

**THE ROLE OF COMMUNICATION IN THE IMPLEMENTATION OF THE
PERFORMANCE MANAGEMENT SYSTEM IN THE SOUTH AFRICAN PUBLIC
SERVICE: A CASE STUDY OF THE DEPARTMENT OF TRADE AND INDUSTRY.**

by

MOKGADI MARTHA MATLALA

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ABSTRACT

The performance of public sector institutions has been the subject that has attracted attention of policy makers. This is because the long-established role and institutional character of the State has been under scrutiny as the result of not being able to achieve the desired outcomes which were evidently visible in as far as the performance of public sector organisations were concerned. It is largely because of this reason that the quest for increasing the efficiency and effectiveness of public sector institutions became very critical. Most scholars mentioned have written extensively on the discourse, but have focused squarely on assessing the implementation of the PMS, neglecting the importance of ‘communication’ as the central pillar required for having achieved the desired implementation of such a system. As a result, very little is known about the role of communication in the process of implementing PMS in the South African public service. Thus, the implementation of PMS continues to face many serious challenges. The aim of the study was to examine the role of communication in the implementation of PMS in the South African public service, using DTI as a case study with the view of gaining insight into the contribution that communication can make in improving public service performance through effective implementation of PMS. The study utilised both the qualitative and quantitative research methods to investigate the role of communication in the process of implementing PMS in the South African public service. Questionnaires were distributed to employees from level 5-11 and semi-structured interviews were conducted with employees from level 12-13 in the DTI. The study concludes that communication plays a greater role in the implementation of PMS and that there is still lack of effective communication within the department. The implementation of the PMS in the department is inconsistent across the different Chief Directorates and that it is often difficult to measure employee performance in that regard. Communication within the department is from top to bottom, whereby senior managers (Directors) instruct the middle managers (Deputy Directors) from level 12-13, lower and middle management (Assistant Directors) on how to implement the PMS with less consultation from their subordinates.

DEDICATION

This study is dedicated to my late grandfather Ntlosane Daniel Matlala, my grandmother Madira Christina Matlala and my mother Maite Maria Matlala.

DECLARATION

I declare that **the role of communication in the implementation of the performance management system in the South African Public Service: A case study of the department of Trade and Industry.** hereby submitted to the University of Limpopo, for the degree of Master's in Public Administration has not previously been submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.

Matlala MM

27 July 2017

Surname, Initials (Ms)

Date

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ACRONYMS

DTI : DEPARTMENT OF TRADE AND INDUSTRY

PMS : PERFORMANCE MANAGEMENT SYSTEM

KPAS : KEY PERFORMANCE AREAS

WPTPS : THE WHITE PAPER ON TRANSFORMATION OF THE PUBLIC SERVICES

MPAT : MANAGEMENT PERFORMANCE ASSESSMENT TOOL

BEE : BLACK ECONOMIC EMPOWERMENT

DPME : DEPARTMENT OF PERFORMING MONITORING AND EVALUATION

DPSA : DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION

SMART : SPECIFIC MEASURABLE ATTAINABLE RELEVANT TIME-BOUND

SAPS : STRUCTURAL ADJUSTMENT PROGRAMMES

NPM : NEW PUBLIC MANAGEMENT

CCMA : COMMISSION FOR CONCILIATION, MEDIATION AND ARBITRATION

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CHAPTER ONE: GENERAL ORIENTATION OF THE STUDY

1.1. INTRODUCTION AND BACKGROUND

The performance of public sector institutions has been the subject that has attracted attention of policy makers, Public Administration scholars and civil society activists throughout the world (Cushway, 1994; Renton, 1998; Mama, 2001; Van Thiel & Leeuw, 2002; West, 2005; World Public Sector Report, 2005; Moynihan & Pandey, 2010; Sedumedi, 2012; Belle, 2013). This is because long-established function and organisational nature of the country has been under scrutiny as the result of not being able to achieve the desired outcomes which were evidently visible in as far as the performance of public sector organisations were concerned (Economic Commission for Africa, 2003; World Public Sector Reforms, 2005; Manyaka & Sebola, 2012). It is largely because of this reason that the quest for increasing the efficiency and effectiveness of public sector institutions became very critical. Efforts geared towards improving the performance of the public sector were supported by the intensity of public sector reforms that have eclipsed most countries throughout the globe. It is understandable therefore that countries that have advanced economically and countries that are still advancing economically and socially jointly have, since the early 1980s, been focusing on public sector management reforms (Economic Commission for Africa, 2003).

According to Manyaka and Sebola (2012: 299), “since the arrival of the democratic system in South Africa in 1994 the modification of the public sector became one of the essential priorities of government”. The White Paper on Transformation of the Public Services (WPTPS) (1995) calls on all government institutions to make delivering service their focus point. The WPTPS provides a framework to allow institutions to create institutional service delivery plans that are performance orientated. Transformation of the public sector in South Africa was brought by the need to address the imbalances caused by the apartheid government. In a panel discussion by the late minister of Public Service and Administration Mr Collins Chabane (2014), he stated that South Africa’s initial parliamentary leadership took over a broken, unexplainable and racially separated administration system in 1994, made up of native-land authority, unconnected national and provincial administrations, for various racial groupings. The native-land administrations were badly arranged and capacitated, greatly without local government practicality, and the services given were set by the oppression government. Those public services that were properly organised were primarily in the urban areas and catered for the needs of few people. These isolated oppression period organisations had to be combined into one parliamentary and a system that is not based

on race. In addition, the public service had shortage of transparency and responsibility, creating opportunity for abuse of power and corruption. These challenges led to the introduction of the White Paper on Transformation of the public service in 1995, the primary objective of which was to develop a public service that is effective, well organised, transparent, accountable and developing labour relations policies as well as ensuring that the South African public service continue to be in touch with the evolving domestic and international environment (White Paper on The Transformation of the Public Service, 1995). In this study the term public service is used to refer to institutions in both the national and provincial spheres of government, excluding local government. The key reason for the public service to exist is to provide services to the public. The White Paper on the Transformation of the Public Service 1995, supports the performance management systems (PMS) with regards to service delivery. Chapter 9 of the WPTPS demand that in increasing the output-related performance, responsibility and responsiveness of the public service, significant organisational changes will need to be formed in the organisation and management of public institutions, with the aim of: equipping, testing and encouraging individual public officials to perform fruitfully and with creativity and devotion in order to achieve the objectives of the public service, not forgetting the fulfilment of their individual and work-connected objectives. At the core of the execution of public service rest problems affecting the planning, capabilities, inspiration and confidence of the workers (White Paper on The Transformation of the Public Service, 1995).

The formation of the PMS in South Africa was brought about by the desire to enhance the performance of institutions in the public sector. That is adopted as a necessary instrument for ensuring that public officials perform their duties in a productive and coherent way. It was intended to direct and control the performance of public officials such that the institutional goals and targets can be achieved and to also improve institutional outputs and their end results (van der Waldt, 2004: 39). In spite of this reality, Saravanja (2010:1) argues that the institutions in the South African public service have been confronted with many serious challenges relating to performance. Such challenges range from lack of worker's self-confidence, lack of an integrated way to performance management, excessive employee change, maladministration, criminality, low quality of service delivery and institutional authority challenges and politics (Armstrong, 2008; Bruce, 2013; Rooyen, 2015). Much of these challenges can be attributed to the fact that the bureaucratic institutional system of the public service, including political and administrative arms, intergovernmental systems, and participation of unions and bargaining chambers, takes away public sector management's power to govern its employees, resources and strategy (Saravanja;2010). It is for this reason that the implementation of PMS in the public sector has not yielded the desired outcomes or results,

and this is because in most instances, PMS is viewed as merely an instrument for assessment and analysis instead of just an instrument for transformation (Fryer, Antony & Ogden, 2009:478). Some of the problems affiliated with the implementation of PMS are the negative attitude of employees towards the system, inappropriate association between the supervisor and the employee and lack of satisfaction in the job they are doing and lack of communication (Aguinis, 2005; Parida & Kumar, 2006; Saravanja, 2010).

According to Letsoalo (2007) PMS emphasizes the importance of communication as an essential component of management. Since managers cannot perform their duties without communicating. That is communication is the cement that joins different elements, correlate activities, permits people to work jointly and achieve the desired results (Carell, Elbert, Hatfield, Grobler, Marx & van der Schyf; 1998). PMS should involve on-going communication between line managers and their subordinates that links the expectations, on-going feedback, guidance, performance assessment, enhancement arrangement and feedback (Dailey, 1985). Constructive communication takes place only if the receiver comprehends the exact information or view that the sender wanted to convey. A large number of the problems that exist in an organisation are the direct outcome of managers' inability to communicate and this engender confusion and can make good plans to not be successful (Mistry, Jaggars, Lodge, Alton, Mericle, Frush, Meliones, 2008). It is clear that communication plays a vital part in the implementation of the PMS. It is for this cause that the purpose of this study is to examine the role of communication in the implementation of the PMS within the South African public service using the Department of Trade and Industry as a case.

1.2. PROBLEM STATEMENT

The implementation of PMS as a tool for performance improvement has been subjected to rigorous research (Davis, 1995; Otley, 1999; Franzsen, 2003; Cheng, Dainty & Moore, 2007; Elzinga, Albronda & Kluijtmans, 2009; Paile, 2012; Mtshali, 2013; Makamu, 2014). Consequently, there is a plethora of literature on the implementation of the PMS in South African public service (Williams, 1998; Mone & London, 2002; Wright, 2002; Amos, Ristow & Ristow, 2004; Westin, 2005; Weyers, 2009; Stanton & Nankervis, 2011; Hostler, 2013). Most of these scholars mentioned above, have written extensively on the discourse, but have focused squarely on assessing the implementation of the PMS, neglecting the importance of 'communication' as the central pillar required for the effective implementation of such a system. As a result, very little is known about the role of communication in the process of implementing PMS in the South African public service. Thus, the implementation of PMS continues to face many serious challenges. It is not surprising therefore that the main challenges experienced by employees within the

Department of Trade and Industry (DTI) with regards to the implementation of the PMS is that there is no proper or regular communication between line managers and their subordinates with regards to their respective roles and responsibilities involved in the execution of the system. These results, in the set performance targets becoming unrealistic and unattainable in the event that they have been poorly communicated which led to subordinates reporting on wrong performance targets which are not aligned to the departmental targets resulting in poor performance. It is within this context that the question of the role that communication plays in the implementation of performance management systems in the South African public service will be investigated.

1.3. AIM AND OBJECTIVES

The aim of this proposed study is to examine the role of communication in the implementation of PMS in the South African public service, using DTI as a case study with the view of gaining insight into the contribution that communication can make in improving public service performance through effective implementation of PMS.

To realise this aim, the study will be directed by the following objectives: -

- To evaluate the status of the implementation of Performance Management System in the Department of Trade and Industry.
- To determine the nature and importance of effective communication.
- To identify the various challenges related to the implementation of the Performance Management System within the Department of Trade and Industry.
- To determine the effect of communication on effective implementation of Performance Management System.
- To determine the recommended measures for optimising effective implementation of the Performance Management System within the Department of Trade and Industry.

1.4. RESEARCH QUESTIONS

The study will be directed by the following research questions

- What is the status of the implementation of Performance Management System in the Department of Trade and Industry?

- What is the nature and importance of effective communication?
- What are the various challenges related to the implementation of the Performance Management System within the Department of Trade and Industry?
- What is the effect of communication on effective implementation of Performance Management System?
- What are the recommended measures for optimising effective implementation of the Performance Management System within the Department of Trade and Industry?

1.5. DEFINITION OF KEY CONCEPTS

The following key concepts are defined to establish a common understanding.

1.5.1 Performance Management System (PMS)

Performance Management System involves an accurate structure for leading workers work, that involves the strategy frame and the foundation connected to the entire components in the performance cycle, taking into account performance planning and agreement; performance monitoring, review and control; performance appraisals and moderating; and overseeing the outcomes of appraisal (Bacal, 1999:3). Esu and Inyang (2009) define PMS as a process of gathering desirable outcomes from the institution, groups and individuals by comprehending and guiding performance within an agreed framework of set objectives and indicators. Performance required is measured to meet strategic goals and managed through reward and recognition. In this study, the term PMS will be utilised to refer to a policy and authoritative frameworks that provides guidelines on the implementation of performance management which is used to manage and improve employee performance, job productivity as well as achieve organisational goals.

1.5.2 Communication

The etymologic meaning of the concept communication is taken from the Latin word, *communis*, which means common (Adhikary, 2010). Keyton (2011) explains communication as the means of transferring information and similar interpretation from one person to another. The explanation underscores the fact that unless the same interpretation of the results from the interchanging of information, there is no communication (Cheney, 2011). According to Boninelli and Meyer (2004) communication in the context of a workplace is a method by which the manager and subordinate collaborate to share information about

work progression, possible barriers and challenges, probable answers, and ways in which the supervisor can assist the subordinate. They proclaim that on-going performance communication permits supervisors to attain a comprehension of the subordinates' needs, and obstacles they face, and guarantees that there is a consistent dialogue about performance measures" (Boninelli and Meyer, 2004:222). In this study, the term communication will be used to refer to the constant interaction between the key role players in the PMS with regards to the implementation of the system because PMS requires active participation of all the key stakeholders in order for the system to be implemented successful.

1.5.3 Implementation

According to Fixsen, Naoom, Blasé, Friedman and Wallace (2005) implementation is normally viewed as a phase that traditionally involves detailed regulations, the formation of new framework necessary to explain government decisions into practice and daily applications, with alteration of initial decisions and regulations. Rouse (2007) defines implementation as the application of an idea, a procedure, or any blueprint for doing something. With that said implementation can also be defined as is the activity that must follow any preparatory line of thought to ensure that an activity or action takes place. In an information technology backdrop, implementation involves all the procedures encompassed in having latest software or hardware working suitably in its situation, inclusive of installing, configuring, operating, assessing, and forging required alterations. In this study, the term implementation will be used to refer to a systematical way of carrying out or implementing the PMS.

1.6. RESEARCH DESIGN

A research design is a plan or roadmap of how the researcher plans to investigate the research problem. It emphasis on the outcome (kind of study being outlined and the kind of results the researcher wants to achieve). Leedy and Omrod (2001:13) describe a research design as the full strategy of attack on the main research problem. It gives the comprehensive pattern for the method that the researcher follows, the data that the researcher gathers, and the data analysis method that the researcher is willing to adopt. In this study, the researcher will make use of a case study. A case study is of peculiar use when the researcher is looking to investigate a problem in which one or more of a number of factors are connected, and in which it is hard to comprehend the individual factors without taking into consideration their relationships with one another (Kothari, 2004). De Vos, Strydom, Fouche and Delpont, (2005:272), states that a case study aims to provide an extensive analysis of phenomena. The proposed study will adopt a combination of

qualitative and quantitative research designs. Both research approach design will be chosen for this particular study because they will essentially allow the researcher to interact with people and get informed or rather relevant information in that they complement each other. Mixed methods are vital for this study since it involves selection of well-informed respondents.

1.6.1. Qualitative research design

Mason (2002:1) states that qualitative research explores a broad range of dimension in the social world, involving the touch and pattern of everyday life, comprehension, encounters and imaginations of the study participants. Denzin and Lincoln (2000) state that qualitative research contains an explanative and realistic approach, meaning that qualitative researchers study objects in their unrefined settings, seeking to make sense of, or to explain, a situation in terms of the interpretations people make. The qualitative research method was chosen for this study because it will allow interaction between the researcher and the research participants. Interviews will be used to collect data in this study. Semi-structured interviews will be conducted in particular with the employees from salary level 12-13 which consists of senior management staff as well as middle management staff of the Investment Promotion and Facilitation Chief Directorate and Competitiveness Incentive Cluster Chief Directorates within the Department.

1.6.2. Quantitative research design

Quantitative research design focuses on the observation of quantity and numbers (extra and lesser, bigger and minor, mostly and rarely, same and different) of the features shown by participants and incidents that the researcher studies (Thomas, 2003:1). Lues and Lategan (2006:11) state that in the quantitative research approach, the findings are normally conveyed by means of statistical data and have numerical values. Quantitative research can be summed up as being related with scientific research where the aim is to get a common statement. The researcher allocates numbers to surveys and by adding and measuring, data is acquired. This method could incorporate techniques such as observation, pilot studies, quantitative analysis and questionnaires. In this study, the researcher will use a quantitative data collection tools (a questionnaire to obtain information concerning the role of communication in the implementation of the PMS. This study will employ structured questionnaires which will be distributed amongst the employees from salary level 5-11 comprises of operational staff within the two selected Chief Directorates.

1.7. DESCRIPTION OF THE STUDY AREA

The DTI is one of the 47 national Departments of the post-apartheid South African government. Its offices are situated in Pretoria, Gauteng Province. The DTI and its subsidiary agencies such as the Competition Commission, Companies and Intellectual Property Commission, International Trade Administration Commission and Sanas are tasked with promoting economic development, Black Economic Empowerment (BEE), implementing commercial laws including company law and intellectual property law, promoting and regulating international trade, and consumer protection. DTI is in charge of commercial policy and industrial policy for its clients such as the South African citizens, companies and the international companies (investors). The Department has received some of the top accolades during the 2013/2014 from the department of Performance Monitoring and Evaluation (DPME) in terms of the Management Performance Assessment Tool (MPAT), as the second –best functioning national department (Annual Report, 2014) in South Africa. The researcher is an employee of the DTI and the department was chosen for this study based on the researcher' s first-hand experience on some of the challenges experienced by employees with regards to the implementation of the PMS within certain chief directorates.

1.7.1. Research population

According to Neuman (2000:201), population can be defined as a group of participants or organisations to which findings are to be generalised. To describe the research population, the researcher identifies the unit being sampled, the geographical location, and the temporal borders of the participants. Welman, Kruger and Mitchell (2005:52) define a population as the study object and consist of individuals, groups, organisation, human products and events or the conditions to which they are exposed. In other words, the term can be explained as a full set of individuals or groups from which a sample is taken. The targeted population of this study will be the employees of the DTI with specific reference to the Investment Promotion and Facilitation and Competitiveness Incentive Cluster chief directorates which both have 101 employees. The two chief directorates were selected based on the researcher' exepience in working within them such as every employee from level 5 to 12 which includes operational staff (Administration Assistants, Trade and industry Advisors and Assistant Directors) as well as middle management (Deputy Directors) are reporting to the senior manager (Director) on level 13 and unattainable and unrealistic performance targets due to lack of communication between the employees and their managers who are in charge of overseeing the PMS.

1.7.2. Sampling

According to Terre Blanche, Durrheim and Painter (2006:49), sampling is defined as a selection of research participants from a group of research population and entails decisions about the population, surroundings, experience, behaviours and social processes to monitor. The sample represents the research population to certify that the researcher can generalise the findings from the research sample to the population as a whole. William (2006), defines sampling as a method of selecting a group of participants from the entire research population of the preferred group so that by studying the sample it may become fairly easy to generalise the research findings back to the population from which they were selected. A sample always points out the concurrent existence of a greater population which the sample is a smaller segment or a set of people chosen from a target population (Gravetter & Forzano, 2003; De Vos, Strydom, Fouche, & Delpont, 2005). A sampling size 30 of employees from the two Chief Directorates will be chosen for this study which comprises of employees from salary level 5-13 (senior managers, middle managers as well as operational staff). Questionnaires will be distributed evenly within the two chief directorates to 20 employees within salary level 5-11 while direct interviews will be conducted with 10 employees from salary level 12-13 (5) each from both the chief directorates.

1.7.2.1. Sampling procedure

Purposive sampling and simple random sampling procedures will be used to select participants in this study. Purposive sampling according to Terre Blanche *et al.* (2006) can involve a collection of people who have the same type of issues or challenges although they often show a diverse cross-section of interests and attitudes. Similarly, Castillo (2009:23) argues that purposive sampling is an un-like hood sampling method where the researcher chooses elements to be sampled looking at their knowledge and professional judgment. Purpose sampling will be chosen for this study because it allows the selection of the respondents to be interviewed from the Department. Employees from salary level 12-13 will be purposively selected to participate in this study because of their role in the implementation of the PMS. Wegner (2002; 172) describes a simple random sampling as a method whereby each object in the entire population has an equal chance of being chosen. This is because researchers usually cannot get data from everyone in a group; a smaller section is unsystematically chosen to act as a representative for the entire group as a whole. The aim is to get a sample that will represent the larger research population. A simple random sampling procedure refers to a sampling procedure whereby a section of the population is unsystematically selected from a population (cherry, 2012). Employees from salary level 5-10 will be

haphazardly chosen to take part in this study since they're end-users of the PMS and they experience the PMS challenges first hand.

1.7.3. Data collection methods

The collection of data is described as the continuous systematic collection, analysis, and interpretation of information necessary for designing, implementing, and evaluating results (World Health Organisation, 2015). In this study, interviews and questionnaires will be utilised to gather primary data from the sampled participants while documentations will be used to obtain secondary data.

1.7.3.1. Interviews

Interviews will be utilised to gather information in the study. Semi-structured interviews will be conducted in particular with the (10) employees from salary level 12-13 which consists of senior management staff as well as middle management staff of the Investment Promotion and Facilitation Chief Directorate and Competitiveness Incentive Cluster Chief Directorates within the Department. At the DTI middle management is refers to level 12 employees which are deputy directors. The two Chief Directorates will be selected based on the experience that the researcher has gathered while working within the chief directorates such as all employees from level 5-12 reporting to the senior manager (level 13) which is the director of the unit which results in issues of inadequate communication concerning the implementation of PMS. According to Lindlof and Taylor (2002), semi-structured interviews are described as flexible and enables new questions to be asked during the interview resulting from what is said by the interviewee. The researcher has chosen semi-structured interviews because they make use of an interview guide with some questions developed in advance but also allow the researcher to stray from the interview guide by way of asking follow-ups questions deemed appropriate.

1.7.3.2. Questionnaire

Questionnaires are defined as a method of gathering primary data where lists of semi-structured and semi-structured questions are given to a selected sample to extract authentic responses (Collins & Hussey, 2003). This study will employ structured questionnaires which will be distributed amongst the (20) employees from salary level 5-11 which comprises of operational staff within the two selected Chief Directorates. According to Acharya (2010), structured questionnaires encompasses pre-coded questions that are well-

designed skipping pattern to follow the pattern of questions. That is Structured questionnaires have closed ended questions which provides alternatives answers for the respondents to select.

1.7.3.3. Documentations

Secondary data will be gathered from different recorded sources such as state policies and pieces of legislation, research surveys conducted on performance management, public service annual reports of different governmental departments, books and journals and annual reports and procedure manuals guiding the implementation of PMS in the DTI. Secondary data will be used to gather more information on the role of communication in the implementation of performance management system in the South African public service as well as at the DTI.

1.7.4. Data analysis

Bass (2003) describes data analysis as the means of methodically applying statistical and/or logical process to explain and demonstrate, compress and review, and assess data. The data gathered will be examined by means of classification which involves dividing the data into themes and also by tallying the arrangement of the responses question by question. David, Moore and George (2005) define data analysis as a process of analysing, clearing, refinement, and epitomizing data with the expectation of generating a useful collection of understanding as the result. The researcher chooses some segment of participants' discussion as providing acceptable responses to the researcher's query. Vithal and Jansen (1997:27) assert that researchers can only make perception of the information they gather through categorizing and classifying the information into a feasible pattern. The information should be designed by categorizing and dividing the data into large units to ensure that the collected data is sensible. It can be deduced that data ought to be collected, recorded and arranged systematically for interpretation. For easy interpretation, data can be packaged into manageable themes and variables. This method will result in an insightful and reasonable picture of the researched population. Qualitative data obtained from the research respondents will be categorised and summarised according to different thematic areas which are relevant to the research questions and furthermore a Statistical Package for the Social Sciences (SPSS) will be utilised to interpret the quantitative data and presents them in a form of graphs and tables which will be comprehensively interpreted and analysed by the researcher.

1.8. ETHICAL CONSIDERATIONS

As stated by Welman et al (2005:201) social research is a branch of investigation that study human behaviour which requires that the researcher understands ethical and legal responsibilities towards their research targets. Ethics are social views about what is correct or what is not correct, acceptable or unacceptable. In conducting this study, the researcher will be based on the following research ethics: -

1.8.1. Informed consent

Informed consent is defined as a lawful system to safeguard that a sick person, customer, and research participants are conscious of all the possible threats and costs covered in a treatment or operation. The components of informed consent involves notifying the customer of the description of the treatment, other available treatments, and the possible threats and advantages of the treatment (Cherry, 2012). Marlow (1998:151) emphasizes that it is important that the researcher obtains the informed consent of the potential participants, that the participants be told what the purpose and objectives of the research project are, to enable them to give a voluntary consent or otherwise reject participation before commencement of the exercise. De Vos (2007:57), explains that emphasis should be placed on precise and complete information so that the participant may be able to thoroughly take a rational decision about possible involvement. It is against this background that the researcher will be guided to request the permission of participants that falls within the research population to conduct the study. The researcher will also, write a letter of consent that will be distributed to all research respondents before the commencement of the research. The letter will briefly, outline the aim of the study as well as the role of the researcher and participants. This will ensure that participating in the proposed study is voluntary and also serve as a guarantee that participants can withdraw their participation in the study should they feel uncomfortable.

1.8.2. Anonymity and Confidentiality

White (2002), defines confidentiality looking at studies based on human beings, as a situation that occurs when information is kept in a way that eliminates accidental or improper revelation of respondents' recognizable information. The researcher will accordingly ensure confidentiality by maintaining that all the information gathered does not link to other people within the department by requesting that participants should not disclose any personal details on the questionnaires like their names or telephone numbers.

1.9. SIGNIFICANCE OF THE STUDY

A lot of research has been done on the PMS as well as its implementation in the South African public service (see Mapesela & Strydom, 2004; Ravhura, 2006; Solomons, 2008; Kgantlapane, 2009; Nyembezi, 2009; Letsoalo, 2010; Saravanja, 2010; Munzhedzi, 2011; Manyaka, 2012; Manyaka & Sebola, 2012; Ochurub, Bussin & Goosen, 2012; Paile, 2012; Mtshali, 2013; Makamu, 2014; Mosoge & Pilane, 2014), yet very little is known about the important role that communication has on the implementation of the PMS. This is because none of these researchers have channelled their curiosity on examining the role of communication in the implementation of PMS, thus leaving enormous knowledge gap in that regard. It is for this reason that the purpose of this study is to examine the role of communication in the implementation of PMS in the South African public service with the view of gaining insight into the contribution that communication can make in improving public service performance through effective implementation of PMS. It is expected that the outcomes of this study will be very instrumental and instructive in making a contribution in the evolution of the discipline of Public Administration. The study will also be instrumental in terms of assisting the DTI and other public service Departments in understanding and appreciating the significance of communication in the implementation of PMS thereby using the recommendations of the study to rethink their policies to reflect the essence of communication as a central pillar in the implementation of the PMS.

1.10. CHAPTER OUTLINE OF THE STUDY

CHAPTER ONE: GENERAL ORIENTATION OF THE STUDY

This chapter focuses on the general orientation to the study. It covers the introduction and framework of the study, the problem statement, the purpose of the study, the objectives and research questions of the study, define the concepts related to the study and lastly the significance of the study.

CHAPTER TWO: THEORETICAL AND LEGISLATIVE FRAMEWORKS FOR PERFORMANCE MANAGEMENT SYSTEM.

This chapter will focus on the theoretical and legislative frameworks of the Performance Management System in the public service. The significance of the theoretical framework in this study will be utilised as a guide to fulfil a single primary aim which is to describe the concept, essence, and difficulties associated with the study.

CHAPTER THREE: THE DEVELOPMENT OF PERFORMANCE MANAGEMENT SYSTEMS.

This chapter seeks to look at further part of the literature review discussion based on the development of the PMS. The roles and responsibilities of Performance Management System stakeholders in the implementation of the Performance Management System in the public service. Objectives of the Performance Management System and Performance Management System process.

CHAPTER FOUR: COMMUNICATION AND IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEMS IN THE PUBLIC SERVICE.

This chapter seeks to look at communication and implementation of the PMS in the public service and most importantly the role that communication plays in the implementation.

CHAPTER FIVE: RESEACH DESIGN AND METHODOLOGY

This chapter deals with the research design and methodologies that will be utilised to collect data. The description of the study area, the data collection methods that will be used by the researcher and the ethical considerations.

CHAPTER SIX: ANALYSIS OF DATA AND PRESENTATION OF FINDINGS

The chapter will demonstrate the research analysis and findings grounded on the data collected and analysed.

CHAPTER SEVEN: SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

The chapter comprises summary, recommendations and conclusions of the study.

1.11. CONCLUSION

The chapter focused on the general background and introduction of the study. It discussed the introduction and framework of the study, the description of issues to be addressed. It also outlined the meaning the key concepts used in this study and the design and methodology the study will take. In the next chapter the focus will be on the theoretical framework.

CHAPTER TWO: THEORETICAL AND LEGISLATIVE FRAMEWORKS FOR PERFORMANCE MANAGEMENT SYSTEM

2.1. INTRODUCTION

The preceding chapter looked at the general orientation to the study. This chapter will deal with the theoretical and legislative frameworks of Performance Management System. The significance of the theoretical and legislative frameworks in this study will be used as a guide to fulfil a single primary aim which is to describe the concept, essence, and difficulties associated with the study. The use of theoretical and legislative frameworks provides knowledge and understanding that helps in acting in a more informed and effective way (Alabama State University, 2013). According to the Constitution of the Republic of South Africa (1996) public administration should be broadly illustrative of South African people, must be development-oriented, and must be accountable. This led to the establishment of the Public Service Act, proclamation (1994) with a mandate of creating a public service that is centred on the citizens which is made up of fairness, quality, accountability, prompt and a powerful code of ethics. It is imperative for public sector organisations to have PMS in their organisations to ensure that it is used to evaluate the entire performance of the organisation. A system like these must be used to recognize skills shortages or training requirements for workers (Mlambo, 2010). An inclusive (PMS) should be connected with human resource unit within the organisations to ensure that it closes the skills shortages by enrolling their workers for training. According to Lalloo (2003:1). PMS can be used to effectively manage employees' performance and it has also become an important tool for management that organisations can use to improve their employees level of performance at the same time ensuring that they still remain motivated

2.2. THEORETICAL FRAMEWORK OF THE STUDY

According to Miles and Huberman (1994) Ravitch and Riggan (2011) a conceptual framework of the study focus on a structure of ideas, presumptions, predictions, views, and notions that assists and enlighten the study and it is a key part of the design. Mehta (2013) explains that conceptual framework is utilised in research to profile potential channel of activities or to demonstrate a preferable tackle to a plan or view. The necessity of conceptual framework is to provide the researcher with the potential to advance past interpretations of 'what' to explanations of 'why' and 'how', a way of pointing out a clarification kit that can be utilised to explain and understand the information that streams from the problem statement, a clearing mechanism for choosing suitable research questions and connected ways of gathering data, a

referral point/system for the discourse of the literature, methodology and findings as well as the limitations of the study (Smyth,2004). For purposes of this study, the study adopts its perspective from the new Public Management paradigm.

2.2.1. PUBLIC SECTOR REFORMS

According to Kuye (2006:290-291), public sector refinement in South Africa should be interpreted from the perimeters of past views and political arrangement which are the causes of public sector reforms. The public sector in a country is never constant. Rather, public sector reforms must be seen as a “living organism” which changes with time and events and can never be regarded as constant. Changes, reform and even transformation take place from time to time. Such changes may occur as a result of economic developments (either positive or negative); social changes; urbanisation for example in the 1930s or political changes for example before 1994 and after 1994 in South Africa. Reform or transformation should, therefore, be considered within more than one dimension, not merely as an organisational phenomenon as well as the minimisation of the role of government and the society. Frederickson (1999:1) notes that “if there is a way of distinguishing public sector transformation and administration in the twenty-first century is modification”.

