PERFORMANCE MANAGEMENT AT TRANSNET NATIONAL PORTS AUTHORITY PORT ELIZABETH: THE ROLE OF HUMAN RESOURCES

BY

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DECLARATION

“I, Cikizwa Aretha Vezile, hereby declare that:

- The work in this treatise is my own original work;
- All sources used or referred to have been documented and recognised; and
- This research has not been previously submitted in full or partial fulfillment of the requirements for an equivalent or higher qualification at any other recognised education institution.”

___________________  __________
CIKIZWA VEZILE       DATE
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ABSTRACT

At Transnet National Ports Authority (TNPA), disagreement existed in terms of the role of human resources in performance management, which resulted in different role expectations and perceptions, often leading to conflict. An overview of existing literature reviewed that performance management was mostly presented from the view of line management, and that the role of human resources was not well defined. The purpose of this study was therefore to clarify the role of human resources in performance management, and with specific application at Transnet National Ports Authority.

The purpose of performance management in Transnet is to influence each employee to perform optimally in his/her position by ensuring that each employee understands his/her role in the performance management process. A very important aspect of performance management is that it does not entail one activity only; it is part of the employee development life cycle in which the employee agrees with the manager on the expected performance of tasks, evaluation standards, tools required and important dates when performance will be formally discussed.

The objectives of the study were achieved by means of a literature review. Following the literature review interviews were conducted with the Group Performance Manager, a line manager and a human resources practitioner at TNPA to get their views of performance management at TNPA and specifically of the role of human resources in performance management.

The interviews, in addition to the literature study, also served as a basis for a survey questionnaire, which was used to probe the views of line
management and human resources practitioners at TNPA on the role of human resources in performance management.

The results of the interviews and the survey showed that performance management was not applied as a continuous and developmental process at TNPA, and that it was often perceived as punitive. The results also indicated that human resources at TNPA should be well versed in the use of the score card method and apply quality assurance in performance management. Recommendations were made for the role of line management and the role of human resources in performance management at TNPA, as well as for the relationship between the two parties.
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CHAPTER ONE

INTRODUCTION, PROBLEM STATEMENT AND DEFINITION OF CONCEPTS

1.1 INTRODUCTION AND MAIN PROBLEM

There is currently a gap in existing literature in terms of the difference in the role of Human Resources (HR) and the role of line managers in performance management. This research was aimed at clarifying this. The empirical study was conducted at Transnet.

The most important challenge facing Transnet is to transform from a state-owned enterprise, to a globally competitive organization. This transformation process should ensure sustained growth and the creation of long-term wealth for the shareholder, the South African Government and excellent service delivery to customers.

One of the transformation initiatives was the implementation of the four point turn around strategy, in terms of which Transnet has emphasised the importance of human capital. The four main areas of this turnaround strategy are:

- To redirect and re-engineer the business
- To restructure the balance sheet
- To ensure corporate governance and risk management and
- Human Capital development

As a result of this strategy performance management has become one of the key focus areas at Transnet. The purpose of performance management is to influence each Transnet employee to perform optimally in his/her position by ensuring that each employee understands his/her
role in the performance management process (Maria Ramos Strategic Plan 2003-2007: 1). Managing performance in the workplace involves letting employees know what is expected of them, how they are doing, and how they can do a better job. Only then can employees contribute their best, use their abilities to the fullest, and feel connected to the organisation (Transnet Performance Management Manual 2008: 3).

To become a global competitor Transnet depends on the performance of its employees, and therefore, the way in which the employees perform will ultimately determine whether the company succeeds or not. Transnet has a performance management system in place, and in this treatise the system will be examined, focusing on answering the question of what is the role of Human Resources in performance management and compare this with models suggested by the literature. Finally, recommendations will be made regarding improvements to the current system.

Due to deregulation and globalization, most public organizations now have to compete with an array of organizations that provide similar services. As a result of competition and having to adhere to international standards, these public organizations have to be managed in a more scientific manner (Swan, 1991:3).

