Assessment of the Effectiveness of Performance Management: A Case Study of Motor Vehicle Accident Fund

Kopo Masome[1], Dr Madei Mangori[2]

[1]*Department of Business Studies, Management College of Southern Africa (MANCOSA)26 Samora Machel St, Durban, 4001, South Africa*
[2]*Department of Business Studies, Management College of Southern Africa (MANCOSA)26 Samora Machel St, Durban, 4001, South Africa*

ABSTRACT: *The term performance management has been debated in mainstream literature often drawing mixed reactions from the audience. Frameworks, models and methods of improving performance, each with its own advantages and disadvantages have been proposed. Up until recently, it has never really been explored whether performance management is actually beneficial to the organisations that have implemented it. This research provides an assessment of the effectiveness of performance management at Motor Vehicle Accident Fund (MVAF), in a small African country. In assessing performance management effectiveness, the study dealt with how knowledge of performance management affects performance management effectiveness. Several performance management system characteristics were also analysed and their impact on performance management effectiveness discussed. A quantitative approach to the research was adopted and a survey in the form of a questionnaire used to gather data. Findings of the research revealed that the knowledge level on performance management is relatively high and is positively associated with performance management effectiveness.*
Keywords: motor vehicle accident fund, performance management

I. INTRODUCTION

The Motor Vehicle Accident Fund (MVAF) has a staff complement of 103 spread across seven offices throughout the country. Fifteen (15) are in executive, 20 in senior management and 68 make up the rest of the staff. In 2006, the MVAF developed a performance management policy and procedure manual that sought to link staff performance with the organization's success through achievement of the organisation's strategic objectives, rewarding performance and managing poor performance. Performance appraisals are done with a view to ensuring employee performance meets the standard agreed. Suggestions to performance improvements are then made should performance be assessed as not meeting the standard. However, the frequency of performance appraisals differ according to position held within the organisation. Depending on the position held, appraisals are conducted either bi-annually, quarterly or monthly. A final merit appraisal at the end of the year guides employees as to which category of performance they fall into as per the performance management system (PMS) policy. Given that employee performance appraisals are not done uniformly, there is a possibility that the current system might not be able to detect deviations from the standard and recommend appropriate measures. Trends within the performance management landscape show a shift towards a more flexible system that can adapt to the changing needs of business. According to Orlando and Bank (2016:43), Deloitte recently embarked on an exercise to reform the way in which they do their performance management. Amongst others, performance objectives are not cast in stone at the beginning of the year. There are more frequent performance checks and the emphasis is on development. This study is important in that performance management as a practice is invaluable to organisations seeking a competitive advantage for reasons already advanced. This study is also expected to add to recent research that has focused on the effectiveness of performance management albeit with a focus on one organization in a small African country.

1.1 Problem statement

Employee performance assessments are usually done to identify gaps within an employee's skillset. The assessments then guide development efforts, performance-based rewards process and the determination of human resources required to help the organisation gain a competitive advantage. Performance management, if implemented right, has been shown to be central to an organisation seeking a competitive advantage. The practice has also been shown to be a burden if not implemented right. Research has also shown that performance management and performance management systems may not be readily effective. While there is evidence that the organisation under study uses performance management for employee based rewards, there is however little evidence to suggest that the practice is used to guide the human resource and developmental needs of the organisation. Through conversations the researcher had with MVAF staff members; there is a general agreement

that the practice in its current incarnation does not address some of the main points that have been brought up in various forums. The researcher has been able to gather that the following are some of the issues that have staff questioning the effectiveness of the practice;

- producing or maintaining source documentation,
- vaguely worded performance objectives,
- not so clearly defined performance indicators,
- performance contracts that are cast in stone,
- appraisals that are done late,
- absence of rater training,
- contentious ratings and a
- general lack of education on the process

The issues raised about the practice do not seem to be confined to any particular component of performance management but rather seem to cut across. This study therefore seeks to examine performance management practices and organisational factors that are likely to contribute to the effectiveness of performance management at MVAF.

1.2 Aim of the study

The aim of this research study is to investigate the effectiveness of the current performance management approach used by MVAF. The study will also examine MVAF staff's knowledge level on performance management and its impact on performance management effectiveness.

1.3 Research Questions

- What is the knowledge level among employees of the performance management approach and technique employed by MVAF?
- What is the performance management approach used by MVAF?
- What performance management system elements are crucial for effective performance management at MVAF?
- What recommendations can be made to MVAF regarding the best performance management approach and technique to use?

1.4 Significance of the study

This research will be beneficial to the organisation under study as it will help management understand the effectiveness of the current performance management system. Findings from this study will help management understand the shortcomings of the current system. Recommendations from the study should help management make a decision as to whether to refine the current system or adopt a different performance management approach and technique. For the researcher, this study will help them understand in greater detail the performance management processes and practices of the organisation under study. The study will also be academically important as it will add to research covering the effectiveness of performance management systems and should also be of benefit to organisations with similar performance management practices.

II.   LITERATURE REVIEW

There is a general belief that performance management contributes positively to firm performance. Proponents of the practice tout it as having a positive impact on firm performance. Early research on the subject focused on theorizing perceived benefits from adopting performance management systems without elaborating on how that can be achieved. Recent research has however focused on the effectiveness of the practice post implementation whatever approach to performance management has been chosen.

2.1 Performance Management

Noe, Hollenbeck, Gerhart and Wright (2010) describe performance management as a management method by which organizations seek to ensure that employee performance contributes positively to and is aligned to organizational goals and strategy. From the definition, organizations seeking to achieve greater organizational performance have to manage the collective performance of individuals within those organizations such that their combined efforts lead to greater individual and subsequently firm performance. This has however put the human resource function, which in most organizations is responsible for performance management, on a pedestal, Stanton and Nankervis (2011:69). The human resources department is thus expected to oversee and lead the performance management programme from conception to implementation and administration. It also follows that organizations that implement performance management should see higher rates of organizational performance as opposed to organizations that do not. According to Kalman (2016:22), performance management has presented administrative challenges for HR. The performance management process is fraught

with documentation. HR departments are normally the custodians of this documentation. Performance contracts and performance appraisals are some of the documentation HR must maintain. For a large organisation, particularly if the performance management process is done manually, it is not difficult to agree with Kalman's assertion that the process can be an administrative nightmare. Performance management is a well-established and researched field. According to Truss, Shantz, Soane, Alfes and Delbridge (2013:2657), the performance management realm is riddled with problems of theory, methodology and data hence why scholars are undecided on the benefits or lack thereof of the practice. While it is difficult to argue with experts in the field, the researcher believes that employees in an organisation a concerted effort is required by management to steward their performance. According to Dewettinck and van Dijk (2013:807), the ultimate goal of performance management is to direct employee behaviour and attitudes towards improved, if not superior, performance. This then translates into improved organisational performance. Dewettinck and van Dijk (2013:807), stress that past studies have focused on describing how the performance management process leads to performance improvement without elaborating on execution and how the practice contributes to performance improvement. This sentiment is shared by Haines III and St-Onge (2012:1159) who allude to past research that showed that a lot of time is spent on system design rather than how well it works after implementation.