An extensive review of the literature written by scholars of Public Administration and political transformation demonstrate evidently that ample public sector reforms must be hinged on proper planning, efficient administration and political will (Cloete, 1995; McLennan, 1997; Jessop, 2000; Brett, 2009). However, it must be noted that the notion of bureau pathology which can be defined as the set of problems that arise from exaggerated bureaucratic controls that continuously exists in most institutions within public sector (Weber, 1922). In the situation of South Africa, the past-apartheid community wanted to rectify the unfairness of the apartheid era such as inequality and the improvement of the performance of public sector institutions. While public sector reforms in South Africa may have certain permanent attributes and a few universal aims and objectives, it is constantly changing and adapting itself to new demands and new circumstances. When discussing and deliberating about public sector transformation it is important to remember that it has the growing quality of a living organism which means that it is constantly changing. Reforms do not only changes as time goes by, but it is also sensitive to locate as it is to age it. The design of reforms and transformations processes have to acknowledge existing strategies, structures, human resource ability and financial feasibility. Proportionally essential is the devotion to transform by the government introducing and encouraging the public service reform.

2.2.2. PERFORMANCE MANAGEMENT AND THE NEW PUBLIC MANAGEMENT

Many public sector reform initiatives that have been developed in less developed nations throughout the past two decades were launched as sections of the Structural Adjustment Programmes (SAPs) of the World Bank in the 1980s. Nonetheless, many of the recently established reforms, through the impact of the New Public Management (NPM), have been steered by a collaboration of economic, social, political and technological elements, which have activated the search for effectiveness and techniques to reduce the price of rendering public services. Furthermore, especially in Africa, other factors comprise of lending conditions and the growing focus on competent governance (Economic Commission for Africa, 2003). New Public Management has advanced as a synopsis explanation of a system of restructuring public sector frames to usher their management, reporting, and accounting systems nearer a certain view of business systems (Dunleavy & Hood; 1994). The analysis of public sector reforms displayed that since the 1980s, governments comprised of coming up with enormous attempts to upgrade the performance of public sectors to connect the technological and socio-economic problems (Hope, 2002).

One of the various NPM-inspired is Performance Management that was introduced to deal with some of the responsibility challenges outlined in the preceding section. In the search of achieving improvement of performance, performance management speaks for the empowerment of managers, for example giving the manager the power and right s/he requires to fulfil their duties and to reinforce the connection between government and its various clients in the civil society (CAPAM;1996). Unrevealing the empowerment proposition is the presumption that the ability or dominance that is assigned to the second rate managers would not only be divided with the subordinates, but would also be employed for the public good (Hope, 2001). This is expected to enhance productivity, looking at the concept that public sector managers are hindered by rules and regulations, and have few inducements to take chances and to be creative and service-focused.

As an ideology, the new public management alludes to the non-success and deficiencies of public sector performance over time, and detect the challenges as resting in the character and systems of public sector activities and public administration. Concentrated administration, misuse and inadequacy in resource utilization and inefficient methods of responsibility are challenges that the new public management want to address. The introduction of performance management in the public service has been on the rise in many countries in recent years (Huprich, 2008). A trend widely perceived to have started around the 1980s and 1990s which also led to PMS been developed as a tool to assist in the management of public service

performance (Talbot, 2010:1). Performance management in the public service was introduced to improve productivity by establishing a logical planning method based on the view that business methods would be more constructive than conventional public administration approaches (Thorpe & Holloway, 2008:216).

Thorpe and Holloway (2008:222) further noted that the adaptation of PMS as a business method to improve the effectiveness of public sector was motivated by the fact that the public sector was mostly focused on methods of making decisions rather than on the output and outcomes quality. Thomas (2004:5), states that performance management gained admiration in addressing the challenging evolving situations of the public sector throughout the 20th century. In spite of the fact that the idea was recently introduced to governments, the concept was used as private management procedures in other institutions, like organising, schedules, budgeting, management by objectives and total quality management. Heinrich (2003:2) also emphasise that wider foundations based on the advancement of PMSs, including those coming from total quality management and creating government reforms combined with the quantification and interpretation of the findings, on-going performance enhancement, combined responsibility, and client and market orientated inventiveness.

According to Thomas (2004:14) the concept of performance management has become so extensive that it is difficult to monitor what is happening within governments all over the world with the labelling and focus of PMSs change usually due to the new administration coming into power. It is also illustrated that in spite of exciting writings linked to the system title, other major Performance Management Systems are currently narrowed with regards to their focus or stopped all together, because of the overwhelming information. Most governments tend to venture into using one method of dealing with the Performance Management Systems the same in all its institutions, non-governmental structures and projects. This generic process may have explicit deliberate ethics that are constant, comparable and fair whereby institutions vary in the scale of connecting the achievement of the society to programmes.

2.3. LEGISLATIVE AND POLICY FRAMEWORK GUIDING THE IMPLEMENTATION OF PMS IN THE PUBLIC SERVICE.

The implementation of PMS in the South African public service is governed by various legislative frameworks like the Constitution of the Republic of South Africa, Labour Relations Act 66 of 1995, Public Service Act 103 of 1994, Public Service Regulation of 2001, White Paper on the Transformation of the

Public Service of 1995, White Paper on Transforming Public Service Delivery (Batho Pele) of 1997, Public Service Commission of 2005, Basic Conditions of Employment Act 75 of 1997, White Paper on Human Resource Management in the Public Service of 1997 and Intergovernmental Relations Framework Act 13 of 2005 which will be discussed below.

2.3.1. The Constitution of the Republic of South Africa, 1996

The democratically elected government of South Africa, which took power in April 1994, did not take over a clean public sector for them to begin governing (Kuye, 2006). The spin-offs of the former administration, particularly the oppression during the 1948s to March 1994 was utilised as a background for the development of current, non-race related approaches which provide for the eradication of previous inconsistencies. Consequently, it becomes imperative to review some of the attributes of the previous administration methods to understand the stretch of the transformations that had been applied since 1994. Section 2 of the Constitution of the Republic of South Africa of 1996 (thereafter referred to as the Constitution) specifies that the Constitution is the superior law of the country and that any rules or regulations that are not in line with it are useless and its requirements must be accomplished. Basically there is no rule of law that is superior to the Constitution. All elements of the country are controlled by the Constitution and connected legal norms. Public administration is one of the prime objective of the Constitution. In terms of Section 197(1), requires that public administration includes public service for the country, which must operate and be organised in line with the requirements of national legislation, and must carry out the legal strategies of the current administration properly. Constitution of the Republic of South Africa, 1996, Section 195 (1) outlines the fundamental importance and key philosophies that govern administration of the public sector. It highlights, that public administration should promote a great quality of professional values ;proper utilization of state resources must be promoted; public administration that is progress-focused, public services must be delivered equally, objectively, equitably and without favouritism; public administration must be responsible; excellent personnel management and worker-growth programmes, to make use of the workers potential, recruitment and human resource management programmes must be grounded on the capability, impartiality, honesty, and the obligation to rectify the disparities of the former govern administration to attain large portrayal. These provisions served as a foundation for the development of PMS in the South African public service.

2.3.2. Labour Relations Act 66 of 1995

This Act was created to promote labour peace and democracy in the workplace. The Labour Relations Act 66 of 1995 was the initial genuine effort to straighten the labour relation playing field between the public and private sectors by providing guidelines on how employees and employers should deal with each other and also what rights trade unions and employer organisations have in the workplace (Van der Waldt, 2008:12). The Act succeed the initial Public Service Labour Relations Act 102 of 1993, which concentrated mainly on public service. It outlines that both the manager and employee should agree on the problem and identify what are the factors that makes it difficult for the employee to achieve the performance goals and objectives and also identify the reasons of the shortfall without attaching blame to anyone. Instead, both the manager and the employee should come up with corrective measures that need to be implemented in order to remedy the situation, for example, developing training opportunities for training or more resources allocated in order to improve the employee's performance.

Managers should not only monitor the employees' performance but should also provide employees with feedback regarding their performance. They should also encourage employees to observe their individual performances and to point out potential corrective actions that can solve their performance related challenges. Training and development can be done when an employee struggles to perform their duties as agreed upon. The Act allows for the establishment of programmes towards ensuring that employees are encouraged to deal with the social and work-related challenges that may contribute to poor performance (Mphahlele, 2006).

The Act provides guidance on the mechanisms that the employer may employ to seek acceptable work performance standards, and that workers must be shielded against unjust treatment by the employee in the workplace. Employers can make performance standards that employees are obliged to achieve. The standards must always be both fair and related to the workplace. Multiple performance standard can be set, based on the job.

Employees are expected to be made aware of all the performance standards set. The standards may be conveyed orally (e.g. during a meeting with a manager), handwritten (e.g., in a memo or letter of appointment) or declare it using the procedures and tradition as stated by the Commission for Conciliation, Mediation and Arbitration (CCMA).

2.3.3. The Public Service Act 103 of 1994

This Act provides for the effective management and running of the public service of the country, the controlling of employment conditions, employment duration, regulations and terms of leaving and dismissal of workers within the public sector and with further events attached with it. Section 2(4) of the Public Service Act (1994) made reference for retaining created vacancies with the revocation made by the Act and which started prior the beginning the Act, besides where plainly unsuitable, such vacancies will be considered to have been recognised in terms of the Act. The same measures were made for workers that were, employed based on other laws before the beginning of the Act. Section 4 of the Public Service Act of 1994 is probably amongst of the most important sections with regards to the amendments needed in the make-up and operation of the public service. The specific section gives the conversion and adjustments of public administration in South Africa. The Commission for Administration, re-introduced in terms of the Act, was expected to provide guidance, provide ways and make inspections to get collaboration of the public service. Arrangements were formulated for the on-going terms of the service conditions of the current state workers. Although the conditions of service were supposed to not be below commendatory as compared to the conditions that were appropriate prior to when government introduced another system. The Act make a provision for the running and management of the public service in South Africa, the monitoring of the employment conditions, such as the manner in which public employees should conduct themselves and the performance of public sector institutions.

2.3.4. Public Service Regulation, 2001

The Public Service Regulation of 2001, with regards to the Public Service Act, requires government departments to develop PMS in order to administer performance that allows for consultation, encouraging and not biased in nature. Howlett, Perl and Ramesh (2009:10) argues that the policy outcomes must lead to enhancing the efficiency and effectiveness of the institution, the utilisation of state resources must be accounted for as well as outcome accomplishment. The main focus of the PMS is that it is viewed as a developmental tool. However, it must make provision for successful feedback to constant insufficient performance and for recognising excellent performance. Performance management methods must minimise the managerial load on supervision while sustaining openness and managerial fairness. The Public Service Regulation, 2001 Chapter 1 part VIII B.4(b) the line manager should oversee the employee's performance continuously and provide them with constructive criticism on their work on a quarterly basis. PMS must be connected to human resource development (HRD) and workplace training

to ensure that training requirements are recognised. In the opinion of Minnaar (2006:182) PMS must be linked to wide and constant objectives of worker's growth that must be in line with the organisation's key objectives for the achievement of an effective PMS. According to Van der Waldt (2004:245) the execution of the PMS creates a chance to point out opportunity for needs. Performance evaluations are permitted to be utilised as a basis for the conversations of training, enhancement and advancement (Moorhead & Griffin, 2001:198).

2.3.5. White Paper on the Transformation of the Public Service, 1995

Government realised the necessity for a total reform of the public service early after assuming power in South Africa. The policy statement: White Paper on the Transformation of the Public Service was issued on 15 November 1995, a year after the first fully democratic elections of April 1994. The mandate of the White Paper on the Transformation of the Public Service was to rectify the extensive issues relating to the society and financial irregularities not forgetting the severe political and social segregations that were created by the apartheid government. Therefore, government firstly adopted the Public Service Act, 1994 (Proclamation 103 of 1994). The White Paper, following the Constitution provided for a transformation process that will be positively concentrated and comparatively temporary procedure. However, it was acknowledged that the goals with the transformation should be attained around a period of two to three years whereas the methods of administrative transformation would be on going. The White Paper concerned all the government departments (national and provincial) controlled by the Public Service Act, 1994.

The policy statement provided for the development of advanced vision and mission for the current public service. This includes formulation of a vision as follows "The Government of State Coalition is dedicated to regularly enhance the situation of the people of South Africa by using a reformed public service which is evocative, consistent, open, well organised, productive, comprehensible and reactive to the needs of all" (White Paper on the Transformation of the Public Service, 1995: par 2.1) To realise this vision Government accepted the need for a strategic change management approach. The absence of spokespersons; shortage of authenticity; absence of service delivery; concentrated power and non-consultative management; shortage of responsibility and openness; lack of successful managerial knowledge; little capacity; badly compensated and unmotivated workers; contradictory employee relationship; and no skilful spirit and work ethic were recognized (Kuye,2006:297-298). The White Paper predicted a modernized and mean public service accompanied by improvement in administration thinking

and application, not forgetting the institutional system and philosophy, created for the improvement of performance, reactivity and responsibility of public organisations. Both the managers and their subordinates, were under scrutiny and were supported by different policies including distribution and dispersal of management responsiveness and liability, demanding an analysis of public service laws and ruling (Department of Public Service and Administration, 2003).

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

White Paper on Transforming Public Service Delivery (Batho Pele) in 1997. The purpose of the White Paper on Transforming Public Service Delivery (Batho Pele) as an official policy statement of Government is to create a policy framework and an active execution plan for the modification of the services delivered to the public. The policy was fundamentally aimed at the methods of providing public services and how the efficiency and effectiveness of the delivery of the services can be improved (Republic of South Africa, 1997: 9). The fundamental role of the White Paper on Transforming Public Service Delivery (Batho Pele) was not focused on the services to be delivered or the quantity, levels or the quality of services to be rendered. That mandate was retained in the hands of Ministers and other executive authorities. The main thrust of the White Paper on Batho Pele was the concept of Batho Pele meaning people first. A second important principle that has been introduced is that the citizens as beneficiaries of public services have to be regarded as consumers. This is a major reform movement away from the traditional dictum of viewing the beneficiaries of public services like basic dependents of government organisations.

The White Paper on Batho Pele identified 8 principles for the improvement of service delivery:

- Inhabitants must be asked regarding the quantity and standard of the resources to be provided to them.
- Inhabitants must should be told about the quantity and standard of the resources they will get.
- All the inhabitants must enjoy the same amount of the services to which they qualify for.
- Inhabitants must be served with politeness and respect.
- Inhabitants must be provided with complete, correct information regarding the public services they qualify to get.

- Inhabitants must be informed about how governmental departments are administered.
- Inhabitants should be afforded an apology whenever services are not provided in the promised quality.
- A complete clarification and successful solution.

The White Paper on the Transforming of Public Service Delivery focusing on Batho Pele addresses issues of performance management in that its primary objective is the improvement of public service performance which is measured in terms of PMS. According to Tshikwatamba (2014:617) the Batho Pele principles are initiatives to get the public servants to be service orientated when serving the people; always striving for service delivery excellence and continuously strive for service delivery improvements. They are uncomplicated and open procedures that countenances the citizenry to ensure that public workers are held responsible for the kind of services that they render. In fundamental expressions principles are required to be included like the incorporated component of all managerial tasks. Their application in the public sector is ensuring management processes improve service delivery and citizenry satisfaction. The principles are not expected to be interpreted as unconnected administration task that requires to be addressed to occasionally and daily government activities, but inherently as and when services are delivered to the citizenry. Batho Pele principles are the soul of the public service and the heartbeat of the nation, assisting the public servants to ascend over the aftermath of the former administration and strategically manage the public service with courage and pride (Department of Public Service and Administration 2010: 8-9). Furthermore, Batho Pele principles are aimed at familiarising a post-apartheid service delivery orientation that places the society at the heart of designing and implementation, improving how service is rendered, encouraging acceptable outlook and increased devotion, individual sacrifices and devotion among others as well as improving how public service is perceived.

2.3.7. Basic Conditions of Employment Act 75 of 1997

Basic Conditions of Employment Act's primary objective is for economic enhancement and social fairness by establishing and enforcing basic conditions of employment. According to Van der Waldt (2008:12) the Act relates to all public workers, eliminating South African National Defence Force, the National Intelligence Agency and the South African Secret Service members. The broader interest of the Act involves the management of working periods, absence from work, compensation and cancellation of working contract. This Act contributed significantly with regards to the administration of workers'

performance in the Public Service. All the employees employed following the Public Service Act are protected by the conditions of the Act. As per the Act, workers can be employed on a temporary, short term basis and eternally; Employees that are appointed on a short term basis are not protected by the structure. Workers who are employed on a temporary basis are protected if the work agreement is not below 12 months. If a worker completes a performance cycle whilst occupying a specific position from the beginning of the cycle that worker is entitled to a performance reward if their performance is satisfying. Workers whose contracts are cancelled prior the completion of the performance period will relinquish all the rewards of the PMS.

2.3.8. White Paper on Human Resource Management in the Public Service, 1997

The aim of the White Paper on Human Resource Management (WPHRM) in the Public Service, published in 1997, was to give a strategic structure that enables the public service to grow human resource management applications that supports the establishment of competent public service that is able and devoted to, the country's democratic, financial and societal modification objectives. The significance of Performance Management in spheres of government is furthermore amplified by Chapter 5 of the (WPHRM) in the Public Service 1997, that express the following: “The prosperity of the public service in achieving its operative and developmental objectives relies mainly on the competence and success in which the workers perform their duties. The management of performance is consequently a crucial human resource management instrument to assure that: workers are aware of what is required of them, managers knowing whether the workers’ performance is fulfilling the expected goals, bad performance is spotted and enhanced; and excellent performance is identified and remunerated” (Republic of South Africa, 1997). Chapter 5 of the (WPHRM) in the Public Service 1997, additionally insists that Performance management is a fundamental component of a successful personnel resource management and expansion plan. It is a continuous procedure which workers and employers jointly aspire always for the improvement of the worker's individual performance and what they contribute to the organisation's broader goals. The performance of all the workers play a vital role towards the general execution of the institutional goals, it allows that the performance of all the workers must be controlled. Performance management processes may differ from each group or positions of workers to another, based on the scope of their positions.

2.4. CONCLUSION

It is evident that the Performance Management System in South Africa is influenced by various theoretical and legislative systems which provide the guideline for the development of the system. In one way or the other the theoretical and legislative frameworks ensures that the country has a public sector which is effective, efficient, open, non-rivalrous not forgetting non-excludable most importantly outlining what makes a good public servant and how public servants should execute their duties and different methods or measures that will be used to measure their performance such as the Performance Management System. In the chapter that follows the study will focus further on the literature analysis discussion based on the development of the PMS. The roles and responsibilities of PMS stakeholders in the execution of the PMS in the public service and objectives of the PMS and PMS process.

CHAPTER THREE: THE DEVELOPMENT OF PERFORMANCE MANAGEMENT SYSTEM

3.1. INTRODUCTION

It is important for organisations to maintain methods on site to pick out, recognise, remunerate and keep their quality workers in order to attain maintainable development hence they constantly strive to develop a successful performance management system. The system also must inspire collaboration, teamwork and communication and most importantly, a performance management system must be collections of systems and people features. The systems components involve units of work illustration, ranking standard, when performance appraisal discussions will take place and remuneration and identification process. The main part of the people component is the manager, who steers the process by creating assumptions, conversing systems, inspiring growth and providing and getting information back (Oberoi & Rajgarhia, 2013). A good performance management system is designed to work looking at the enhancement of the entire organisational performance through overseeing the performances of groups and each workers' performance for securing the attainment of the entire organisational objectives and aspirations. A successful performance management system plays an extreme vital part in the management of performance within an organisation securing that the workers comprehend the significance of their work with regards to the organisational objectives and ambitions, making sure that every worker comprehend what is required from them and at the same time determining if the workers have the needed expertise and assistance for achieving such assumptions as well as making sure that good linkages or alignment of outcomes and enabling successful sharing of information in every part of the organisation not neglecting the facilitation of a pleasant and an amicable relation between a worker and the line manager build on trusting and empowering each other (Management Study Guide, 2016).

3.2. DEVELOPING A PERFORMANCE MANAGEMENT SYSTEM

It is the responsibility of an institution to develop their own PMS that suits their organisational, environmental and cultural specific needs. According to Swanepoel, Erasmus and Schenk (2008) it is important that the below aspects are considered when designing and establishing the PMS. The specific needs look at aspects of the pre-design considerations as well as designing the system.

3.2.1. Pre-design considerations

In order for PMS to be successful, managers must be allowed to oversee the purpose and goals of the organisation by being given the most responsibility for managing their subordinates (Brown; 2009) Firstly, a research must be conducted and the relevant inquiries be looked at like the aim of the PMS and the process that will determine how the organisation's essential objectives are bound to stream down to work groups and to each workers. It must also tackle how work methods such as the PMS will be aligned with other aspects of the organisation such as the mission, vision, structure, identity and deliverables amongst the others (Pro-Active Management Service, 2008). It becomes important to take note of the real motives for the development of the PMS and to realise which workers will be included in it. It must be illustrated that the system is of the greatest important to the real methods of the work implementation in a sense that it is easy and clear and executive management comprehend the way it's bound to uplift the outcomes the organisation must be eager to embrace it (Swanepoel, Erasmus & Schenk ,2008).

3.2.2. Designing the system

The system must be established the moment the resolution to create a PMS has been made by the executive management (Swanepoel, Erasmus & Schenk, 2008). Inputs from stakeholders such as top management, senior management, middle management as well as junior staff are required and it is vital that the system be created to suit the existing organisation and its role and surrounding by noting the following into consideration: -

3.2.2.1. Obtaining basic job information

A proper job design and analysis must be in place which helps to gather work-connected knowledge. It is essential to have noted job explanations as the scope of work and classical job tasks and functions will always direct the way the system must appear and function. Knapp and Mujtaba (2013), state that a professionally-designed job as stated by psychological understanding and views of workers, inspire employees regarding job performance and such workers happen to be extremely creative and truthful to the organisation involves participation and contentment of the workers and they function effectively by using all their powers in their jobs. Job design still is a beneficial matter amid the researchers for its significance and usefulness.

- Job Design

Knapp and Mujtaba (2010) define job design as amending the scope and activities of a job to improve worker's happiness, inspiration and efficiency and the sole successful instrument utilised for getting what's best out of workers' performance.

- Job Analysis

Job analysis is a methodical and complete activities of dividing the work carried out into numerous of comprehensive activities. It includes probing the requirement part of workforce environment to discover the kind of labour force required by institutions in order for the organisations to perform efficiently (Heron, 2005).

3.2.2.2. Setting-up performance standards and performance criteria

Performance standards define the state for the required work performance. Managers and employees must jointly consent on performance standards. They are the visible conducts and activities which describes the way the job is to be done, including the outcomes that are wanted for acceptable job performance. They indicate to the employee what a quality job is. The aim of performance standards is to convey projections regarding the job to be done (Indiana University, 2005). Mntambo (2011:67) points out that these standards must outline features like the tasks to be carried out by a worker or the measures such as the key performance areas that are outlined in the PMS and must be utilised for weighing performance, the formula to be utilised for the review and how performance must be evaluated.

- Choosing the format and sources of appraisal information

Basu (2016), appraisal information is the information utilised in the assessment of the performance of a worker by superiors and managers. Assessments are generally performed one time only in a year, normally on human resources department authorised documents. One of the elements of the assessment systems, allows workers to usually fill out their individual-assessments that forms a component of the personnel resource document that accompanies their manager's appraisals. The principal objective of appraisal information is to supply helpful evaluation though resolution must be made when selecting the design of the assessment tool and the reference of assessment data.

- Preparing Documentation

The performance management policies and process report must be utilised as a lead for the formulation and implementation of PMS. The performance management contract documents are extremely essential since they constitute the starting point for conversations as well as recommendation for the real work performance procedures. The important part of creating PMS like the structure of the performance assessment are established on the work inspection or known to be work connected. The assessment must be distinct and not common and must be established on noticeable work conducts rather than on individual features suggested by Swanepoel et al., (2008). Specific assessments are consistent and authentic and have clear performance appraisal indicators while generic appraisals can be problematic in a sense that the performance indicators are not based on the specific job objectives but rather on the generic objectives of the organisation as a whole.

Fraser (2007) identified the following key points as essential in developing a successful Performance Management System in the public sector, namely; employees must understand how the system works and how it links to their personal performance and an internal manual should be produced explaining the PMS for them to be able to implement it. Senior management should receive training in performance management which will provide guidance on how to effectively manage performance. Performance management of employees must be conducted with consistency and equivalent rigour amongst all managers to ensure that the method is upright and not biased. 'Poor' performance must be addressed in a timely manner. Human Resource departments must support managers in taking action against consistently poor performing staff by frequently providing training sessions on how to improve performance. Managers should be directly accountable for the performance of their teams. Good performance should be formally recorded and rewarded is rewarded by means of performance bonus or incentive. Formal records involve the submission of performance documents with portfolio of evidence. The rewarding of good performance promotes increased productivity of the service rendered. Effective employee recruitment, development and training can be essential in maximising organisational performance as any management system.

3.3. ROLES AND RESPONSIBILITIES OF PERFORMANCE MANAGEMENT SYSTEM STAKEHOLDERS

The following stakeholders such as line managers, Employees and Human Resource Departments are listed as stakeholders in the execution of PMS. The roles and responsibilities of these stakeholders are discussed below:

3.3.1. Line Managers

Purcell, Kinnie, Hutchinson, Rayton and Swart (2003), states that line managers' commitment and capability needs to be developed for consistent and excellent conversations to take place it should be seen as a vital thought in the structure and execution of a PMS. Armstrong and Baron (2004), emphasises that workers are mostly probably to 'go the extreme way if supervisors prompt and inspire useful point of view which eventually rubs off them and supports that PMS needs to be 'owned' by line managers.

Line managers have to ensure that the PMS are consistent with the current laws applicable to the departmental policies and secure that they workers protected are notified of their entitlements and liabilities under the system (U.S. Department of Commerce, 2015). Line managers must provide clear instructions on procedures for developing performance indicators; the communication channel, all-inclusive purpose, aims, organisational key objectives, and ideas to guarantee collaboration of personal performance goals with organisational objectives; secure the chance that prevails for workers' involvement in the establishment of performance objectives; secure the preservation of suitable reports and put forward needed information and records on the operation of the PMS (Sillup & Klimberg , 2010). De Waal (2003) also states that a quality collaboration between supervisors' tasks and the PMS is deemed compulsory. Line managers' are required to provide direction and create a standard for PMS by establishing the correct conducts based on methodical service delivery, systematically and multidisciplinary collaboration, and successful exchanging of information all the time (Wikina, 2008). As stated by Leonard and Hilgert (2007) line managers are liable for firstly, assessing their subordinates, it is perceived that there in a suitable plan to notice and moderate the job performance of the subordinate. Secondly, the line manager must create performance projections on standards. Thirdly, line managers must give constant reports on workers' performance and, lastly, reserve correct evidence of the subordinate's performance.

3.3.2. Employees

As stated by Carroll (1982:235), workers must comprehend and assist the performance management system by preparing to take part in the formulation of performance projections based standards, being sensible in their receipt of performance criticism from their line managers and must evaluate themselves in a realistic manner, calling awareness to favouritism, incorrectness, and work changes which indicates adjustments in the structure as well as articulating their perspective clearly and taking control for their performance development. Walters (1995:69) also share some similar views as Carroll regarding the roles and responsibilities of employees on PMS such as employees need to be regularly involved in the formation of performance standards, constantly participate in performance analysis and evaluation, be enthusiastic in the acceptance of feedback with regards to the performance analysis and evaluation, regardless of whether favourable or not favourable and be incorporated in designing their individual performance ideas, securing their growth requirements are fulfilled.

3.3.3. Human Resource Department/Units

Human resource units normally have complete control for the management of the official performance management system by correlating the performance management system for the whole organisation. Rothwell, Hohne and King (2007:14) concur, declaring that the human resource department is liable for performance management as expects, mediation consultants, improvement authority and assessors. As stated by Barton (1994:146-147) units responsible for human resource should execute the following tasks of exploration into the organisation's assessment requirements, formulate structures and development of submitting to senior management, administration of performance management policies and development of assessment documents in concurrence with other people, like managers, union representatives and workers to be assessed, give directives to assessors and facilitate any training of assessors and workers to be assessed, determine time periods for realisation the stages of the steps, manage the loads of assessment documents and data as well as monitoring the distribution of documents, the way they completed and brought back by the assessors.

According to Clark (1988:233) he asserts that human resource units' role is to outline the assessment system, educate the people who are incorporated in its execution, and operate as the gathering of information and information depository. Once the assessment term is completed the Human Resource units must initially, examine data arising from the assessments. Secondly job inspection with regards to

performance troublesome sections, in co-occurrence with the assessors or managers and give advice, when it's required. Thirdly, they must collaborate with other departments where necessary, like training, workplace health unit, and departmental managers must certify that any required follow up activity is done. Fourthly, maintain evidence of documentation and oversee personal advancement. Fifthly, assess and investigate the procedure occasionally to secure its authenticity and certainty are being kept. Lastly, make remedial effort like the re-designing of the system (Commerce Clearing House Australia Limited, 1988). Paile (2012), also adds that Human Resource units play an encouraging part to the supervisors and their subordinates. Their role is significant for the effective execution of the performance management system. Consequently, it can be assumed that the role of Human Resource units is to correlate a performance management system for the organisation as a whole; to design a strategy on performance management; to develop evaluation and appraisals documents; to educate both managers and subordinates on performance management systems, strategy and how to fill the correct PMS documents and to maintain documentation of all performance evaluations and appraisals.

3.4. OBJECTIVES OF PERFORMANCE MANAGEMENT SYSTEMS

The purpose of PMS involves performance assessments as one of its components. It is a continuous procedure of evaluating and modifying performance within a determined pre-decided time. The important elements includes designing, conversing, gathering of information, noting, and educating (Chen, 2011:44).The purpose of performance management must emphasise on enhancing conversing between managers and workers; explaining tasks, objectives, functions, what is important and projections; developing effective standards for the purpose of performance assessment; connecting employee performance precisely to benefits in terms of a just, unbiased, reasonable strategy of sharing; and creating chances for performance enhancement .The aims can also be referred as 'objectives'. It goes hand in hand with performance criteria. Goals must be explained and concurred upon because they give direction for the whole performance management system. It concerns the overall objective of the job and outlines performance sections. All the goals are modified essentially from each evaluation term to the other to achieve recent objectives (Chen, 2011:44).

