretations and opinions from the participants to generate enlightening data. Creswell (2014) argues that a qualitative researcher conducts face-to-face interviews, telephone interviews, and/or group interviews with six to eight interviewees in each. These involve unstructured and generally open-ended questions that are few in number and intended to elicit views and opinions from the participants.

In this study the interviews were face-to-face with each participant in order to collect their opinions, experiences and occurrences. The questions were structured, the benefit being provision of uniformity and comparability of data collected, so managers, supervisors and junior employees were asked the same interview questions. During the interviews, clarity was provided to participants who did not understand the questions, and the community members were asked three interview questions to determine whether they were satisfied with service delivery, staff performance and productivity.

The researcher used the interview protocol for asking questions and recorded the answers using audio recordings and handwritten notes. According to Creswell (2014), during data collection researchers record information from interviews by making handwritten notes, audiotaping, and/or videotaping. Even if an interview is taped, it is recommending that researchers take notes in the event that recording equipment fails. If audiotaping is used, researchers need to plan in advance for the transcription of the tapes.

3.5 THE TARGET POPULATION

The target population refers to a group of individuals in the population who have specific characteristics, for example, officials in the same organisation holding master's degrees (Brynard, Hanekom & Brynard, 2014). The purpose of sampling in qualitative research is intended to gather comprehensive information about an event or situation, whilst the primary consideration in judgmental sampling rests on the researcher's judgment of which participants will be willing to share useful information of benefit to the study. To achieve the objectives of this study the participants were purposively selected from departmental employees and clients.

3.6 SAMPLING PROCEDURE

Brynard, Hanekom and Brynard (2014:56) note that sampling is a technique employed to select a small group with a view to determining the characteristics of a large group. If selected discerningly, the sample will display the same characteristics as the large group. For Babbie (2013), non-probability sampling is a sampling practice in which the samples are clustered in a manner that categorizes persons without equitable likelihood of being included in the study. Non-probability sampling was used, in particular, purposive sampling, because it can provide the best information to achieve the objectives of the study. Kumar (2014:) stated that non-probability sampling designs do not follow the theory of probability in the choice of elements from the sampling population. These designs are used when either the number of elements in a population is unknown or the elements cannot be individually identified. In such situations the selection of elements is dependent on other considerations

Purposive sampling requires the researcher to go only to those people who are likely to have relevant information and a willingness to share it. The DHA: Richards Bay office has a total number of 30 employees. This study purposively interviewed three senior managers, three supervisors and ten junior employees in the DHA: Richards Bay, in order to gather data on all levels of the organisation. The sample also included five clients serviced by the Richards Bay office of the DHA in order to obtain their views, perceptions and suggestions with regards to service delivery, staff productivity and performance.

3.7 DATA ANALYSIS AND INTERPRETATION

The content analysis will be used in analysing the relevant qualitative data collected from literature, books, DHA archives, journals and the respondent's perceptions, thus allowing the researcher to include a large amount of textual information. Kumar (2014:318) writes that content analysis is a means of analysing the contents of interviews or observational field notes in order to identify the main themes that emerge from the responses given by respondents or observation notes made. Content analysis is used owing to its relevance to analysing data collected through interviews and observations. According to Du Plooy-Cillier (2014) it is a technique used to understand figurative content such as words, whilst for Mahlaba (2016), depending on the focus of the study, it can be used to yield both qualitative and quantitative results.

3.7 VALIDITY AND RELIABILITY OF DATA

Validity denotes the truthfulness with which the findings accurately reflect the data, found by Flick (2009) to receive more attention than reliability. The question of validity can be summarized as a question of whether the researchers see what they think they see. A basic problem in assessing the validity of qualitative research is how to specify the link between the relations that are studied and the version of them provided by the researcher. What would these relations look like if they were not issues of empirical research at that moment, and is the researcher's version grounded in those in the field and in the interviewees' biography? During data interpretation the researcher ensured that truthfulness was maintained to ensure that findings accurately reflected the data, that is, the truthful events that are takings place in the

DHA: Richards Bay with regard to staff performance and productivity. The researcher further assessed the reliability of the findings.

Flick (2009) stated that reliability gains its importance as a criterion for assessing qualitative research only against the background of a specific theory of the issue under study and about the use of methods. However, researchers can find different ways to increase the reliability of data and interpretations. For interview data, reliability can be increased by training for the interviewers and by checking the interview guides or generative questions in test interviews or after the first one.

3.8. LIMITATIONS OF THE STUDY

The following are acknowledged as limitations of the study:

1. The DHA took a long time to issue a letter permitting the commencement of the study as the Head Office was closed due to lockdown procedure implemented by the national President, holding up the data collection process for a long time.
2. The participants were busy in the front office, making it difficult to involve each participant in the interview phase.
3. Some of the public members were not interested in participating in the study, hence they were stressed by long lines and waiting periods and the system that was going on and off in the office.
4. A few participants did not wish to participate in the study, and were excused.
5. This study was only carried out at the Richards Bay branch of the DHA, therefore it cannot be generalized as the PMS situation of the entire DHA.

3.9. ETHICAL CONSIDERATION

The ethical issues were considered holistically before the participants were involved in the research project. They were informed about the research in detail before they participated, an afforded the opportunity to terminate their participation at any time without recrimination. Informed consent was accomplished by giving study details to the participants with a clarification of the research and disclosure of the risks linked to the study. All the data gathered from the participants was to be and shall be kept confidential, and anonymity maintained.

Privacy is warranted by ensuring that the data cannot be linked to participants by name (McMillan, Schumacher, 2006).

Permission was obtained from the DHA to ensure that the participants would not be subjected to any risks. University procedures and research principles were thoughtfully and the researcher fully understood the process of how to manage and prevent plagiarism. Complex data collected was to be kept securely on a personal computer and the password known only to the researcher in order to make sure that no one else had access. The research would not create conflict or offend anyone.

3.10 SUMMARY

This chapter has documented the research design and methodology approach used in this study. The suitable methodology approach was implemented and the proper tools used to gather and analyse data were carefully chosen to meet the aims of this study constructively. The main method selected for data collection was the interview, affording the researcher a face-to-face interaction with each participant, seeking their opinions, experiences and incidences. The ethical clearance certificate was obtained from the DHA in order to conduct interviews with its staff and clients on the premises, and from clients and staff to ensure ethical standards would be maintained throughout.

CHAPTER 4:

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The intention of this chapter is to present results of data collected through the structured interviews, which had the advantage of uniformity and comparability of data collected. The first portion of the results is from the primary participants, DHA employees comprising 10 junior employees, three supervisors and three managers, followed by the secondary participants comprising five clients of the DHA. Subsequently, there is a summary of key findings and the conclusion.

