DECLARATION

I, Vuyokazi Nabo, hereby declare that this treatise entitled *Implementation of performance management systems at the South African Social Security Agency (SASSA), Nelson Mandela Metro District* is my own original work and that all sources that I have used have been recognised and disclosed by means of referencing. The research has not been previously submitted in full or partial fulfilment of the requirements of a higher education qualification at any recognised educational institution.

______________________________  ______________________
Vuyokazi Nabo                                           Date
Student No: 198310600
ACKNOWLEDGEMENTS

I would like to express my heartfelt appreciation and sincere gratitude to the following people for the role they have played in my life and through this journey:

- The Lord my Father and the Son my Saviour for the strength and wisdom to complete this treatise, for He said He will never leave nor forsake me.

- Prof William Fox for coaching and mentoring me from the start until I finished the race, may God bless you and your family with more wisdom.

- My family and especially my mother for her utmost support, love and encouragement.

- My lovely princess, Lilitha and prince, Onika for their patience and understanding, when I could not spend quality time with them.

- A special friend, JN for mentoring me through the journey. He is God sent.

- My employer: SASSA for financing my studies and allowing me to conduct the research in the organisation.

- My colleagues and friends from NMMU Business School for their astonishing support and motivation.

- All the participants in this study for their willingness to share their views.
ABSTRACT

A performance management system is one of the critical tools towards organisational success, at the South African Social Security Agency this has been one area that employees are not pleased with. An overview of existing literature review that there are various factors that impact on the implementation of the system.

The aim of the research study was to investigate the implementation of the performance management system at the South African Social Security Agency - Nelson Mandela Metro District. A random sample of 100 participants was chosen from a population of which 68 responses were used in the final analysis of the findings. The sample consisted of both male and female participants, different age groups from the age of 21 and above. The positions and years of service were included; participants ranged and information included salary level 5 to salary level 12, span of control from 0 to 20+ and between 0 and 10+ years of service respectively.

Quantitative data was gathered through questionnaires using the Likert scale method. The trustworthiness of the research was enhanced through the application of the Guba model and the use of the statistical measuring tools using the collected data.

The developed questionnaire had seven themes which were linked and aligned to the four independent hypothesised variables. The variables are:

i. Leadership 1 (organisational vision, goals and management competencies),
ii. Policy awareness,
iii. Leadership 2 (performance cycle process - setting of goals),
iv. Communication 1 (organisational),
v. Communication 2 (supervisor/ supervisee),
vi. Rewards and recognition, and
vii. Performance management system (key factors).
It is envisaged that the research findings will be used in future to craft and develop strategies that will improve the implementation of the performance management system.

The following corrective measures were recommended: develop a leadership development programme, develop clear performance tools, and create an environment for constant communication between supervisee and supervisor.
TABLE OF CONTENTS

DECLARATION ......................................................................................................................... i
ACKNOWLEDGEMENTS ......................................................................................................... ii
ABSTRACT ............................................................................................................................... iii
TABLE OF CONTENTS ........................................................................................................... v
LIST OF TABLES .................................................................................................................... x
LIST OF FIGURES ................................................................................................................ xii
LIST OF ABBREVIATIONS .................................................................................................... xiii
LIST OF ANNEXURES ..........................................................................................................xiv

CHAPTER 1
INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. INTRODUCTION .............................................................................................................. 1
1.2. BACKGROUND TO THE STUDY .................................................................................... 2
1.3. RESEARCH PROBLEM STATEMENT ............................................................................. 3
   1.3.1. Main research problem ......................................................................................... 4
   1.3.2. Sub-problems ........................................................................................................ 4
1.4. RESEARCH OBJECTIVES ............................................................................................. 5
   1.4.1. Primary objective .................................................................................................. 5
   1.4.2. Secondary research objective .............................................................................. 6
   1.4.3. Research assumptions ......................................................................................... 7
1.5. SIGNIFICANCE OF THE RESEARCH ........................................................................... 7
1.6. DELIMITATIONS OF THE RESEARCH ........................................................................ 8
1.7. RESEARCH METHODOLOGY/DESIGN ....................................................................... 8
   1.7.1. Research/design .................................................................................................... 8
   1.7.2. The sample ........................................................................................................... 9
   1.7.3. The measuring instruments ................................................................................ 9
1.8. OUTLINE OF THE STUDY ........................................................................................... 10
CHAPTER 2
LITERATURE REVIEW ON PERFORMANCE MANAGEMENT SYSTEM