3.5. PERFORMANCE MANAGEMENT SYSTEM PROCESS

As stated by Macky and Johnson (2000:43) performance management systems is always enhancing the performance of the organisation and this can be accomplished by using refined performance approach for each employee. The main purpose of the PMS is to ensure that employees perform their assigned tasks as prescribed by the job design; accomplish the organisational goals and to see to it that comprehensible projections with regards to quality and quantity in terms of the work that workers need to be done. Secondly, they need to be continuous follow of information given to the workers when it comes to their performance. Thirdly, PMS ensures that the gratifying of workers rests on their performance and administered as such. Fourthly, the probability of workers being developed is recognised; and lastly that what is expected from workers is addressed with from workers' performance to achieve organisation's goals (Zing, 2012:12). The PMS procedure acts as a medium that workers and their line managers' cooperate to improve performance outcomes and contentment. The procedure is more successful if both the subordinate and line manager collectively play an energetic part and work jointly to fulfil the set targets and aims. Schneier, Beatty and Baird (1987:98), a PMS is categorised into three phases. Table 1. Illustrate the three phases, categorised as the Expansion & Organising, Administrating & Assessing and Rewarding phase. Table 1: PMS Phases

PHASE 1	PHASE 2	PHASE 3
<p>Evolution & Organising Performance</p> <ul style="list-style-type: none"> • Indicating expansion ideas • Outlining goals • Getting Commitment 	<p>Administrating & Assessing Performance</p> <ul style="list-style-type: none"> • Evaluate against the aims • Feedback • Coaching • Document Review 	<p>Rewarding Performance</p> <ul style="list-style-type: none"> • Personal enhancement • Link to pay • Results performance

Source: Schneier, Beatty and Baird (1987:98)

3.5.1 Phase 1: Expansion and Organising Performance

As mentioned by Houldsworth and Irasinghe (2006:114) organising is set on each employee finishing their performance strategy and prepared to converse about it with their line managers for endorsement. As the initial phase in the PMS process series and it is used as a foundation for a successful procedure. In that procedure there is a demand for powerful dedication from the establishment of the procedure because in the absence of this dedication it can be impossible to obtain assistance from the junior levels of the institution and inadequate resources might be distributed to reach the required outcome. According to Schneier *et al.* (1987: 98) organising assists to motivate dedication and grasping by connecting the workers' work with institutional aims and targets. The line managers and subordinates take part in a combined contribution procedure and assigned organisational objectives, including particular objectives for an individual. Targets also generate the situation in which an employee should be assessed in terms from their individual performance and accomplishment, with planned guideline for appraisal (Nyembezi, 2009:24).

3.5.2 Phase 2: Administrating and Assessing Performance

Schneier et al, (1987: 99), expresses that performance management system procedure must ascertain that concurred intentions are used and outcomes are realized as long as there is an understanding between the supervisor and the subordinate with regards to the performance goals and activity strategy. This phase emphasis on administration and development of the worker. It must demand that the line manager provide compulsory assistance and proper environment for workers to achieve planned outcomes (Hickman, 2001:13). The workers must be motivated by affording them work based education, enhancement and tools needed to perform their duties. This will help workers to achieve their work responsibilities and organisational prime concern. According to Armstrong and Baron (2004) cited in Nyembezi (2009: 20) demonstrate that PMS is a device to ensure that supervisors oversee performance successfully. Administration styles play an extreme important part in the development of the performance norm in the institution and the manner in how the institution administers its performance must be shown in the way the workers are being formed and inducted to accomplish the institutional goals. Van der Waldt (2004: 255) states that evaluation outcome must be provided after each performance appraisal, which in the South African public service it's done every quarter.

3.5.3 Phase 3: Rewarding Performance

Rewarding performance can be seen as the establishing point of the performance management system that helps workers to accomplish their work goals and aims which will help to accomplish the total institutional goals. Awarding performance excellence must involve both monetary and non-monetary awards. The non-monetary award can involve, amongst others, possibilities of being acknowledged by the manager and promotion and improvement possibilities for workers. As stipulated by Schneier, Beatty and Baird (1987) cited in Zhang (2004:14), this phase comprises of three activities: personnel enhancement, payment linkage and recognizing the outcomes of performance. Teke (2002) cited in Zhang (2004:14) furthermore suggests that induction and enhancement involvement and frequent performance evaluation outcomes are essential elements in retaining expertise. Top performers frequently seek for more desirable chances in other places when they are not available within their workplace or institutions. This leads to induction, enhancement plans and the PMS procedure must be closely connected with the total plan of the institution with regards to retaining the goods skills.

3.6. CONCLUSION

This section focused at the formation of the performance management system not forgetting the roles and responsibilities of the different role players involved in the PMS, also the objectives of PMS not forgetting the PMS process of an effective system. The above discussions by various scholars clearly show that the PMS cannot be taken as a one size fits all system. It should be designed guided by the mandate of every organisation but not forgetting the critical factor that guided the establishment of performance management in the first place which was to address the issues that apartheid created in the public service by creating a public service that is accountable, open, well organised, functional and not forgetting promoting good professional ethics which will result in promoting good public service performance. In the chapter that follows the discussion will be focused on communication and implementation of the PMS within the public service and most importantly the role that communication plays in the implementation.

CHAPTER FOUR: COMMUNICATION AND IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEMS IN THE PUBLIC SERVICE

4.1. INTRODUCTION

The preceding section dealt with the development of performance management system in general, highlighting the functions and duties of role players, the components of the system as well as the benefits of the system. This chapter seeks to look at communication and execution of the PMS within the public sector and most importantly the role that communication plays in the implementation. The establishment of PMS within the public sector was to fulfil the succeeding essential targets: evaluate performance compared to crucial organisational goals, create planned targets direct, pay attention on key procedures, pay attention on essential components, indicate where performance is going, recognise which important issues demand to be looked at, and produce an unequivocal base for evaluating and awarding performance (McNair ,1998).Management Study Guide (2008), outlines that a PMS in comprises the hereinafter activities; establishing simple job explanations workers performance strategies which involves the key result areas (KRA's) and performance barometer; choosing the correct group of employees by applying suitable choosing procedure, arrangement needs and performance guideline for evaluating the result and total production against the pre-set standards, creating on going guidance and response during the time of execution of performance, recognising the educational and enhancement requirements by evaluating the results accomplished against the planned targets and executing successful enhancement schedules for enhancement, having quarterly performance enhancement conversations and reviewing worker performance based on the performance strategies, creating constructive payment and awarding methods for identifying workers who outshine in their work by attaining the planned excellence according to the performance ideas or rather surpass the performance targets, making advancement and career progression aid and direction to the workers as well as performing retirement discussion for absorbing the source of worker dissatisfaction and afterwards leave the organisation.

Pulakos (2004) states that awareness has so far been aimed at the performance management techniques and procedures. Nevertheless, it should be noted that possessing desired techniques and procedures is a necessity, however it is obviously not adequate state for maintaining a functional PMS. Since what actually is important in any PMS is how successfully it is utilised and the manner supervisors and subordinates embrace it. Making it the most difficult and the extremely significant component of designing a productive PMS is effective communication. There are few features to application, however the main

focus is creating a simple, a worthy process that supervisors and subordinates will utilise successfully with the help of communication in a sense that all of these tools and processes have to be communicated effectively to ascertain an effective application (Pulakos, 2004). Communication must start at the beginning of the PMS developing process. That is the managers involved in designing the system must notify their subordinates that alterations to the PMS are set, and collect data and views on required system aspect. When execution of the latest process includes great alterations that are possibly scary to workers, a change-management program must be demanded (Mohrman, 1989). Employees must also be afforded with enough chances to voice out their views on the new system, and their views must be acknowledged, if not tackled. The sharing of information is an important requirement for a PMS as it simplifies the projections and allows the people in grasping the required etiquettes or desired outcomes.

4.2. THE NATURE AND IMPORTANCE OF COMMUNICATION

Communication is essential, in that all management functions and activities includes in one way or the other some type of open or closed communication (Brun, 2010; Summers, 2010). Whether arranging and organising or directing and overseeing, public service servants liaise with and via more people. This insinuate that people communication ability influence both individual and organisational productiveness (Brun, 2010; Summers, 2010). It appears fair to assume the absence of successful communication is amongst the major discouraging elements to organisational productiveness (Lutgen-Sandvik, 2010). Furthermore, quality communication abilities are extremely essential to one's accomplishment as a public service servant. A study conducted by Yate (2009) show that employees ranked the ability to communicate as the major feature of a perfect job applicant which means that the ability to communication is a critical skill that is required in the workplace especially when it comes to the implementation of PMS. It goes without saying that communication is an important aspect of the effective implementation of the PMS. Taticchi and Balachandran (2008:150), express that a perfect PMS must possess specifications for the productive communication of performance standards and outcomes to ensure that the communication is successful and for communication to improve the realisation of organisational objectives. While Otley (2008:36) sees information movement as the last phase of the PMS and make reference to it as the feedback processes. Management of organisations is expected to effectively communicate with its stakeholders, customers and employees. Managers always have to ensure that employees are happy and that everyone feels like they are in the loop on key organisation activities such as objectives and goals which are linked to the organisation's PMS. In essence, it is the management 's job to set the effective

communication tone for the entire organisation (Young Entrepreneur Council, 2015). Managers are required to constantly engage with their subordinates on the PMS related issues and get feedback on how the system is working. Most explanations define communication as a conveyance of data, ideas or notion to generate joint comprehension amongst the communicator and the person that is communicated to (Boninelli & Meyer, 2004; Keyton, 2011). The information can be in writing or verbal, proficient or social, exclusive or unbiased to list several opportunities. Primarily, the communication procedure includes communicator, the person communicated to, information communicated, mechanism and response. Developing management expertise in communicating, especially in the proficient manner, demands ongoing application and image on practice (Faculty of Health, 2013).

4.3. TYPES OF COMMUNICATION

According to Hartzell (2015) these are the three major known forms of communication utilised by supervisors' namely interpersonal, non-verbal and written communication.

4.3.1. Interpersonal Communication

Interpersonal communication is one of the most important forms of sharing information the supervisor must use every day. Interpersonal communication can be described in different fashion. Communication with regards to management can be described as sharing of information amongst a mini class of people which can be the managers and their subordinates in a direct situation, where members take part in a slightly constricted conversation with one another. It is slightly constricted because people who use interpersonal communication have similarities amongst themselves, resulting in them possibly to personally-divulge information, or give greater personal information than a person would with an unfamiliar person (Garcia, 2012). It importantly takes away obstacles which employees develop to shield themselves. Supervisors who take part in interpersonal communication with their subordinates show that they don't only pay attention to the organisation, specifically the team based one but they are concerned about their workers. Workers feel appreciated when managers make time to understand them. The more appreciated the workers are, the little obstacles they believe they require to formulate the more data is shared and in return their able to voice out their concerns and challenges their facing in the organisation when it comes to their performance. When challenges decreases, relations are created that form merit in the organisation, job contentment grows and the work environment becomes a place where all people like to be. It is similarly essential for a supervisor to share information interpersonally with top management.

Since Supervisors operate as the holder of data amongst top management and junior employees, a productive supervisor grasps their function in holding the channels of information sharing open. When organisational data fails to get its expected receiver, the whole organisation will perish (Hartzell, 2015).

4.3.2. Non-verbal Communication

Non-verbal communication is another way of sharing information that does not involve talking, but signs, deeds, facial appearance, body movement and alternative features of your bodily aspect, which when spotted, convey a message. Supervisors transmit, receive and explain non-verbal information in a similar manner as spoken or noted record. Grasping the importance of non-verbal method of communicating can be irritating for management due to that it is a common element of any management activity (Munter & Hamilton, 2012). Even though non-verbal conveyance goes with spoken transmission as an addition of a specific report, both of them do not regularly collaborate. Since non-verbal communication is usually utilised in the absence of inspection, unpredictabilities amongst spoken communication and non-verbal communication can happen. Productive supervisors comprehend and are knowledgeable of their non-verbal communication, securing uniformity amongst their oral communication and their non-verbal communication (Siegman, 1985).

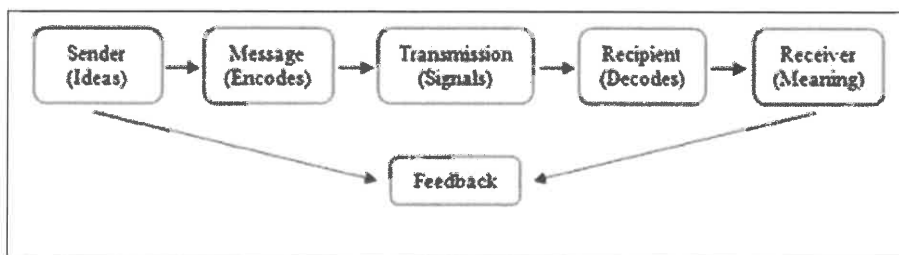
4.3.3. Written Communication

Management does not only require spending majority of the time talking with to their subordinates and top management directly, they're also required to invest their time as well in drafting reports, memorandums, bulletin and e-mails. Written communication alludes to news that is transferred to recipients scripted. Mikoluk (2013) further state that written communication is important for conveying complex message, such as records and data that could not be simply transmitted using vocals alone. Written communication also permits data to be documented so that it can be looked at afterwards. When composing a bit of drafted transmission, mostly information that is probably to be denoted often, planning is needed on what need to be said and carefully verify that all the appropriate message is properly and plainly transmitted. Written communication must be understandable and brief in order to transfer the message successful (Nayab, 2015).

4.4. THE COMMUNICATION PROCESS

The fundamental stream of communication can be spotted in the illustration underneath. In this illustration, the communicator conveys information to the recipient and then they share the response on the communication process.

Figure 4.1. Communication Process



Source: Kashyap, Kumar, Mammahe, Mohtashim, Panigrahi and Sen (2015).

According to Kashyap *et.al* (2015) the communication process is made up of three key sections; sender communicates through an instrument to the recipient. According to the illustration on top, the communicator initially comes up with a plan that can be actioned as a message. This communication is conveyed to the recipient. The recipient has to explain the message in order to grasp what it means. When it comes to the explanation, the idea of the information must be utilised for getting the definition. Moreover, for this communication system, you will covert data and translate. Encoding is explained as converting data and decoding is defined as translating or absorbing the information. You will also note the response component, which involves both the communicator and recipient. Response is vital for any transmission system to be effective. Response permits overseers to analyse how well subordinates comprehend the message given and to be aware of the work performed. The processes of transmission also demand to be properly looked at before deciding on type of system to be used for their objectives. Not all communication channels are effective for all organisations. As soon as the processes of communication have been comprehended, the following stage will be to review different transmission processes. Because of the significance of communication, various kinds of channels have been established by specialists over the years. The channels assist the organisations and other organisations to comprehend how communication works, how information is conveyed, how it is transmitted to the other people, and how the information is ultimately explained and absorbed (Kashyap *et.al*, 2015).

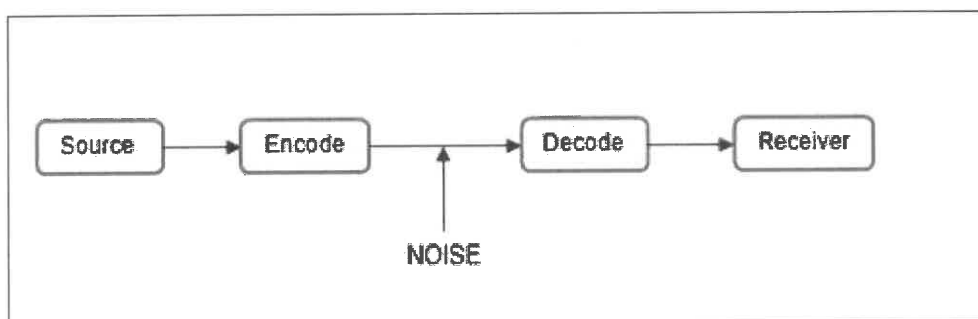
4.5. DIFFERENT COMMUNICATION MODELS

Below three different communication models will be discussed namely the Shannon 'model, Berlo's model as well as the Schramm's model.

4.5.1 Shannon's Model

Claude Shannon's model was the initial models of communication that was established primarily. It was established in 1948 and has put the base for the various communication models that exist currently, and has really assisted and improved the communication process in different aspects (Shannon, 1948).

Figure 4.2 Shannon's Model



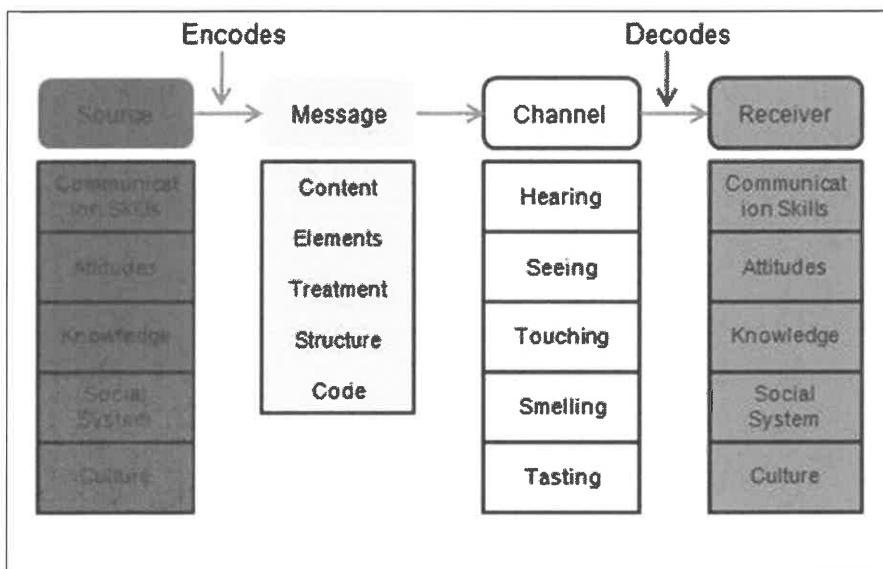
Source: Shannon's Model (1948).

The top illustration simply indicates how transmission of information takes place, and also assists one to establish things that could be undesirable. In this model, where the message comes from usually is associated with the person, who transmits the information using the transmitter. This transmitter can be any device today, from telephone to laptops and other devices. The signs that are dispatched and obtained can differ based on the channel of communication. The bottom box referred to as NOISE is any signs that might interrupt the information that is sent. Furthermore, it would be based on the channel of communication. The recipient is the device or the individual on the other side that gets the new. This channel is the easiest channels to comprehend the dynamics of the process of communication (Kashyap, Kumar, Mammahe, Mohtashim, Panigrahi and Sen 2015).

4.5.2 Berlo's Model

An additional popular transmission model is Berlo's model. This model, Berlo emphasises on the relation amongst the people sending and receiving the information. As outlined in this model, for information to be correctly converted and transmitted, communication skills of people sharing information must be on par. The communication will be conveyed effectively if the two participants are experienced.

Figure 4.3. Berlo's Model



Source: Berlo's Model (1960).

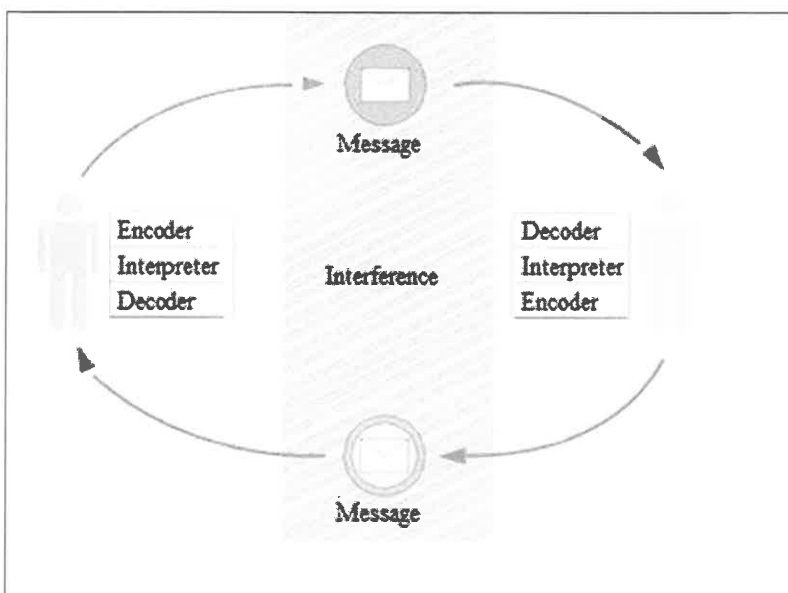
Berlo's model comprises of four key elements and each element has its own sub elements defining the helping parts for each (Kashyap *et.al*, 2015). The communicator is the initiator of the news or the person who composes the news. The sender or device conveys the news to the recipient. The upcoming are the components associated to the communicator and are also similar in the case of recipient firstly communication skills of the person sending the message is a component that influence the communication process. If the communicator has excellent communication abilities, the information will be conveyed correctly than if the communicator's communication abilities are not correct. Likewise, if the recipient cannot understand the news, then the transmission will not be successful. Communication skills involve the abilities to talk, present, comprehend, note, scripted, etc. The second factor is the attitude of the communicator and the recipient forms the result of the information. The sender and the receiver's attitude as well as the surroundings affects the interpretation and impact of the information.

The third factor is closeness of content of the news gives the conveyed news great impact. Understanding the content issue enables the sender to share the information successfully. The fourth factor is social systems which includes merits, opinions, regulations, mandates, faith and lots of alternative societal issues impacting on the communicator's method of conveying the information. It produces dissimilarities in the creation of information and lastly the fifth factor which is cultural differences that makes the way messages are communicated differently. An individual from different philosophy can discover something unpleasant which is extremely much welcomed in within other philosophies.

4.5.3 Schramm's Model

Schramm highlighted in 1954 that the communicator and the recipient together rotates taking part as the interpreter and the transmitter when it comes to sharing information (Kashyap et.al, 2015).

Figure 4.4 Schramm's Model



Source: Schramm's Model (1954).

Schramm's communication model suggests that sharing information involves two people or more where both of the communicator and recipient alternates in sending and receiving the information. The information is shared after converting information so the communicator is also referred as the Encoder and the converted information is explained beneath acceptance by the recipient, resulting in him/her the interpreter. All these models demonstrate the various ways on how communication can take place within

an organisation. They all emphasise that there needs to be a sender and receiver and that communication cannot take place without the other, meaning that communication is a two-way street. The models also emphasise that both the sender and receiver should have communication skills.

4.6. THE STATUS OF THE IMPLEMENTATION OF PMS IN THE SOUTH AFRICAN PUBLIC SERVICE

In accordance to section 195 of the Constitution of the country of 1996, herein after referred to as the constitution (1996) outlines that public administration practices should be ruled by parliamentary merits and philosophies, including more to further and preserve great calibre of skilful morals, productive, financial and successful utilisation of resources, and the improvement of quality personnel resource administration and professional enhancement methods to increase personnel capacity. The Constitution promotes the implementation of the PMS in a sense that it outlines the manner in which performance culture in the public service should be cultivated appropriately to secure that an accountable and transparent public service is created. The White Paper on Human Resource Management (1997:42) the accomplishment of the public sector in distributing its objectives is dependant mainly on the well organised and successfulness of workers in performing their work. PMS is an important component of a productive personnel resource administration and enhancement policy because it links the employees' performance to the organisational strategic goals and objectives. It is a continuous process in which subordinates and managers jointly aim to enhance the institutions greater goals. It is not surprising therefore that PMS is supported by the hereinafter theories: outcomes adjustment, induction and enhancement, awarding excellent performance, administrating low performance and transparency, equitable and impartiality.

Part 5 of Chapter 1 of the Public Service Regulations (2001) suffice as a key manual to departments in establishing and applying their departmental performance management systems. The Regulations demand that every implementing power to decide on a method for performance management and empowerment of the workers in that institution (Public Service Regulations, 2001). The Public Service Regulations, 2001, as amended 2 October 2009 serves as a guiding document in the development and application of Performance Management and Development System (Public Service Regulations, 2001). The main purpose of Performance Management systems is to enable public service departments and institutions to deliver quality services in a cost-effective, efficient and accountable manner for public service departments to meet the constitutional mandate of creating a public service that is characterized by

fairness, standard, accountability, timely and a powerful system of morality (Sebashe, 2010). The Public Service Regulations, 2001 provides for areas such as principles of performance management and development; methods of performance management and development; performance evaluation; results and communication of evaluation result and administrating disappointing performance inducements for good performance.

4.7. PERFORMANCE MANAGEMENT IN THE PUBLIC SECTOR

Many institutions within the public sector are not profit motivated institutions and their interest is on delivering service, although they have to use performance management. As stated by Bourn (2007:319), the aspirations that bureaucracies will provide the required services for the wellbeing of the citizens already began to disappear in the 1960s. Bourn (2007:319) furthermore express that bureaucracy was not the main cause for these insufficiencies but that there was obvious proof that this customary type of public administration was not functioning adequately. The entrance of denationalisation, market orientation and outsourcing appeared in an initiative contributing to the usage of performance barometers to evaluate performance (Chaston, 2011:32). Despite the nation or the ruling faction, interests about productiveness and accomplishment in the public service have been stressed progressively over the past two decades, and this has followed in the application of many appropriate and satisfactory technique to assess and supervise performance (Kerley, 2008:214).

Ross highlights other crucial points (2011: iv) essential to the performance management in the public sector because of the latest economic limitation and the growingly desire for public services, the public sector has the mandate to fulfil the need with lack of resources. Accordingly, a demand for good performance management increasingly than ever before. Performance assessment is extra strenuous in the public sector as compared to the private sector, nevertheless fruitful performance assessment is important for reassuring maintenance in the public sector and the constructive application of tax income. In the company of the establishment of latest performance management strategies and the growingly focus on assessable results throughout the public sector transformation performance management became one of the core components. According to Ross (2011:9) assumes that executive authority usually makes use of the quantity of funds exhausted as an estimate and he expresses that the public sector recognises that the you cannot evaluate performance with the quantity of funds committed. He rather evaluates performance in the public sector by production evaluations, results or strategy effects and he unexpectedly involves

performance standards like deception, misuse, the power of the regulations and the academical accomplishment (Ross, 2011:9).

4.8. ADVANTAGES AND DISADVANTAGES OF PERFORMANCE MANAGEMENT SYSTEM

There are different advantages and disadvantages connected to the application of a performance management system. As stated by Lotich (2013:2) institutions that do not possess powerful performance management systems can encounter an unfavourable outcome affecting the workers their supervisors and those who possess a properly-developed and regularly oversee performance management procedure can be satisfying for both the subordinate including for the supervisor as well.

4.8.1. Advantages of performance management system

The advantages of PMS are performance based conversations or regular feedback, increased motivation to perform, clear organisational goals and it allows for employee growth.

4.8.1.1. Performance based conversations or regular feedback

Supervisors become hard-pressed most of the time caught up with their functions and frequently overlook the required engagement with workers that create the chance to guide and give performance response. As stated by Lotich (2013:2) a PMS process compels supervisors to review performance matters with workers. When coaching is done constantly to workers it forces workers to modify how they behave and become developed. Managers can inspire workers to maintain quality conduct by giving response on previous performance. When workers get constant response they can develop into being extremely inspired to function better (Van der Waldt, 2004:245).

4.8.1.2. Self-insight and development

As indicated by Lotich (2013:3) proper good performance management system when is applied properly, it will be a favourable method to recognise enhancement possibilities and can be a significant element of a progression making procedure. All workers are always looking to develop themselves and it remains the function of the institution to prepare workers for more authority. The players in the system are probably to get an improved absorption of themselves and of the type of enhancement proceedings that are of merit to them as they advance within the institution. Role players in the system also get a proper comprehension

of their specific powers and shortcomings that can assist them properly express upcoming profession direction (Aguinis, 2013:5).

4.8.1.3. Motivation to perform is increased

Aguinis (2013: 4) specifies that getting response concerning your performance expands the inspiration for upcoming performance. Realisation concerning how employees are performing and acknowledgement of employee's previous achievements creates the source for upcoming achievements. Supervisors who are striving to inspire the workers can secure that they do not recompense all workers at the same time. They must inform the subordinates about what they are not doing properly and how they can achieve positive reinforcement as a personal conduct is the result of its aftermaths (Banaji, 2011: 32).

4.8.1.4. Organisational goals are clear

Aguinis (2013: 5) asserts that objectives of the section and the institution are made known and the workers grasp the connection between their roles and the institutional achievement. This contributes to the conveyance of what the section and the institution are about and how the institutional objectives goes down to the section and each worker. Performance management system is focused not only with what is accomplished but most importantly with the way it is accomplished and this can be accomplished when the institutional targets are explicit (Price, 2000:177).

4.8.1.5. Allows for employee growth

Additional benefit of the Performance Management System is that it permits workers to advance career wise. It is a clear benefaction that worker's performance is refined. To add to that a firm base for assisting workers become extremely productive by developing enhancement strategies (Aguinis 2013:5).

4.8.2 Disadvantages of Performance Management System

Different writers (Rademan and Vos, 2001; Furnhan,2004, Brown and Armstrong, 2004) cited in Whittenton-Jones (2005:13) expressed equal disapprovals at PMS involving amidst others, time consuming, demotivated workers, inconsistent message as well as unfair application of the Performance Agreement.

4.8.2.1. Time Consuming

Aguinis (2013: 8) indicate that PMS requires a lot of funds and are can take a lot of time and these tools are lost when the system is badly developed and applied. It can take a lot of time when supervisor has numerous employees to review performance contracts and devote weeks implementing it and to manage the performance assessment to workers. According to (Alfred and Potter, 1995, Rademan and Vos, 2001) cited in Whittenton-Jones (2005:13) performance agreement can be viewed to be time consuming and without values data obtained while doing the assessments is just recorded thereafter and not used completely.

4.8.2.2 Staff discouragement

When the procedure becomes an unpleasing encounter, it has the prospective to motivate workers. The system requires to be of inspiration, favourable strengthening and a commemoration of a year's worth of achievements. It becomes important that supervisors record not only matters that require to be rectified, at the same time the favourable activities a worker performs during the year. The intention of the performance management is to be utilised as a device for enhancing delivery of services (Van der Waldt, 2004: 328).

4.8.2.3. Inconsistent message

Unpredictable feedbacks can be viewed as a setback for PMS. If a normalised system does not exist, it can lead to many chances for forging feedback regarding workers' performance (Aguinis, 2013:8).

4.8.2.4. Unfair application of the performance agreement

According to Lotich (2013:3) it is not easy to eliminate favouritism within the performance appraisal (PA) procedure and it requires a hugely arranged, target system and a sensible supervisor to avoid favouritism throughout the procedure. PA rate mistakes are usual for supervisors who review performance so grasping the unrefined prejudice is essential to just assessments. Individual worth, prejudices and relations are probably to substitute institutional level (Aguinis, 2013: 9).

4.9. CHALLENGES RELATED TO THE IMPLEMENTATION OF THE PMS

According to Whitford and Coetzee (2006:63) cited in Paile (2012) the execution of PMS in the public service has been failing to follow best practices, that is many public service institutions are still struggling to implement the system effectively. Other common problems associated to the execution of PMS are that there is lack of linkages between personal performance and departmental performance issues. This can be attributed to the fact that the system is often being created in isolation, lack of measurements within various levels of the department that results in poor measures developed and targets set but no relevant assessments are established to certify that the system is functioning effectively. The other issue is that there very little management commitment which has a huge impact on integration and alignment of the system to deliver a comprehensive implementation. It requires that management appreciate the implementation of the system cannot be viewed as occasional but an on-going activity (Armstrong, 2001). As a result, progress relating to its implementation must be recorded and reported in order to ensure that poor performance is timeously identified and corrected. (Armstrong, 2008).

Rao (2008:7) argues that there is a disturbingly lack of focus in the implementation of the system in that it is common for line managers to enquire if they should continue with filling in performance plans (work plans) and appraisal forms. PMS is required to be aligned to the organisational yearly performance ideas which require that managers must always focus on the performance plans when implementing the system. The other issue is that there are insufficient managerial skills to improve performance in most public service such as communication skills which is essential in the implementation of the PMS (Rooyen, 2015). The above mentioned challenges undoubtedly show that absence of communication amongst supervisors and their subordinates involved in the implementation of the PMS. These challenges are created by the managers' failure to consult with their subordinates on the design of the PMS and getting their views on how best the system can be implemented. The system is being created without proper consultation which results in the performance targets not being achieved due to issues related to unrealistic performance targets. To this end it is crucial that the potential effects of communication on the effective implementation of the PMS be clearly articulated.