4.2 PRESENTATION OF DATA

The presentation of qualitative data and its analysis is connected to the set of questions in Appendix B, which concentrated on the primary participants, and Appendix C, which concentrated on the secondary participants. The first section of the data presentation focuses on the employees.

Section A: Result from the employees of the Department of Home Affairs

(a) Objective 1: Assessment of the importance of a Performance Management System in enhancing performance of staff in the DHA

The series of six questions were created to examine and unpack the opinions and perceptions of employees with regards to significance of PMS to benefit this study significantly.

The following themes were extracted from the responses of the various participants, based on a series of question to follow:

- Importance of PMS

- Tasks too routine
- Too little training
- Poor flow of information
- PMS Implementation

Asked if they understood the importance of PMS, most participants said they did not. One participant said:

I don't see the Importance of performance management system.

A PMS seeks to improve service delivery at grassroots level, while service delivery at the DHA rests on frontline staff performance and productivity. Therefore, the response poses a threat to service delivery and employee productivity. Another participant said:

I do not understand performance management system because Home Affairs has not educated me about performance management system.

The DHA must educate the staff about PMS as current instruments do not stimulate employee performance and productivity. The employers must ensure that the employees accept and sign a performance agreement because it outlines the goals and performance standards of each employee. The fact that most employees of the DHA do not realise or understand the importance of PMS means that they do not know or accept goals and performance standards stipulated in the performance agreements. This is due to poor implementation by the employer, interrupting the service delivery and hindering performance and productivity. The goal-setting theory confirms that the employees need to accept the goals in order to stimulate motivation among individual employees. The acceptance of goals is the first phase in stimulating motivation among employees (Locke & Latham, 2002)

Asked if the PMS had contributed to enhancing their performance and productivity, most participants responded negatively, citing lack of training, lack of recognition and frustration of routine work as main contributory factors. One participant said:

Performance management has not contributed to my performance because I perform same routine duties and my performance is on the norm level.

Routine duties demotivate employees because they perform the same task every day. The employer must set challenging goals, difficult or challenging goals motivate employees and enhance performance. These findings also align with those of Sejits, Latham, and Woodward (2013), who wrote that the precise and challenging goals were most helpful in enhancing performance.

Another participant said:

Performance management system does not motivate me because no incentives are given afterwards.

The good performing employees become demotivated if their hard work bears no result for them. The productivity and performance of employees is impacted negatively if rewards and recognition for good performance are not given, so the employer should address the critical issues around PMS during planning and devise tactics to address challenges encountered during the performance cycle. In the public sector the PMS provides the employer with an opportunity to introduce mechanisms for non-financial recognition to stimulate performance and motivate employees across the DHA, at the discretion of the Head of Department (HoD).

When asked if their jobs and performance expectations were clearly defined, most (15) participants agreed that they were. There is a greater possibility that work expectations and performance expectations are clearly defined only on paper, due to findings that during the performance management process the employees were given documents to sign without proper meetings between the supervisor and the supervisee to discuss the performance progress quarterly. If there were no such meetings it is unlikely that these jobs and performance expectations are realistic and attainable. The respondent complained that the flow of information was poor during the performance cycle.

Asked if the PMS guided employee performance and development, a majority cited their frustration with training and staff development in the DHA. One participant responded:

No, because trainings are not done and if they are done they tend to be not relevant.

Staff development is crucial in the DHA because efficient service delivery hinges on grassroots employee performance as they are the direct point of contact with the clients. Another participant commented:

No, because the trainings and courses on personal development plan are not done.

The employer must identify the employees' training needs and provide development and training that is in line with the Personal Development Plan (PDP) of each employee. It is imperative for the employer to provide training needs as in the PDP of each employee because the developmental needs are documented in it.

When asked about the flow of information during performance management process, most (15) participants explained how poor it was. The constant monitoring and feedback on each employee performance is key to ensuring that the productivity and performance of each employee is enhanced and provision of service delivery is taken into consideration by the DHA. The poor flow of information and performance feedback during the performance cycle interrupts the performance of employees and provision of quality services delivery. One of the participant's answered:

The flow of information is poor because we are given the toolkit to just sign, no meetings with supervisor.

The DHA must provide feedback to departmental employees with regard to the status of their performance as this will help them to recognise the areas they need to improve. Another participant responded that:

The performance management system is done by my supervisor on my behalf, I just sign at the end, so there is no flow of communication.

The employer must makes use of performance review as this gives the supervisor and employee an opportunity to monitor progress, resolve difficulties and modify work plans during the performance cycle. Continuous feedback on each employee performance is imperative for the accomplishment of PMS objectives. These findings supported those of Locke and Latham (2013), who maintained that the performance feedback interacts with objective accomplishment as in goal-setting theory. They also confirm Lunenburg's (2011) argument that the feedback on performance helps employees attain their performance goals because employees can determine how well they are doing.

The participants were asked if they saw performance management as a credible tool to address the performance of employees, to which most (10) agreed, provided it was implemented effectively. One participant said:

Yes, it a credible tool when implemented accordingly. +++

The proper implementation of PMS hinges on performance planning and agreements, performance monitoring, performance assessment and managing the outcomes. The findings of this research indicate that the DHA is lacking in all these elements for the effectiveness of implementation of performance management systems. Another participant stated:

Yes, it a credible tool, but the Department of Home Affairs is failing to proper implement the performance management system.

In order to counter this perception, accurate or otherwise, The DHA must train the managers and supervisors as they are directly responsible for implementing the PMS. The participants indicated that they had been given the performance agreements and performance toolkits to sign on spot then leave with the supervisor, but the legitimate PMS process suggests otherwise. These findings have established that the managers and supervisors require training for the effective implementation as they are significant role players during the whole process. This was also revealed by Ramulumisi, Schultz and Jordan (2015), who establish that managers must be well taught and informed in order to implement PMS.

(b) Objective 2: Determination of strategies that can be used to improve provision of services in the Department of Home Affairs

The following themes were extracted from the responses of the various participants:

- Staff training
- Online application system upgrades
- Decentralisation
- Construction of more offices
- Communication
- Employing more staff

Asked to determine the strategies the DHA to improve service delivery, most (13) cited training of staff as one of the strategies that could be used to improve service delivery. One participant indicated that:

Staff trainings is important for service delivery.