2.1. INTRODUCTION
2.2. DEFINING PERFORMANCE MANAGEMENT SYSTEM
  2.2.1. Evaluation of the performance management system
  2.2.2. The importance of a performance management system
2.3. BENEFITS OF A PERFORMANCE MANAGEMENT SYSTEM
2.4. CHALLENGES OF A PERFORMANCE MANAGEMENT SYSTEM
2.5. OVERVIEW AND PROCESSES OF PERFORMANCE MANAGEMENT
  2.5.1. Objectives of a performance management process
  2.5.2. Performance management cycle
    2.5.2.1. Performance planning
    2.5.2.2. Performance monitoring
    2.5.2.3. Performance evaluation
    2.5.2.4. Performance outcomes
2.6. CHAPTER SUMMARY

CHAPTER 3
THEORETICAL CONCEPTUALISATION FOR THE HYPOTHESESSED MODEL

3.1. INTRODUCTION
3.2. CONCEPTUAL FRAMEWORK
  3.2.1. Leadership
    3.2.1.1. Interpersonal traits
    3.2.1.2. Strategy formulation
    3.2.1.3. Informational competency
  3.2.2. Policy Awareness
  3.2.3. Communication
  3.2.4. Rewards and Recognition
3.3. HYPOTHESIS TESTING
CHAPTER 4
RESEARCH APPROACH AND METHODOLOGY

4.1. INTRODUCTION .................................................................................................................................. 40
4.2. PROBLEM STATEMENT ......................................................................................................................... 40
4.3. RESEARCH AIM ................................................................................................................................... 42
4.4. RELATIONSHIP BETWEEN RESEARCHER, ORGANISATION AND PARTICIPANTS ........................................... 42
4.5. RESEARCH METHODS AND DESIGNS .............................................................................................. 43
   4.5.1. Quantitative research ................................................................................................................... 44
      4.5.1.1. Quantitative Methodological Assumptions ........................................................................ 44
   4.5.2. Qualitative research .................................................................................................................... 45
      4.5.2.1. Qualitative Methodological Assumptions ......................................................................... 46
   4.5.3. Explanatory mixed method ......................................................................................................... 46
   4.5.4. Participants and sampling .......................................................................................................... 47
4.6. DATA COLLECTION .............................................................................................................................. 48
   4.6.1. Quantitative techniques: Questionnaires .................................................................................... 48
   4.6.2. Quantitative research method .................................................................................................... 49
4.7. DATA ANALYSIS ................................................................................................................................. 49
   4.7.1. Quantitative data analysis method ............................................................................................... 49
   4.7.2. Ensuring the trustworthiness of quantitative research ............................................................... 50
4.8. RESEARCH PROCEDURE ..................................................................................................................... 52
4.9. ETHICAL CONSIDERATION ................................................................................................................ 52
4.10. CHAPTER SUMMARY ......................................................................................................................... 52
CHAPTER 5
PRESENTATION AND DISCUSSION OF DESCRIPTIVE STATISTICAL RESULTS

5.1. INTRODUCTION .................................................................................................................. 53
5.2. PRESENTATION AND ANALYSIS OF DATA THEMES .................................................. 54
   5.2.1. Demographics .............................................................................................................. 54
   5.2.2. Organisational vision, goals and management competencies .................................. 59
   5.2.3. Knowledge of performance management system .................................................... 62
   5.2.4. Performance cycle process ....................................................................................... 68
   5.2.5. Supervisor/supervisee performance conversation .................................................... 71
   5.2.6. Reviews, assessments and rewards ......................................................................... 74
   5.2.7. Performance management system key factors ......................................................... 77
5.3. CORRELATION FACTOR ANALYSIS .............................................................................. 80
   5.3.1. Organisational vision, goals and management competencies .................................. 81
   5.3.2. Knowledge of performance management system ..................................................... 82
   5.3.3. Organisational Communication .............................................................................. 83
   5.3.4. Performance cycle process ....................................................................................... 84
   5.3.5. Supervisor/supervisee performance conversation .................................................... 85
   5.3.6. Reviews, assessments and rewards ......................................................................... 86
   5.3.7. Performance management system key factors ......................................................... 87
5.4. HYPOTHESIS ANALYSIS ............................................................................................... 87
5.5. ANALYSIS OF RESEARCH FINDINGS .......................................................................... 89
   5.5.1. Implementation of the Performance Management System ..................................... 89
   5.5.2. Leadership ................................................................................................................ 90
   5.5.3. Policy awareness ..................................................................................................... 91
   5.5.4. Communication ....................................................................................................... 92
   5.5.5. Rewards and Recognition ....................................................................................... 92
5.6. CHAPTER SUMMARY ...................................................................................................... 93
LIST OF TABLES