4.10. POSSIBLE SOLUTIONS TO THE CHALLENGES RELATED TO THE IMPLEMENTATION OF PMS

The function of teaching in deciding the effective application of performance management and development must not be overemphasised. As expressed by Fletcher (2008:98) the productiveness of performance management system is connected to the guidance attempt developed by the affected organisations. Guidance helps supervisors and other workers to comprehend the idea for setting up the performance management system is, the main purpose of the system, and structure and its application. It also helps to present and outline the documentation and papers involved. This will help in reducing concerns and discussing matters while executing the performance management system (Fletcher 2008:99). The start of the training sessions is important and allows the top managers to discuss shortly in favour of the performance management system, to show top-quality determination to it and to stress that it is a valuable action. Induction of the Performance Management System must involve values of performance management; procedures of the system; expertise enhancement in developing goals and performance assessments; comprehending a fair grading; the function of management in taking care of performance management questions; systematical matters concerning handling personal issues, dealing and maintenance of process records and handling complaints and usual queries and responses related to the latest process (Jorm & Agere 2000:79).

4.10.1. Training supervisors

Fletcher (2008:101) indicates that managers do not possess huge trust in their ability to deal with the PMS effectively and frequently hold on tightly to the documentations. Others show an overstated thoughts of what PMS encompasses and what it requires from them. Thus, guidance on performance management for managers is about building self-assurance and instilling particular abilities. It is important that teaching is prepared to ensure that there is sufficient time for role players to notice that they are able to perform quality work and teaching is done as soon as feasible near the period of the implementation of the system. Teaching must show the features on which the workers are to be measured; give tasks to assist training contestants to properly recognise the conduct appropriate to every feature and measure them accordingly and indicating the key grading/evaluation mistakes (Fletcher 2008:101). According to DeCenzo & Robbins (1999:310) they also support the previous argument by stating that coaching of managers must reduce frequent mistakes like technical and tolerance, due to that managers must exercise noticing and assessing conducts.

Carroll (1982:237-239) says that training can make a preferable comprehension the intentions of the organisation of using the performance management system; and establish a greater comprehension of the system, the templates, and the concepts used. Assessor coaching should persuade the employees about the organisation's seriousness with regards to getting beneficial grading with the selected system. Training can add to stability amid appraisers particularly when all workers are introduced to similar training information and maybe to similar trainers. Training should further make appraisers aware of suitable appraisal policies and conducts, by enhancing correctness. Knowing the moderation procedure and similar moderation mistakes could as well enhance grading and it might improve the ratter's morale regarding his or her assessing abilities, including improving abilities quality using application and evaluation.

According to Jorm & Agere (2000: 80-81) training tools for employees and supervisors must involve initially, the comprehension of ethics of performance management followed by comprehension of rewards and procedures of the established system; thirdly, designing organisational job ideas derived from the operational strategy; the fourth one , developing the expertise by composing targets and performance indicators; fifthly, creating continuous training to workers; sixthly, identifying, organising and refining unpleasant performance; seventhly, overseeing target assessment discussions and lastly, filling the assessment forms and utilising the appraisal device justly and precisely.

4.10.2. Training subordinates

As maintained by Fletcher (2008: 109-110), whenever workers are to provide an important suggestion to be put into the PMS procedure, training must be provided for them to make it constructive. He insist that the scope of workers training must involve the backdrop brief, that contains the objectives of the system and the way it functions; how its prepared, that involves completing the individual- assessment forms as an important element of the procedure; giving direction on targets, that involves induction on the way targets must be set; debate of self-appraisal, that involves the abilities and shortcomings of self-appraisal and assessing its position in assessments; techniques to prevent concern, that involves teachings on relation-conduct methods to lessen concern; sixthly, confidence coaching, which involves helping employees to voice out their opinions to the supervisor in the absence of bringing out emotions or thin-skinned; seventhly, ways to deal with condemnation and lastly, how to influence movement, that involves motivating the employee to make the lead and follow up activities suggested to make sure that they are applied.

As expressed by Jorm & Agere (2000:81) the scope of the teaching guide for workers must involve grasping the theories of performance management, grasping the advantages and ethics of the recent method, developing expertise in designing targets and performance assessments, forming blueprint performance job strategies and lastly, taking part in performance management discussions. Fisher (1995:185) declares that performance management coaching must be provided to both managers and employees. He suggests that the teaching must involve leadership and teaching on capabilities, the arrangements of performance contracts and strategies, the arrangement for and how to perform assessments, evaluations and filling of assessment documents.

4.11. THE EFFECTS OF POOR COMMUNICATION ON THE EFFECTIVE IMPLEMENTATION OF THE PMS

According to an article that was written by the University of Texas at Dallas (2015) the effectiveness of PMS mainly about the sharing of information. It is not possible for managers to guide workers' performance when they are unable to exercise the proper communication abilities. Similarly, workers who cannot exercise proper communication abilities with their managers put themselves in an environment that is subject to misinterpretation. Productive transmission is important to the progress all the departments and all workers as well. Concrete performance conveyance favours all. Considering suitable awareness, productive performance disclosure comprise of encouraging quality operational relations, gives chances to talk and make clear performance projections, formulate a foundation to assess if a worker is doing their work in a satisfactory manner, establish a strategy of activities for examining and getting response on performance, recognises the attempts and achievements of others and creates constructive managers and productive employees. The beginning and end of effective PMS is communication. It is important to communicate the changes in the PMS program and to share the new process with all employees. Managers cannot depend on other people to circulate information. Provided the extent of mistrust concerning PMS, it is good to tackle the matter directly. Allow for some venting of past grievances and be prepared to explain how the new system addresses those issues. This transmission attempt is the initial tread in modifying the norm and must influence the effectiveness of the application attempt. Communication should focus on the benefits of the new system for all parties involved. Collect information about department's concerns in order to incorporate those issues into the PMS design.

Whittington-Jones (2005:12), cited in Maleka (2014) who argues that PMS supplies a way of communicating which must inspire employees and that could certainly play a crucial role in ensuring that

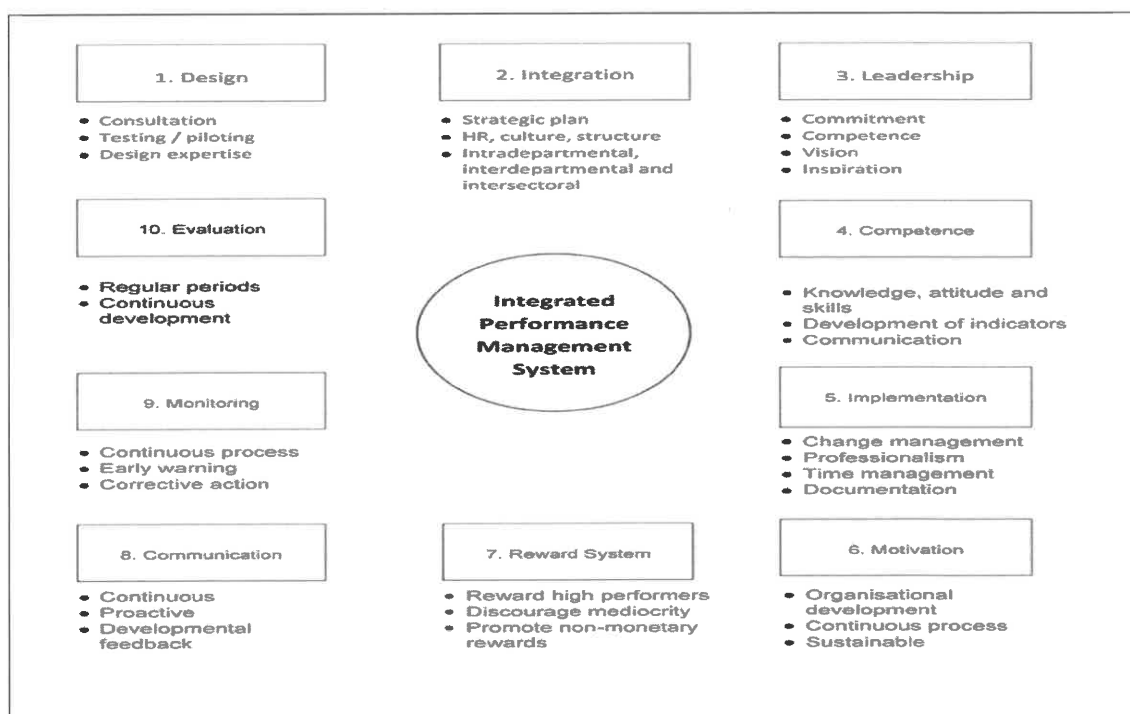
organisational objectives are achieved. A clear strategy for communication must be developed and maintained in every part of the application of the PMS. During the arranging and developing stages of PMS, exchanging information must authorise interest from the main role players. In the application stage, sharing information must help with controlling unwillingness to transform and establishing favourable energy, during the observation and assessment stage, effective transmission of information can help with studying and strengthening goals (Suter,Arndt,Arthur,Parboosingh,Taylor & Deutschlander,2009; Saravanja, 2010).It is this important that the people using of the system be coached to talk in a professional and in a developmental manner when implementing the system thereby ensuring that performance appraisals are properly conducted and feedback on employees performance is properly and adequately communicated .All this points out to the fact that communication is amongst the major essential progressive components in the implementation of PMS. Constructive communication demands that there be adequate and supply of applicable data, facilitates the interest from the people using the system, contributes in reducing panic and concerns and unwillingness to reform that creates the required determination towards the effective implementation the system (Saravanja, 2010:261).

Hellreigel, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2001:278) state that workers will apply energy when they are under the impression that more efforts on their part can result in being rewarded, and the recognition is something worthwhile. The public service should make sure that top level of workers' stimulation and encouragement. This demands a methodical way to tackling the obstacles of workers' stimulation. Stimulation needs on going attention in personnel resources. The workers' inspiration must not be unmonitored. Workers inspiration if unmonitored can normally decline which will result in the poor implementation of the PMS. (Storey, 1983) explains that poor motivation and self-esteem due to inadequate feedback on their performance, little or no communication, unfairness, lack of transparency, and equity as some of the main features leading to failure of PMS. Thus according to Reynolds (2004) a proper communication is crucial in that the benefits associated with effective implementation of the PMS will be adequately and timeously flowing from such a perspective. It is evident that communication has effect on the effective implementation of the PMS which can be either good or bad depending on how the department manages the relationship between communication and the implementation of the PMS.

4.12. INTEGRATED PERFORMANCE MANAGEMENT SYSTEMS

Study conducted by Saravanja (2011:257-263) cited in Maleka (2014) supplies a group of suggestions to people who make decisions in the public service in the succeeding sections of coherent performance management processes: non-segregation; plan; management; application; capability; assessment method; communication; encouragement; examination and assessment. A coherent performance management system is illustrated in the next figure: -

Figure 4.5 Integrated Performance Management System



Source: Marko Saravanja (2010:258).

4.12.1. Design

Saravanja (2010:258) indicate that the PMS techniques should be created to tackle the specific requirements of public service departments. The designing method must include in-depth dialogue involving crucial role players particularly people who will make use of the system in years to come. Dialogue and working together is compulsory to raise confidence and relations with workers and suitable role players (Pulakos, 2009). Parties included in the designing of the system should have skills in public sector performance management and understand the organisation's scope of depending extremely on outside guidance may be a costly manner of designing the system, that usually come with more

unfavourable comebacks of reliance and absence of possession of the latest performance management process (Saravanja, 2010:258).

4.12.2. Integration

According to Nel, Gerber, Van Dyk, Haasbroek, Schultz, Sono and Werner (2001:37) personal and the institution goals are always in regular consultation with each other, aiming to attain their similar objectives. Performance management must be looked at from a coherent prospect. The spirit of working work must be established amongst the PMS and well thought out plans, personnel management systems, institutional behaviour, design and all alternative crucial institutional methods and procedures. Personal, group and institutional essential goals should be synchronised (Saravanja, 2010: 258).

4.12.3. Leadership

The application of performance management processes must be backed up and motivated by senior leaders and managers. Directorship must be devoted to applying the performance management processes, (Saravanja, 2010:259). Leadership must be motivated to design the ability to generate a similar dream, motivate workers and create a performance management system that motivates the whole institution regarding the same intention in order to attain its goals (Verweire & Berghe, 2003).

4.12.4. Implementation

According to Van der Walt (2004: 46) PM is continuous procedure that employees and employers jointly make an effort to increase worker's personal performance and offering to the departmental targets. The organisational senior managers should lead the transformation procedure. Unwillingness to transform must be administered actively. The process of exchanging information must be formulated, in order to outline the advantages of the performance management system communication advancement regarding the execution and eliminating unpredictabilities, concerns and worries. Supervisors should be motivated to take part in well thought, methodical and skilful organisation and application of the performance management system. Execution periods should be adhered to. All documents and records have to be filled in correctly and adept fully, particularly performance contracts and individual enhancement strategies, (Saravanja, 2010:259). Saravanja (2010:259) further argues that devices should be set to make sure that fairness of performance gradings and evaluations and to eliminate unfairness and prejudice. Performance management must be an on-going procedures and not an action managed more twice in a year and

evaluations must be prompted and ongoing. The rewarding process, consisting of financial and nonfinancial awards, must be designed to award top performers. Instruments should be set to tackle with people who are not performing.

4.12.5. Competence

Competence is required from supervisors as they are required to have proper awareness, opinions and expertise to use the PMS (Martens, Heene & Sanchez, 2008). The succeeding are the essential expertise needed; designing of performance measures, key results areas, key administration capabilities and performance contracts; assessment of performance measures; discussion of outcomes and response and examining and assessment of the performance management system (Saravanja, 2010:260). Proactive teaching and enhancement involvement must be executed to make sure that the stakeholders of performance management system are regularly improved. Exceptional importance must be allocated to lenient expertise and the operational features of performance (Saravanja, 2010:260).

4.12.6. Reward system

According to Concharuk and Monat (2009:767) organisation must keep an effective rewards system to improve their behaviours. A system which awards top performers and dejects poor and average performance should be established. An extensive and universal rewarding process, that involves different rewarding processes like monetary rewards, public recognition, excellence prize, progression, more job functions, training and development chances, must be designed and shared with the employees (Radebe, 2012). More extreme force must be provided to non-financial rewards. Tools should be established to make remedial moves in opposition for poor performance. Taking into consideration a huge number of people who are not performing will result in no high performance in the public sector (Saravanja, 2010:261).

4.12.7. Communication

Whittington-Jones (2005:12) argues that Performance Management System provide an information sharing model which must inspire employees and enhance their achievements of targets based on the utilisation of the reward based system. A clear process and strategy for communication should be realised in every aspect of the application of the PMS. During the designing and drafting stages, satisfactory communication must allow approval from the essential role players. In the execution stage, satisfactory

communication must help with addressing hostility to transform and creating favourable energy. In the observation and assessment stage, satisfactory communication should help with training and strengthening accomplishments obtained. Stakeholders involved in the system should be coached to communicate in a proficient manner and evolutionally throughout the method of managing performance reviews and when discussing results and end product. Communication is amongst the major essential effective elements of the whole performance management system. Successful communication demands the supply of applicable knowledge, guarantees participation from the people using the system, minimising distress and concerns, lessen hostility to transform, and creates devotion to the system (Saravanja, 2010:261).

4.12.8. Motivation

As indicated by Hellreigel, Jackson Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2001:278) the workers must employ energy if they think that more energy can result in getting recognised, and also that recognition must be of merit. The public service should make sure great extent of workers' stimulation and observation. This needs a methodical way of dealing with the problems of employee stimulation. Stimulation demands on going interest in personnel management. Employee stimulation cannot be abandoned. Unattended employee stimulation can normally decline. Training programs are needed to make sure that great extent of employee stimulation and dedication to the institutional perception that should involve a diversity of actions like a strategic group, essential organisation, family gathering, inner opposition and rewards, training and evolution chances, exchanges in conduct activities, perspective exchange actions and physical exercises. The mentioned programs should be proactive, ongoing and maintain an everlasting attention to ensure sufficient extents of employee inspiration (Saravanja, 2010:262).

Feedback on the performance must be provided on time and on an ongoing basis more than once annually succeeding the performance assessment procedures (Saravanja, 2010:262). The system must be developed and applied to interest, support, coach and keep quality employees. Adding to the enhancement of intelligent abilities and specialised abilities, teaching and enhancement involvement must stress the growth of psychological and religious brilliance. An inclusive rewarding process must be applied, incorporating financial and nonfinancial awards, to assure quality efforts of employee stimulation on a maintainable base. An awarding process ought to be drafted in a manner that it inspires brilliance, prevents adequacy and tackles un-performing employees (Saravanja, 2010:262).

4.12.9. Monitoring and evaluation

The application of the performance management system should be observed regularly. Challenges should be spotted earlier to allow quick remedial activities. Observation processes should be designed to completely gather data, examine and explain it and utilise it for making a decision (Saravanja, 2010:263).

4.13. CONCLUSION

This chapter has outlined the relationship of PMS and communication focusing on the importance of communication on the effectiveness of the system looking at various effects of communication. Performance communication does not only involve exchanging information but it involves engaging with all the relevant stakeholders from the human resource personnel and the line manager as well as the employee, this ensures that the design of the PMS accommodates all the parties involved and that a common understanding is established. Robinson, Segal and Smith (2015) also emphasise that Sharing information must be done cooperatively. It is not just about the way information is conveyed but also looks at the manner in which information is interpreted and comprehended by the people in the same manner it was planned, it is also listening to acquire complete understanding of what is communicated acknowledge the information that is disseminated. In the chapter that follows the study will focus on the study design and methodologies that will be utilised to gather information. The description of the study area, the information gathering techniques to be utilised by the researcher including the ethical considerations.

CHAPTER FIVE: RESEACH DESIGN AND METHODOLOGY

5.1. INTRODUCTION

The previous section looked communication and implementation of the PMS in the public service. The aim of this section is to describe and explain the different methods that were utilised when conducting the study. To this end, this chapter deals with the research design and methodologies that were utilised, the description of the study area, the data collection methods that were used by the researcher and the ethical considerations, that grounded the research process.

5.2. RESEARCH DESIGN

A research design is a plan or roadmap of how the researcher plans to investigate the research problem. It emphasis on the outcome (kind of study being outlined and the kind of results the researcher wants to achieve). Leedy and Omrod (2001:13) describe a research design as the full strategy of attack on the main research problem. It gives the comprehensive pattern for the method that the researcher follows, the data that the researcher gathers, and the data analysis method that the researcher is willing to adopt. In this study, the researcher will make use of a case study. A case study is of peculiar use when the researcher is looking to investigate a problem in which one or more of a number of factors are connected, and in which it is hard to comprehend the individual factors without taking into consideration their relationships with one another (Kothari, 2004). De Vos, Strydom, Fouche and Delpont, (2005:272), states that a case study aims to provide an extensive analysis of phenomena. The study adopted a combination of qualitative and quantitative research methodologies. Both research approach methods were chosen for this particular study because they essentially allowed the researcher to interact with people and get informed or rather relevant information in that they complement each other. Mixed methods were vital for this study since it involve selection of well-informed respondents.

5.2.1. Qualitative research design

Mason (2002:1) states that qualitative research explores a broad range of dimension in the social word, involving the touch and pattern of everyday life, comprehension, encounters and imaginations of the study participants. Denzin and Lincoln (2000) state that qualitative research contains an explanative and realistic approach, meaning that qualitative researchers study objects in their unrefined settings, seeking to make sense of, or to explain, a situation in terms of the interpretations people make. The qualitative research

method was chosen for this study because it will allow interaction between the researcher and the research participants.

5.2.2. Quantitative research design

Quantitative research design focuses on the observation of measurements and amounts (more and less, larger and smaller, often and rarely, similar and different) of the features shown by participants and events that the researcher studies (Thomas, 2003:1). Lues and Lategan (2006:11) state that in the quantitative research approach, the findings are normally conveyed by means of statistical data and have numerical values. Quantitative research can be summed up as being related with scientific research where the aim is to get a common statement. The researcher allocates numbers to surveys and by adding and measuring, data is acquired. This method could incorporate techniques such as observation, pilot studies, quantitative analysis and questionnaires. In this study, the researcher made use of the quantitative data gathering tool (a questionnaire used to obtain data).

5.3. DESCRIPTION OF THE STUDY AREA

The DTI is one of the 47 national Departments of the post-apartheid South African government. Its offices are situated in Pretoria, Gauteng Province. The DTI and its subsidiary agencies such as the Competition Commission, Companies and Intellectual Property Commission, International Trade Administration Commission and Sanas are tasked with promoting economic development, Black Economic Empowerment (BEE), implementing commercial laws including company law and intellectual property law, promoting and regulating international trade, and consumer protection. DTI is in charge of commercial policy and industrial policy for its clients such as the South African citizens, companies and the international companies (investors). The Department has received some of the top accolades during the 2013/2014 from the department of Performance Monitoring and Evaluation (DPME) in terms of the Management Performance Assessment Tool (MPAT), as the second –best functioning national department (Annual Report, 2014) in South Africa. The researcher is an employee of the DTI and the department was chosen for this study based on the researcher' s first-hand experience on some of the challenges experienced by employees with regards to the implementation of the PMS within certain chief directorates.

5.3.1. Research population

According to Neuman (2000:201), population can be defined as a group of participants or organisations to which findings are to be generalised. To describe the research population, the researcher identifies the unit being sampled, the geographical location, and the temporal borders of the participants. Welman, Kruger and Mitchell (2005:52) define a population as the study object and consist of individuals, groups, organisation, human products and events or the conditions to which they are exposed. In other words, the term can be explained as a full set of individuals or groups from which a sample is taken. The targeted population of this study will be the employees of the DTI with specific reference to the Investment Promotion and Facilitation and Competitiveness Incentive Cluster chief directorates which both have 101 employees. The two chief directorates were selected based on the researcher's experience in working within them such as every employee from level 5 to 12 which includes operational staff (Administration Assistants, Trade and industry Advisors and Assistant Directors) as well as middle management (Deputy Directors) are reporting to the senior manager (Director) on level 13 and unattainable and unrealistic performance targets due to lack of communication between the employees and their managers who are in charge of overseeing the PMS.

5.3.2. Sampling

According to Terre Blanche, Durrheim and Painter (2006:49), sampling is defined as a selection of research participants from a group of research population and entails decisions about the population, surroundings, experience, behaviours and social processes to monitor. The sample represents the research population to certify that the researcher can generalise the findings from the research sample to the population as a whole. William (2006), defines sampling as a method of selecting a group of participants from the entire research population of the preferred group so that by studying the sample it may become fairly easy to generalise the research findings back to the population from which they were selected. A sample always points out the concurrent existence of a greater population which the sample is a smaller segment or a set of people chosen from a target population (Gravetter & Forzano, 2003; De Vos, Strydom, Fouche, & Delpont, 2005). A sampling size of 30 employees from the two Chief Directorates was chosen for this study which comprises of employees from salary level 5-13 (senior managers, middle managers as well as operational staff). Questionnaires were randomly distributed evenly within the two chief directorates to 20 employees within salary level 5-11 while face to face interviews were done with 10

employees from salary level 12-13 (5) each from both the chief directorates which were purposely selected.

5.3.2.1. Sampling procedure

Purposive sampling and simple random sampling procedures will be used to select participants in this study. Purposive sampling according to Terre Blanche et al. (2006) can involve a collection of people who have the same type of issues or challenges although they often show a diverse cross-section of interests and attitudes. Similarly, Castillo (2009:23) argues that purposive sampling is an un-like hood sampling method where the researcher chooses elements to be sampled looking at their knowledge and professional judgment. Purpose sampling will be chosen for this study because it allows the selection of the respondents to be interviewed from the Department. Employees from salary level 12-13 will be purposively selected to participate in this study because of their role in the implementation of the PMS. Wegner (2002; 172) describes a simple random sampling as a method whereby each object in the entire population has an equal chance of being chosen. This is because researchers usually cannot get data from everyone in a group; a smaller section is unsystematically chosen to act as a representative for the entire group as a whole. The aim is to get a sample that will represent the larger research population. A simple random sampling procedure refers to a sampling procedure whereby a section of the population is unsystematically selected from a population (cherry, 2012). Employees from salary level 5-10 were haphazardly chosen to take part in this study since they are the end-users of the PMS and they experience the PMS challenges first hand.

5.4.3. Data collection methods

The collection of data is described as the continuous systematic collection, analysis, and interpretation of information necessary for designing, implementing, and evaluating results (World Health Organisation, 2015). The study utilised interviews and questionnaires to gather primary data from the sampled participants while documentations were used to obtain secondary data.

5.4.3.1. Interviews

Interviews will be utilised to gather information in the study. Semi-structured interviews will be conducted in particular with the (10) employees from salary level 12-13 which consists of senior management staff as well as middle management staff of the Investment Promotion and Facilitation Chief Directorate and

Competitiveness Incentive Cluster Chief Directorates within the Department. At the DTI middle management is refers to level 12 employees which are deputy directors. The two Chief Directorates will be selected based on the experience that the researcher has gathered while working within the chief directorates such as all employees from level 5-12 reporting to the senior manager (level 13) which is the director of the unit which results in issues of inadequate communication concerning the implementation of PMS. According to Lindlof and Taylor (2002), semi-structured interviews are described as flexible and enables new questions to be asked during the interview resulting from what is said by the interviewee. The researcher chose semi-structured interviews because they make use of an interview guide with some questions developed in advance but also allow the researcher to stray from the interview guide by way of asking follow-ups questions deemed appropriate.

5.4.3.2. Questionnaire

Questionnaires are defined as a method of gathering primary data where lists of semi-structured and semi-structured questions are given to a selected sample to extract authentic responses (Collins & Hussey, 2003). According to Acharya (2010), structured questionnaires encompasses pre-coded questions that are well-designed skipping pattern to follow the pattern of questions. That is Structured questionnaires have closed ended questions which provides alternatives answers for the respondents to select. This study employed structured questionnaires which were distributed amongst the employees from salary level 5-10 which comprises of operational staff within the two selected Chief Directorates.

5.4.3.3. Documentations

Secondary data was gathered from different recorded sources such as state policies and pieces of legislation, research surveys conducted on performance management, public service annual reports of different governmental departments, books and journals and annual reports and procedure manuals guiding the implementation of PMS in the DTI. Secondary data was used to gather more information on the role of communication in the implementation of performance management system in the South African public service as well as at the DTI.

5.4.4. Data analysis

Bass (2003) describes data analysis as the means of methodically applying statistical and/or logical process to explain and demonstrate, compress and review, and assess data. The data gathered will be

examined by means of classification which involves dividing the data into themes and also by tallying the arrangement of the responses question by question. David, Moore and George (2005) define data analysis as a process of analysing, clearing, refinement, and epitomizing data with the expectation of generating a useful collection of understanding as the result. The researcher chooses some segment of participants' discussion as providing acceptable responses to the researcher's query. Vithal and Jansen (1997:27) assert that researchers can only make perception of the information they gather through categorizing and classifying the information into a feasible pattern. The information should be designed by categorizing and dividing the data into large units to ensure that the collected data is sensible. It can be deduced that data ought to be collected, recorded and arranged systematically for interpretation. For easy interpretation, data can be packaged into manageable themes and variables. This method will result in an insightful and reasonable picture of the researched population. Qualitative data obtained from the research respondents was categorised and summarised according to different thematic areas which are relevant to the research questions and furthermore a Statistical Package for the Social Sciences (SPSS) was used to analyse the quantitative data and presents them in a form of graphs and tables which were comprehensively interpreted and analysed by the researcher.

5.5. ETHICAL CONSIDERATIONS

As stated by Welman et al (2005:201) social research is a branch of investigation that study human behaviour which requires that the researcher understands ethical and legal responsibilities towards their research targets. Ethics are social views about what is correct or what is not correct, acceptable or unacceptable. In conducting this study, the researcher was guided by the following research ethics: -

5.5.1. Informed consent

Informed consent is defined as a lawful system to safeguard that a sick person, customer, and research participants are conscious of all the possible threats and costs covered in a treatment or operation. The components of informed consent involves notifying the customer of the description of the treatment, other available treatments, and the possible threats and advantages of the treatment (Cherry, 2012). Marlow (1998:151) emphasizes that it is important that the researcher obtains the informed consent of the potential participants, that the participants be told what the purpose and objectives of the research project are, to enable them to give a voluntary consent or otherwise reject participation before commencement of the exercise. De Vos (2007:57), explains that emphasis should be placed on precise and complete information

so that the participant may be able to thoroughly take a rational decision about possible involvement. It is against this background that the researcher will be guided to request the permission of participants that falls within the research population to conduct the study. It is against this background that the researcher was guided to request the permission of participants that falls within the research population to conduct the study. The researcher also, wrote a letter of consent that was given to all the research respondents before the commencement of the research. The letter briefly, outlined the intention of the study as well as the responsibility of the researcher and respondents. This ensured that participating in the proposed study is voluntary and also serve as a guarantee that participants can withdraw their participation in the study should they feel uncomfortable.

5.5.2. Anonymity and Confidentiality

White (2002), defines confidentiality looking at studies based on human beings, as a situation that occurs when information is kept in a way that eliminates accidental or improper revelation of respondents' recognizable information. The researcher accordingly ensured confidentiality by maintaining that all the information gathered does not link to other people within the department by requesting that participants should not disclose any personal details on the questionnaires like their names or telephone numbers.

5.6. CONCLUSION

This section outlined in detail the research design and methodology that guided the entire research process up to its final completion. To this end, the following issues/aspects were covered in this chapter namely: - design and methodology, the study area, the research population, the sample size and procedure, techniques for gathering information, analysing and examination as well as the ethical consideration of a scientific enquiry were clearly stated. The succeeding section will look at the presentation of the research findings, analysis and interpretation the results.

CHAPTER SIX: DATA ANALYSIS AND INTEPRETATION

6.1. INTRODUCTION

The preceding chapter dealt with the various research design and the methodologies that the study employed when conducting this study. In order to get the responses from the respondents. This chapter will look at the analysis, presentation and the interpretation of the raw data that was collected from the respondents. This chapter seeks to present, analyse and interpret the responses from the research sample in a way that makes it simple and clear for the researcher to understand the collected data and also the linkages of the findings and the study objectives. The study was conducted at the Department of Trade and Industry, situated in Pretoria, Gauteng Province. The purpose of the study was to examine the role of communication in the implementation of PMS in the South African public service, using DTI as a case study.

6.2. RESEARCH FINDINGS

The study examined the role of communication in the implementation of PMS in the South African public service, using DTI as a case study. The researcher is an employee of the DTI and the department was chosen for this study based on the researcher' s first-hand experience on some of the challenges experienced by employees with regards to the implementation of the PMS within the two selected Chief Directorates. The data was collected in two ways: through structured questionnaires and through face-to-face semi-structured interviews. The researcher made use of both these research design approaches so that they can complement each other on validating the research findings obtained. The two instruments used to collect data were based on the different themes relevant to the objectives of the study. The structured questionnaires were used to collect data that would be representative of the employees (Operational staff) from salary level 5-11 and therefore twenty (20) questionnaires were distributed. The faces –to-face semi-structured interviews were conducted with the (10) employees (Middle and Senior Management staff) from salary level 12-13. The presentation and analysis of this study is therefore done in two parts. The first part will focus on the data collected through structured questionnaires and the second part will provide data collected through face-to-face semi-structured interviews.

6.3. DATA COLLECTED THROUGH QUESTIONNAIRES

Data collected through questionnaires was obtained from representatives of employees (Operational staff) from salary level 5-11. The researcher made sure that the questionnaires were distributed evenly amongst the two Chief Directorates. Twenty (20) questionnaires were randomly distributed within the two Chief Directorates. In order to ensure that reliable and relevant data that would satisfy the objectives of this study were obtained, the researcher structured the questionnaire into six (6) information seeking categories. The questionnaire information seeking categories were: Demographic information of the respondents, implementation of Performance Management System at the DTI, the nature and importance of effective communication, challenges related to the implementation of the PMS within the DTI and the recommended measures for optimising effective implementation of the PMS within the DTI.