2.2 Poor employee performance

According to BusinessDictionary (2016:1), performance can be described as the accomplishment of a given task measured against known standards of accuracy, completeness, cost, and speed. At the workplace, performance comprises completing the activities that one has been assigned to within the agreed time. These activities are then evaluated against set standards by the organization. Jayasuriya (2011:1) agrees by stating that it is of utmost importance to investigate the problem before presenting the solution(s). According to Jayasuriya (2011:1), employees seldom turn up for work solely to perform poorly. Drawing from personal experience, the researcher agrees with the author and believes that employees normally head into the workplace with ambitions and aspirations of making it to the top. Jayasuriya (2011:1) goes on to state that the work environment itself plays a role in contributing to poor performance by employees. The researcher believes that management through their policies and actions or inactions mould the organisation's culture. If the culture does not support desirable performance, employees will also perform undesirably. Marr (2015:1), states that, performance is the product of ability and motivation. Possessing the right skills alone is not enough, one also has to have the drive and passion for what one is doing. Employees can be equipped with the necessary skills for doing work but without the drive and passion for what they are doing, the results are likely to be lacklustre. At the workplace employees need to have the ability as well as the motivation to perform. Organisations normally recruit skilled workers with a proven track record in their field. They also recruit interns or graduates whom they train and develop. In addressing poor performance, organizations then have to decide which of the two factors of performance (ability and motivation) deserve utmost attention. Marr (2015:1) states that poor performance is often the coming together of a number of factors. As with the example given above of a company with production targets to meet, it could be due to personal circumstances, a lack of information and any other factors that might cause performance to be assessed as poor or sub-standard. Jayasuriya (2011:3), identifies the following as causes of performance problems. The first cause of performance problems is attributed to employee characteristics such as motivation, skill level, training, ability and other factors that can be said to be under the employee's control. The second is attributed to the environment in which work is done and comprises of factors such as allocation of resources, managerial behaviour, effects of colleague behaviour and other factors that can be said to be beyond the employee's control. As has already been discussed, management shape organisational culture in such a way that it either supports or does not support the human talent present within organisations. Bhuvanaiah and Raya (2015:94), make reference to intrinsic and extrinsic motivation. The authors posit that individuals are driven by their desire to achieve something (intrinsic motivation) or by factors in the external environment (extrinsic motivation). Therefore, it is possible for organisations to demotivate motivated employees through their policies resulting in diminished performance. Not only is poor performance detrimental to the individual concerned, it is also costly and detrimental to the organisation. High performing employees are normally rewarded with higher pay or promotions into substantive positions within the organisation while low performing employees are often overlooked. For organisations, poor performance by employees may mean missing production or revenue targets. This has many implications such as an organisation may fail to pay its suppliers or workers.

2.3 Employee engagement

Gupta (2015:45) defines employee engagement as the degree to which individuals are immersed in their daily activities for the benefit of the organisation. Blessing White (2012), using their X model of engagement, define employee engagement as the intersection point at which individual satisfaction and organizational contribution are at a maximum. Blessing White (2012) proceeds to state that employees within an

organisational setting pursue their own definition of success with organisations too pursuing their own definition of success through their employees. For employees, engagement therefore occurs when the organisation is able to address employee needs such as recognition, better pay, promotion, better working environment, career development and many others. For organisations then, engagement occurs when employees are able to immerse themselves in work in pursuit of organisational objectives. Employee engagement can thus be considered an indicator of how the employee and organisation perceive each other in meeting each other's needs. According to Yalabik, Patchara, Chowne and Rayton (2013:2799), there is little agreement amongst scholars regarding employee engagement, its causes and consequences. The authors posit that however, employee engagement warrants further attention because of its perceived impact on performance. According to Gaan (2016:502), directing people's ambition and energy into engagement and ultimately improved performance requires the attention of senior management. Without much leadership, the organisation would fail to achieve its objectives hence the requirement for leadership. Just as shareholders believe directors within an organisation need stewardship, checks and balances to execute their duties, management too believe employees need leadership to execute their duties for the benefit of the organisation. It is through management's leadership that employees can turn their energy and ambition into engagement. According to Sawa and Swift (2013:97), employees are more engaged when they feel they are making a difference. High levels of engagement are not necessarily a good thing, Truss *et al.* (2013:2660). The authors go on to state that organisations seeking to maximise profits are increasingly demanding more from their employees whilst failing to mete out appropriate rewards. For organisations seeking to cultivate a culture of high performance, which of the two should they invest in seeing as both lead to improved performance? Should organisations implement policies that are geared at creating high levels of engagement or should organisations expend resources trying to manage employee performance or should organisations do both? While big corporations can likely afford to do both, some organisations would likely choose to do the one that do not hurt their budget the most. Whilst research into improved performance via performance management dates back decades, employee engagement is very much a new concept. Employee engagement is associated with effort and applying oneself, the consequence of which is enhanced performance.

2.4 Training and development
BusinessDictionary (2016:1) defines training as a concerted effort to improve the recipient's performance or to upskill him or her in a particular field. Less capable employees produce products of inferior quality resulting in returns, wasted material, having to remanufacture the product and lost revenue. In service industries, poor service often generates bad publicity which can lead to a decline in business and lost revenue. Training is meant to capacitate employees so they can successfully perform their jobs. In administering training, methods such as but not limited to; classroom training, on the job training, distance learning, web-based learning and simulations can be used, Noe, Hollenbeck, Gerhart and Wright (2012). In today's changing business environment, organizations should regularly upskill their employees for optimal on the job performance. On the other hand, development interventions have a future focus and are meant to upskill and prepare employees for positions / jobs that have not yet been created, Nel, Werner, Haasbroek, Poisat, Sono and Shultz (2011).

2.5 Workforce planning
The human resource within organizations is by far the most important asset organizations have. Machines, to a certain extent have been able to replace human workers, but they have never completely eliminated the need for human workers, machines still need humans to operate them. Employees perform work that translates into results that drive the bottom line of the organisation. The importance of employees to an organization is underscored by Leimbach (2016:40) who posits that employees should not actually be treated like assets but rather like investors in an organization. Without dwelling much into the recruitment and selection process, organisations would like to believe they attract the best talent available. Employees therefore bring talent to an organisation. Leimbach (2016:42) proceeds to give the differences between an asset and talent, and these are as follows;
- Outside the sports realm, companies cannot easily trade talent as they do assets therefore companies do not own talent
- Talent can easily move about, such as a talented employing leaving to join another organisation but an intangible asset such as goodwill cannot
- Assets can appreciate or depreciate in value but if a key employee leaves the organisation, the organisation's prospects can change overnight
- Headhunting – organisations rarely try to steal each other's assets but regularly engage in stealing each other's talent.