Transnet is a government owned organisation that plays an important role in the day to day business in the national economy and economics of several other African states that make use of the networks and harbours within South Africa to transfer their imports and exports. Transnet has five divisions which play different roles in this. The Transnet division that the study has covered is Transnet National Ports Authority (TNPA).
Transnet as a company has not been performing to expectations and Ms Ramos was appointed as CEO to turn the company around. Even though she has left Transnet to take up a position in the financial sector, Ms Ramos has laid down Transnet’s four point turnaround strategy. One of the points emphasise human capital development. As was mentioned earlier, Transnet’s four point turnaround strategy is based on redirecting and re-engineering the business, restructuring the balance sheet, ensuring corporate governance and risk management and **Human Capital Development** which focuses more on employee motivation and expected behaviour based on the Transnet culture. It is evident that Transnet acknowledges the role that people play in the success of an organisation. Performance Management is a strategic initiative which forms part of Human Capital Development in Transnet. Performance management is aimed at improving the performance of individuals, teams and the organisation.
It is generally accepted that both HR and line managers play a role in the effective development and implementation of performance management; however, at TNPA in Port Elizabeth, there was sometimes conflict and confusion about the specific role each party had to fulfil in the performance management process, with line management expecting human resources to take more responsibility for the performance of employees, and human resources expecting line management to own the performance management process and making it work. At this stage, it appeared that the two parties did not perceive their roles as interdependent and complementary.

The purpose of this study was to investigate the role that HR played in the performance management process at TNPA, in comparison with the role of line management. This introduction leads to the following main problem which was addressed in the study: What is the role of Human Resource in the Performance Management process at TNPA?

1.2 SUB PROBLEMS

To develop a research strategy to deal with and solve the main problem, the following sub-problems were identified:

**Sub-problem 1**

- What is the function and objectives of performance management in an organisation? This sub-problem was addressed by a theoretical study, which focused on defining performance management, the purposes of performance management, the difference between performance management and performance appraisal and the importance of aligning individual and team goals with organisational goals.
Sub-problem 2

What is the role of the HR department in the development and implementation of performance management in an organisation? This sub-problem was addressed by a theoretical study. The theory focused on the performance management process, and differentiated between the role of line managers and HR in the performance management process. To supplement the theoretical study, interviews were conducted with the Transnet Group Performance Manager, a HR practitioner and a line manager, to get their views on the role of HR and the role of line management in the performance management process in an organisation.

Sub-problem 3

- To what extent does the HR department at TNPA fulfil their role in the development and implementation of performance management as stipulated in the theoretical study? This sub-problem was addressed by means of a survey (empirical study), which was conducted among HR practitioners and line managers at TNPA, Port Elizabeth to get their view of the role of HR in performance management.

1.3 DEMARCATION OF RESEARCH

A study is demarcated to make the research manageable. However, omitting certain topics does not imply that there is no need to research them.
1.3.1 Organisation

The research was conducted at TNPA, a division of Transnet Limited, which controls eight sea ports around South Africa, namely Port of Richardsbay, Port of Durban, Port of Cape Town, Port of Saldanha, Port of Mosselbay, Port of Ngqura, Port of Port Elizabeth and Port of East London.

1.3.2 Geographical Area

The area that was chosen for the research was the Eastern Cape, and specifically the Port of Port Elizabeth.

1.3.3 Target Population

The study was aimed at managers, business units and human resources practitioners at the Port of Port Elizabeth.

1.3.5 Subject of Evaluation

The study focused on the role of Human Resources and line management in the performance management process and not on the performance management process per se. Main aspects of the performance management process are referred to without, necessarily, an in-depth discussion of these aspects.

1.4 DEFINITION OF SELECTED CONCEPTS

The following concepts that appear in the title, main problem and sub-problems were briefly explained to prevent ambiguous interpretation:
1.4.1 Performance Management

According to Bacal (1999, p.5), performance management is an ongoing communication process, undertaken in partnership, between an employee and his or her immediate supervisor that involves establishing comprehensive expectations and an understanding of:

- the important job tasks that the employee is expected to perform
- how the employee's function contributes to the vision of the organization
- what "doing the job well" means in simple terms
- how employee and supervisor will work together to sustain, improve, or build on existing employee performance
- how job performance will be measured
- identifying barriers to performance and removing them

1.4.2 Human Resources Department

Ellis-Christensen (2003) defines the Human Resources department (HR department) as the element within a company which deals with the human aspects or needs of workers. Many companies have an HR department, which may provide a broad range of services to its employees. Some who work in HR are considered part of the department, but many people outside of such a department may have something to do with not just the financial aspects of work, but also “the human element” of employing workers.

1.4.3 Role

The business dictionary defines “role as prescribed or expected behaviour associated with a particular position or status in a group or organisation (Atwell, 2008).
1.4.4 Line Manager

According to the business dictionary a line manager is a person who heads revenue generating departments (manufacturing and selling) and is responsible for achieving the organisation’s main objectives by executing functions such as policy making, target setting and decision making (Atwell, 2008).