Table 2.1: Performance view ................................................................. 12
Table 2.2: Performance Rewarding Ratings ........................................ 26
Table 4.1: Criteria for the evaluation of trustworthiness in a research study .......................................................................... 51
Table 5.1: Responses according to demographics .................................. 54
Table 5.2: Organisation vision, goals and management competencies- mean and standard deviation .................................................. 60
Table 5.3: Organisation vision, goals and management competencies response frequency ................................................................. 61
Table 5.4: Knowledge of performance management system - mean and standard deviation ................................................................. 63
Table 5.5: Knowledge of performance management system – response frequency .............................................................................. 63
Table 5.6: Communication methods .......................................................... 65
Table 5.7: Organisational communication - mean and standard deviation ......................................................................................... 66
Table 5.8: Organisational communication – response frequency .............. 66
Table 5.9: Performance cycle process - mean and standard deviation ......... 68
Table 5.10: Performance cycle process - response frequency .................... 69
Table 5.11: Supervisor/supervisee performance conversation- mean and standard deviation ................................................................. 71
Table 5.12: Supervisor/supervisee performance conversation response frequency ...................................................................................... 72
Table 5.13: Reviews, assessments and rewards - mean and standard deviation ...................................................................................... 74
Table 5.14: Reviews, assessments and rewards -response frequency .......... 75
Table 5.15: Performance management system – key factors mean and standard deviation ................................................................. 77
Table 5.16: Performance management system - key factors response frequency ...................................................................................... 78
Table 5.17: Correlation interpretation ........................................................ 80
Table 5.18: Organisational vision, goals and management competencies ..... 81
Table 5.19: Knowledge of performance management system...............................82
Table 5.20: Organisational communication.......................................................83
Table 5.21: Performance cycle process...............................................................84
Table 5.22: Supervisor/supervisee performance conversation..............................85
Table 5.23: Reviews, assessments and rewards...................................................86
Table 5.24: Performance management system-key factors..................................87
Table 5.25: Factor correlation analysis summary................................................88
LIST OF FIGURES

Figure 2.1: Phases of performance management process ........................................... 19
Figure 2.2: Performance management cycle ............................................................... 22
Figure 2.3: Performance management sequence ....................................................... 28
Figure 3.1: Hypothesise conceptual framework ......................................................... 31
Figure 5.1: Gender ........................................................................................................ 55
Figure 5.2: Age ............................................................................................................ 56
Figure 5.3: Position ...................................................................................................... 57
Figure 5.4: Years of service ....................................................................................... 57
Figure 5.5: Number of supervisees ........................................................................... 58
Figure 5.6: Organisational vision, goals and management competencies ............... 62
Figure 5.7: Knowledge of performance management system .................................... 64
Figure 5.8: Communication method ......................................................................... 65
Figure 5.9: Organisational communication .............................................................. 67
Figure 5.10: Performance cycle process ...................................................................... 70
Figure 5.11: Supervisor/supervisee performance conversation .................................. 73
Figure 5.12: Reviews, assessments and rewards ......................................................... 76
Figure 5.13: Performance management system-key factors ...................................... 79
## ABBREVIATIONS LIST

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORREL</td>
<td>Correlation</td>
</tr>
<tr>
<td>DPSA</td>
<td>Department of Public Service and Administration</td>
</tr>
<tr>
<td>EPMDS</td>
<td>Employee Performance Management and Development</td>
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<tr>
<td>GAF</td>
<td>Generic Assessment factors</td>
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<tr>
<td>KRA</td>
<td>Key Results Areas</td>
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<tr>
<td>ITM</td>
<td>Item</td>
</tr>
<tr>
<td>NMM</td>
<td>Nelson Mandela Metro</td>
</tr>
<tr>
<td>NMMD</td>
<td>Nelson Mandela Metro District</td>
</tr>
<tr>
<td>PDP</td>
<td>Personal Development Plan</td>
</tr>
<tr>
<td>SASSA</td>
<td>South African Social Security Agency</td>
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<td>STD</td>
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</tbody>
</table>
## ANNEXURES

<table>
<thead>
<tr>
<th>ANNEXURE A:</th>
<th>THE QUESTIONNAIRE COVERING LETTER ......................... 107</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNEXURE B:</td>
<td>QUESTIONNAIRE .................................................................. 108</td>
</tr>
<tr>
<td>ANNEXURE C:</td>
<td>ETHICAL CLEARANCE FORM E ................................................. 112</td>
</tr>
<tr>
<td>ANNEXURE D:</td>
<td>PROOF READING CERTIFICATE .................................................. 115</td>
</tr>
</tbody>
</table>