Leimbach (2016:43) sums this up by comparing employees whom he describes as talent investors, to financial investors. The author posits that just as financial investors are in control of how they invest their

money, employees too are in control of how they expend their talent. Louch (2014:4), concurs with Leimbach (2016:39) when he posits that employees are a very integral part of any organization. Organisations are dependent upon their employees to achieve their mandate. According to Vorhauser-Smith (2015:1), the failure by companies to effectively plan for the workforce harms the company's ability to recruit, encourage and retain its staff. This holds especially true for manufacturing entities but is also evident in other industries such as the service industry. For example, a holiday resort might recruit part-time workers to deal with increased demand during the holiday season. However, this would require that the organisation's labour requirements be properly forecasted. In the preceding example, taking in more staff during the peak holiday period would go a long way towards reducing fatigue and possibly resignations amongst the current staff. Workforce planning not only affects the aforementioned, it also harms the organisation's ability to maintain a sustained level of performance.

2.6 Theoretical framework

Dewettinck and van Dijk (2013), advance a number of motivation theories to explain how performance management can improve performance. These are expectancy theory, goal setting theory (GST) and control theory. According to Dewettinck and van Dijk (2013:807), expectancy theory is predicated upon the assumption that certain actions when performed should result in maximum satisfaction for the individual. Citing the equity theory once more, in the work environment, a number of factors such as pay, benefits and rewards, can be a subject of fairness and thus motivation. If an employee believes they are working as hard and producing similar outputs if not better than their co-worker doing the same job, the equity theory suggests that the employee will accordingly adjust their efforts thereby affecting the outputs while getting demotivated at the same time. This adjustment of effort in order to reach a perceived level of equity has a bearing on employee performance. Employees head into the workplace with certain expectations in mind. High performing individuals duly expect to be rewarded for their performance and the failure to recognise this performance may result in low morale and motivation. This will ultimately result in reduced individual performance and thus reduced organizational performance. According to Dewettinck and van Dijk (2013:808), GST was developed to highlight the link between performance targets and outcomes, and how the construct of those targets influences how well a task is executed to achieve the outcome. The authors assert that integral to GST is the granularity with which goals are defined and the difficulty attached to attaining those goals. These have been found to positively impact performance. Dewettinck and van Dijk, (2013:808) state that clearly articulated goals bring focus whilst difficulty encourages employees to strive for more. Dewettinck and van Dijk (2013:808) found that regular feedback is central to how well goals are executed to achieve a particular outcome. The authors cite control theory as being responsible for this. Control theory, also known as feedback control, deals with the actions people perform to meet the standard should they perceive any deviations. Thus the authors argue that if employees are able to compare their own performance against the standard and notice any discrepancies, they should then self-correct to meet the standard. The authors argue that the implication is that performance management systems in which performance standards are clearly defined coupled with regular feedback, lead to better performance than performance management systems in which the aforementioned are absent or insufficient. Biron,Farndale and Paauwe (2011:1295), allude to signalling theory to explain the link between perceptions of performance management and organizational factors that moderate those perceptions. According to Connely, Certo, Ireland and Reutzel (2011:1) signalling theory is concerned with how information between two parties is transmitted and interpreted. The authors state that a concern arises as a result of one party communicating the information (signal) and one party interpreting the signal in a way that the sender did not mean for it to be interpreted. The theory is extended to the workplace by Biron *et al.* (2011:1295) who believe the organization exhibits certain characteristics (signals) which in turn are interpreted by employees in a particular way. Biron *et al.* (2011:1295) assert that the signals could be thought of as organizational practices that seek to promote certain behaviours and attitudes among employees. Employees in turn exhibit certain behaviours and attitudes as they interpret these signals. In the context of performance management, the signals represent organizational practices that may facilitate effective performance management.

2.7 Superior-subordinate relations

According to Geertshuis, Morrison and Cooper-Thomas (2015:239), supervisor-subordinate relations have been viewed as one of the most important in the workplace. The authors cite research showing that subordinates with a superior relationship with their supervisors receive higher performance ratings than subordinates who do not have a good relationship with their superiors. The authors posit that superior-subordinate relationships are a good predictor of performance. Organisations are normally divided into functional units led by a manager who is also the head of the department. Supervisors and functional staff make up the rest of the department. Rao (2007:1815), noted that human resource management practices in Indian companies were influenced by national culture. As performance management is a human resource practice, one would expect that it is also affected or influenced by national culture. Since organisations exist within the

greater societal setting, organisational culture is likely to be influenced by national culture. Individuals are likely to behave in the organisation as they would within their communities outside the organisation. Therefore how individuals interact outside the organisation based on their rank in society should be predictive of their working relationship. Once more, the focus of this research is not on examining culture or how national culture permeates organisational culture but rather to point out that superior-subordinate relationships within the MVAF are likely to be influenced by the cultural setting within which the organisation exists.

2.8 Appraiser-appraisee training
According to Haines III and St-Onge (2012:1159), management performs most of the work related to performance management, from performance planning to performance assessment and review, and as such the effectiveness of the system rests on their shoulders. According to Biron, *et al.* (2011:1295), training reduces the likelihood of appraiser bias and improves performance discussions. Practical and technical training is important as it simulates the work environment. It prepares employees on what to expect once in the field of work. After joining an organisation, employees ascend the ranks into leadership roles. For example, an employee who was once a subordinate may find themselves head of department. Haines III and St-Onge (2012:1159) posit that other training programmes may seek to improve fairness perceptions while others may seek to assist leaders at becoming better coaches. In light of this, it is imperative that employees who make the transition from subordinate to manager, and managers alike, undergo formal training on performance management. Although informal training via experience may make up for a lack of formal training it can never fully replace formal training. Formal training in this respect would augment informal training by exposing the appraiser to hypothetical scenarios and how to deal with them. Just as training can be done for management, employees too should undergo training to sensitize them on what the system is supposed to do, how it works and what to expect from the system. Training should ideally touch on all components of the system including performance review and assessment. Training is thus supposed to result in an effective performance management system in which ratings and performance discussions are informed.

2.9 Employee recognition
According to Long and Shields (2010:1145), the debate on how to bring about desired behaviours in employees has been going for a long time. The author states that, in the meantime, monetary rewards have been used extensively to achieve this purpose. Long and Shields (2010:1146), cite growing research into the use of non-monetary based rewards especially recognition into motivating employees. Recognition can be formal or informal. Informal recognition is by far the most common and usually involves a pat on the back accompanied by talk on the accomplishment. Formal recognition involves official documentation acknowledging the employees contribution. An award may be handed over to accompany the documentation. According to Haines III and St-Onge (2012:1160), recognition is deep rooted in motivation theories and is used for guiding behaviour towards improved performance. If left unchecked, recognition can breed unhealthy competition particularly if it promotes individualism over teamwork. Employers nowadays advocate teamwork. In fact the word 'team' has been identified as an acronym for *together everyone achieves more*. Being a team player is one of the traits employers look out for in an interview. Due to globalisation, organisations across the world collaborate more around areas of interest. In such setups, work teams are normally formed to achieve a particular objective. Employees who are used to working on their own and getting all the recognition may have a hard time fitting into these teams. Haines III and St-Onge (2012:1160), state that, just as motivation is used for guiding behaviour towards improved performance, this is the exact same premise behind using recognition. Recognition is thus supposed to result in an effective performance management system.