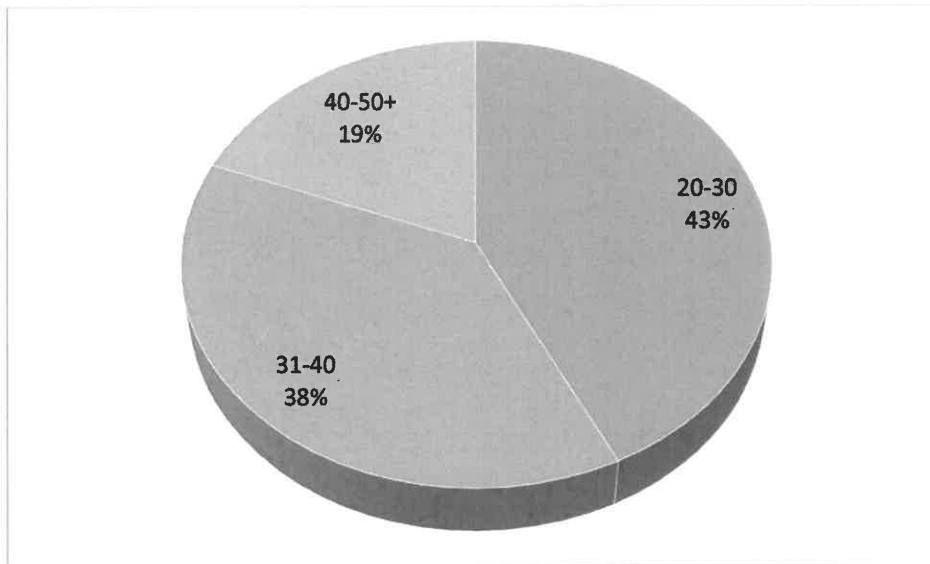
6.3.1. Demographic information of the respondents

Demographic information of the respondents is important in research. It gives a clear picture of the type of research participants the researcher is dealing with. It also helps in determining the reasons for the variety of responses which are influenced by demographic factors. In establishing the demographic information of the respondents in this regard, the researcher probed the following demographic information: age group, gender, work experience, job position, salary scale/level, if the employees have people reporting to them and how many and lastly which directorate/sector they fall in. The findings with regard to demographic information demonstrated as follows:

6.3.1.1. Age group

The age group of the respondents often determines the response they will provide to the researcher. The age group of the respondents is important depending on the information required by the researcher. The age group of the respondents in this regard indicated as follows:

Figure 1: Age group

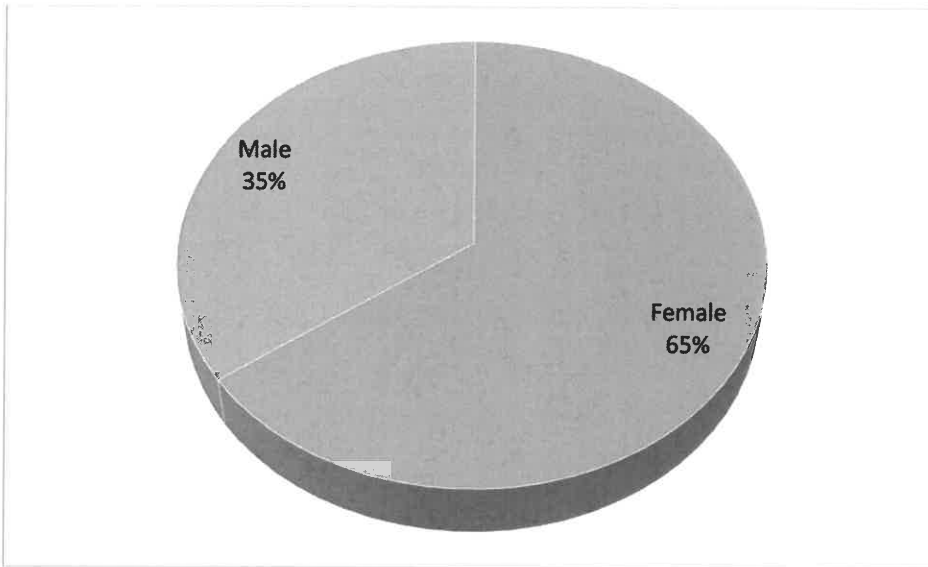


The above figure represents the different age groups that formed part of the respondents. The total number of respondents is presented by means of percentages. The study did not require a specific age group but was based on the acceptable age of employment hence it started at the age of 20 years and more, because the respondents are regarded to be matured and able to give responsible responses. The above chart indicates that the majority (43%) of the respondents were in the age group of 20-30 years. This is followed by (38%) of the age group of 31-40. The age group of 41-50+ constituted only (19%). The reason for probing the age group of the respondents was for the researcher to get different views from the different age groups.

6.3.1.2 Gender

The probing of gender in research is important to ensure that perceptions obtained from studies are not gender biased. The South African public service does not promote discrimination based on gender especially in the workplace and there are policies such as affirmative action that promotes the employment of qualified people from designated groups such as women creating equal opportunities in the workplace and addressing the transformation of the public service.

Figure 2: Gender

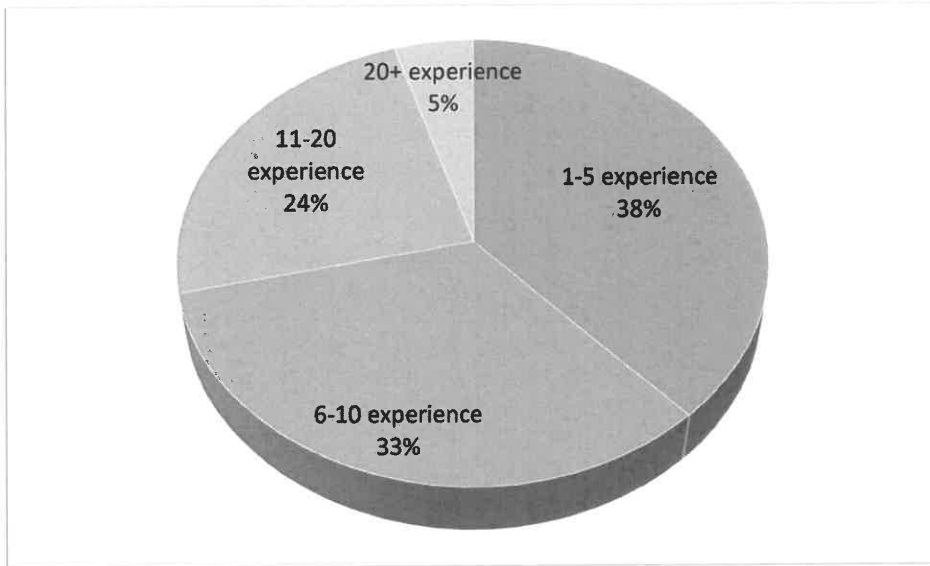


The results on gender participation in this study indicate that the majority (65%) of the respondents were females. Males constituted only (35%) of the sample. It is not surprising to see women dominating the study because as per the Affirmative Action policy in South Africa women are given preference over male in terms of employment opportunities within the Public Sector because their considered to be historically disadvantaged by the apartheid regime.

6.3.1.3. Work experience

The work experience of the respondents helps to validate the data collected. It is the credibility of the respondents that determine whether a particular data obtained can be relied on or not and the purpose for probing this was to get how many years the employees have been subjected to the PMS. The work experience of the respondents in the study was indicated as follows:

Figure 3: Work experience

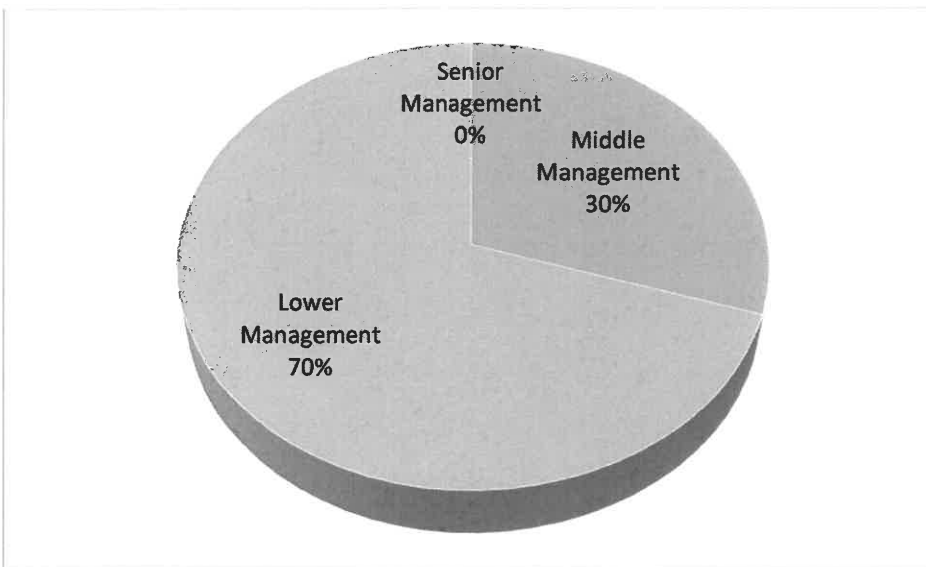


The above figure represents the number working experience within the Public Sector. The research findings indicated (38%) of the respondents have 1-5 years working followed by (33%) of the respondents who have 6-10 years, while remaining (24%) of the respondents indicated that they have 11-20 years of work experience and lastly there was a (5%) response for 20+ work experience.

6.3.1.4 Job position

The job position of the respondents was probed to represent the different levels of management from which the respondents were obtained. The job position was broken into three namely the senior, middle and lower management. The job position was indicated as follows:

Figure 4: Job position

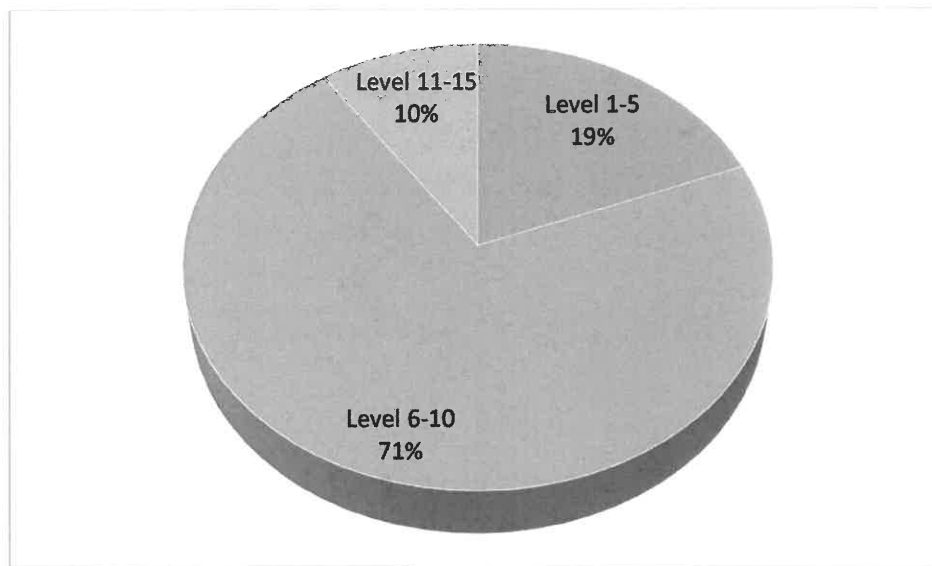


The above figure indicates the job positions of the respondents that formed part of the research population. The data presented in the above figure indicates that (70%) of the respondents were obtained from lower management and (30%) was middle management with (0%) being senior management. It is not surprising that they was 0% representative of senior management because entry level for senior management is from level 12 and both lower and middle management are the employees that are been assessed through the PMS by the senior management.

6.3.1.5. Salary scale/ level

The salary scale was probed to get the different views form the different salary scales/levels within the department and the salary scale/level were indicated as follows:

Figure 5: Salary scale/level

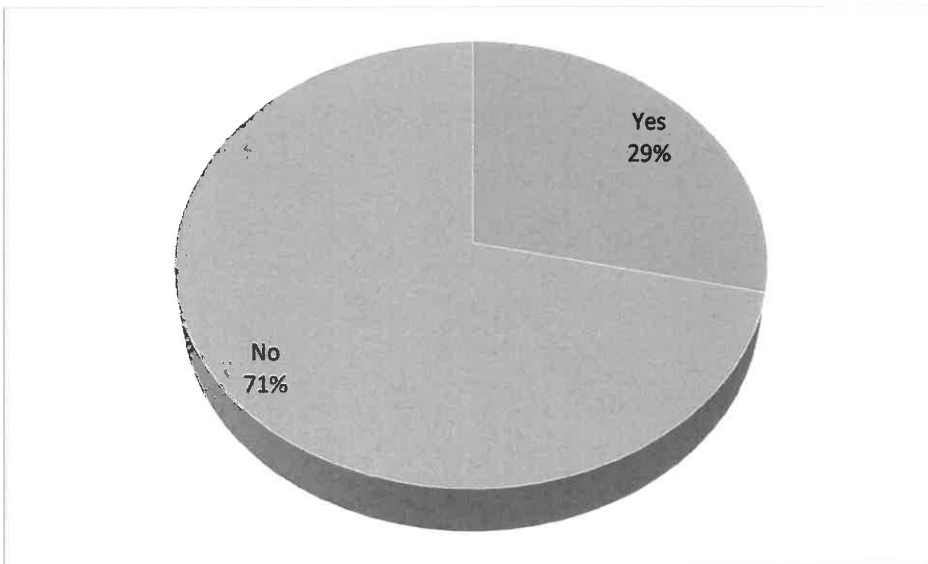


The above figure represents the different salary scales/ levels of from which the respondents were obtained. The data presented in the above chart indicates that (71%) of the respondents were obtained from employees from salary scale/level 6-10(Senior Administrative Clerks, Personal Assistants and Trade and Industry Advisors), (10%) of the respondents were employees from salary scale/level 11 (Assistant Directors) and lastly (19%) being employees from salary scale/level 1-5 (Advanced Team Assistants and Administrative clerks). Questionnaires were distributed to employees from level 1-11 who are regarded as lower and middle management and are the employees who are assessed through the PMS by the senior management and are not necessary the assessors.

6.3.1.6. Do you have people that report to you?

The number of people reporting to each employee was probed because the researcher wanted to find out if the PMS system within the department is empowering in nature. The findings were indicated as follows:

Figure 6: Do you have people that report to you?

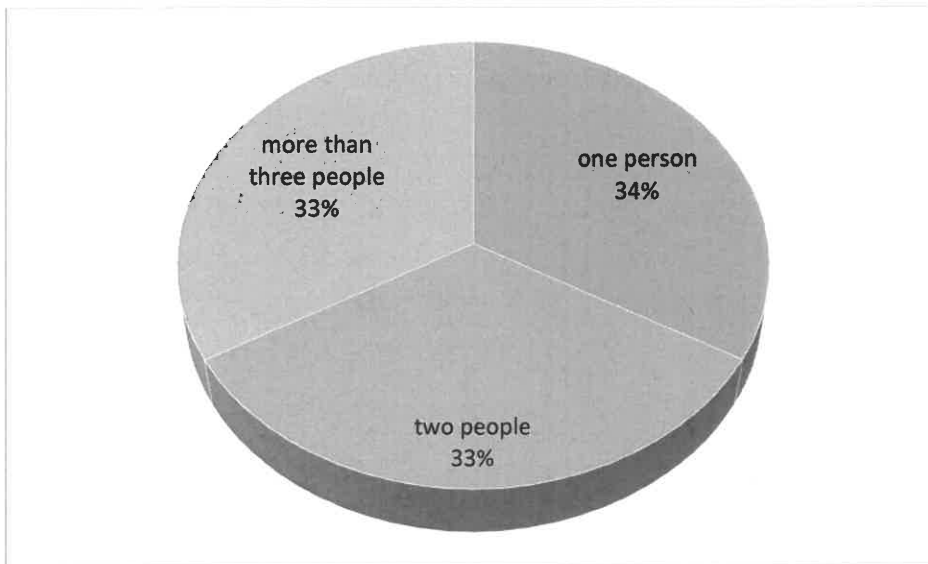


The above figure represents the percentage of respondents who have people reporting to them. The reason for probing this was to find out if the respondents have ever given the responsibility of managing employees or overseeing the performance of employees. The majority of the respondents (71%) indicated that they do not have people reporting to them while the remaining (29%) of the respondents answered yes. This indicates that only few employees are given the opportunity to manage people. This shows that empowerment levels are very low in the department which goes against the aim of PMS which is to empower and develop employees such as giving them management and leadership opportunities.

6.3.1.6.1. Number of people reporting to each employee who answered yes in the above question.

This point will provide the number of people reporting to each employee who answered yes in 6.3.1.6.1 to see how many people is the employee empowered to manage.

Figure 6.1: Number of people reporting to each employee who answered yes in the above question.

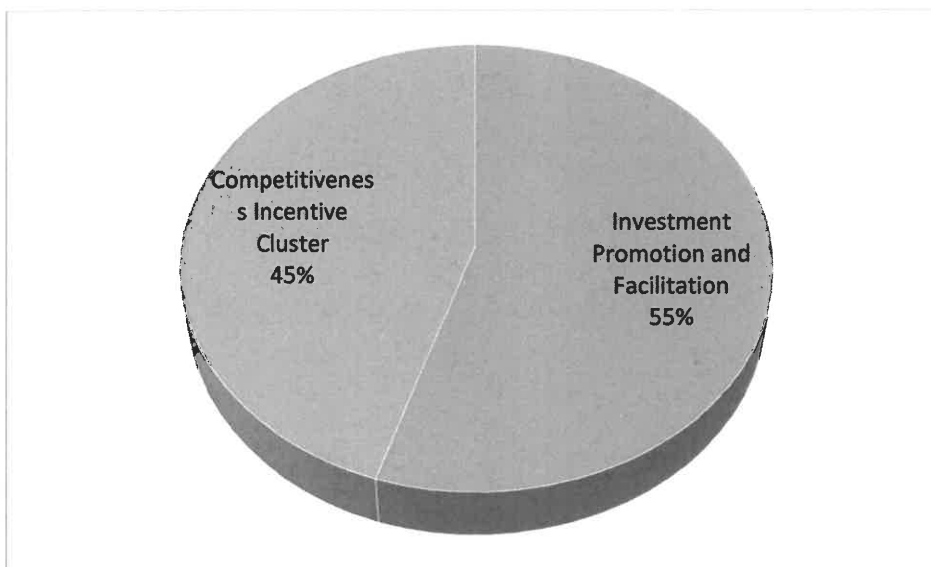


The above figure represents the percentage of respondents who have people reporting to them. The reason for probing this was to find out if the number of people the respondents is given the responsibility to manage employees or overseeing the performance of employees. The majority of the respondents (66%) each comprising of (33%) indicated that they manage two people to more than three people while the remaining (34%) of the respondents indicated that they only manage one person. The number of people, employees are given to manage assist in determining the management capabilities of an employee, whether or not their capable of managing a big or small group with different personalities and work ethics.

6.3.1.7. Chief Directorate\sector

The study was conducted within two Chief Directorates within the department, hence the important of probing this was to know establish the Chief Directorate/Sectors that the respondents are from. This was indicated as follows:

Figure 7: Chief Directorate/Sector



The above figure represents the percentage of respondents within each chief directorate or sector of work. Although (20) questionnaires were distributed evenly the majority of the respondents (55%) were from Investment Promotion and Facilitation while the remaining (45%) of the respondents were from the Competitiveness Incentive Cluster. One (1) questionnaire from Competitiveness Incentive Cluster was not returned when the questionnaires were collected because the respondent was not around at the time of collection.

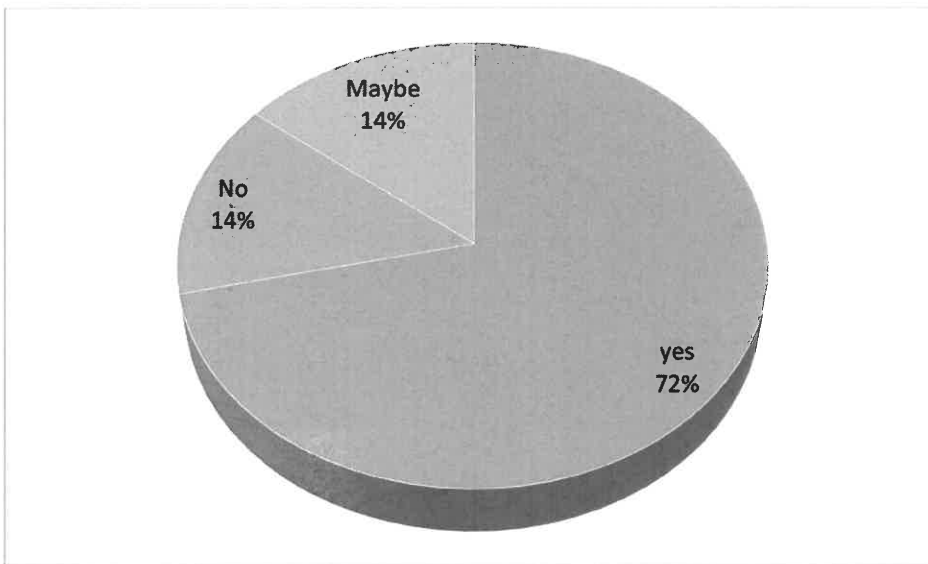
6.3.2 Implementation of Performance Management System at the DTI

The implementation of the PMS is supposed to be done in line with each department's mandate meaning that the PMS must be designed in a manner that it speaks to the departmental goals, mission and vision. Every department is tasked with a specific mandate hence the PMS must be designed in such a way that it is implementable within that department but not changing the entire function of the system. The following were probed, the understanding of the PMS procedures in the department, the level of understanding of the PMS, the usage of the PMS, the fairness of the PMS procedures used in Chief Directorates, the realisticness of PMS targets set in various sectors within the Chief Directorates, attendance of PMS information sessions at the department, if PMS helps improve the employees' productivity, clear objectives of the PMS in the department and the attitude towards the PMS.

6.3.2.1 Do you understand the PMS procedures in your department?

The question on the understanding on the PMS procedures within the department was probed in order to establish if the employees understand their own PMS procedures, which is important because it gives an indication that they are aware of the PMS. The study responses were indicated as follows:

Figure 8: Do you understand the PMS procedures in your department?

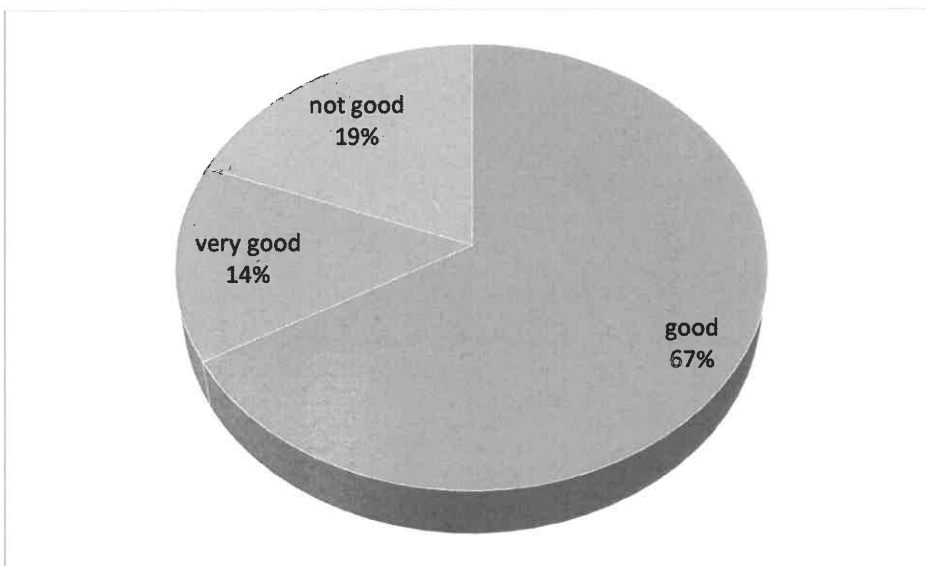


The above figure represents the responses of the understanding of the PMS procedures by the respondents. The purpose of this was to investigate how many people understand the PMS procedures. The majority of the respondents (72%) indicated that they understand the procedures while (14 %) answered maybe and another (14%) said they no they don't understand the PMS procedures. The responses indicate that majority of the respondents understand the procedures but it is also worrying that 28% indicated that they don't or are not sure they understand the procedures while they make use of the PMS in order to rate their performance. This results (72%) confirms that the understanding of PMS procedures in this regard is not the main challenge for the implementation of PMS but rather that they are other challenges that can hamper the effective implementation of PMS which confirms what literature says on page (3).

6.3.2.2 The level of understanding of the PMS

The understanding of the PMS still remains a challenge in most departments because of the many reports on lack of service delivery which is supposed to be rendered by the various departments. Therefore, the researcher probed the level of understanding of the PMS in order to attain the information. The figure below specifies the results as follows:

Figure 9: The level of understanding of PMS



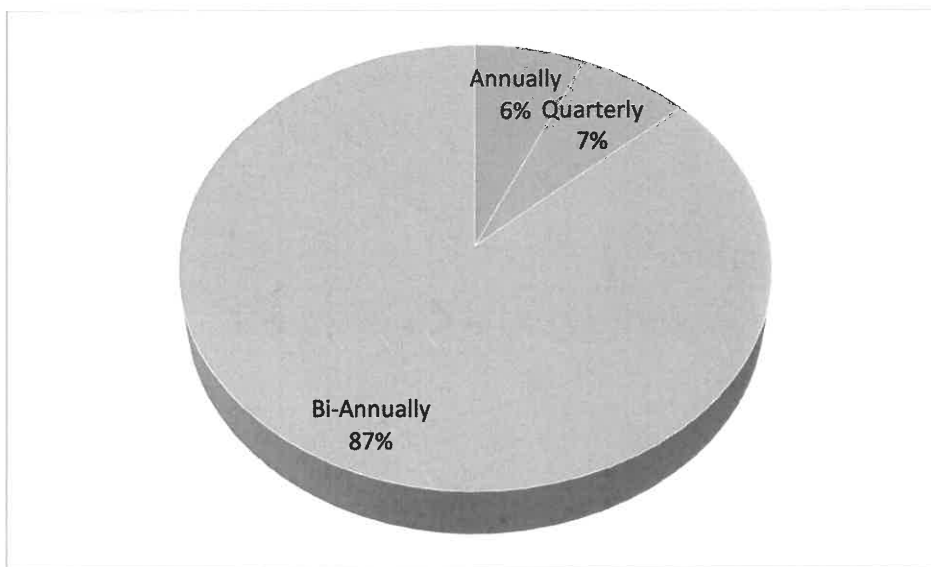
The above figure represents the responses from the respondents regarding how they rate their understanding of the PMS. The purpose of this was to understand how the employees rate their PMS. The majority of the respondents comprising of (67%) rated their level of understanding as good while (19%) indicated their rating as not good and lastly (14%) rated their level of understanding as very good. As much as the majority of the respondents indicated that their level of understanding is good, there is still (19%) that rated their level of understanding as not good. The employees who have indicated that their level of understanding of PMS is not good might end up not implementing the PMS correctly or properly which can result in non-compliance.

6.3.2.3 The usage of the PMS

The probing of the usage of the PMS is to get an idea of how often do the employees make use of the PMS. The Employee Performance Management and Development System which was developed by the

Department of Public Service and Administration to monitor employee s performance and development stipulates that the Performance Reviews must be done quarterly throughout the performance cycle. The study findings were indicated as follows:

Figure 10: The usage of PMS

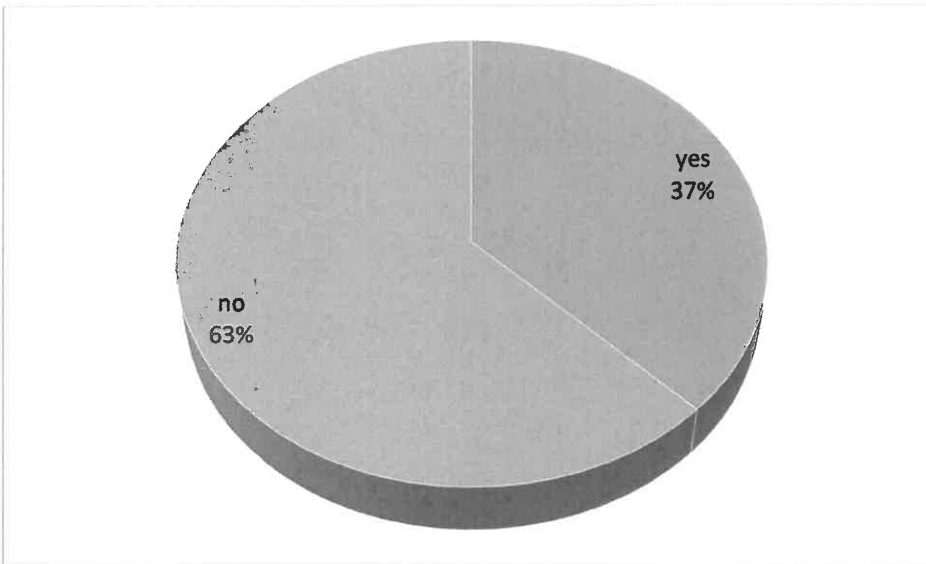


The above figure represents the usage of the PMS .The purpose of this was to understand how often the employees make use of the PMS .The majority of the respondents comprising of (87%) indicated that they report on a bi-annual basis while (7 %) indicated that they report on a quarterly basis and lastly (6%) said they report on an annual basis. This shows a level of inconsistency on the usage of the PMS and also questions if employee performance is been monitored accurately.This supports the notion raised in this dissertation (*supra*:35) about the accurate monitoring of PMS.

6.3.2.4 The fairness of the PMS procedure used in each Chief Directorates

As much as there is a departmental PMS procedure, each Chief Direcorates due to the different tasks they focus on, the PMS procedures may differ in order to fit the tasks at hand. Hence it is important to probe the fairness of the PMS procedure used in each Chief Directorates. The following was the findings:

Figure 11: The fairness of the PMS procedure used in each Chief Directorates

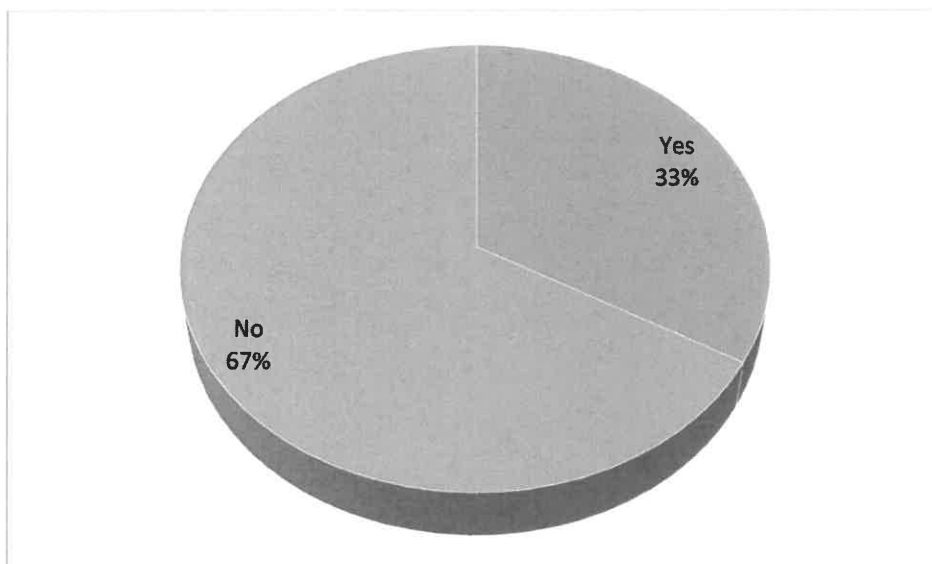


The above figure is a representation of the responses regarding the fairness of the PMS procedures used in the respondents chief directorates. The purpose of this was to get the views of the respondents regarding their PMS within the various chief directorates\sectors of work. Majority of the respondents (63%) responded that the PMS procedure used in their chief directorates is not fair while (37%) said that it is fair. These shows that there is a level of dissatisfaction amongst the employees regarding the PMS procedures within their Chief Directorates which can lead to some of the challenges mentioned in this dissertation (*supra*:3) such as employees deloping negative attitude towards the system because they see it as not fair.