The DHA must realise that the training and development of employees is an effective tool that will enable them to make use of their potential and capabilities to a fuller capability. The White Paper on Public Services Training and Education (1998) makes provision for all personnel to be given meaningful training opportunities. The provision of service delivery is highly dependent on employee performance, therefore, the DHA must provide relevant training to the employees. Those who are equipped with necessary skills perform much better than those who are not. The White paper on Home Affairs (2019) states that the Department is committed to being development-orientated, its latest development to address key areas that are significant in its operations. The White Paper is a confirmation of a need for staff development that has been identified by the management in the DHA, and most employees in the Richards Bay office have expectations that their performance and productivity will be enhanced if they are provided with necessary training in line with their area of performance.

Some (08) of participants mentioned online application upgrade as one of strategies that the DHA could use to improve service delivery. One participant said:

...online application upgrades can improve service.

The DHA already has access to an online infrastructure which allows clients to apply for civic services over the Internet, though an issue with this is that they must then finalise the application at a Home Affairs office. This system does not enhance provision of service delivery because the application cannot be completed online without the subsequent visit.

Some (05) participants identified decentralisation of services as a strategy that the DHA could use to improve service delivery. One participant stated:

Decentralisation of service can enhance provision of services.

Currently the services are centralised, with a command centre in the Head office. This hinders the provision of service delivery as clients' queries cannot be resolved timeously and the turnaround time is longer. For instance, the Richard Bay Office must send all applications to

the command centre and the clients are expected to wait a long time for the application to be finalised and the relevant documents handed to them. The centralisation of services demotivates employees because they are not able to provide feedback to clients in time, and are not in a position to resolve queries on time. The DHA must decentralise more authority and responsibilities to the local offices because these interact directly with the local communities and are responsible for giving feedback and resolving queries of the clients. Giving more authority to the local offices will ensure efficient provision of service delivery. Wagana Nzulwa and Ivaro (2015) also found that decentralization of authority would ensure efficient and effective services delivery to citizens.

Some (07) of participants identified investment in more offices as one of strategies that the DHA could use to improve service delivery. One participant said:

More offices should be built.

The availability of more offices can enhance the provision of services and ease the pressure of workload that leads to a decline in productivity and performance of individual employees. The DHA currently has more than 400 frontline offices, of which 193 have been modernised to issue smart ID cards and passports (DHA, Annual Performance Plan, 2020/2021). Long queues are formed due to more clients accessing services in one particular modernized office, creating dissatisfaction due to the overload the upgrade had been intended to dispel. The Richards Bay office currently services a large number of communities around KwaZulu-Natal (KZN), due to few offices having been modernised. Most offices are small and modernisation requires medium to large offices due to the technological infrastructure that is installed in the buildings. There is therefore a need for new offices to be built if services are to be enhanced.

Some (07) participants identified communication as one of strategies that the DHA) could use to improve service delivery. One participant indicated that:

Communication between Home Affairs, employees and the public must be taken into consideration, if there are changes with the standard operations of the department, Home Affairs must update the clients, so that the clients service relationship will be promoted.

Effective communication must be extended to the local communities which are being serviced, and if there are changes in standard operating procedures the clients must be informed, thus

promoting the provision of service delivery. Many clients become frustrated by visiting Home Affairs on numerous occasions with the same queries. Long turnaround time is caused by poor communication between the employer, employees and the public, therefore the department needs to ensure smooth communication is maintained with the employees, clients and all stakeholders to improve the provision of service delivery. The effective communication must also be extended to the employees with planning around operating procedures and the tactics the employer will implement to achieve the goals. Employees must be updated accordingly if there are changes in the standard procedures.

Effective communication between employer and employees is imperative because everyone needs to understand how their personal goals fit within the objectives of the organization. This can only be achieved through effective sharing of information between employer and employees. In addition, Arifin, Nirwanto and Manan (2018) found that involving employees improves the desire to perform their duties and a good working relationship is established. The employees become more attentive in performing their duties with greater enthusiasm.

Some (9) of participants cited employing more staff as one of strategies that the DHA could use to improve service delivery. One participant said:

The Department of Home Affairs must employ more staff.

Effective service delivery is feasible only when there is sufficient capacity to serve the public, therefore the DHA must ensure that vacancies are filled to avoid disruption. Another participant commented:

I now have to stand for other people in their absence and that create a problem.

A serious issue not only in the DHA but also in the public sector as a whole, of vacant posts which are not filled due to shortages of funds, interrupts the provision of services and burdens single employee with many responsibilities, hence employees in the DHA are mostly acting in higher positions while also expected to fulfil their responsibilities in their original posts. Another issue is that when one employee exits the department the vacant post is not filled, thus having a negative impact on the service delivery and adding a burden of responsibilities to other employees which demoralised them. They tend to reject some responsibilities as it becomes difficult for one employee to achieve the work goals of several people. The goal-

setting theory support this result, as Lunenburg (2011) found that the workers were likely to reject goals that are too tough and unattainable.

(c) Objective 3: Determining if employees are sufficiently motivated enough to carry out their duties to their best level

The set of five questions were thoughtfully designed to scrutinize and test the employees' experiences in the DHA, hence the analysis of their experiences within the department will determine whether the employees are motivated to carry out their duties with aspiration or they are demoralized. The perceptions of an employee regarding his/her wellbeing and relationship with the employer will determine the level of effort put into accomplishing of his/her duties. Therefore, the employee enthusiasm and state of mind have an impact on performance, productivity and provision of services. Motivation is a basic component of human behaviour which determines performance.

Asked if they were motivated to return to work on a daily basis, most (14) said they were not. One commented:

I am not motivated to come to work on daily basis due to work environment and the management style is ineffective.

A demoralized employee's performance cannot be satisfactory as it will negatively affect organisational performance, employee productivity and provision of services. The DHA service standards have been criticised by local communities, due to demoralized employees whose goals are no longer aligned to those of the organisation. Their frustration in the workplace is largely due to unfavourable working conditions so the employer should implement behaviour control methods to encourage employee performance. Behaviour control can be effective in motivate departmental employees to improve productivity and performance in the quest for quality service delivery.

The workloads in the DHA tend to discourage employees, hence they perceive that the employer is only concerned about the clients. One participant commented that:

Our needs are not given attention too, only service delivery is prioritized.

Efficient provision of services and effective employee performance and productivity can be achievable through giving attention to grass-roots employees' needs as they are the direct point of contact with the clients. The department must not only be driven by achieving organisational performance because that is interpreted as neglect by employees. The premise of expectancy theory in defence of these results states that when organisations are driven by performance resulting from increased amounts of work, it might negatively affect employees' work (Nadeem & Abbas, 2009).

The participants were asked if they believed the DHA was the employer of choice, to which most (15) replied in the negative, clearly indicating there were challenges between the employees and employer that needed to be addressed. One participant answered:

No Home Affairs is not an employer of choice.