2.10 Feedback on performance
Feedback has already been alluded to as having a positive impact on performance. In their study, through the help of control theory, Dewettinck and van Dijk (2013:808) found that regular feedback helps employees evaluate their own performance against the standard which helps them assess whether they need to adjust their performance to meet the standard or not. Dewettinck and van Dijk (2013:809-810) go on to identify two forms of feedback; formal and informal. The authors posit that formal feedback is structured and normally scheduled while informal feedback is unstructured and unscheduled. Based on the researcher's own experience, formal performance reviews normally require a scheduled meeting between the appraiser and appraisee. The reviews represent the means by which the appraisee gets to find out how their performance has been assessed. Informal performance reviews are ad-hoc and normally address a performance issue there and then. Given the length of time in between formal performance reviews, the researcher believes that there is enough room for deviation from the standard by the appraisee particularly if informal performance reviews are not frequent. Formal performance reviews also require poring over performance documentation which may not be readily available or verifiable. Since formal performance reviews represent the time in which performance is assessed in

totality, there exists an opportunity for organisations to increase the frequency of their formal reviews. Although control theory suggests self-correction amidst perceived deviation from the standard, it normally takes someone else to point out one's own shortcomings. Frequent informal performance reviews provide the means by which employees can truly know if they are deviating from the standard or not. Regular feedback, both formal and informal, have been found to lead to a more effective performance management system than a system in which feedback is bi-annual or annual.

2.11 Employee performance planning

According to Dewettinck and van Dijk (2013:811), employee participation in the performance planning phase invokes feelings of control, leads to less resistance and a better understanding of task requirements. The performance planning phase is one of the most important in the performance management process. This is the phase at which the appraiser defines the appraisee's responsibilities for the performance period. The appraiser normally acts alone in defining the appraisee's responsibilities, however it is the appraisee who has to perform the work thereafter. In line with signalling theory, the researcher believes that there exists room for the appraisee to misinterpret his roles and responsibilities as set by the appraiser. Furthermore, using GST, the researcher believes that by taking part in the performance planning process, the appraisee can help define his or her responsibilities with great detail. Although the belief is that the appraiser will act in good faith while defining the appraisee's responsibilities, there exists the possibility that he or she might overwhelm or fail to challenge the appraisee. By taking part in the process, the premise is that if employees are involved in all facets of the performance planning process, there'll be ownership resulting in increased task performance and thus performance management system effectiveness.

2.12 Conclusion

Performance management itself as a process is only effective if parties to the process (appraiser and appraisee) play their respective roles, that is, the appraisee performs work over a given time period which will then be evaluated by the appraiser with a view to mapping a way forward based on the performance review. However, Hvidman and Andersen (2014:38) identify three internal organizational characteristics that may impede the effectiveness of performance management, these being incentive, capacity and reaction. Firstly, the authors believe that managers must have an incentive to action performance information, the absence of which is seen as a barrier to the effective functioning of the process. Secondly, the authors argue that managers must have the capacity to action performance information. Action may be in the form of recommending a reward, further training or a sanction where it's due. Lastly, the authors argue that managers need to know how to react when presented with performance information, that is to say, managers should be in a position to give praise where it's due and also know how to be firm when necessary.

III. RESEARCH METHODOLOGY

According to Saunders, Lewis and Thornhill (2009:171), descriptive research seeks to accurately depict persons, events or situations whereas correlational research examines whether a relationship exists between two or more variables. Measures of central tendency including the mean, standard deviation and correlation were all calculated in this research hence why a descriptive research design was adopted. Data collection and presentation in research may be done using a quantitative or qualitative approach. According to Wyse (2011:1), qualitative research is primarily exploratory. Wyse (2011) states that qualitative research assists in developing hypotheses for possible quantitative research. Qualitative research is useful in uncovering trends and opinions (Wyse, 2011:1). According to Wyse (2011:1), qualitative data collection methods involves using unstructured and semi-structured techniques. In contrast, Wyse (2011:1) states that quantitative research is concerned with producing data from which useful statistics can be extracted. Wyse (2011) posits that quantitative research utilises perceptible data to devise facts and reveal patterns in research. According to Saunders *et al.* (2009:113), a positivist research philosophy involves formulating a hypotheses which can be tested and confirmed wholly or partly, and or refuted. Saunders *et al.* (2009:114) postulate that a positivist research study is undertaken in a value-free way. This means that in undertaking the research, the researcher does not allow himself or herself to influence or affect and be affected by the research in any way. In completing this research, a quantitative or positivist research philosophy was adopted. The reason for adopting a quantitative research philosophy is because quantitative research uses perceptible data to devise facts and reveal patterns in research. According to Saunders *et al.* (2009:144) surveys are normally used for descriptive and exploratory research. In light of a quantitative or positivist approach being used, in completing this research, the survey method was chosen as the most appropriate research strategy. Saunders *et al.* (2009:144) posit that surveys allows a researcher to gather quantitative data which can be analysed using descriptive and inferential statistics. As per the Mancosa guidelines which stipulate 8 respondents for a qualitative research and 100 for a quantitative research, this study meets the requirements for a quantitative research as the organization under study has a staff count of 103 employees.

3.1 Sampling Strategy
According to Saunders *et al.* (2009:212), it is possible to tackle some research questions by collecting data from an entire population if it is of a manageable size. However, the authors posit that where it is impractical to collect data from the entire population, the researcher should sample. According to Saunders *et al.* (2009:213), there are two types of sampling: probability and non-probability sampling. Saunders *et al.* (2009:214) posit that the possibility of each case being selected is known and equal for all cases with probability sampling. The authors state the possibility is not known for non-probability sampling making it difficult to make statistical generalisations about the population. For this research, there was no need for either probability or non-probability sampling. The sampling frame for this research is the entire population of MVAF. According to the National Oceanic and Atmospheric Administration (2016:1), a census survey differs from a sample survey in that in a census survey, all required data for the study is collected from all participants in the population whereas with a sample survey, a representative group from which data will be collected is chosen. For this study, a census survey of all the employees will be conducted. Given that the population of the area the research will be focusing on is 103, a suitable response rate would be 81 based on a confidence level of 95% and a confidence interval of 5. This research made use of a self-administered questionnaire generated, distributed via email and analysed through Google forms. According to Saunders *et al.* (2009:370), the researcher needs to tackle investigative questions to successfully tackle each research question and objective. For this research, the questionnaire was adopted as the most appropriate data collection instrument given the research philosophy and design. According to Saunders *et al.* (2009:394), questionnaires should be pilot tested prior to deployment to the greater sample. The aim of the pilot survey is to enable the researcher to make improvements to the questionnaire. A pilot study for this research project was administered to 10 participants with the feedback used to fine tune the final questionnaire and incorporated into the final results.