6.3.2.5 *The realisticness of PMS targets set in your various sectors within the Chief Directorates*

Targets are set within the PMS and those targets are suppose to be realistic meaning that they need to be achievable, after all the PMS was not established in order to make performance of assigned more difficult but rather its was meant to improve the public sector performance. The study findings were as follows:

Figure 12: Realistic of PMS targets set in your various sectors within the Chief Directorates

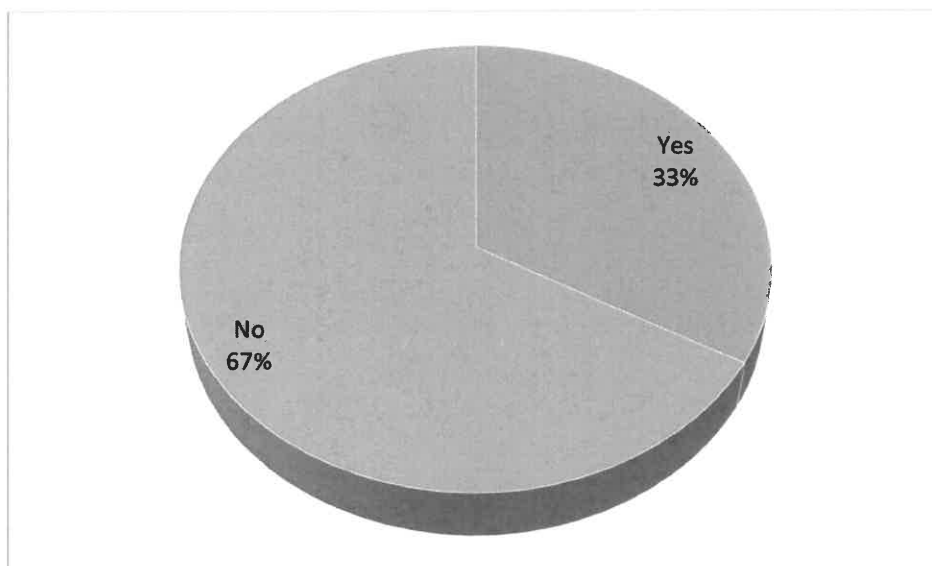


The figure above represents the responses regarding the realisticness of the PMS targets. The majority (67%) of the respondents said that the set targets within their various sectors in their Chief Directorates are not realistic while (33%) said the set targets were realistic. The negative responses show that the employees are not satisfied with the targets that are set. This confirms what literature says (*supra:32*) about the roles and responsibilities of employees on PMS such as employees need to be actively engaged in setting performance standards which in return can assist in ensuring that the set targets are realistic and achievable.

6.3.2.6 Attendance of PMS information sessions at the department

The reason for probing this was to find out the percentage of employees who have attended the PMS information sessions which are meant to educate and inform them on the PMS. Information sessions are scheduled to serve as a platform to educate the employees on the PMS. The findings were presented as follows:

Figure 13: Attendance of PMS information sessions at the department

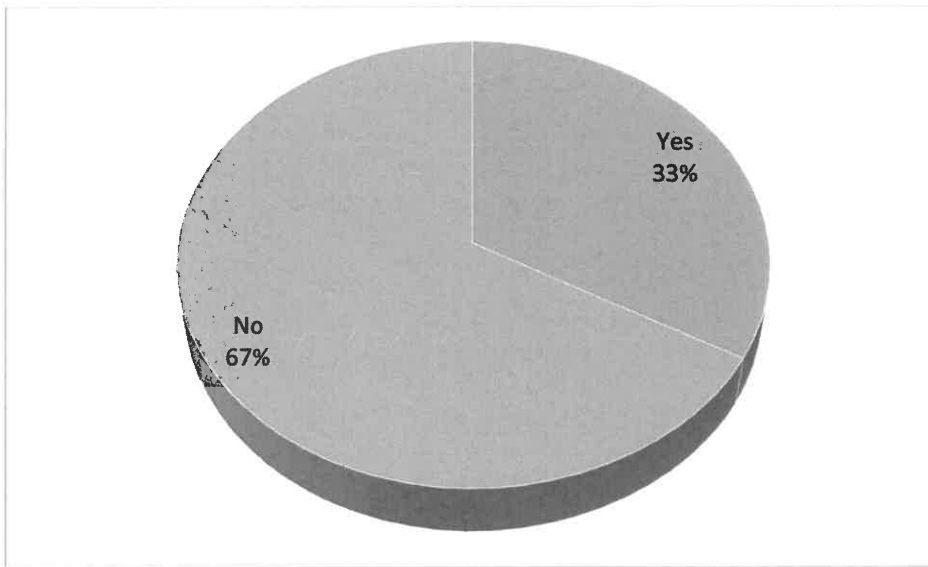


The above figure represents the attendance of PMS information sessions. The majority (67%) of the respondents said that they have not attended the information sessions while (33%) said that they have attended the information sessions. This implies that the majority of the respondents have not attended the information sessions which can imply that maybe the information sessions were not communicated effectively. Furthermore, the employees might not be attending the information session due to that the sessions are set during working hours and they clash with their normal duties.

6.3.2.7 Do you think the PMS helps improve the employees' productivity?

The PMS was developed to ensure that they are improvement on employees' productivity and this question was probed to the get the employees' views on whether or not they think the PMS improves their productivity. The study indicated the following the findings:

Figure 14: Do you think the PMS helps improve the employees' productivity?

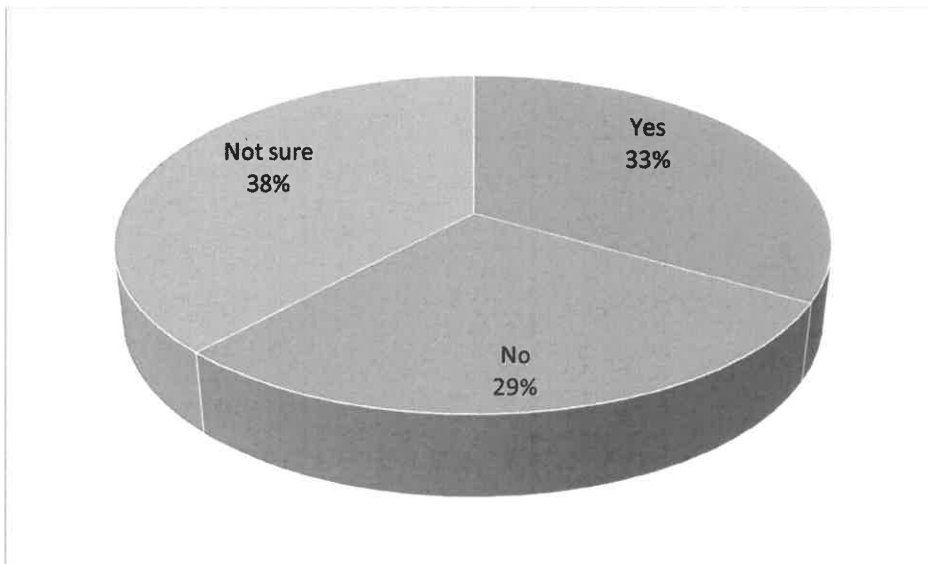


The above figure represents the workers' opinion on the influence of the PMS in improving workers' productivity. Majority (67%) of the workers responded by yes indicating that the PMS helps to improve workers' productivity. The remaining (33%) said PMS does not help in the improvement of workers' productivity. This implies that majority of the employees understand the role of the PMS on their productivity although there is still a minority that says it doesn't help them at all to improve their productivity which is an area of concern. Employees feel that PMS doesn't help to improve productivity because they view the system as being biased and easily manipulated by managers.

6.3.2.7 Clear objectives of the PMS in the department

The importance of probing the clearness of the objectives of the PMS in the department is to ascertain that the system is set out to achieve what it is intended to do. The findings were presented as follows:

Figure 15: Clear objectives of the PMS in the department

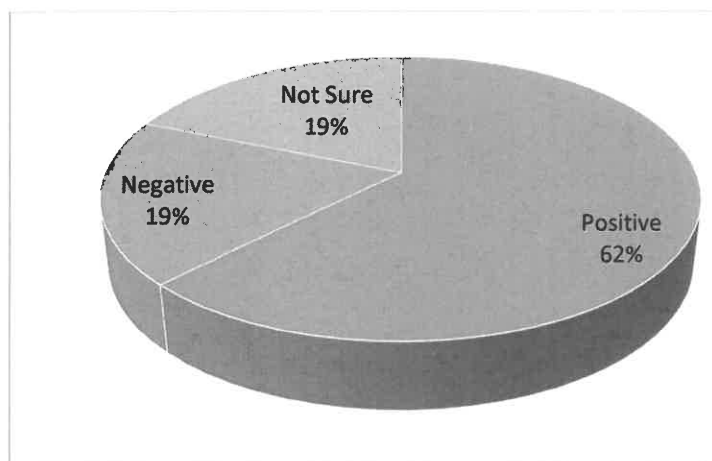


The majority (38%) of the respondents said that they're not sure if the objectives are clear, while (29%) said the objectives are not clear and lastly the remaining (33%) said the objectives are clear. The responses are not satisfactory because majority of the respondents said that they are not sure if the objectives are clear. The results of (38%) representing the employees who are not sure can be due to the lack of effective communication between the managers and their subordinates involved in the implementation of the PMS.

6.3.2.8 Attitude towards the PMS

The reason for probing the attitude of employees towards the PMS is to get how the employees feel about the PMS. The study indicated the following findings:

Figure 16: Attitude towards the PMS



The above figure represents the employees' attitude towards the PMS. The majority (62%) of the employees indicated that they have a positive attitude while (19%) said that they have a negative towards the PMS and the other (19%) said that they are not sure of their attitude towards the system. The results of (38%) which are the (19%) that is not sure and the other (19%) stating that they have a negative attitude could be contributed by the lack of proper job design which leads to demotivation of workers towards task performance and the PMS as a whole. The positive attitude from the employees is created by the monetary reward that comes with being a high performer at the end of the financial year whereby employees' performance is reviewed. The above figure confirms the results on figure 24 (*supra*: 85).

6.3.3 The nature and importance of effective communication

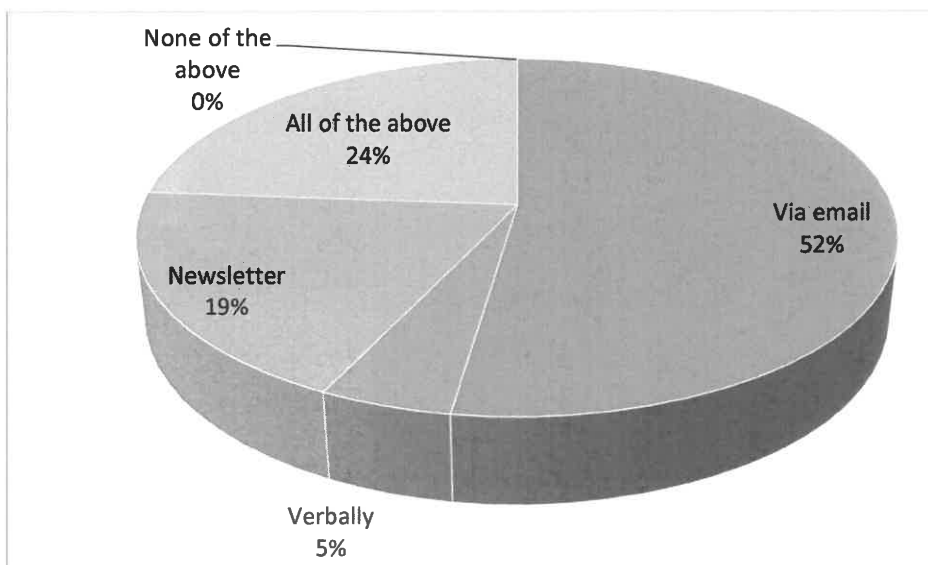
This section examined the nature and importance of effective communication on the implementation of the PMS. Effective communication is a must for the effective implementation of the PMS. Every act of communication influences the department some way or other. It is a link that holds the various interdependent parts of department together. If communication stops, the departmental functions ceases to exist. Any policy such as the PMS, however great it is, is useless until it is transmitted and understood by others. When communication is effective, it tends to encourage better performance and job satisfaction. Employees tend to understand their jobs better and feel more involved in them. It is through effective communication that the effective implementation of the PMS is realised. Moreover, communication is a means whereby the employee can be properly motivated to execute the departmental plans enthusiastically. The following were probed, the communication of information in the Department, the effective use of the communication method, the frequency of the PMS information communication, the

helpfulness of the PMS information communicated and do you prefer the information to be communicated in written or verbally.

6.3.3.1 The communication of information in the Department

The importance of the probing the communication of information is to investigate how information is communicated within the department. How information is communicated is very important because it speaks to the possibility of how it will be received. The study findings were indicated as follows:

Figure17: The communication of information in the Department

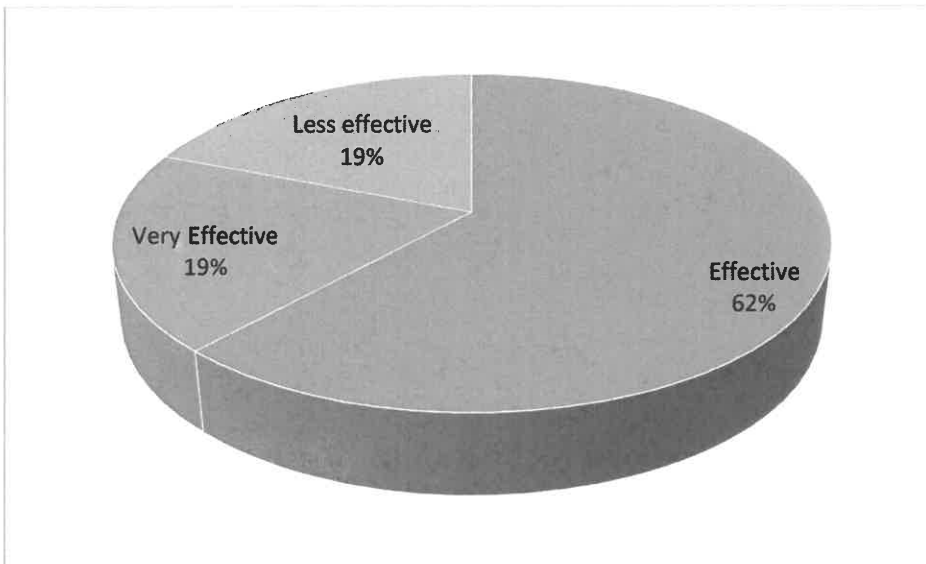


The above figure represents how information is communicated within the department. Majority (52%) of the employees indicated that they receive information via email, (19%) indicated that it is done through newsletters and also that all the above methods are used comprising of (24%) while there was a (0%) response for none of the above and lastly (5%) said that information is communicated verbally. Due to the response of the majority receiving information via email it can rather be a challenge sometimes because emails depend on access to the internet meaning that assuming that there's no access to the internet then majority of the employees will not receive the information.

6.3.3.2 The effective use of the communication method

The best communication methods helps to put across the message communicated and the aim of probing this was to find out how effective the various communication methods are effective. The study findings presented the following:

Figure 18: The effective use of the communication method

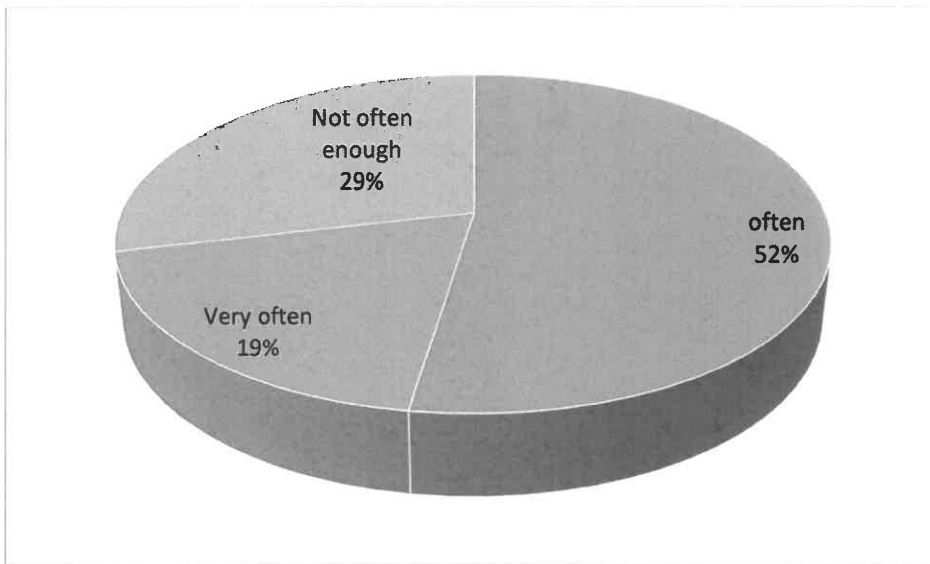


The above figure represents effectiveness of the communication method used. Majority (62%) of the employees indicated that the communication method used is effective, while (19%) said it is less effective and the remaining (19%) said that it is very effective. The reason for probing this was to get the views of the employees on the effectiveness of the communication method used. It is quite pleasing to see that the majority said that the communication method used is effective. The majority of employees view the communication method used as effective because they have access to emails.

6.3.3.3 The frequency of the PMS information communication

The frequency of the PMS information communication was probed to get how often PMS is information communicated and the findings were as follows:

Figure 19: The frequency of the PMS information communication

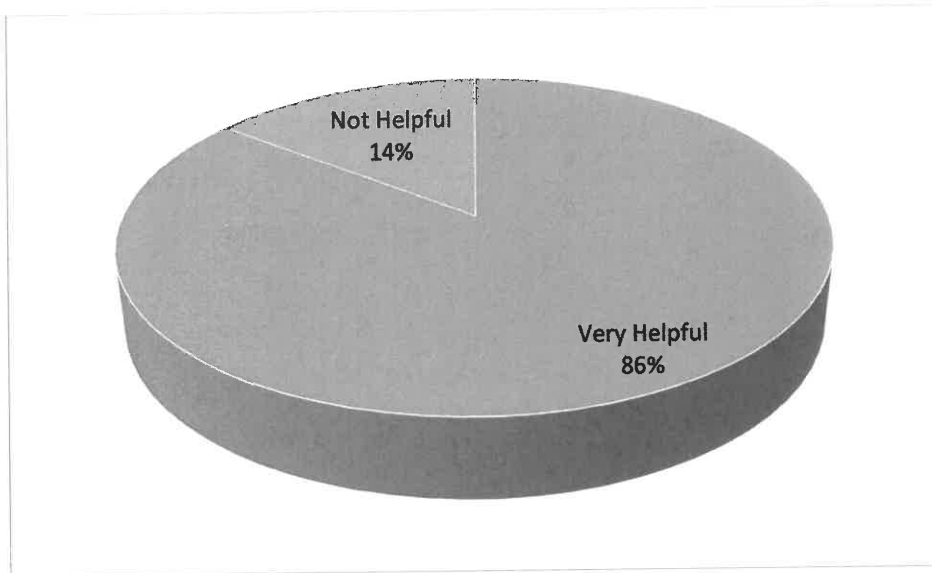


The above figure represents the frequency of how often PMS information is communicated. The purpose of this was to understand how often employees receive information on the PMS. The majority of the respondents comprising of (52%) indicated that they receive information often while (29 %) indicated that the information is not communicated often enough, lastly (19%) said that information is communicated very often. The results of (29%) confirms what literature says (*supra:34*) that there must be constant information provided to the employees regarding their performance.

6.3.3.4 *The helpfulness of the PMS information communicated*

The reason for probing this was to find out if the information communicated on the PMS was helpful and the study findings were as follows:

Figure 20: The helpfulness of the PMS information communicated

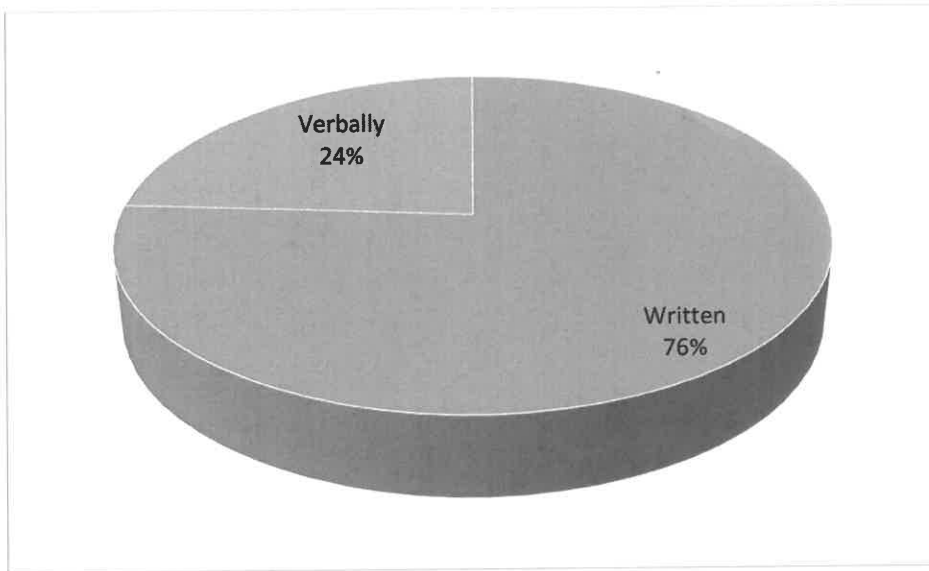


The above figure represents how useful the information communicated on PMS is. The purpose of this was to understand the views of the employees on the usefulness of the information communicated on PMS. The majority of the respondents (86%) indicated that the information communicated is very helpful while (14%) said that is not helpful. The results of (86%) confirms what literature says on page (57) that there must be a clear process and strategy for communication that must be realised throughout the implementation of the PMS. In the planning and design phases, good communication will enable buy-in from the major stakeholders and in the implementation phase, good communication will assist with managing resistance to change and building positive momentum.

6.3.3.5 Do you prefer the information to be communicated in written or verbally?

The preference of the employees on how information is communicated especially between written and verbal communication is important because it gives an indication on what the employees are most comfortable with

Figure 21: Do you prefer the information to be communicated in written or verbally?



The above figure represents the preference of employees' on how information should be communicated regarding the PMS. Majority (76%) of the employees indicated that they will prefer written information while the remaining (24%) said that they will prefer that information be communicated verbally.

Reasons provide for question 6.3.3.5

Written

- It is easy to read and understand.
- It is easy to remember.
- It is easy to access and use for referral/reference.
- It is more effective.
- It is reliable.

Verbally

- Puts more emphasises on the issue communicated.
- Helps when there's no access to the internet or limited connectivity.
- It allows for an interactive dialogue.
- It promotes discussions.

The results of (76%) confirms what literature (*supra: 40*) that employees will prefer written communication because it allows information to be recorded so that it can be referred to at a later date.

6.3.4 Challenges related to the implementation of the PMS within the DTI

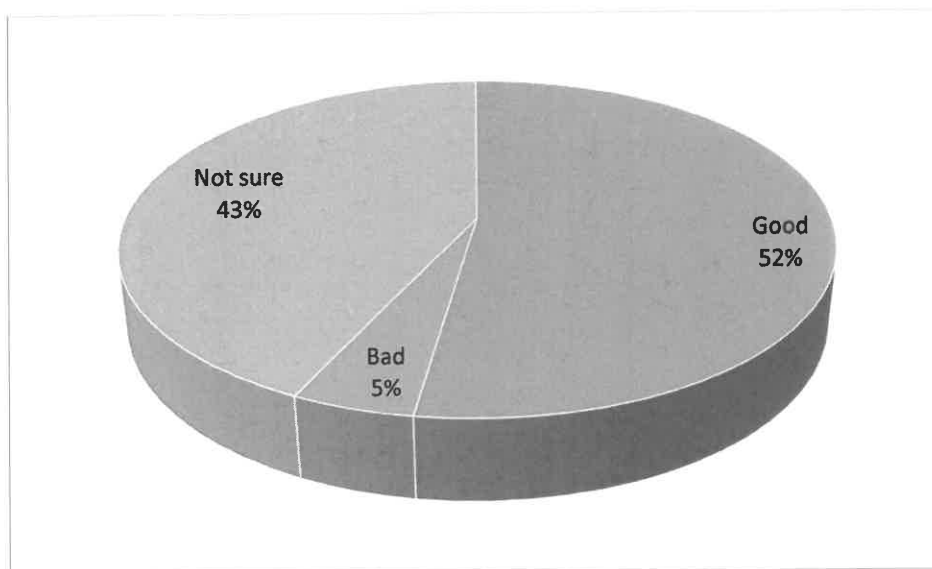
This is crucial for the study in order to get information from the employees regarding the challenges they face in the implementation of the PMS. Like any other system PMS has implementation challenges.

This category is meant to highlight the challenges that the employees within the DTI looking at the impact of the implementation of the PMS in the workplace, how they rate the quality of the implementation of the PMS within their workplace, are they satisfied with the implementation of the PMS, does the PMS serve as a developmental tool, do they regard the PMS as a money-making tool and also other challenges that contribute to non-effective implementation of the PMS. The following were probed, the impact of the implementation of the PMS in the workplace, the quality of the implementation of the PMS, satisfaction with the implementation of the PMS, PMS as a developmental tool, PMS as a money –making tool and other challenges that contribute to the effective communication on the implementation of the PMS,

6.3.4.1 The impact of the implementation of the PMS in the workplace

It is important to evaluate the impact of the implementation of any system to check if it is positive or negative or good or bad. The impact of the implementation of the PMS will allow the department to able to put measures in place if the employees indicate that the implementation is bad.

Figure 22: The impact of the implementation of the PMS in the workplace

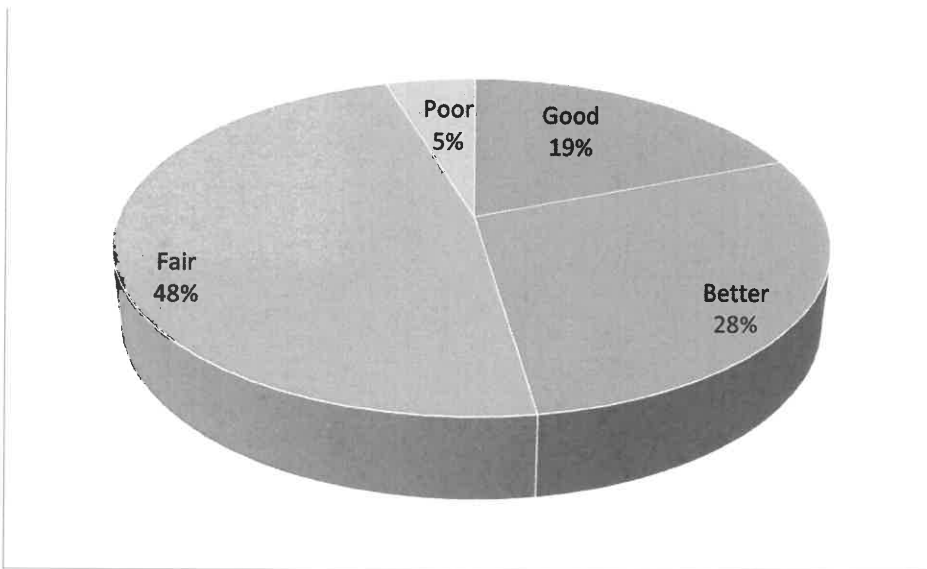


The above figure represents the impact of the implementation of the PMS in the workplace. Majority (52%) of the employees indicated that the implementation of the PMS has a good impact, with (43%) saying that their not sure of the impact of the implementation of PMS and lastly the remaining (5%) said that the implementation of the PMS is bad. The results of (43%) as well as (5%) can be due to employees feeling that the application of the system is bias and unfair (supra: 49).

6.3.4.2 The quality of the implementation of the PMS

This was probed by the researcher to get information on how the employees rate the quality of the implementation of the PMS. The quality of the implementation of the system is crucial because it will give the employees the confidence to use the PMS and also have trust in it. The study findings were as follows:

Figure 23: The quality of the implementation of the PMS

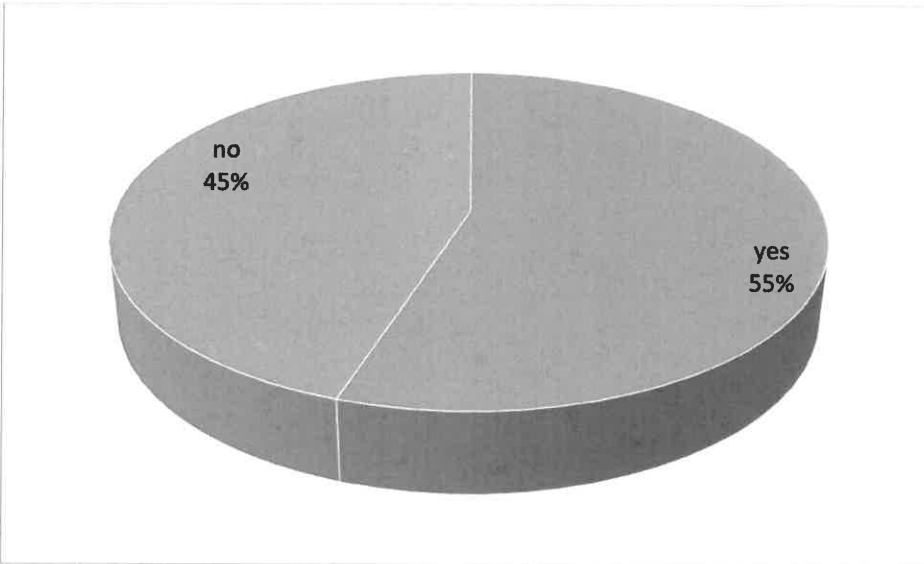


The above figure represents the rate of the quality of the implementation of the PMS within the workplace. Most of the employees (48%) rated the quality of the implementation of the PMS as fair, while (28%) rated the quality better, (19%) said that it is good while (5%) rated it as poor. It is quite alarming that majority of the employees rated the quality of the implementation as fair instead of “good “or “better” which is not a good impression ,because it implies that the employees don’t really have a high regard of the implementation quality of the PMS.