The employees will only regard the department as the employer of choice only if they are satisfied by their jobs. Job satisfaction has a positive influence on the attitude of the employees towards achieving their duties in their work area. Another participant responded:

No, I wouldn't say Home Affairs is the employer of choice.

The employees will recognise the department as the employer of choice and commit to performing their duties provided it recognises their needs and engages with them. Employee engagement creates a good working relationship with the employer and productivity, enhancing performance, productivity and provision of services. The employer must take into consideration that the employees will not be motivated to perform to their full capacity if their expectations are neglected. These results support the findings of Mbonambi (2016) and expectancy theory that all motivation is conscious and employees make choices after a calculation of pleasure they expect to enjoy in their productivity and performance in the organisation.

Asked where they saw themselves in five years, most (10) of participants said other departments and a few at the DHA. The latter indicated that they doubted they would be promoted in the near future, even though they remained within the department. These findings indicate that the employees are demoralized One participant said:

I see myself at salary level eight in another department.

The employees who have long service in the DHA possess scarce skills, expertise and job knowledge that is crucial for provision of services. Such employees must be retained within the department at all cost because they have the ability to contribute more to the organisation, provided they are engaged in the decision-making process. The DHA should create favourable working conditions and improve the benefits of employees who have longer service in order to retain them within the department for the realisation of better service delivery. Another participant responded that:

I see myself in other organisation where my qualifications will be aligned with my duties.

The employees have shown that they are not happy within the department due to lack of staff recognition, poor management and uncondusive work conditions. Though this leads to them seeking employment in other sectors and demoralizes them they remain within the department, creating poor performance and interrupting service delivery to the public. The employer should be attentive to employee necessities and build a good lasting relationship with them.

The participants were asked if they were currently seeking employment in other organisations, to which the majority (10) responded in the affirmative. One said:

Yes, because I am demotivated to be at Home Affairs.

The DHA seems to have neglected to motivate or inspire employees to work with passion, with departmental concern mostly focused on service delivery rather than the execution of those services. This is problematic because the neglect is visible to the employees and so discourages employees from performing well in their work, negatively impeding the provision of public services. Inuwa's (2016) research also found employee performance a crucial aspect that determines organisational development and productivity. These factors hinge on how effective and efficient the personnel in the public institutions are, a vital concern for executives of organisations. Another participant responded:

Yes, I do seek employment to other departments.

The employees who feel neglected will not be retained for a longer time by the employer. The driving factor for employees to seek employment is neglect, poor working conditions and lack of recognition. The department needs to implement retention strategies, such as promotion,

communication and feedback, training and development, recognition and a rewards system in order to motivate demoralised employees and retain them.

On being asked if they felt the management was responsive to employees' needs, most of the employees responded in the negative. The productivity of employees who felt neglected by the employer was significantly low. One participant responded:

No, because the employer gives priority to clients.

The employer should prioritise the employees' necessities, hence human resources are vital for provision of services. Another participant responded:

No because Home Affairs don't address our grievances.

Employee engagement is as a tool that the DHA can use to address employees' grievances, identify their needs and respond in order to create a good working relationship. Employee engagement can work in favour of both employer and employees, hence it enhances performance and provision of services, fostering effective communication between the two groups. It yields effective outcomes when an employee is fully engaged in work for accomplishing work objectives and purpose.

(d) Objective 4: Methods the Department of Home Affairs can use to reward outstanding performance of employees

In order to achieve this objective, a series of three questions were asked to examine and unpack the employees' perceptions regarding the appraisal process in the DHA.

The following themes were extracted from the responses of the various respondents, based on the following series of questions:

- Favouritism
- It does not exist
- Certificates
- Promotions

The participants were asked to comment on performance appraisal process in the department. Most (14) of the participants' responses show their frustration with the current performance appraisal process in the DHA. One participant said:

I think there is favouritism with regards to performance appraisal process in the Department of Home Affairs.

The public institutions should ensure an efficient and unbiased performance appraisal process, hence the main objective being to motivate and reward the good performing employees rather than demoralise them. The DHA must effectively implement performance appraisals to motivate employees to bring improvements to their performance. Another participant responded:

Performance appraisal doesn't exist in the Department of Home Affairs, that my opinion.

This participant's view on the performance appraisal process shows frustration and a sense of demoralisation, therefore the fairness and effective implementation of the process should be given attention by the department. Its effectiveness is influenced strongly by employees' perception of fairness in the process.

Another participant made the comment:

Unfortunately, in that part you can work and go an extra mile, but unfortunately when it comes to evaluation, the team or the committee that normal does the evaluation, they will say one person cannot do so much and underrate but the reports and everything has been sent, they will say you deserve a merit, but the people who are in the committee, will actually downgrade you, that demotivates you as the employee to even go the extra mile the next time.

The poor performance evaluation techniques demoralise employees who are hardworking in the department, unfortunately the evaluation team is supposed to reward good performers in order to enhance work quality. The employees are frustrated and demoralised by the current appraisal process due to identified unfairness, so the department needs to establish and maintain fairness if it is to ensure outcomes that will not demoralize them. Shrivastava and Purang (2016) also established that when the employee is subjected to unfairness during the appraisal

process it creates a negative emotional condition, whereas fairness would lead to positive emotional conditions.

The participants were asked if the department recognised the good performing employees. Almost all (14) said No. For example, one participant's response was:

No recognition at all.

Employee recognition plays a crucial role in employee motivation, with the prospect of raising the performance of good performers even further as they feel recognised and motivated by employer praise. This might have a positive impact on non-achievers as they are encouraged to work hard to catch up with top achievers. Another participant responded negatively:

The employer doesn't recognise good performers and there is favouritism.

The department needs to realise that recognition of good performers will enhance employee productivity and performance to greater heights, and that lack of recognition or praise for good performance demoralizes good performers. The DHA deals directly with clients, therefore good performers will ensure that they receive efficient and effective service delivery. Good performers will also motivate those employees who are performing well to work hard in order to achieve appropriate recognition, praise and rewards.

The participants were asked to suggest ways the department could reward outstanding performance. Some (08) suggested issuing certificates of recognition as a tool, for example, as one participant said:

Certificate of appreciation can be issued by the department.

The employee who feels appreciated and acknowledged will do more when employees recognised, as this encourages them to execute their duties with pride and confidence, so developing productivity and performance. The rate of employees who exit the organisation rises when employees are not fulfilled, and when skilled employees do so the productivity and performance is hindered. Employee recognition contributes to retaining skilled employees, usually with positive effects on employee performance. Some participants said promotions could be used by the employer to reward employees who had remained on one level for a longer time. One participant responded:

I think promotion is also an option on the levels that a person is appointed, if a person is good performer for the period of time, they could be maybe promoted to the next level.