3.2 Data Analysis
According to the Office of Research Integrity (2016:1), data analysis involves using statistical techniques to manipulate, describe and present data. IBM SPSS Statistics is a statistical software that is used to provide predictive analytics and advanced data manipulation techniques.

Validity and Reliability: The researcher being a member of the organisation under study used own judgement viz-a-viz experience, to ascertain that the questions are measuring what they are supposed to. Construct validity deals with testing the questionnaire for the presence of those constructs which were intended to be measured. The researcher spoke to an in-house research expert to assist with vetting the questionnaire. Their feedback was used to improve the content of the questionnaire. Criterion validity tests the ability of the questions to make accurate predictions. For fear of influencing the outcomes of the research, the researcher was not able to speak to in-house authority figures on performance management as to the adequacy of the questions. However, as this research project to a certain extent reproduces research that has already been done in performance management effectiveness, some of the questions used are similar to those that have already been used by other researchers.

3.3 Limitations of the Study
Due to various engagements within the organisation under study, some respondents were not able to complete the questionnaire because of being away on official engagements. The research does not examine all components of performance management, the findings of the study may therefore not be generalizable to other organisations. Future research on performance management effectiveness with employee engagement as a variable being measured is suggested. Future research where all respondents could complete the questionnaire is also suggested.

3.4 Elimination of Bias
In completing this research, no age group, gender, race or ethnic group were stereotyped.

3.5 Ethical Considerations
According to Saunders *et al.* (2009:184), ethics is concerned with the conduct of the researcher in relation to those who take part in his/her research study. In conducting this research, the following ethical considerations were observed. A letter of permission to conduct research was handed to the relevant department within the organization with permission subsequently granted. As the questionnaire was online based, there were terms of reference the participants had to agree to before proceeding. Participants were informed that proceeding to answer the questionnaire implied that they were giving consent to taking part in the survey. Participants were also informed of the voluntary nature of participation and their right to withdraw at any time from the process. The privacy of participants was observed in that no participants were asked to state their names and surnames. Any identifying data about participants such as age, gender and position within the

organisation was not used to identify and persecute participants. The researcher was mindful of possible sabotage by participants such as giving incorrect data. Google Forms, a free online survey tool was used for collecting data. Each participant was sent a link with a randomized ID number for completion. Each link was only valid for a limited time period and could not be recreated thereby guarding against manipulation and ensuring anonymity. Participants were also urged to complete the survey in their own time away from prying eyes or influence from colleagues ensuring confidentiality. As Google forms was used for collecting data, data collected resides on Google servers and not on the organisation under study's servers. The data collected is password protected and only accessible by the researcher. This also ensured confidentiality and that no one else other than the researcher can access the data. All data is to be deleted after a one year period and after award of degree to the researcher.

IV.   RESULTS

The research instrument was made up of 3 sections; section A (demographic information), section B (performance management components) and section C (performance management effectiveness). Section A contained 4 items at a nominal level of measurement. Section B contained 22 items at an ordinal level of measurement and lastly section C contained 8 items at an ordinal level of measurement. Cronbach's alpha was calculated to be 0.935 indicating a very high degree of reliability.

4.1 Analysis of Results

Of the respondents (n = 83), 38.6% were males and 61.4% were females. 47% of the respondents were between the ages of 30 and 40, 28.9% were between the ages 18 and 29 and 24.1% were aged 41 and above. This age spread particularly in the 18 to 29 and 30 to 40 brackets is crucial as it represents the bulk of the workforce. Of the respondents, 71.1% belong to the rest of staff category; 20.5% represent senior management and 8.4% represent the executive team. It is evident that the bulk of respondents comprise the general staff followed by senior management and the executive team. In relation to their numbers, 7 out of 15 or 46.67% of executive staff participated, 17 out of 20 or 85% of senior managers participated. Executive and senior management participation in the research is crucial as this group represents decision makers and managers. General staff participation is also crucial for the research as most of the decision on performance management affects them. Of the respondents, 11 or 13.3% had not been with the organisation for more than 1 year; 28.9% had been with the organisation for greater than 1 year but less than 3 years; 12% had been with the organisation for greater than 3 years but less than 5 years; 16 or 19.3% had been with the organisation for greater than 5 years but less than 10 years and lastly 26.5% had been with the organisation for over 10 years. This type of spread in length of service is crucial for this research as it incorporates views from different generations of the workforce.

4.2 What is the knowledge level among employees of the performance management approach and technique employed by MVA Fund?

The first objective of the research project was to assess the knowledge level of MVAF employees on the performance management technique and approach employed by the organisation. Statements B1, B2 and B3 which collectively were captioned *performance management system awareness* addressed this particular research question. The statements sought to measure how aware employees are with regards to the approach, technique and policy on performance management. 1.2% of the respondents are slightly aware of the performance management approach employed by the organisation; 10.8% are somewhat aware; 26.5% are moderately aware 61.4% are extremely aware of the approach used. The distribution shows left skewness (-1.239) with most values concentrated on the right. Noe *et al.* (2010) detail a number of approaches to performance management. Approaches can be thought of as the methods by which performance management can be implemented. A majority of employees (88%) are aware of the approach used while 12% are unaware of the approach used. While 12% is fairly small number, it is worth investigating further why some staff members do not know the method used to evaluate their performance.

I am aware of the performance management technique used by MVA Fund: A majority of employees (81.9%) are aware of the technique used while 18.9% are unaware of the technique used. Noe *et al.* (2010) detail a number of techniques that can be used with different approaches. Techniques can be thought of as how the actual methods are implemented to evaluate performance. Understanding the means by which your performance is evaluated is a very important part of the performance management process. That 18.9% of staff do not understand the technique used to evaluate their performance is a cause for concern.

I am aware of the organisation's policy on performance: 1.2% of the respondents are not at all aware; 3.6% are slightly aware; 10.8% are somewhat aware; 31.3% are moderately aware while 53% are extremely aware of the policy on performance management. The distribution exhibits left skewness (-1.397) with most values

concentrated on the right. While the majority of employees (84.3%) are aware of the organisation policy on performance management, 15.7% of staff are not aware of the policy.