6.3.4.3 Satisfaction with the implementation of the PMS

The purpose for probing this was to get how many people are satisfied with the current implementation of the PMS within the workplace. The research findings indicated the following:

Figure 24: Satisfaction with the implementation of the PMS

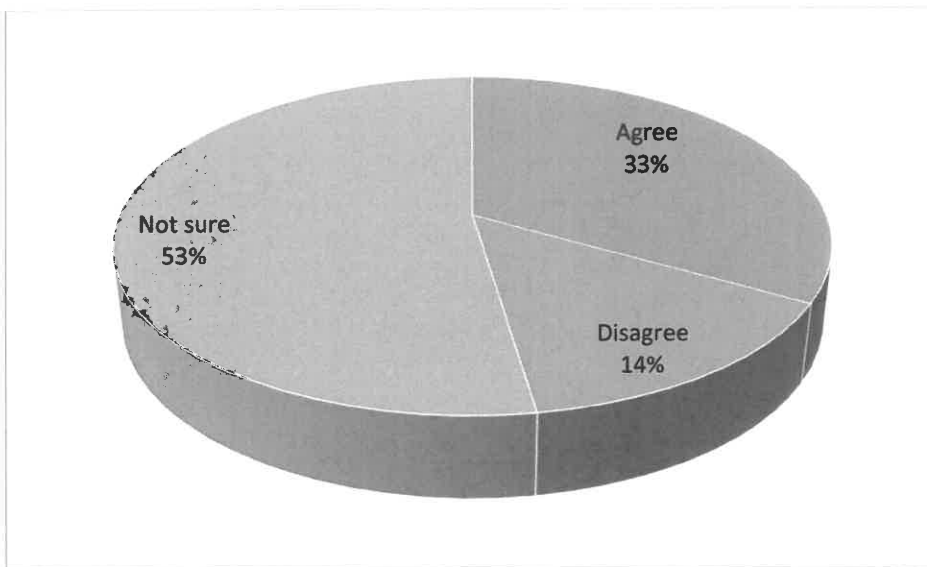


The above figure represents the employees' satisfaction with the implementation of the PMS and it shows that (45%) of the respondents said No they're not while (55%) said Yes they're currently satisfied with the implementation of the PMS. Although the majority agreed that their satisfied with the implementation of the PMS in their workplace, the remaining (45%) still poses an area of concern to deal with the reasons why they are not satisfied although they still have to use the very same system to evaluate their performance. The above figure confirms the results on (*supra*: 85) about the perceptions of employees towards the PMS.

6.3.4.4 PMS as a developmental tool

The establishment of the PMS was not entire meant to improve the quality of service delivery and professionalise the public sector but it was also meant to be developmental as well. The purpose for probing these is to get the views of the employees on whether they see the PMS as a developmental tool that will assist in developing their career path. The research findings were as follows:

Figure 25: PMS as a developmental tool

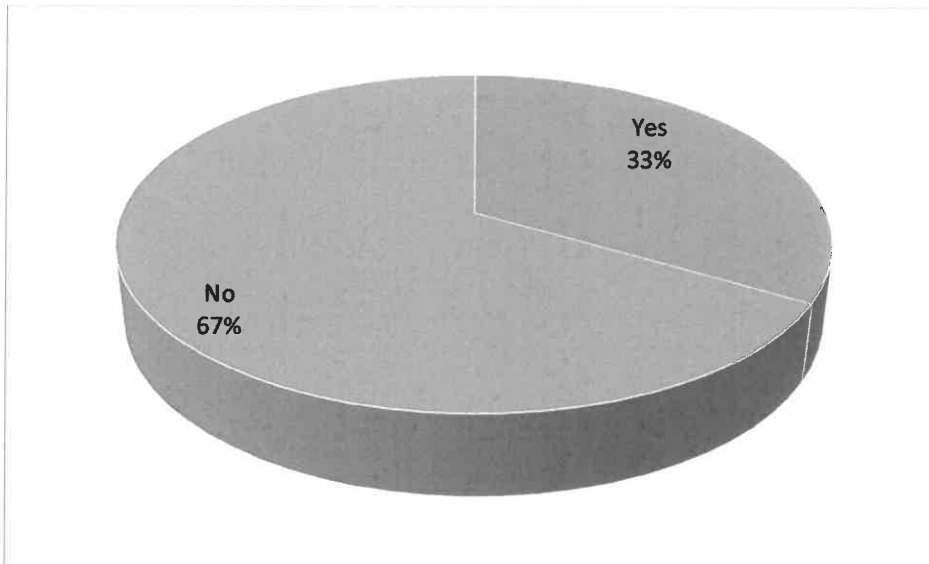


The above figure represents the employees' views on whether or not PMS serves as a developmental tool to the employees. The research findings indicated that (53%) of the respondents said they're not sure that it's developmental while (33%) agreed that it's developmental and (14%) disagreed that it's developmental. This is not surprising because figure 23 (see page 92) the findings indicated that the majority of the employees rated the quality of the implementation of the PMS as being fair indicating that they do not hold it in high regard. The results of (53%) and (14%) confirms what literature says on page (49) about staff discouragement if the PMS process is not a pleasant experience, it has the potential to discourage employees which will not be viewed as a developmental tool to them. This confirms the results on figure 14 (*supra*: 83). The majority (67%) of the respondents said that PMS does not help improve the employees' productivity.

6.3.4.5 PMS as money –making tool

This was probed to see how the employees view the PMS and the research findings indicated the following:

Figure 26: PMS as a money –making tool



The above figure represents the employees' views on whether they regard the PMS to be a money-making tool. The study findings indicated that (33%) of the respondents said that they regard the PMS as a money-making tool while (67%) said no they don't regard it as a money-making tool. This is not satisfactory because the system is meant to be seen as a tool to enhance productivity not as a money making tool. Although the majority didn't see it as money making tool but (33%) still see it as nothing else but money making tool which can lead to the level and quality of productivity is being compromised.

6.3.4.6 Other challenges that contribute to the effective communication on the implementation of the PMS.

6.3.4.6.1. Line Managers lack of accountability when it comes to the appraisal time.

Employees complained that some of their line managers during appraisal time they don't stimulate and encourage positive attitude (*supra: 31*). One of the roles and responsibilities of line managers (*supra: 31*) is to ensure that the PMS is consistent with the current laws applicable to the departmental policies and ensure that employees are informed of their rights and responsibilities under the system.

6.3.4.6.2. PMS policy is vague and not properly applied.

Employees complain that their often not involved in the setting of performance expectations on standards which can lead to employees' having difficulty with accepting their performance feedback from their line managers, assessing themselves realistically, leading to biases, inaccuracies and job changes which can hamper performance improvement (*supra:32*).

6.3.4.6.3. Lack of consistency.

Employees state that some of the Key Performance Areas in their PMS are not aligned with other aspects of the organisation such as the mission, vision, structure, identity and deliverables (*supra:28*). This can also be attributed to the fact that the system is often being created in isolation, lack of measurements within various levels of the department that results in poor measures developed and targets set but no relevant measures are put in place to ensure that the system is functioning effectively (*supra:49*).

6.3.4.6.4. The dependence on email communication.

Line managers spend too much time communicating on emails and neglect the face-to-face consultations with the employees which can lead to lack of continuous communications, transparency and honesty. Interpersonal communication is one of the most important forms of communication a manager will engage in on a daily basis. Interpersonal communication can be described in a variety of ways. In context of management, it can be defined as communication between a small group of individuals which can be the managers and their subordinates in a face-to-face setting, where participants engage in a minimally restricted dialogue with each other. It is 'minimally restricted' because individuals who engage in interpersonal communication share some level of familiarity with each other, making them more likely to self-disclose information (*supra:39*).

6.3.4.6.5. False recognition of employees' performance /biasness.

Employees state that a reward system should be designed in such a way that it encourages excellence, discourages mediocrity and addresses non-performance. Performance management system implementation must be continuously monitored. Problems must be detected at an early stage to enable prompt corrective action (*supra: 58*).

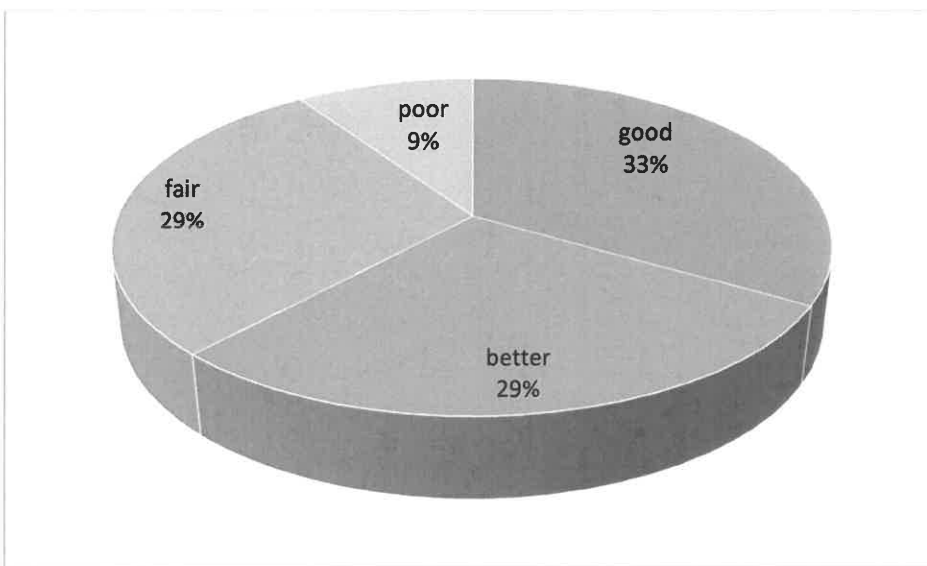
6.3.5 The effects of communication on effective implementation of PMS

Effective communication is the link that assists in strengthening the connections of managers and their subordinates and it also assists in improving and promoting teamwork, decision making, and problem solving. It enables managers and their subordinates to communicate even negative or difficult messages without creating conflict or destroying trust. The following were probed; quality of communication skills, the communication of the implementation of the PMS, consultation on the implementation of the PMS, adequate communication given on performance feedback, line managers communication skills and clear communication of the performance standards.

6.3.5.1 Quality of communication skills

Quality of communication skills is about less about talk and more about listening. It is possible to inherit some excellent communication skills but those that are not naturally gifted with these traits can also practice them to perfection. Communication is a skill that can be learnt as well. The findings were as follows:

Figure 27: Quality of the communication skills

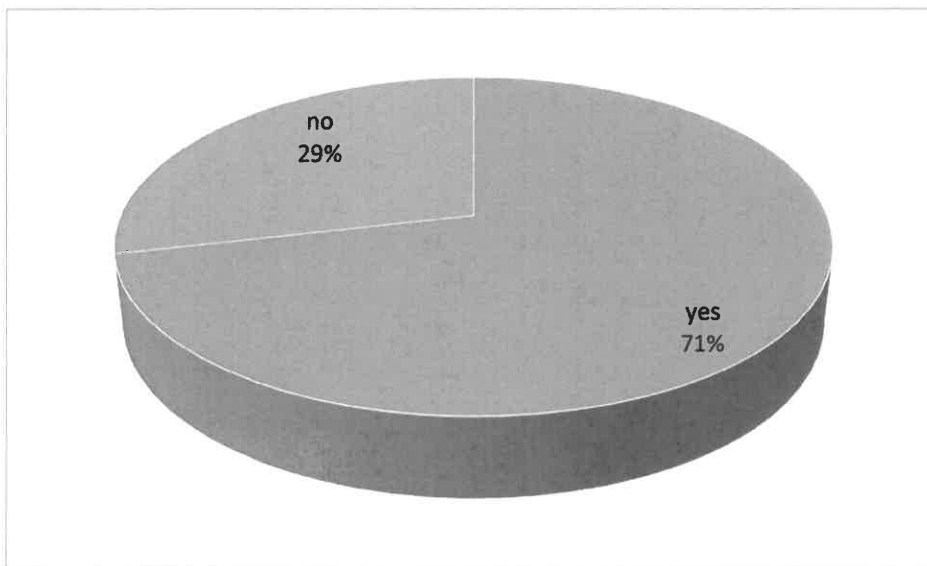


The above figure represents the quality of the communication skills . Majority of the repondents (33%) rated the communication skills as good,while (29%) said that is better, with the other (29%) rating the quality as fair and the last remaining (9%) saying that it is of poor quality.Good communication skills are essential since they contribute to the message being clearly communicated.

6.3.5.2 The communication of the implementation of the PMS

This was probed because it is important to communicate the implementation of the PMS in order for the employees to be informed on how the system will be implemented. The findings of the study were as follows:

Figure 28: The communication of the implementation of the PMS

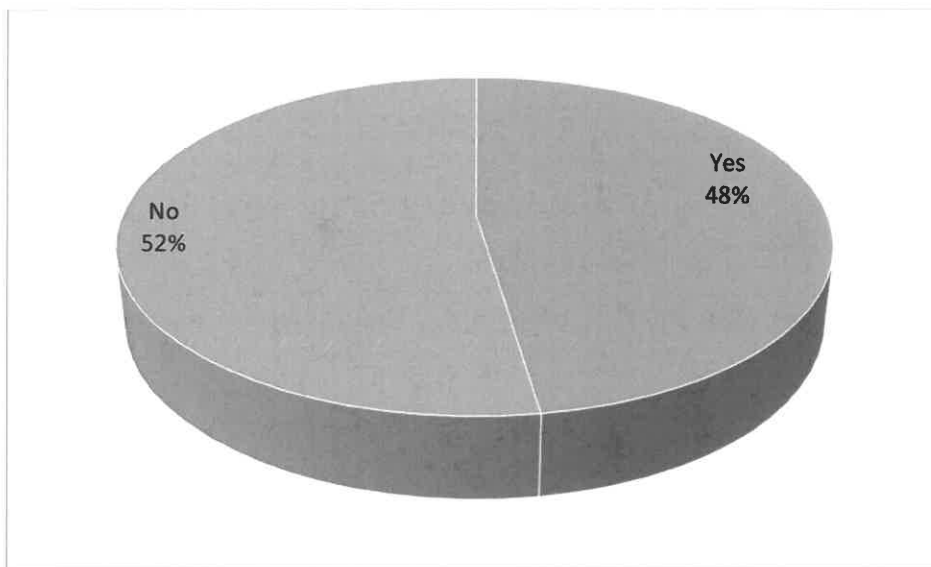


The above figure represents the communication on the implementation of the PMS. Majority of the respondents (71%) responded that they was communication on the implementation of the PMS while (29%)% said that there was no communication that was done on the implementation of the PMS. It is worrying that there are employees who indicated that the implementation was not communicated which implies that they might be a level of inconsistency when it comes to how employees are treated.

6.3.5.3 Consultation on the implementation of the PMS

Consultation involves engaging with the employees on the implementation of the PMS which can be done by means of communication to get their views on how the PMS should be designed in order to be user friendly as well as assisting employees to improve their performance. The study indicated the following findings:

Figure 29: Consultation on the implementation of the PMS

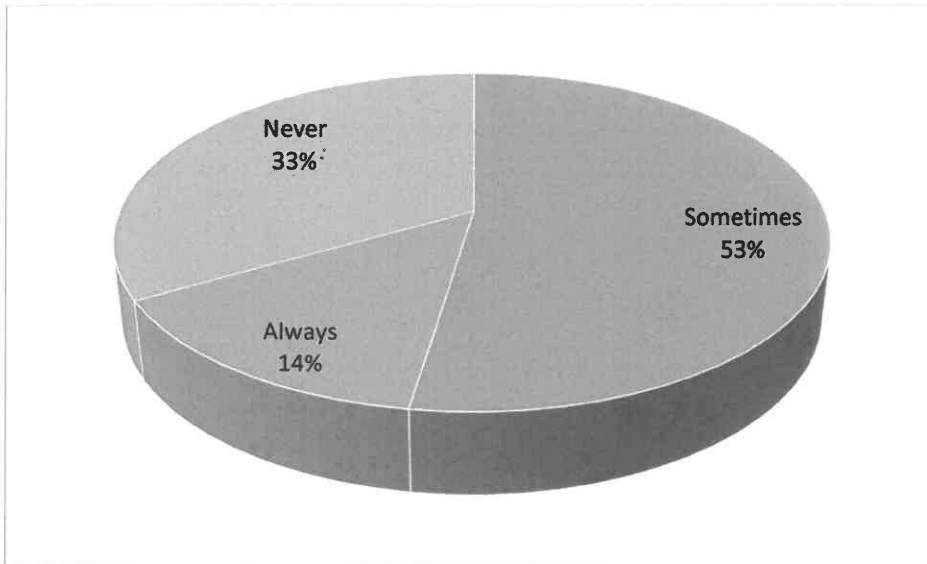


The above figure represents the consultation on the implementation of the PMS. Majority of the respondents (52%) responded that they were not consulted on the implementation of the PMS while (48%)% said that consultation was done on the implementation of the PMS. This shows that employees were not afforded the opportunity to be involved or engaged in the implementation of the PMS which poses a challenge because employees may feel that the system doesn't belong to them since they were not allowed to give their input. Communication is one of the most critical success factors in the implementation of PMS. Effective communication requires that there be adequate and provision of relevant information, facilitates buy-in from the users of the system, contributes in reducing fears and anxieties and resistance to change that generates the required commitment towards the effective implementation the system (*supra:54*). If the system is being created without proper consultation it can results in the performance targets not being achieved due to issues related to unrealistic performance targets (*supra:50*).

6.3.5.4 Adequate communication given on performance feedback

Adequate communication refers to continuous provision of performance feedback. It helps in tracking the employees' performance whether or not their performance is on the right track and this can only be achieved through adequate communication. The study indicated the following findings:

Figure 30: Adequate communication given on performance feedback

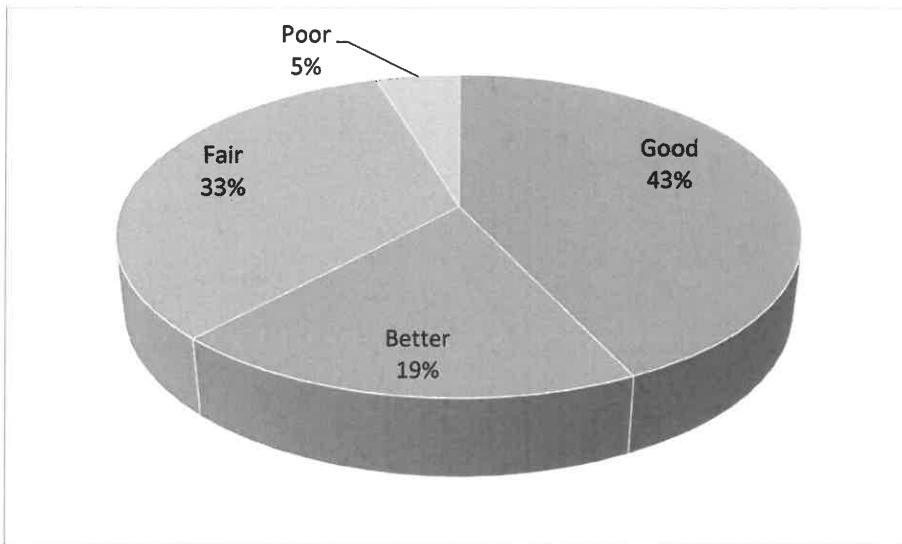


The above figure represents how often adequate communication on performance feedback is provided. Majority of the respondents (53%) responded that adequate communication of performance feedback is given sometimes, while (33%) said that there is no adequate communication on performance feedback and (14%) said that adequate communication on performance feedback is done always. This shows that communication on performance feedback is not consistent. The results of (53%) and (33%) confirm what literature says (*supra:47;58*) that performance feedback should be given timeously and continuously and not once or twice a year. When providing feedback on past performance, a supervisor can encourage employees to sustain good behaviour. When employees receive regular feedback they may become highly motivated to perform well.

6.3.5.5 Line managers communication skills

Line managers have an influence on the performance of employees hence their communication skills need to be enhanced with commitment and practice. Continuous communication between line managers and their subordinates can help detect issues within the implementation of the PMS. The findings were as follows:

Figure 31:Line managers communication skills

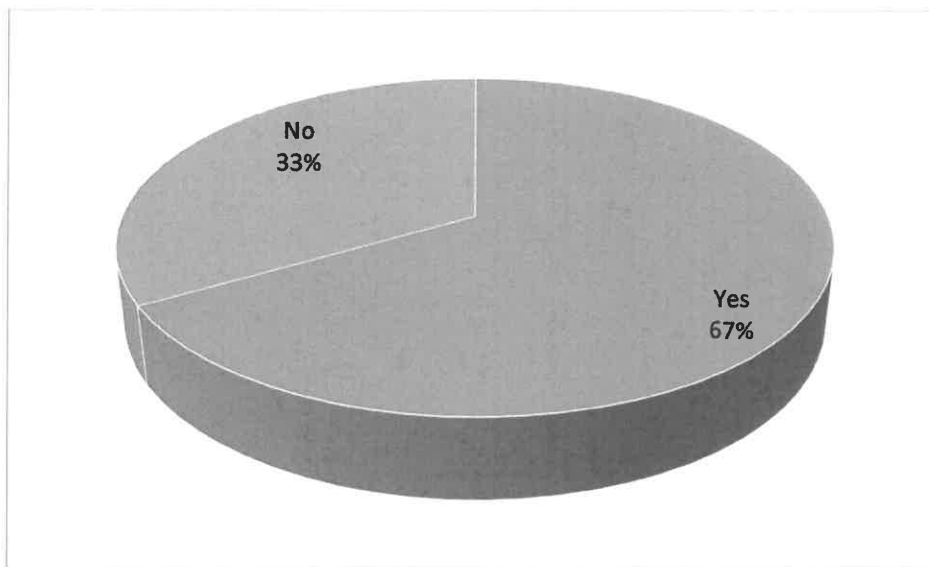


The above figure represents the employees' views on how they rate their line managers' communication skills. Most of the respondents with (43%) rated their managers' communication skills as good, while (33%) rated them as fair, with (19%) rating them as better and lastly (5%) saying their managers have poor communication skills. The findings indicate that there is a split response amongst the employees in rating their line managers' communication skills. Some employees indicated their line managers' communication skills are fair and poor which implies that maybe the line managers might have not been trained on performance communication. The results confirm what literature says (*supra:31*) that Line managers' needs to show leadership and set the tone for PMS by building the right culture based on efficient delivery of service, organised and multidisciplinary teamwork, and effective communication at all times.

6.3.5.6 Clear communication of the performance standards

Performance standards need to be developed with the consultation of the employees in order to ensure that they are fair and realistic hence this was probed to find out if the performance standards were clearly communicated. The study findings were as follows:

Figure 32: Clear communication of the performance standards



The above figure speaks to the communication of performance standards. Majority (67%) of the respondents indicated that the performance standards were clearly communicated while (33%) said that the performance standards were not clearly communicated. Although majority said that the performance standards were clearly communicated it still rises concerns that others employees feel that the performance standards were not clearly communicated to them which can hamper the achievement of quality results and improved productivity. The results of (67%) confirms what literature says on page (48%) that Performance Management System are concerned not only with what is achieved but also with how it is achieved and this can only be achieved when the organisational goals are clear.

6.3.6 Recommendations

The respondents suggested ways on how communication within the department can be improved in their views and the following was the recommended suggestions:

6.3.6.1 What do you suggest can be done to improve the effectiveness of communication on the implementation of the PMS in your department?

6.3.6.1.1 Managers must be continuously trained on how to communicate effectively with their subordinates.

It goes without saying that communication is an important aspect of the effective implementation of the PMS. An “ideal” PMS should have guidelines for the effective communication of performance measures and results in order to make the communication effective and for communication to enhance the achievement of organisational goals. Management of organisations is expected to effectively communicate with its stakeholders, customers and employees. (*supra: 38*).

6.3.6.1.2. They must be proper consultation that allows inputs from employees.

Planning helps to encourage commitment and understanding by linking the employees’ work with organisation’s goals and objective. The line managers and subordinates are involved in a joint participation process and set organisational goals, as well as specific goals for an individual (*supra:35*).

6.3.6.1.3. Set communication timelines.

The most challenging and the most important part of developing an effective PMS is successful communication. There are several aspects to implementation, but at its core is providing a user-friendly, value-added system that both managers and employees can and will use effectively with the help of communication in a sense that all of these tools and processes need to be communicated effectively in order to ensure a successful implementation (*supra: 37*). Communication should begin at the launch of the PMS design process. That is the managers involved in designing the system should inform their subordinates that revisions to the PMS are planned, and gather input and feedback on desired system features (*supra:38*).

6.3.6.1.4. More workshops on how to communicate effectively.

Management of organisations is expected to effectively communicate with its stakeholders, customers and employees. Managers always have to ensure that employees are happy and that everyone feels like they are in the loop on key organisation activities such as objectives and goals which are linked to the organisation’s PMS. In essence, it is the management ‘s job to set the effective communication tone for the entire organisation (*supra: 38*).

6.3.6.2 What aspects of your PMS will you change and why?

6.3.6.2.1. PMS should be presented on a quarterly basis.

A PMS process compels managers to discuss performance issues with employees. When coaching is done constantly to employees it compels employees to change behaviours and becomes developed. When providing feedback on past performance, a supervisor can encourage employees to sustain good behaviour. When employees receive regular feedback they may become highly motivated to perform well (*supra: 47*).

6.3.6.2.2. Develop smart key performance areas.

Organisational goals must be made clear for the employees to understand the link between what they do and organisational success. This is a contribution to the communication of what the unit and the organisation are all about and how the organisational goals cascade down to the unit and the individual employee. Performance management system is concerned not only with what is achieved but also with how it is achieved and this can only be achieved when the organisational goals are clear (*supra:48*). PMS is required to be in line with the departmental annual performance plans which require that managers must always focus on the performance plans when implementing the system (*supra:50*).

6.3.6.2.3. Revise how the scoring is done because it is easy manipulated.

It requires that management appreciate the implementation of the system is not an event but a continuous process. As a result, progress relating to its implementation must be recorded and reported in order to ensure that poor performance is timeously identified and corrected (*supra: 50*).

6.3.6.2.4. The PMS template because it is not user friendly.

The role of training in determining the successful implementation of performance management and development cannot be overemphasised. The effectiveness of performance management system is related to the training effort put into it by the institutions concerned. Training assists managers and other employees to understand what the thinking behind the performance management system is, what it is trying to achieve, and how it is structured and implemented. It further assists to introduce and explain the forms and paperwork included. This will assist in allaying anxieties and debating issues during the implementation of performance management system (*supra: 50*).

6.3.6.2.5. *Change the measuring/evaluation aspect to ensure that the system is not biased.*

Training should reflect the dimensions on which the employees are to be assessed; provide exercises to help course participants to correctly identify the behaviour relevant to each dimension and assess them appropriately; and outlining the main rating/assessment errors. Training of managers can minimise common errors such as leniency, because managers can practice observing and rating behaviours. Training can create a better understanding of what the institution hopes to accomplish with the performance management system; and create a better understanding of the system, the forms, and the terminology employed. Rater training may convince the participants that the institution is serious about obtaining useful ratings with the chosen system (*supra: 51*).

6.4 DATA COLLECTED THROUGH FACE-FACE SEMI –STRUCTURED INTERVIEWS

Data collected through face-to-face interviews was done with the middle managers (Deputy Directors) from salary level 12 and Directors. The purpose was to collect data from the five (5) middle managers and five (5) senior managers within the two Chief Directorates. All the targeted respondents were reached. The purpose of obtaining data through face-to-face semi-structured interviews was that some information required for this study could not be obtained by means of questionnaires distributed to the employees from salary level 5-11. The use of face-to-face semi-structured interviews was therefore to complement the questionnaire as an instrument of data collection. The findings from the face-to-face semi-structured interviews were as follows:

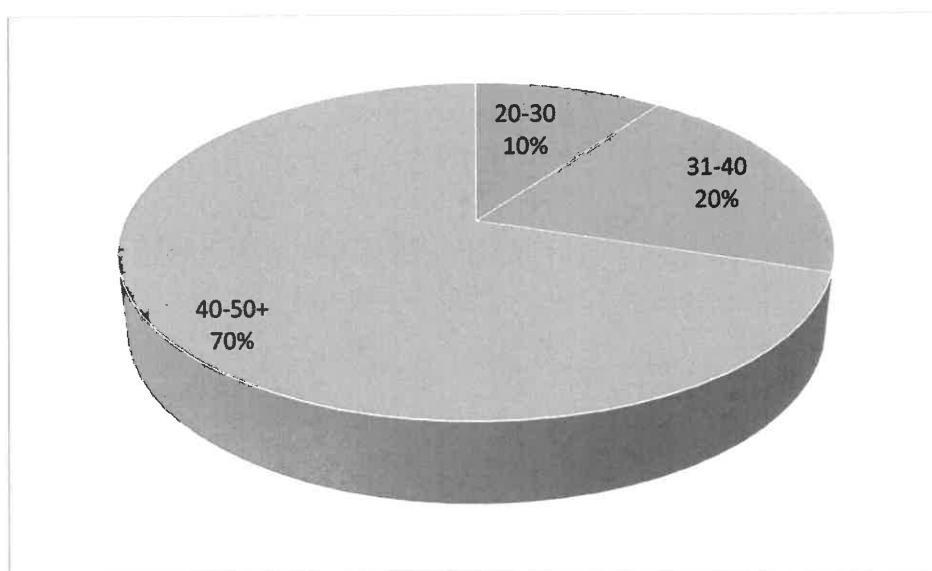
6.4.1 Demographic information of the respondents

Demographic information of the respondents is important in research. It gives a clear picture of the type of research participants the researcher is dealing with. It also helps in determining the reasons for the variety of responses which are influenced by demographic factors. In establishing the demographic information of the respondents in this regard, the researcher probed the following demographic information: age group, gender, work experience and if the employees have people reporting to them. The findings with regard to demographic information demonstrated as follows:

6.4.1.1 Age group

The age group of the respondents often determines the response they will provide to the researcher. The age group of the respondents is important depending on the information required by the researcher. The age group of the respondents in this regard indicated as follows:

Figure 33: Age group



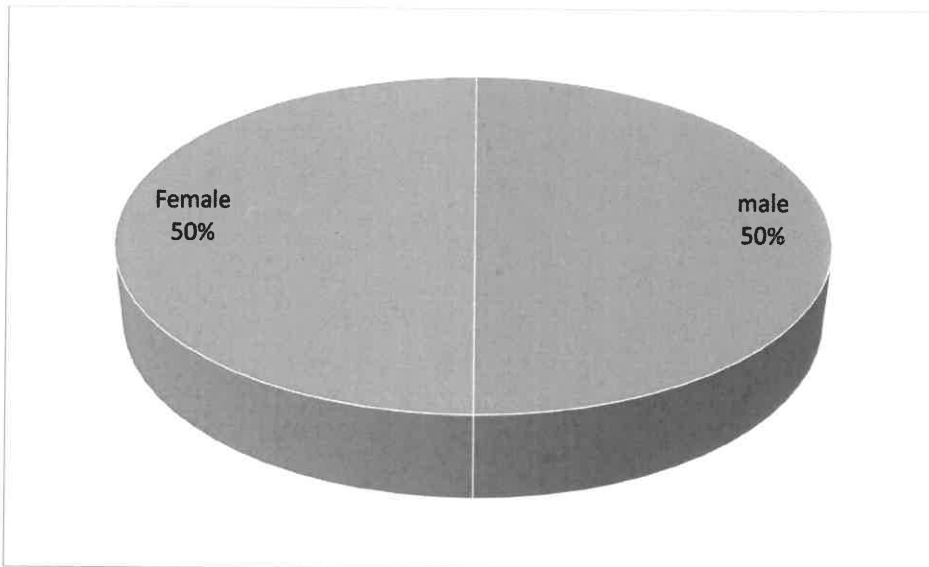
The above figure represents the different age groups that formed part of the respondents. The total number of respondents is presented by means of percentages. The total number of the respondents was 10. The study did not require a specific age group but was based from the age of 20 years and more, because the respondents are regarded to be matured and able to give responsible responses. The above chart indicates that the majority (70%) of the respondents were in the age group of 41-50+ years. This is followed by (20%) of the age group of 31-40. The age group of 20-30 constituted only (10%). The reason for probing the age group of the respondents was for the researcher to get different views from the different age groups.