Promotion motivates employees because they receive better benefits. The other participants suggested the department could reward them with trips, “employee of the month” awards and performance bonuses. One participant said:

They had a system of office of the month and so forth, that is gone you don't hear about it anymore, they had service delivery awards, you don't hear about it anymore, perhaps they should look into reviving those things.

The department had at one time been moving in the right direction concerning reward and recognition of good performance, but in the current work environment there was no recognition that might affect employee performance, productivity or provision of services. The above comments from participants indicate that the employees can be motivated by rewards, provided the employer provides them. Parijat and Bakka (2014) support expectancy theory as a financial bonus or promotion serves as an incentive to employees' productivity.

Section B: The result from the clients of the Department of Home Affairs

The findings presented below were drawn from the questions designed for the DHA: Richards Bay office clients. In order to obtain the views of clients there were three open-ended questions posed, presented as follows.

(a) Are you satisfied with the service that is offered by the employees of the Department of Home Affairs?

Most (04) of the participants responded that they were not happy with the services they received from the employees of the DHA: Richards Bay office. The dissatisfaction shows that service delivery must be improved. One participant said:

No I am not satisfied, the system is always offline and employees don't care about clients.

The conduct of employees of the department and the systems it is using contribute to poor service delivery and client satisfaction. The DHA can use clients' feedback, complaints and suggestions to determine areas requiring improvement in a quest for effective and efficient service delivery. The employer must ensure that the employees are trained in dealing with clients as they interact with them on a daily basis, and the employer must take into consideration that working direct with the public has a potential to frustrate the employees. Another participant responded:

No I am not satisfied because this is my third time coming here, but [I am] not getting help because of long queues.

Lack of modernised offices, systems failures and shortage of staff are areas that the department must improve, hence these issues interrupt the provision of services and create long queues in the department. The productivity and performance of employees is slowed down by systems failures and shortage of staff, which adds more responsibilities to the current staff already burdened with responsibilities.

(b) Are your queries attended to timeously?

The second question posed to clients led most (04) saying that their queries were not attended to in time. This were stoppages in service delivery, impeding flow, and queries were not being addressed timeously. One applicant complained:

Home Affairs is centralised, the applications are taken to the head office, which makes it impossible for our queries to be resolved in time.

The centralisation of departmental operations hinders service delivery, hence the local offices cannot offer the final products or services to the clients. The applications are sent to the head office and this process slows down efficient service delivery. As Wangari (2014) concluded, centralized government systems have been held responsible for hampering efficient delivery of public goods and services. The DHA offer services that are essential to the daily lives of the citizens, therefore it must consider delegating some authority to provincial and local offices. This would enhance service delivery and employee productivity and performance.

(c) What are the challenges of the community members regarding accessing services offered by the Department of Home Affairs: Richards Bay office and how can those challenges be resolved?

Most (04) participants cited offline systems, long queues, poor communication, poor records management and staff shortages as challenges experienced by community members during visits to the Home Affairs office. The 2017-2018 Annual report compiled by the DHA made submissions that the department was experiencing long queues from high client volume, caused by unsteady networks, unproductive workflow processes and uncoordinated communication approaches. This created more unsatisfied clients and damaging publicity, which spoiled the good standing of the organisation. Another issue that the department encountered was a challenge to reduce Compensation of Employees (CoE), which had a negative impact on provision of services because the critical posts were not being filled. These findings clearly show that the DHA is still facing the same challenges in the present day.

The participants (05) stated that solution to these problems would be a systems upgrade, introduction of an electronic records management system, communication improvements, acquisition of more staff and more offices. The DHA must ensure a sustainable system and availability of human resources, as the service delivery hinges on them and improves the flow of information between the department and local communities being serviced. The DHA should use the technological infrastructure to their own advantage to delivery effective service delivery and ensure that systems are continually updated.

4.3 SUMMARY

This chapter has presented the findings from primary data collected from participants through the use of structured interviews. The participants were drawn from employees and clients of the DHA: Richard Bay office. It examined the evaluation of the importance of a PMS in enhancing performance of staff through strategies to improve provision of services in the department, employees' motivation and techniques to rewarding outstanding performance and acknowledging clients' experiences. The findings revealed that the implementation of a PMS as a tool to address the productivity and performance of staff is poor, hence the staff appear unclear on its importance. The findings further revealed that the staff were demoralised and the performance appraisal process ineffective. Moreover, the clients were dissatisfied with the

services offered by employees and the systems used by the department hindered service delivery.

The next chapter focuses on a discussion of the findings in relation to the research objectives. It makes recommendations and draws a conclusion.

CHAPTER 5:

DISCUSSION OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

This study has examined the staff performance and productivity in the Department of Home Affairs: Richards's bay, and scrutinized the effectiveness of performance management systems implemented in the organisation as the present tool that speaks to the enhancement of staff performance and productivity within the department. This chapter focuses on discussion of the findings in relation to the research objectives and thereafter makes recommendations and draws a conclusion from the study.

5.2 ENHANCING STAFF PERFORMANCE

The findings revealed that the objectives or significance of a PMS have not yet been realised by employees of the DHA: Richards Bay office. It was confirmed that ineffective implementation by managers featured as a major factor. The primary participants of this research, employees of the DHA, indicated that they did not understand the importance of a PMS or its objectives. The systems will not be fully effective in enhancing performance or productivity until the employees understand the goals and objectives of the organisation, and link their goals to its.

These findings reveal a discrepancy in the implementation of a PMS in the department. The premise of effectiveness stresses the importance of including employees in the whole process, through the use of a performance agreement during the planning process, as it is the cornerstone of performance management. This finding supported that of Sebola and Manyaka (2012), who indicated that there was a general lack of commitment by supervisors to effectively implement PMSs to manage the performance of workers in the public sector. Makhubela, Botha, Swanepoel (2016) were supported by these findings, specifying that public managers lacked the knowledge and abilities to implement performance management competency.

The findings also revealed that all (16) participants in this study are not well informed about the PMS implemented in the department, which also speaks to poor performance planning and thus attests that the goals do not align with those of individual employees. Within the organisation, the employees under normal circumstances should be informed of performance planning, the organisation's goals and objectives vis-à-vis the employees' goals with those of the organisation, because performance planning is the initial stage in the performance management process. Gruman and Saks (2011) also found that during the goal-setting stage, each employee should be educated about the objectives of the organisation and staff should align their individual ones with those of the organisation.