4.3 What is the performance management approach used by MVA Fund?
The MVA Fund utilises a results based approach to performance management in the form of the balanced scorecard. In unpacking the results based approach, Noe *et al.* (2010) assert that the approach is based on the belief that organisational success can be traced back to each individual employee's contribution. According to Noe *et al.* (2010) there are a number of performance management techniques that utilise the results based approach these being (a) management by objectives, (b) productivity measurement and evaluation systems and (c) the balanced scorecard. The MVA Fund utilises the balanced scorecard which has received its fair share of praise and criticism from industry. In operationalising the balanced scorecard, the MVAF asks itself at what processes it should excel at to achieve growth, how it should conduct business such that it offers excellent customer service, how it should manage its financial affairs such that it offers great return on investment, what it can do to nurture the talent it has such that it can remain competitive, and lastly around which areas should it innovate to achieve sustainability. In the context of MVAF, the balanced scorecard is implemented three ways, firstly at a corporate level, secondly at divisional level and lastly at individual level. At a higher level, the MVAF strategy department is responsible for coordinating the corporate scorecard and at a lower level the MVAF HR department is responsible for the implementation and administration of individual scorecards and therefore performance management. The MVAF strategy department is responsible for driving the corporate scorecard by means of an organisational strategy. Thereafter, departmental heads are responsible for operationalising the strategy through the drafting of departmental operational plans. At a lower level, departmental goals are incorporated into individual employee's performance contracts by means of a PC. Every employee's performance contract includes all five perspectives. Since departmental goals are derived from greater organisational goals, alignment between individual and organisational goals therefore occurs during the performance contracting phase.

Performance contract derived from departmental operational plan: 53% strongly agree, 42.2% agree while 4.8% neither agree nor disagree. The distribution shows left skewness (-0.652) with most values concentrated on the right. A majority of employees 95.2% agree that their performance contracts are derived from departmental operational plans. Departmental operational plans are derived from the organisational strategy which is in turn influenced by the organisation's mission and vision. Thus it can be concluded that the majority of employee's day to day activities are congruent with greater organisational goals.

Performance contract amended with new responsibilities: 32.5% agree, 30.1% strongly agree, 16.9% neither agree nor disagree, 14.5% disagree while with 6% strongly disagree. The distribution shows left skewness with (-0.635) with most values concentrated on the right. The performance contract is a very important document that details the work the employee will carry out in the performance year. It also details how performance is going to be assessed. The ability to modify the performance contract when new responsibilities are added is consistent with Orlando and Bank (2016:43) who asserts that goals should be modifiable as the performance year progress. 62.6% of staff agree that their PC are amended when they take on new responsibilities. However, cause for concern is the close to 20.5% of employees who say their contracts are not amended when they take on new responsibilities as this means there is no formal way of recognising the extra performance they put in.

I set my own performance targets: 30.1% agree, 26.5% strongly agree, 21.7% neither agree nor disagree, 18.1% disagree while 3.6% strongly disagree. The distribution shows left skewness with (-0.381) with most values concentrated on the right. Dewettinck and van Dijk (2013) used GST to explain increased buy-in and task performance emanating from employee participation in objective setting. The more an employee participates in setting their own goals the higher the chances of increased performance. Just over half of staff (56.6%) say they set their own performance targets.

Manager assists in setting performing targets: 54.2 agree, 26.5 strongly agree, 4.8% neither agree nor disagree, 12% disagree while 2.4% strongly disagree. The distribution shows left skewness with (-1.123) with most values concentrated on the right. As with the assertion by Haines III and St-Onge (2012:809), that most of the responsibility for performance management lies with managers, if managers actively assist their employees in setting performance targets the higher the chance that employees will achieve congruence to greater organisational goals and thus performance management effectiveness. A majority of the staff (80.7%) concur that their managers assists in setting their performance objectives. For the content variable in which planning was being investigated (PC derived from departmental operational plan, PC amended with new responsibilities,

I set my own targets, manager assists in setting my targets) are not significant. 80.7% of staff say that the planning aspect is being implemented effectively.

Superior-Subordinate Relations - I have high respect for my manager: 53% strongly agree, 37.3% agree while 9.6% neither agree nor disagree. The distribution shows left skewness with (-0.766) with most values concentrated on the right. Singh (2013:108) postulates that in order for performance management to be effective, employees should be treated as partners and afforded respect. As performance management is a two way process where most of the interactions is between the supervisor and the subordinate, employees too have to afford management the respect they deserve in order for the process to be effective.

I can communicate freely with my manager: 37.3% strongly agree, 36.1% agree, 15.7% neither agree nor disagree, 8.4% disagree while 2.4% strongly disagree. The distribution shows left skewness with (-0.930) with most values concentrated on the right. Geertshuis *et al.* (2015:229) using LMX theory, assert that subordinates in higher LMX relationships communicate more openly with their supervisors. Geertshuis *et al.* (2015:229) cite research showing evidence that the better the communication between supervisor and subordinate the better the performance.

My manager values my contribution: 38.6% agree, 32.5% strongly agree, 20.5% neither agree nor disagree while 8.4% disagree. The distribution shows left skewness with (-0.543) with most values concentrated on the right. Mundy-Smith (2012:68) asserted that employers need to create conducive environments in which employees feel their ideas count whilst also acknowledging the contribution they make. The absence of an enabling environment and a lack of acknowledgement on employee contribution have been found to be demotivators which contribute to diminished employee performance. However a majority of staff 71.1% say that their manager shows interest in their work.

My manager is interested in my work: 43.4% agree, 30.1% strongly agree, 16.9% neither agree nor disagree while 9.6% strongly disagree. The distribution shows left skewness with (-0.628) with most values concentrated on the right. 73.5% of employees indicate that their manager is interested in their work.

I have good relations with my manager: 44.6% agree, 37.3% strongly agree, 15.7% neither agree nor disagree while 2.4% disagree. The distribution shows left skewness with (-0.624) with most values concentrated on the right. Geertshuis *et al.* (2015) use leader-member exchange (LMX) theory to explain the impact on performance as a result of the interaction between supervisors and subordinates. The authors argue that the relationship between supervisors and subordinates has an impact on how employees utilise the feedback they receive to fine tune their performance for best results. Geertshuis *et al.* (2015:229) assert that subordinates in higher LMX relationships are more likely to receive higher performance ratings and better feedback than subordinates in low LMX relationships. For the organisational characteristics variable in which superior-subordinate relations were being investigated (I have high respect for my manager, I can communicate freely with my manager, my manager is interested in my work, I have good relations with my manager) are not significant. 79.5% of staff say that they have good relations with their manager.

I have attended an in-house performance management workshop: 40.2% agree, 22% strongly agree, 8.5% neither agree nor disagree, 23.2% disagree while 6.1% strongly disagree. One respondent did not respond to the statement. The distribution shows left skewness with (-0.489) with most values concentrated closer to the middle. Performance management workshops are meant to create awareness as well provide a platform to staff for interaction around performance management. In-house workshops are normally facilitated by the strategy department which is the department responsible. It is not surprising that close to 30% of staff have not attended these workshops as they have not being offered for over 3 years.

I have attended an external performance management workshop: 45.8% disagree, 20.7% strongly disagree, 3.7% neither agree nor disagree, 19.5% agree while 9.8% strongly agree. One respondent did not respond to the statement. The distribution shows right skewness with (0.664) with most values concentrated on the left. External performance management workshops are also meant to create awareness as well provide a platform for interaction around performance management. They are normally facilitated by experts on the subject. While 67% of staff have not attended external performance management workshops, this is in a way mitigated by workshops held internally. However, as already pointed out, it has been over 3 years since internal workshops were held.