6.4.1.2 Gender

The probing of gender in research is important to ensure that perceptions obtained from studies are not gender biased. The South African public service does not promote discrimination based on gender especially in the workplace and there are policies such as affirmative action that promotes the employment

of qualified people from designated groups such as women creating equal opportunities in the workplace and addressing the transformation of the public service.

Figure 34: Gender

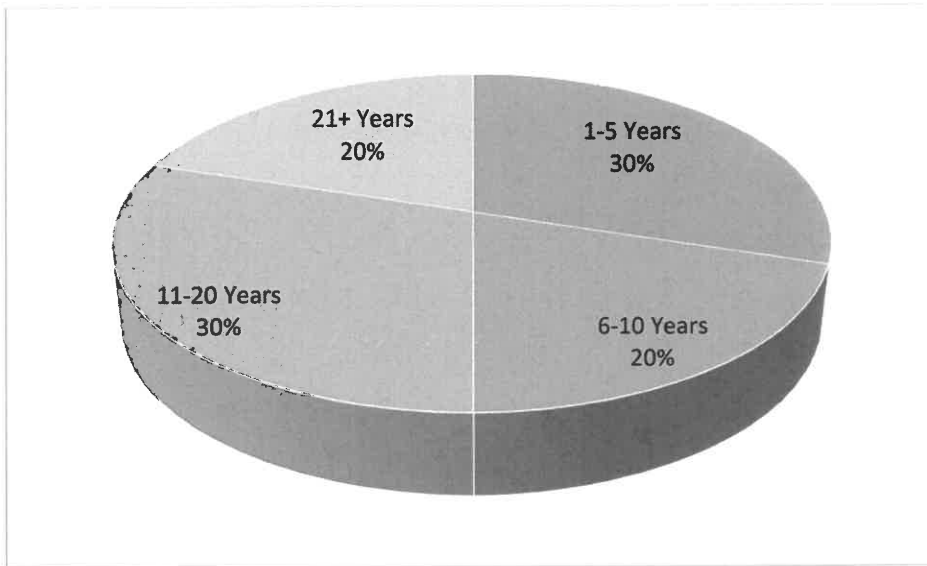


The above figure represents the gender profile of the respondents. The gender profile of the respondents was probed in order to see how the different genders view this issue. They were a fair representation of gender (50%) of the respondents where females and males also constituted of (50%) of the sample. It is not surprising to see women dominating the study because as per the Affirmative Action policy in South Africa women are given preference over male in terms of employment opportunities within the Public Sector because their considered to be historically disadvantaged by the apartheid regime.

6.4.1.3 Work experience

The above figure represents the number working experience within the Public Sector. The purpose for probing this was to get how many years the employees have been subjected to the PMS. The research findings indicated the following:

Figure 35: Work experience

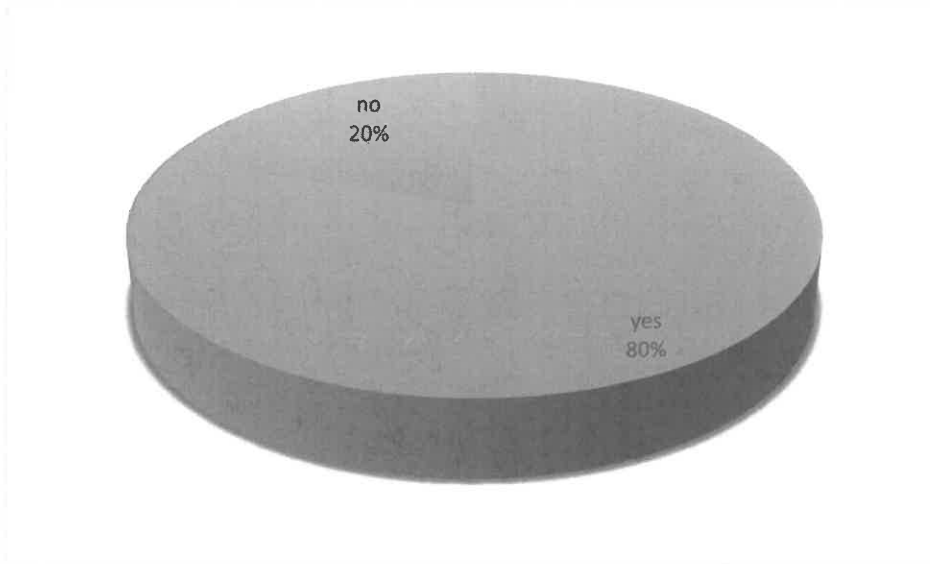


The findings indicated (30%) of the respondents have 1-5 years working followed by (20%) of the respondents who have 6-10 years, while remaining (30%) of the respondents indicated that they have 11-20 years of work experience and lastly there was another (20%) response for 21+ work experience. This shows an equal percentage of those with average experience and those with the highest experience. This is good because it indicates that the managers have adequate years of experience in dealing with the PMS.

6.4.1.4 Do you have people that report to you?

The reason for probing this was to find out if the respondents have been given the responsibility of managing employees or overseeing the performance of employees. The number of people reporting to each employee was probed because the researcher wanted to find out if the PMS system within the department is empowering in nature. The findings were indicated as follows:

Figure 36: Do you have people that report to you?

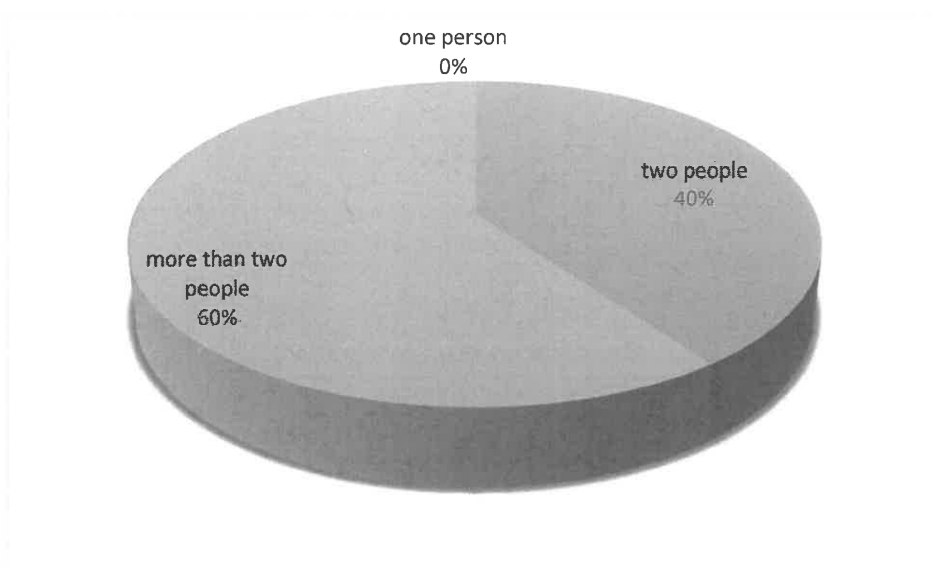


The above figure represents the percentage of respondents who have people reporting to them. The majority of the respondents (80%) indicated that they have people reporting to them while the remaining (20%) of the respondents answered No. This shows that there is no consistency in terms of empowerment. The PMS requires that subordinates need to report to their immediate line managers. The above results are positive as compared to the one on figure 6 (*supra*: 74) majority of the middle and senior managers are given the responsibility to manage workers which is also part of employee empowerment.

6.4.1.5 Number of people reporting to each employee who answered yes in the above question.

This point will provide the number of people reporting to each employee who answered yes in 6.4.1.5 to see how many people is the employee empowered to manage. The study findings were as follows:

Figure 37: Number of people reporting to each employee who answered yes in the above question.



The above figure represents the percentage of respondents who have people reporting to them. The reason for probing this was to find out if the numbers of people the respondents are given the responsibility to manage employees or overseeing the performance of employees. The majority of the respondents (60%) each comprising of (40%) indicated that they manage more than three people. They were a (0%) response of managers who indicated that they only manage one person.

6.4.2 Implementation of Performance Management System at the DTI

The respondents indicated that the PMS of the DTI is designed in a way that it is meant to be result oriented and because of the various sectors or work that is done it becomes a bit difficult to measure worker's performance. This result in some workers feeling that their good performance goes without being noticed and they're cheated of the reward they were supposed to receive. They also indicated they report on a quarterly and bi-annual basis depending on the type of work that is done. They feel that as managers they should be able to sit down with their subordinates' to discuss the job performance requirement by getting the views of both parties involved in the PMS which is the managers and subordinates. The application and administration of the PMS at the DTI and within the public service is grossly inconsistent, not always objective and it is not applied in a uniform manner across the department and there's also lack of communication between managers and subordinates who are not well informed.

6.4.3 The nature and importance of effective communication

All the respondents said that communication within the PMS should be continuous, before entering into a performance agreement, management should ensure that there is a clear understanding of the operational objectives that are used to formulate the performance agreement used within the PMS through communication. Managers tend to impose their views and opinions regarding the PMS on their subordinates instead of affording their subordinates an opportunity to express their views on the PMS. Communication is often seen as a top down approach whereby managers are the only ones doing the talking and subordinates are at the receiving end and are expected to do what was communicated to them. Effective communication is important because it will enhance the level of productivity and it also contributes to the continuous improvement of employees' performance.

6.4.4 Challenges related to the implementation of the Performance Management System within the DTI

The respondents indicated the following as challenges: Standardisation of the PMS although work requirements vary. The manner in which Key Performance Areas (KPA's) are measured for rewarding good performance. Lack of centralised integrated electronic communication system poses a challenge on the implementation of the PMS. The application of the PMS can be biased and not objective. Lack of continuous communication on the implementation of PMS.

6.4.5 Effect of communication on effective implementation

The respondents said that communication within any PMS should always be continuous especially before the employees enter into a performance agreement, management must ensure that through discussions have taken place and both understand how their performance eventually contributes to the broader mandate of the department and this can only be achieved through effective communication. Effective implementation can be reached only when there's collaboration on the implementation of PMS from the managers and their subordinates by simply means of opening the means of communication within the workplace regardless of your job position.

6.4.6 Recommendations

The following were the recommendations that the respondents mentioned:

6.4.6.1 Discussions with subordinates.

The respondents said that managers should have a discussion with their subordinates, especially the new subordinates in the units or directorates to explain to them the expectations of the unit. Ideas should be sourced from the entire team either on a quarterly, bi-annual or annual basis on how they can best improve their PMS, in this way every employee will feel like a custodian of the system. The SMART criteria should be emphasised, embraced and be communicated to everyone and all the KPAs within the PMS should be solely based on the SMART criteria which means that KPAs should be specific, measurable, achievable, relevant and time- bound. The SMART criteria give a guide when formulating employee performance objectives. The qualifying criteria for a performance bonus or reward are not constant. It's always changing and it does not take into consideration the work environment, and it tends to be more focused on the quantity rather than the content or quality of the work done. To do away with the top to bottom type of communication, whereby managers are not the only ones who communicate the implementation of PMS to their subordinates but rather allow their subordinates to participate in the implementation instead of forcing the system unto them.

6.4.6.2 Consistent rating system.

The respondents indicated that the departments' rating start from 3, 4 and 5 with rating number 5 regarded as the highest rating, which is or was not done in a smart way because the PMS, when it comes to scoring 5, managers expect that you should perform miracles or for a lack of a better word "walk on water" but the work environment is not conducive to such performance. The qualifying criteria for a performance bonus or reward are not constant. It's always changing and it does not take into consideration the work environment, and it tends to be more focused on the quantity rather than the content or quality of the work done. Reasonable performance targets need to be set and agreed upon amongst the employees. Performance targets also need to be set in line with the current economic activities in order to be achievable due to that employees don't work in an isolated economy.

6.5 CONCLUSION

The aim of this study was to examine the role of communication in the implementation of PMS in the South African public service, using DTI as a case study with the view of gaining insight into the contribution that communication can make in improving public service performance through effective implementation of PMS. To this end, this chapter was therefore based on the presentation, analysis and interpretation of findings. The next chapter will provide a brief summary of the research, recommendations and the conclusions of the study.

CHAPTER SEVEN: SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

7.1 INTRODUCTION

The preceding chapter dealt with the analysis, presentation and the interpretation of the raw data that was collected from the respondents. This chapter seeks to draw conclusions based on the research findings and literature review on the role of communication on the implementation of PMS in the South African public service. The conclusion and the summary of the research will be followed by the recommendations in terms of how the DTI can use communication to ensure effective implementation of their PMS. To this end, the recommendations for further research and the conclusion thereof are outlined in this chapter.

7.2 SUMMARY OF THE RESEARCH

Chapter One: This chapter was about the general orientation to the study. It covered the introduction and background of the study, the problem statement, the aim of the study, the objectives and research questions of the study, defined the concepts related to the study and lastly the significance of the study.

Chapter Two: This chapter looked at the theoretical and legislative framework of the Performance Management System in the public service. The significance of the theoretical framework in this study was used as a guide to fulfil one primary purpose which is to explain the meaning, nature, and challenges associated with the study.

Chapter Three: This chapter looked at the development of the PMS. The roles and responsibilities of Performance Management System stakeholders in the implementation of the PMS in the public service. Objectives of the Performance Management System and Performance Management System process. The outcome of the chapter was that the PMS cannot be taken as a one size fits all system.

Chapter Four: This chapter discussed the relationship between PMS and communication focusing on the role that communication plays in the effectiveness of the system looking at various effects of communication. This chapter achieved that Performance communication does not only involve exchanging information but it involves engaging with all the relevant stakeholders from the human resource personnel and the line manager as well as the employee, this ensures that the design of the PMS accommodates all the parties involved and that a common understanding is established.

Chapter Five: This chapter dealt with the research design and methodologies that were used to collect data. The description of the study area, the data collection methods that were used by the researcher and the ethical considerations. The study followed both qualitative and quantitative research design which specific references to the two selected Chief Directorates. The reason for using the two approaches was to ensure that they complement each other on validating the research results obtained. The study used both purposive and random sampling. Purposive sampling was used on the selection of the interviewees while random sampling was used on the questionnaire respondents.

Chapter Six: This chapter presented the research findings, analysis and interpretations of the study. The researcher collected data from the selected Chief Directorates of the study and the results were presented. Data collected using both questionnaires and interviews was analysed in this chapter and thorough interpretation was completed. In terms of the findings in these chapter they were a lack of inconsistency in the implementation of the PMS, some of the employees don't see the PMS as a developmental tool as well as that communication has a huge impact of the implementation of the PMS.

Chapter Seven: In this chapter recommendations and conclusion from the findings adopted in the study was discussed. It should be noted that effective communication plays a vital role in the effective implementation of the PMS. The recommendations and conclusions drawn from the study are informed by the findings of the study. In recommending solutions to this study, the researcher ensures that there is a correct link of the recommended solutions to the objectives as anticipated in the study.

7.3 RESEARCH STUDY FINDINGS

The aim of this study was to examine the role of communication in the implementation of PMS in the South African public service, using DTI as a case study with the view of gaining insight into the contribution that communication can make in improving public service performance through effective implementation of PMS. The major findings of the study are that:

7.3.1 Implementation of Performance Management System at the DTI

The research findings show that employees from level 5-11 (consist of lower and middle management [middle management being the assistant directors]) expressed that their not entire happy with the implementation of the PMS at their department with the majority of them responding negatively towards most of the questions asked regarding the implementation of the PMS at the DTI. The senior managers

(directors) and middle managers (deputy directors) from level 12-13 also seem to concur with lower and middle management (assistant directors) that the implementation of the PMS in their department is inconsistent across the different sectors and that it is often difficult to measure employee performance in that regard.

7.3.2 The nature and importance of effective communication.

They seem to be a positive feedback with regard to the nature and importance of effective communication from the lower and middle management (Assistant Directors) although the feedback is not 100% positive. The senior managers (Directors) and middle managers (Deputy Directors) emphasised the importance of continuous communication and also that communication within their department is from top to bottom, whereby senior managers (Directors) instruct the middle managers (Deputy Directors) from level 12-13, lower and middle management (Assistant Directors) on how to implement the PMS with less consultations from their subordinates.

7.3.3 Challenges related to the implementation of the Performance Management System within the DTI.

They seem to be a mutual reaction regarding the challenges related to the implementation of the PMS within the DTI both raised by the level 5-13 employees comprising of senior managers (Directors) middle managers (Deputy Directors and assistant directors as well as lower managers. Amongst the various challenges they have mentioned one stood out which is lack of continuous communication which is the root of all the challenges. All the challenges are related to lack of continuous communication which is essential to any successful implementation of a system.

7.3.4 Effect of communication on effective implementation.

Feedback from the level 5-11 employees revealed that they were not consulted on the implementation of PMS and that which that there was no collaboration between them and their managers when the PMS was formulated while the employees from level 12-13 also stated that communication has great effect on the effective implementation of any system especially the PMS, which requires that all the people involved in the implementation of the PMS must be consulted and they should be a collaboration.

7.4 RECOMMENDATIONS

Looking at the above research findings, the study makes the following recommendations in order ensure that there is successful implementation of the PMS within the public service looking at the role that communication plays: -

7.4.1 Effective implementation of Performance Management System at the DTI.

It is recommended that they be collaboration between management and their subordinates when formulating the PMS in order to ensure that its implementation is successful and these can be achieved by hosting various training sessions. Training involves always being informed or being kept up to date, which can only be done through continuous communication. The study also picked up levels of negativity amongst the subordinates regarding how the system is implemented which is also linked to the fact that they feel less involved in the formulation of the system but their expected to successfully implement the system which becomes a problem.

7.4.2. Effective communication.

As it is mentioned in the literature review that communication is important, in that every administrative function and activity involves some form of direct or indirect communication (Brun, 2010; Summers, 2010). Effective communication requires that all the people involved in the implementation of the PMS engage in discussions based on how the system is developed and how it should be implemented. They must choose a communication system or channel that will be beneficial for all the employees and will in return ensure effective communication.

7.4.3 Setting clear performance targets.

The research findings showed that all the challenges are linked to lack of continuous communication and they can only be solved if clear performance targets are set through consultations, roles of everyone involved are clarified, performance training sessions are offered especially to new employees and that proper performance feedback is given throughout the reporting period.

7.4.4. Agreement on measuring PMS.

Communication plays an important role in the implementation of the PMS and effective communication can be achieved through getting rid of the top to down communication approach and rather making use of the direct communication whereby both managers and their subordinates are involved in discussions on PMS in terms of setting performance targets and also agreeing on how performance will be measured as well as how feedback will be communicated.

7.4.5. Recommendations for further research

Throughout the study it has been evident that there is a vital role that communication plays in the implementation of PMS and the research findings also indicated that the success of a PMS is dependent on how it is communicated and not just communication but effective communication which is the foundation of it all. Therefore, similar research can also be done in other government departments to find out the broad perception on the role of communication and also maybe develop a single governmental departments communication system which will be used in the implementation of their PMS but not forgetting to take into consideration of the different mandates that each department is tasked with. In essence developing a unified communication system which can be used by all the government departments these can be done by forming a committee that is tasked to deal with effective communication of PMS.

7.5. CONCLUSION

In this study it was shown that communication is key to the implementation of Performance Management System and also that it requires contribution from both the managers as well their subordinates to ensure that the system is implemented successfully. For effective communication to be achieved by developing people with good communication skills. Communication must always be a two-way process, which means that always both the managers and their subordinates should always be involved. In this way subordinates will feel that they're the custodian of the system and will in return not develop a negative attitude or perception that the PMS is only developed to undermine the hard work of employees and to exploit them as well, but rather they will see it as a system that is developed to enhance employee performance, career development and increase work productivity as well as produce quality results.

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APPENDIX A: QUESTIONNAIRE

THE ROLE OF COMMUNICATION IN THE IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT SYSTEM IN THE SOUTH AFRICAN PUBLIC SERVICE: A CASE STUDY OF THE DEPARTMENT OF TRADE AND INDUSTRY.

This research is conducted in the fulfillment of the requirements for the Masters' degree in Public Administration

RESEARCH QUESTIONNAIRE

NB: IN ORDER TO ENSURE THE ISSUE OF ANNONYMITY YOU ARE REQUESTED NOT TO WRITE YOUR NAME, TELEPHONE NUMBER OR ANY FORM OF CONTACT DETAILS ON THE QUESTIONNAIRE.

MARK A CROSS (X)

SECTION A

DEMOGRAPHIC INFORMATION OF THE RESPONDENT

1. Age group

20-30		31-40		40-50+	
-------	--	-------	--	--------	--

2. What is your gender?

Male		Female	
------	--	--------	--

3. Work experience

1-5		6-10		11-20		21+	
-----	--	------	--	-------	--	-----	--

4. Job Position

Senior Management staff	
Middle Management staff	
Lower Management staff	

5. Salary scale/Level

1-5		6-10		11-15	
-----	--	------	--	-------	--

6. Do you have people that report to you?

Yes		No		If Yes, how many?
-----	--	----	--	-------------------

7. Which Chief directorate do you fall in?

.....

SECTION B

Implementation of Performance Management System at the DTI

8. Do you understand the PMS procedures in your department?

Yes		No		Maybe	
-----	--	----	--	-------	--

9. How will you rate the level of your understanding of the PMS?

One=Very Good

Two=Good

Three=Not Good

One	
Two	
Three	

10. How often do you make use of the PMS?

Annually=After 12months

Quarterly=After 3months

Bi-Annual=After 6months

Annually		Quarterly		Bi-annually	
----------	--	-----------	--	-------------	--

11. Do you think the PMS procedure used in your directorate is fair?

Yes		No	
-----	--	----	--

12. Do you think the PMS targets set are realistic in your sector?

Yes		No	
-----	--	----	--

13. Have you ever attended PMS information systems at your department?

Yes		No	
-----	--	----	--

14. Do you think the PMS helps improve workers' productivity?

Yes		No	
-----	--	----	--

15. Are the objectives of the PMS in your department clear?

Yes		No		Not sure	
-----	--	----	--	----------	--

16. What is your attitude towards the PMS?

Positive		Negative		Not Sure	
----------	--	----------	--	----------	--

SECTION C

The nature and importance of effective communication

17. How is information communicated in the Department? (Tick the appropriate box)

Via Email	<input type="checkbox"/>
Verbally	<input type="checkbox"/>
Newsletters	<input type="checkbox"/>
All of the above	<input type="checkbox"/>
None of the above	<input type="checkbox"/>
	<input type="checkbox"/>

18. Is the communication method used effective?

Effective	<input type="checkbox"/>
Very Effective	<input type="checkbox"/>
Less Effective	<input type="checkbox"/>

19. How often is PMS information communicated?

Often	<input type="checkbox"/>	Very Often	<input type="checkbox"/>	Not often enough	<input type="checkbox"/>
-------	--------------------------	------------	--------------------------	------------------	--------------------------

20. Is the information that is communicated on PMS helpful?

Very Helpful	<input type="checkbox"/>	Not Helpful	<input type="checkbox"/>
--------------	--------------------------	-------------	--------------------------

21. Do you prefer the information to be communicated in written or verbally?

Written	<input type="checkbox"/>
Verbally	<input type="checkbox"/>

Provide a reason for your answer

.....
.....
.....

SECTION D

Challenges related to the implementation of the Performance Management System (PMS) within the DTL.

22. What is the impact of the implementation of the PMS in your workplace?

Good		Bad		Not sure	
------	--	-----	--	----------	--

23. How can you rate the quality of the implementation of the PMS within your workplace?

Good	
Better	
Fair	
Poor	

24. Are you currently satisfied with the implementation of the PMS within your workplace?

Yes		No	
-----	--	----	--

25. Does your PMS serve as a developmental tool to you?

Agree		Disagree		Not sure	
-------	--	----------	--	----------	--

26. Do you regard the PMS as a money –making tool?

Yes		No	
-----	--	----	--

27. What other challenges do you think contributes to the effective communication on the implementation of the PMS?

.....

SECTION E

Effect of communication on effective implementation of PMS

28. How can you rate the quality of the communication skills in your department?

1) Good	
2) Better	
3) Fair	
4) Poor	

29. Has the implementation of the PMS ever been communicated to you?

Yes		No	
-----	--	----	--

30. Where you consulted on the implementation of the PMS?

Yes		No	
-----	--	----	--

31. Is adequate communication given on your performance feedback?

Sometimes		Always		Never	
-----------	--	--------	--	-------	--

32. Kindly rate your line manager s communication skills?

1) Good	
---------	--

2) Better	
3) Fair	
4) Poor	

33. Are the performance standards clearly communicated?

Yes		No	
-----	--	----	--

SECTION F

RECOMMENDATIONS

34. What do you suggest can be done to improve the effectiveness of communication on the implementation of the PMS in your department?

.....

.....

.....

.....

.....

35. What aspects of your PMS will you change and why?

.....

.....

.....

.....

.....

Thank you for participating in this questionnaire.

APPENDIX B: INTERVIEW QUESTIONS

THE ROLE OF COMMUNICATION IN THE IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT SYSTEM IN THE SOUTH AFRICAN PUBLIC SERVICE: A CASE STUDY OF THE DEPARTMENT OF TRADE AND INDUSTRY.

This research is conducted in the fulfillment of the requirements for the Masters' degree in Public Administration

RESEARCH INTERVIEW QUESTIONS

NB: IN ORDER TO ENSURE THE ISSUE OF ANNONYMITY YOU'RE REQUESTED NOT TO PROVIDE YOUR NAME, TELEPHONE NUMBER OR ANY FORM OF CONTACT DETAILS DURING THE INTERVIEW.

MARK A CROSS (X)

SECTION A

DEMOGRAPHIC INFORMATION OF THE RESPONDENT

1. Age group

20-30	<input type="checkbox"/>	31-40	<input type="checkbox"/>	40-50+	<input type="checkbox"/>
-------	--------------------------	-------	--------------------------	--------	--------------------------

2. What is your gender?

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
------	--------------------------	--------	--------------------------

3. Work experience

1-5	<input type="checkbox"/>	6-10	<input type="checkbox"/>	11-20	<input type="checkbox"/>	21+	<input type="checkbox"/>
-----	--------------------------	------	--------------------------	-------	--------------------------	-----	--------------------------

4. Salary scale/Level

1-5	<input type="checkbox"/>	6-10	<input type="checkbox"/>	11-15	<input type="checkbox"/>
-----	--------------------------	------	--------------------------	-------	--------------------------

5. Do you have people that report to you?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If Yes, how many?
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SECTION B

What is your take on the implementation of Performance Management System at the DTI?

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SECTION C

What is the nature and importance of effective communication with regards to PMS?

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SECTION D

What are the challenges related to the implementation of the Performance Management System (PMS) within the DTI that you as a manager experience?

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SECTION E

What is the effect of communication on effective implementation of PMS?

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SECTION F

RECOMMENDATIONS

What do you suggest can be done to improve the effectiveness of communication on the implementation of the PMS in your department?

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What aspects of your PMS will you change and why?

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End of the interview.

APPENDIX C: LETTER OF CONSENT

Dear Respondent

I am a post graduate student at the University of Limpopo (Turflow Campus). I am currently conducting a research study in partial fulfilment of a masters' degree: M. Admin (Public Administration). The Title of the research is *“The role of communication in the implementation of the Performance Management System in the South African Public Service: a case study of the Department of Trade and Industry”*. The purpose of the study is to examine the role of communication in the implementation of PMS in the South African public service, using DTI as a case study with the view of gaining insight into the contribution that communication can make in improving public service performance through effective implementation of PMS.

It is important to note that all information provided for this study will be handled as strictly confidential. This means that all the information provided is completely anonymous and will be used solely for the purpose of the research. Respondents are therefore requested to sincerely provide their honest views on matters under discussion. Kindly note that participation in this study is voluntary, and by signing this consent form, you consequently confirm that you have been coerced in participating in the study but did so voluntarily.

Thank you for your attention and willingness to participate in this study.

Yours Sincerely

Matlala M.M

Researcher

APPENDIX D: LETTER REQUESTING APPROVAL TO CONDUCT THE RESEARCH

59 Celliers Street
Sunnyside
0001

DIRECTOR-GENERAL
DEPARTMENT OF TRADE AND INDUSTRY
77 Meintjies Street
Pretoria
0001

Dear Sir

REQUEST FOR PERMISSION TO CONDUCT A RESEARCH

I am post graduate student at the University of Limpopo (Turfloop Campus) currently completing a Bachelor of Administration (Public Administration) Master's Degree. As part of the requirements for fulfilling the research, I am expected to complete a research study. Accordingly, I have decided to use your department as a case study.

Kindly note that the data collected for the purpose of the study will only be used for academic purpose only.

Thank you in advanced.

Regards,



Matlala M M



University of Limpopo
Faculty of Management and Law
OFFICE OF THE EXECUTIVE DEAN
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 2558, Fax: (015) 268 2873, Email: johannes.tsheola@ul.ac.za

29 March 2016

MM MATLALA (200908119)
SCHOOL OF ECONOMICS AND MANAGEMENT
DEPARTMENT OF PUBLIC ADMINISTRATION
MASTER OF ADMINISTRATION

Dear MM Matlala

FACULTY APPROVAL OF PROPOSAL

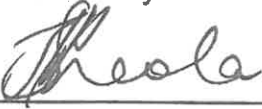
I have pleasure in informing you that your masters/doctoral proposal served at the Faculty Higher Degrees Committee meeting on **15 March 2016** and your title was approved as follows:

"The role of communication in the implementation of the performance Management System in the South African Public Services: A Case Study of the Department of Trade and industry".

Note the following: The study

Ethical Clearance	Tick One
Requires no ethical clearance Proceed with the study	
Requires ethical clearance (Human) (TREC) (apply online) Proceed with the study only after receipt of ethical clearance certificate	✓
Requires ethical clearance (Animal) (AREC) Proceed with the study only after receipt of ethical clearance certificate	

Yours faithfully

 30/03/2016

Prof JP Tsheola

Executive Dean: Faculty of Management and Law

CC: Prof MP Sebola, Supervisor; Ms MA Mamabolo, HoD



the dti

Department:
Trade and Industry
REPUBLIC OF SOUTH AFRICA

Private Bag X84, PRETORIA, 0001, the dti Campus, 77 Meintjies Street, Sunnyside, 0002, Tel: (012) 394 0000
the dti Customer Contact Centre local: 0861 843 384 International: +27 12 394 9500, www.thedti.gov.za

Enquiries: Leighanne Naicker
Telephone: (012) 394 3577
E-mail LNaicker@thedti.gov.za

Ms Mokgadi Matlala
Department of Trade and Industry
Pretoria
0002

Dear Ms Matlala

RE: REQUEST FOR APPROVAL TO CONDUCT RESEARCH AT the dti

Your submission requesting approval to conduct research at the Department of Trade and Industry (**the dti**) refers.

the dti is in support of your research towards an examination of the role of communication in the implementation of the Performance Management System (PMS) in the South African public service and is willing to provide you with the necessary support to make the project a success. We trust that the recommendation you will provide will contribute to a better understanding of how public service performance can be improved through effective communication and the implementation of the PMS.

Kindly note that approval has been granted on the following conditions:

- a) That you complete a Confidentiality Declaration form to ensure compliance with Departmental policies;
- b) That you participate in a briefing discussion with the Vetting Unit before commencement of the research;
- c) That you provide **the dti** with a detailed research plan and draft questionnaires, surveys and/or interview questionnaires (where applicable); and
- d) That you submit a copy of your research report once you have published the final document.

Should you have any further enquiries regarding the content herein, please contact the Director: Human Resource Development, Ms Angie Ontong on 012 394 5980 or email AOntong@thedti.gov.za.

Yours sincerely,

LIONEL OCTOBER
DIRECTOR-GENERAL

DATE: 23 09 / 16