During performance planning the employer ensures that the employees understand the objectives of the management as agreements entail narrative of the employees' job functions, with emphasis on objectives and purpose, a work plan and personal development plan. Poor performance planning will create confusion among employees with regards to the PMS and give an impression that it is not imperative to employees' development.

The findings also revealed that almost all (14) of the participants in the study believed that the PMS had not contributed to enhancing their productivity or performance due to lack of training, lack of recognition and less challenging goals. The process was supposed to be developmental and the good performance recognised but its importance in the department had not been realised because the aims and objectives were yet to take shape. Employees were not well motivated to perform to their fullest capacity, due to a poorly implemented PMS. An ineffective performance appraisal process implemented by the employer also contributed to demotivating employees as they believed it was biased and unfair. This led to poor provision of services. The appraisal process becomes a cause of frustration and dissatisfaction among employees if they identify that the appraisal system is biased. Nikpeyma, Saeedi, Azardashb and Majd (2014) indicated that performance appraisal sometimes does not enhance productivity because it may be biased, imprecise and not accepted by employees. Performance appraisal has been linked to dissatisfaction and lack of motivation among employees

The findings uncovered that the flow of information during the performance management process was poor in the department. The importance of the PMS cannot be realised when communication between employees and supervisors is poor. These findings reveal that it is crucial for supervisors and managers to be trained in it because they are responsible for

execution of the whole process. When they are not its importance in enhancing staff performance will be undermined. One participant said that:

The performance management system is done by my supervisor on my behalf, I just sign at the end, so there is no flow of communication.

These findings reveal that all (04) supervisors have insufficient information about the performance management process and require trainings if they are to implement it effectively.

It was also revealed that the employees of the DHA agreed that the PMS is a credible tool in enhancing staff performance provided it is implemented strategically. They recognised that the performance in the department was currently being ineffectively implemented. The success of the PMS rests upon effective performance planning, because performance planning pays attention to the description of the employees' work functions, work plan and personal development plan. The importance of PMS in the department with regards to enhancing staff productivity and performance has not yet been fully recognised.

5.3 STRATEGIES TO IMPROVE PROVISION OF SERVICES

From the findings most (13) of participants in the study suggested the following organisational strategies can be used to improve provision of services in the DHA.

- Staff trainings - The training of staff is significant to the provision of services because well-trained staff are a cornerstone of good service delivery. Sunahwati and Maarif (2019) concurred that well-trained staff are crucial for accomplishing the optimal organizational performance, therefore staff development is a prerequisite for enhancement of organizational performance.
- Online system upgrades - The online systems upgrades will enhance the provision of services and this can dispense with the challenge of long queues that the department is currently facing due to high numbers of clients accessing civic services.
- Decentralisation of authority - Currently the DHA is centralised with the Head Office as the command centre. This disrupts efficient service delivery because most of the services are provided in the local offices but completed at Head Office, contributing to

long turnaround time and more unresolved client queries. Decentralisation of authority will ensure efficient and effective service delivery to departmental clients. The organization adopting the concept of decentralization appears as an entity that empowers employees by giving them autonomy, authority and real responsibility for decision-making. Al-Nawafah and Almarshad (2020) state that decentralisation empowers individual employees with more authority, real responsibility and decision-making ability, thus making it easier for employees to assume more responsibilities and achieve the goals set by the organisation.

- Construction of more offices - The findings revealed that the DHA currently has more than 400 frontline offices, of which 193 have been upgraded. Those that have been upgraded were done so because of their size, so by implication construction of more offices that can be efficiently managed and upgraded will enhance service delivery.
- Communication - Effective communication between employees, employer and the local communities being serviced is imperative for efficient service delivery. A good flow of information between all role players will promote the quality provision of services and quality service delivery, which is the mandate of public institutions. Lahap, O'Mahony and Dalrymple (2015) assert that the goals of public institution can be accomplished effectively through well-organised communication, and that effective and proficient distribution of work information assists day-to-day routine work.
- Employing more staff - The provision of services depends on the availability of efficient and sufficient human resources, so more grass-roots staff will ensure that the provision of services is enhanced.

5.4 MOTIVATION

The findings revealed that most (14) participants were demotivated to come to work on a daily basis, due to a poor working environment and ineffective management style. The performance and productivity of demoralised employees leads to poor service delivery and makes it impossible for the DHA to meet all its goals in the annual performance plan. Employees in the department felt that their needs were being neglected by the employer owing to it being more performance-oriented, while the employer had not put sufficient effort into creating a conducive working environment or good working relationships. The work of Suwati, Minarsih and Gagah (2016) stated that employees are driven not only by salaries but also self-

satisfaction, which plays a significant role. They also identified working environment, motivation and leadership as major aspects which influence employee performance.

Most (13) participants believed that the DHA was not the employer of choice, bringing to light that they were not pleased by the working relationship with the employer. This leads to demotivated and unproductive employees, as poor employee engagement creates a crack in the relationship between employer and employees and further demoralises employees in the long run. They anticipated leaving the DHA and joining other organisations due to unproductive working conditions and poor employee benefits. The dysfunctional relationship with the employer demoralised the employees, who wished to leave the organisation as it was not responsive to their needs, notably benefits and working conditions. As Maswabi and Qing (2017) found, the possibility of workers who are demoralised leaving their place of employment to join other organisations is high.

5.5 REWARDING OUTSTANDING PERFORMANCE

From the findings of this research revealed almost all (13) participants suggested the following methods that the DHA could use to reward outstanding performance:

- Efficient and unbiased performance appraisal process - The performance appraisal process should be fair in awarding outstanding performance. Fair and unbiased performance appraisal enhances productivity and performance, due to a bonus for outstanding performance. Shrivastava and Purang (2009) established that when the employee is subjected to unfairness experience during the appraisal process this create a negative emotional conditions on the other hand fairness would lead to positive emotional conditions.
- Certificates of appreciation - The appreciation of good performance motivates employees to be more productive, thus enhancing the provision of services and creating a good working relationship between employer and employees.
- Promotion – This moves the employees to other levels, with more improved benefits and challenging goals to motivate them to be more productive in their roles, spreading this to colleagues, and gain promotion. Promotion is a process where an employee's rank or position in a hierarchical structure is pushed to the next level. The employer is promoted to the better job when comparing to the former rank, the responsibilities are

changed to the most challenging one. When employees are promoted more responsibility and authority are assigned to them. In simple terms promotion is a relocation of an employee to a higher position. Asaari, Desa & Subramanian (2019)

- Recognition of the office and employee of the month - Such awards enhance employee performance, as those given recognition for their performance tend to maintain a higher level of performance, thus enhancing provision of services. When the employer praises top achievers, this might have the positive impact to non-achievers as they get encouraged to work hard to catch up with top achievers. Christiane (Bradler, Dur, Neckermann, and Non, 2016)
- Service delivery awards - The public service awards enhance organisational performance because they are competitive. To be nominated an employee needs to have constantly good performance.