I have received frame-of-reference (FOR) training: 50% disagree, 23.2% disagree, 13.4% neither agree nor disagree, 8.5% agree while 4.9% strongly agree. One respondent did not respond to the statement. The distribution shows right skewness with (1.035) with most values concentrated on the left. As alluded to by Haines III and St-Onge (2012:1159), frame-of-reference training is meant for supervisors and is aimed improving the accuracy of performance ratings as well as justice perceptions. The distribution of staff in the executive and senior management teams who have received frame-of-reference training showed that only 2 executives and 1 senior manager have received the training. According to (Biron *et al.*, 2011:1296), if performance management is to succeed, it should have the buy-in of senior management. For the organisational characteristics variable in which training was being investigated (I have attended an in-house performance management workshop, I have attended and external performance management workshop, I have received frame-of-reference training) are significant (p < 0.05). 60.2% of staff say that they have not attended training of any sort while close to 80% of the senior management and executive team have not attended frame-of-reference training.

Recognition -I am regularly praised for my performances: 44.6% of staff agree that they are regularly praised, 22.9% strongly agree, 19.3% neither agree nor disagree, 12% disagree with 1.2% strongly disagreeing that they are ever praised. The distribution shows left skewness with (-0.601) with most values concentrated on the right. Long and Shields (2010:1145) allude to the use of non-cash rewards particularly recognition to bolster desired behaviours aimed at improving performance within employees. A majority of the employees, 67.5%, say that they are regularly praised for their performances.

My appraisal is a fair reflection of my performance: 43.4% agree, 22.9% strongly agree, 22.9% neither agree nor disagree, 8.4% disagree with 2.4% strongly disagreeing. The distribution shows left skewness with (-0.680) with most values concentrated on the right. As noted by Dewettinck and van Dijk (2013:810), formal and informal performance appraisals represent the stage at which employees get to find out about their performance, their perceived fairness or lack thereof impacts on performance management system effectiveness. A majority of employees, 67.3%, agree that their performance appraisals represent a true reflection of their performance with 10.8% disagreeing. For the output variable in which training was being investigated (I am regularly praised for my performances, my appraisal is a fair reflection of my performance) are not significant. 68.7% of staff say that the recognition aspect is being implemented effectively.

Performance management motivates me: 51.8% agree, 19.3% strongly agree, 19.3% neither agree nor disagree, 8.4% disagree while 1.2% strongly disagree. The distribution shows left skewness with (-0.735) with most values concentrated on the right.

Performance management has a clear effect on my performance: 44.6% agree, 20.5% strongly agree, 26.5% neither agree nor disagree, 7.2% disagree while 1.2% strongly disagree. The distribution shows left skewness with (-0.682) with most values concentrated on the right. Over time, employees should be able to discern a trend in their performance and compare it to before they took part in the process. Since performance management is compulsory for all MVAF employees, it might not be clear to some what the effect is. However, the majority of staff 69.9% of staff agree that the performance management has a clear effect on their performance with 10.8% disagreeing.

Performance management provides me with a clear insight into my career opportunities: 38.6% agree, 9.6% strongly agree, 30.1% neither agree nor disagree, 20.5% disagree while 1.2% strongly disagree. The distribution shows left skewness with (-0.158) with most values concentrated closer to the middle. As has already been discussed under the literature review, performance management serves an administrative purpose. Through the performance management process, managers and supervisors are able to identify competent employees. Combined with other behavioural data on employees, performance management should enable management to chart a clear career path for employees. 48.2% of staff agree that performance management provides a clear insight into their career paths. 21.7% disagree altogether with 30.1% undecided. The numbers of staff who disagree and are undecided is quite high suggesting that perhaps the administrative part of PM especially with regards to promotions is lacking.

Performance management contributes to my professional development: 43.4% agree, 16.9% strongly agree, 18.1% neither agree nor disagree, 20.5% disagree while 1.2% strongly disagree. The distribution shows left skewness with (-0.382) with most values concentrated closer to the middle. As has already been pointed out under the literature review, amongst others, performance management serves a developmental purpose. Through the performance management process, managers and supervisors are able to identify employee weaknesses and

strengths and thus their developmental needs. 60.3% of staff believe performance management contributes to their professional development. Worryingly, almost 22% of staff believe performance management does not contribute to their professional development at all.

Performance management provides a clear link between my performance objectives and organisational strategy: 54.2% agree, 15.7% strongly agree, 24.1% neither agree nor disagree, 3.6 disagree while 2.4% strongly disagree. The distribution shows left skewness with (-0.903) with most values concentrated on the right. Stanton and Nankervis (2011:78) commented that performance management is largely the responsibility of HR departments. Haines III and St-Onge (2012:1162) commented that, to the extent that the HR function is strategically aligned, performance management should in theory provide a link between individual performance objectives at the micro level and broader organisational goals at the macro level. In the context of the MVAF, individual performance contracts are derived from departmental operational plans which in turn are derived from the organisational strategy. 69.9% of staff agree that performance management provides a clear link between their objectives and organisational strategy with only 6% of staff disagreeing.

V. CONCLUSIONS

In the study'scontext, organisational culture is heavily influenced by national culture which is very patriarchal in nature. At an organisational level, this has a bearing on how colleagues interact. Due to cultural changes, the line between the role of men and women, and how they relate to each other has become blurred leading to an interchange of roles between the two. LMX theory has been successfully argued by Geertshuis *et al.* (2015:237) to be predictive of performance. However, existing literature on LMX theory does not seem to take into account how the quality of the relationship in predominantly patriarchal societies where men are at the forefront may be affected when a woman is in charge. It does also not take into account how this relationship may be affected when a younger person holds a more senior position than an elderly person. This research however agrees with extant literature on LMX theory which states that a subordinate's performance can be predicted based on the quality of his/her relationship with their superior. Results indicate that there is a strong positive association between superior-subordinate relations and PM effectiveness. A majority of staff say that they highly respect their managers and that they have good working relationships.

5.1 Appraiser-appraisee Training

The success of PM does not only rest on the shoulders of management but employees as well. How do managers and supervisors ensure accuracy of their ratings, how do they eliminate bias and how do they ensure that their performance discussions are meaningful? Haines III and St-Onge (2012:1159) assert that managers and supervisors can undergo FOR training which seeks to improve perceptions of fairness by employees, improve the quality of discussions around performance and reduce bias during performance appraisals. While training may be important considering its perceived benefits, the lack of training is not necessarily a bad thing. This research differs with extant literature on the training-PM effectiveness linkage. While extant literature makes a strong case for training as well as employee training, results indicate that there is a very weak positive association between training and PM effectiveness. This may however be confined to the organisation under study and not necessarily generalizable to other organisations within the country and beyond.