5.6 RECOMMENDATIONS

Based on the findings, the following recommendations are made:

1. The management of the Department of Home (DHA): Richards Bay office needs to improve the performance planning process because the employees do not understand the objectives of the performance management system (PMS), nor its importance within the department. Poor performance planning has contributed greatly to this challenge, being the primary stage of a cycle, and failure to effectively implement it has caused confusion because it involves signing of an agreement that includes information such as job title, description of the employee's job functions, and a work plan which contains key result areas, allied with outputs and performance standards.
2. The flow of information during the performance cycle needs improvement because it was identified as non-existent. The effective implementation of a PMS will enhance the productivity and performance of employees, but this depends entirely on effective flow of information between supervisor and supervisees, whilst a performance review and monitoring gives supervisors and jobholders an opportunity to identify and eliminate performance-related complications. Newnam and Goode (2019) indicated that effective communications plays a crucial role in upholding the health and wellbeing of employees. The effective communication is imperative for the success of performance management process in the Department of Home Affairs

3. The development of staff is one aspect that needs more employer attention, with training identified in the personal development plan of each employee. This would be in line with each individual employee's performance area and enhance his or her productivity and performance. Staff training and development is an effective tool that seek to enable employee to make use of his potential/capabilities to the full capability Khanfar (2011)
4. Decentralisation of authority is needed in the DHA as a whole. Currently, the department is highly centralised and thus disrupts the provision of services, most of which offered in the local offices are finalised in the Head Office. This has caused long a turnaround time and outstanding clients queries. It is necessary to delegate the authority and responsibility of top managers to subordinate. Gantino, Ruswanti, Rachman (2017)
5. Given that most employees in the department are demoralised, it needs to devise effective strategies that will motivate employees. Recognising good performance would improve the relationship between management and employees, as would employee engagement and creation and maintenance of a good, safe working environment in order to motivate employees.
6. The employer needs to ensure an efficient and unbiased performance appraisal process, as more employees showed frustrations with regard to current performance appraisal process in the department. Among performance appraisal attributions made by workers, fairness is very important, because it substantially directs several outcomes, such as psychological contract and efficiency. Barbieri, Farnese, Sulis, Dal Corso, and De Carlo (2018)

5.7 RECOMMENDATIONS FOR FUTURE RESEARCH

It is evident in this study that there are challenges with regard to effective implementation of Performance management systems in the Department of Home Affairs (DHA): Richards Bay office. It was discovered that employees in the department were demoralised and training aligned with each performance was not given by the employer, thus it is recommended that future research should cover the following areas:

- The strategies that the DHA can use to effectively implement the PMS

- The motivation tactics the DHA can use to motivate employees for the quest to enhance employees' productivity and performance
- The training methods that the DHA can use to identify the training needs of each employee.
- The methods that the DHA can use to develop an effective work relationship between management and employees.

5.8 CONCLUSION

Altogether the study has revealed that the enhancement of civil servants' performance and productivity depends on effective implementation of performance management system. The performance planning phase was identified as a crucial stage in the whole process, because it entails the employee's job functions, a work plan which contains crucial performance areas, allied with productivity, performance standards and a personal development plan for each employee.

The performance management system in the public sector must not be implemented just because it a procedure, but rather it must be effectively executed for the purpose of enhancing the productivity and performance of public officials. In addition, recognition of good performance was identified as an essential tool to persuade employees to sustain good performance, because when the employer does not praise employees for good performance, they tend to be demoralised.

Finally, the department needs to be responsive to employees' needs and grievances in order to create a good working environment as well as good relations with the employer. This would enhance the productivity and performance of the employees.

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APPENDICES

APPENDIX A: Informed consent

UNIVERSITY OF ZULULAND



Researcher: Mr X Thusi

Supervisor: Miss Nokukhanya N Jili

Research Dean/Officer: Prof Irrshad Kaseeram

INFORMED CONSENT

Dear Sir/Madam

You are kindly requested to complete the interview schedule for academic purposes, as I am doing my Masters in Public Administration. I am undertaking a study titled. ‘**An investigation of strategies to enhance staff performance and productivity in the Department of Home Affairs: Richards’s bay**’. You will not be required to give your name or your contact details, therefore your response will remain anonymous. This study does not intend to cause any harm now or in the future, your privacy and confidentiality will remain. You may refuse or withdraw to participate from the project at any time you want.

Your Participation in this study will be of great importance, should you have any queries you should feel free to contact myself (researcher) or my supervisor using the following contact details.

Mr X Thusi (Researcher) Miss NN Jili (Co-Supervisor) Supervisor: Dr T.C Adetiba

Thusi.xolani@dha.gov.za

JiliN@unizulu.ac.za

Adetibat@unizulu.ac.za

Cell Number: 0739014675 Office number: 035 902 6615 Office Number: 0359026062

INFORMED CONSENT DECLARATION

(Participant)

Project Title: An investigation of strategies to enhance staff performance and productivity in the department of Home Affairs: Richards's bay

I Xolani Thusi from the Department of Public Administration, University of Zululand has requested my permission to participate in the above-mentioned research project.

The nature and the purpose of the research project and of this informed consent declaration have been explained to me in a language that I understand.

I am aware that:

1. The purpose of the research project is to fulfil the requirements for Master in Public Administration
2. The University of Zululand has given ethical clearance to this research project and I have seen/ may request to see the clearance certificate.
3. By participating in this research project I will be contributing towards understanding the role of community participation Ward Demarcation Process.
4. I will participate in the project by responding to research questions and assisting with relevant documents needed for the study
5. My participation is entirely voluntary and should I at any stage wish to withdraw from participating further, I may do so without any negative consequences.
6. I will not be compensated for participating in the research, but my out-of-pocket expenses will be reimbursed.
7. There may be risks associated with my participation in the project. I am aware that
 - a. the following risks are associated with my participation: None
 - b. the following steps have been taken to prevent the risks: None

c. there is a 0% chance of the risk materialising

8. The researcher intends publishing the research results in the form of Masters Dissertation and Journal articles. However, confidentiality and anonymity of records will be maintained and that my name and identity will not be revealed to anyone who has not been involved in the conduct of the research.
9. Any further questions that I might have concerning the research or my participation will be answered by Supervisor: Dr T.C Adetiba and Miss Nokukhanya N Jili (Co-Supervisor) Tel: 035 902 6615 and Emails: JiliN@unizulu.ac.za
Adetibat@unizulu.ac.za
10. By signing this informed consent declaration, I am not waiving any legal claims, rights or remedies.
11. A copy of this informed consent declaration will be given to me, and the original will be kept on record.

I, have read the above information / confirm that the above information has been explained to me in a language that I understand and I am aware of this document's contents. I have asked all questions that I wished to ask and these have been answered to my satisfaction. I fully understand what is expected of me during the research.

I have not been pressurised in any way and I voluntarily agree to participate in the above-mentioned project.

.....
Participant's signature

.....
Date

APPENDIX B: Interviews Questions

Objective 1: To assess the importance of PMS in enhancing performance of staff in the department of home affairs

- Do you understand the importance of PMS?
- Have PMS contributed in enhancing your performance and productivity?
- Are your job roles and performance expectations are clearly defined?
- Does Performance management system guides employee performance and development?
- How is the flow of information during performance management process?
- Do you see Performance management as credible tool to address the performance of employees?

Objective 2: To determine strategies that can be used to improve provision of services in the department of home affairs

- Suggest the strategies the Department of Home Affairs can implement to improve the service delivery

Objective 3: To determine if employees are motivated enough every day to carry out their duties to their level best.

- Are you motivated to come to work on daily basis?
- Can you say Home Affairs is the employer of choice?
- Where do you see yourself in 5 years' career wise?
- Are you current seeking employment in other departments?
- Do you feel that management is responsive to employee's needs?

Objective 4: In what methods can the Department of Home Affairs use to rewards outstanding performance of its staff?

- What are your comments on performance appraisal process in the department?
- Doe the department recognise the good performing employees?

- Suggest ways the department can implement to reward outstanding performance?

Interviews for the community members

- Are you satisfied with the service that is offered by the employees of the Department of Home Affairs: Richards bay office?
- Are your queries attended too timeously?
- What are the challenges of community members regarding accessing services offered by the Department of Home Affairs: Richards bay office and how can those challenges be resolved?

APPENDIX C: Permission Letter



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

DHA-57

230 Johannes Ramokhoase Street, Private Bag X114, Pretoria, 0001
Parliamentary Office, 120 Plein Street, Private Bag X9048, Cape Town, 8000

Enquiries: Nomakholwa Makaluza, Tel: 012 406 7281, Email: Nomakholwa.makaluza@dha.gov.za

Xolani Thusi
Faculty of Commerce, Admin and Law
University of Zululand
Richards Bay
3900

Dear Mr. Thusi

Re: Request for permission to conduct research in the Department for a study titled 'An investigation of staff performance and productivity in the Department of Home Affairs Richards Bay'

Your research request to conduct interviews with Senior Managers, Supervisors and Junior employees for your research project has reference. The Department of Home Affairs, through the Research Management unit, has approved your request to conduct research in the Department to fulfil the requirements of your academic qualification. The approval is based on your submission of all the required documents.

It is our understanding that the information requested will be utilised solely for the purposes of your academic research. Upon completion the research project, the Department of Home Affairs requests that you furnish the Research Management unit with a copy of your approved research report for our records.

I wish you all the best in your research study.

Regards

NAME: THULANI MAVUSO
DESIGNATION: DEPUTY DIRECTOR-GENERAL: INSTITUTIONAL PLANNING AND
SUPPORT
DATE: 15/6/2020

Annexures

Annexure 1: Ethical Clearance

**UNIVERSITY OF ZULULAND
RESEARCH ETHICS COMMITTEE**
(Reg No: UZREC 171110-030)



RESEARCH & INNOVATION

Website: <http://www.unizulu.ac.za>
Private Bag X1001
KwaDlangezwa 3886
Tel: 035 902 6731
Fax: 035 902 6222
Email: LundalIN@unizulu.ac.za


ETHICAL CLEARANCE CERTIFICATE

Certificate Number	UZREC 171110-030 PGM 2019/128		
Project Title	An Investigation of staff performance and productivity in the Department of Home Affairs, Richards Bay		
Principal Researcher/ Investigator	X Thusi		
Supervisor and Co-supervisor	Dr TC Adetiba		
Department	Public Administration		
Faculty	Commerce, Administration and Law		
Type of Risk	Med Risk – Data collection from people		
Nature of Project	Honours/4 th Year	Master's <input checked="" type="checkbox"/>	Doctoral <input type="checkbox"/> Departmental <input type="checkbox"/>

The University of Zululand's Research Ethics Committee (UZREC) hereby gives ethical approval in respect of the undertakings contained in the above-mentioned project. The Researcher may therefore commence with data collection as from the date of this Certificate, using the certificate number indicated above.

- Special conditions:
- (1) This certificate is valid for 1 year from the date of issue.
 - (2) Principal researcher must provide an annual report to the UZREC in the prescribed format [due date-13 March 2021]
 - (3) Principal researcher must submit a report at the end of project in respect of ethical compliance.
 - (4) The UZREC must be informed immediately of any material change in the conditions or undertakings mentioned in the documents that were presented to the meeting.

The UZREC wishes the researcher well in conducting research.


Professor Mahlomaholo Geoffrey Mahlomaholo
Acting Chairperson: University Research Ethics Committee
Deputy Vice-Chancellor: Research & Innovation
13 March 2020

CHAIRPERSON
UNIVERSITY OF ZULULAND RESEARCH
ETHICS COMMITTEE (UZREC)
REG NO: UZREC 171110-30
13 -03- 2020
RESEARCH & INNOVATION OFFICE

ANNEXURE B
(Faculty of Commerce, Administration and Law)

Master's Project:

<i>TITLE: An investigation of staff performance and productivity in the Department of Home Affairs, Richards Bay</i>				
Name and Document	Risk Profile	Decision	Committee's comments	Persons responsible
Thunai X S000/20	Medium risk <u>Reason</u> Data collection from people <u>Special circumstances</u> None	Approved	<u>The Committee:</u> a) Approved the request for ethical clearance.	Prof. I Kaseeram

Doctoral Project:

TITLE: A critical analysis of the legal framework regulating the operation of drones in South Africa: A comparative analysis			
Name and Document	Risk Profile	Decision	Person's responsible
Mothlali D S000/20	Low risk <u>Reason</u> Data collection from people <u>Special circumstances</u> None	Approved in principle	Prof I Kaseram Prof MG Mahlomaholo
		<u>Committee's comments</u> <u>The Committee:</u> a) Approved the request for ethical clearance subject to: • No clarity on how data will be analysed b) Authorized Deputy Dean (PI) to collate and the Chairperson to finalize.	