5.2 Performance Planning

Organisations have always wondered how to coordinate employee efforts such that they are aligned with greater organisational goals. In order to achieve this, employee performance at the individual and unit level needs to be aligned with greater organisational goals. One such way to achieve this is through the performance planning phase. This requires designing tasks such that completion of those tasks aids in achieving organisational goals.

5.3 Employee Feedback

Feedback is mostly important in an organisational setting where work teams try to achieve a common goal. It is very important that employees regardless of position understand what is required of them in order to give a satisfactory performance. In order to achieve desired outcomes, managers, supervisors and employees have to constantly communicate and engage each with other – thus engaging in a feedback loop.

5.4 Employee Recognition

This research agrees with literature reviewed on recognition. Results indicate that there is a strong positive association between recognition and PM effectiveness. Results indicate that the majority of staff are regularly praised for their performances. Results further indicate that the majority of staff perceive their appraisals a fair reflection of their performance. As has already been alluded to by Haines III and St-Onge (2012:1159), perceptions of fairness greatly impact on PM effectiveness.

5.5 Findings from Primary Research

The first research question asked;

What is the knowledge level among employees of the performance management approach and technique employed by MVA Fund?

Results indicate that there is a weak positive association between PMS awareness and PMS effectiveness. While the weak positive association reveals that staff lack on PM matters the result provides compelling evidence for management to increase their efforts on PM education so as to strongly positively affect PM effectiveness.

The second research question asked;

What is the performance management approach used by MVA Fund?

Findings from the study reveal that the MVA Fund utilises a modified version of the balanced scorecard, which is a results based approach to PM. Instead of the traditional four perspectives of the balanced scorecard, the MVA Fund has added a fifth perspective.

The third research question asked;

What performance management system elements are crucial for effective performance management at MVA Fund?

Results emphasise the importance of all PM system characteristics for the effective functioning of performance management. While a majority of staff reported that they had not attended an in-house or external performance management workshop, this did not seem to affect PM system effectiveness. A majority of the managers and supervisors also indicated that they had not attended frame-of-reference training which is intended to improve performance discussions and fairness perceptions. This did also not seem to affect PM effectiveness. Nonetheless, all system characteristics which were measured were found to be of utmost importance for the effective functioning of PM.

5.6 Knowledge level on PM

This research has successfully managed to measure the knowledge level of MVAF staff on PM and associated it with PM effectiveness. The research demonstrated that although staff reported high levels of knowledge on PM, the association between knowledge level and PM effectiveness was very weak albeit positive. The research has therefore shown that a lack of awareness on PM does not affect PM effectiveness.

5.7 Performance Management System Elements Crucial for Effective Functioning of Performance Management

Lastly, the research assessed PM system effectiveness. From the results, it can be concluded that PM at MVAF is effective. In addition, five PM characteristics (planning, superior-subordinate relations, feedback, training and recognition) cutting across the content, process, output and organisational components were assessed. From the results, it can be concluded that all characteristics are crucial for effective PM.

5.8 Recommendations

Following findings from the research, the following are recommended;

Running PM workshops every quarter: As a measure to improve or maintain knowledge on PM, workshops dedicated to disseminating information on PM could be run every quarter. All MVAF staff members are to participate in this exercise. The organisation can make use of both internal and external expertise on the subject matter. Proper authorisation shall be sought from the chief executive officer prior to commencement of the workshops.

Duration of workshops: The workshops would be made up of 2 sessions. An early morning session and a mid-morning session. Each session would last for 2 hours. The first session will begin at 0800am and finish at 1030am with the second session starting immediately and concluding by 1230pm. There would be no afternoon sessions to allow staff members from farther officers to travel back. Each session would accommodate at most 19 staff members from across all MVAF offices plus instructors.

Travel to the Workshops: Each branch office shall have one staff member remain behind to assist external customers. Staff members who remained behind while their colleagues attended the workshops shall in turn have a chance to attend on the return of their colleagues.

Workshop facilitators: Workshops shall be facilitated by internal staff with expertise on PM. External facilitators may be brought in to give a different perspective, however this is not a requirement. Staff shall fill out an evaluation form at the end of the workshop with a view to improving workshops still to come. The

workshops are meant to be interactive and provide staff with a platform which they can utilise to ask questions around PM. The benefits of running the workshops include increased awareness on PM and a more effective PM system.

Implementation of a computerised PM system: As an improvement over the current manual PM based system, a computerised system is proposed. The implementation of a computerised performance management system involves;

- Determining internal capacity to develop the system.
- Looking for an open source alternative to be customized to the organisation's needs
- Buying an off the shelf package that meets requirements.
- Flight a tender for the development of a standalone module to integrate with the current system.
- Developing an implementation plan of how the new system is going to be rolled out.
- Involving the relevant stakeholders internally and externally to assist in developing the specification for the system.

In any case the development of any system requires strict adherence to the Systems Development Life Cycle methodology which is a best practice used in industry. A project of this size requires time and dedication to developing the solution. Internal staff can be used to gather user requirements and develop use case diagrams; even then they would still need help from dedicated professionals who have experience in a project of this nature.

The development of the system itself requires experts in the field of information technology working hand in hand with relevant stakeholders to create the desired solution. A Project Manager will have to be engaged to ensure the project is delivered on time and within budget. An alternative approach would be to flight a tender at each stage of the SDLC to identify a suitable partner to aid in the development of the system. It is best to flight a tender and choose a partner to develop the Needs Assessment Document and to flight another tender to choose a partner to develop the User Requirements Specification document. Once these are done, another tender would be put out to identify a partner who is going to perform the last 4 stages of the SDLC. This is because the partner who develops the solution is the one who is best placed to advise on implementation, support and evaluation thereafter. Buying an off the shelf package isn't really a feasible idea as the cons far outweigh the benefits. For one, there is no skills transfer to internal staff, support costs cannot be negotiated and tend to be very high and you are practically stuck with what you got as there is very little customizability. The solution though expensive will be well worth the cost as the investment is not a short term one but rather a long term one. Benefits of the proposed system involve being able to provide staff with trend data on their performance, improved record keeping and data integrity.

5.9 Implementation of a hybrid Management By Objectives (MBO)-Balanced Scorecard PM technique

MBO is also a results based approach to PM. According to Noe *et al.* (2010), MBO involves management setting goals at a higher level with employees incorporating those goals into their performance contracts at a lower level. Just as with the balanced scorecard, goals are cascaded top-down and implementation is bottom-up. However, with MBO, actual goals and targets with which staff should aspire to, are clearly defined and easy to make out. It then becomes easier to measure performance against the set standard. However, introduction of a new performance management system is almost certainly going to be met with resistance. As a risk mitigating factor, a phased approach to deployment will be adopted wherein MBO and the balanced scorecard run in parallel. A phased approach to deployment will assist in gauging user acceptance for the new system before a full-on deployment if the trial run is successful. Considering the similarities in goal-setting of the two techniques, using a hybrid model provides MVAF with the best of both worlds when it comes to PM. The organisation can retain the agility of the balanced scorecard reinforced with the clarity of MBO.

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