1.5 SIGNIFICANCE OF THE RESEARCH

While most studies relating to Performance Management focus mainly on the process and how performance management and performance appraisal should be conducted in an organisation, this study is aimed at specifically investigating the role of HR in the Performance Management process. This study will address the problems that could exist between line management and human resource practitioners in terms of who is responsible for what aspects of the Performance Management process and its implementation.

- The results of the study could be used by all the human resources personnel at Transnet who are involved in the development and application of performance management to get clarity on their role in the performance management process.

- It could be used by the line management in understanding their expectations from the human resources department.

- Furthermore, the results could be used by any human resources department or practitioners responsible for performance management.
• The results could also be used by students in the field of Human Resources Management, to understand the role of human resources in performance management, and the interdependent role between HR and line management.

1.6 OBJECTIVES OF THE STUDY

The purpose of this study was to investigate the role human resource practitioners play in the performance management process.

The objectives of the study were to:

• Conduct a theoretical study to determine what performance management is, the objectives of performance management, the difference between performance management and performance appraisal, and the performance management process.
• Conduct a theoretical study to identify and describe the role of the human resources department in the development and implementation of performance management in comparison with the role of line management.
• Conduct an interview with Transnet Group Performance Management Manager to establish challenges that the company were facing regarding the management of the performance process and to get her view on the purpose and objective of performance management at Transnet.
• Conduct an interview with the Transnet Group Performance Manager, a line manager and HR practitioner at TNPA to determine what their views were about the role of HR in the performance management process.
• Conduct a survey among HR practitioners and line managers at TNPA to determine the extent to which HR fulfil their role in terms of performance management as described in the literature in comparison with the role of line management.
• To provide guidelines to the HR department at TNPA in terms of what realistically could be expected of them and how they could enhance their role in the performance management process.

1.7 RESEARCH DESIGN

This section will deal with the aspects relating to research questions and the research methodologies. The rationale for the adoption of the methodologies will also be discussed.

1.7.1 Research questions

In terms of the problem definition, the following research questions were formulated:

• What is the function and objectives of performance management in an organisation?
• What is the role of the HR department in the development and implementation of performance management in an organisation?
• What role does the Human Resources department at TNPA play in the performance management process?

1.7.2 Research Methodology

A combination of qualitative and quantitative approaches were adopted, included a theoretical study, interviews and a survey.
A theoretical study was conducted to create an understanding of performance management and its function in an organisation, as well as the role of Human Resources (HR) in the performance management process, in contrast to the role of line management.

An interview was conducted with the Transnet Group Performance Management Manager. The purpose of the interview was to understand the current challenges that the company faced when dealing with performance management and getting an understanding of the expected and current roles being played by the human resources department. Interviews were also conducted with a HR practitioner and a line manager to probe their feelings on the role of HR in the performance management process. The information gleaned from the interviews were used for the development of the questionnaire.

A survey was conducted with a questionnaire as data gathering instrument. The questionnaire was administered to HR practitioners and line managers to probe their feelings about the role of the HR department in the performance management process.

The rationale for the adoption of a combination of methodologies was that:

- It is in line with the nature of the research project;
- Quantitative research allows for the collection of objective, numerical data;
- Qualitative research allows for the collection of subjective data; and
• The use of complementary approaches provides a means of eliminating gaps which could be present, if only one type of approach was adopted.

The interview:

Formal interviews were held with various stakeholders. The adoption of the interview as a methodology, (specifically the unstructured interview) was for the following reasons:

• It allows for the understanding of certain constructs which are used as a basis of certain thinking;
• It provides an understanding of the respondent’s “world”; and
• The subject matter of this project is commercially sensitive;

The results from the interviews were analysed and are presented in chapter two.

Questionnaires:

Questionnaires were administered to HR practitioners and line managers at TNPA, Port of Port Elizabeth. Questionnaires were used for the following reasons:

• It aids in the ease and speed with which the research is conducted; and
• It provides factual, quantitative information.

The responses were analysed and the results are presented in chapter four.
1.8 KEY ASSUMPTIONS

In this research it was assumed that:

- Performance management plays a key role in the sustainability and success of TNPA.
- HR has a key role to play in making performance management successful for TNPA.
- HR practitioners and line managers at TNPA are able and willing to constructively contribute to the results of the study.

1.9 BASIS OF EVALUATION

The study aimed at assessing the role of HR Practitioners in performance management in TNPA. To understand the role of HR, attention was also given to the role of line management, in order to distinguish between the different roles of the two parties.

1.10 OUTLINE OF THE REST OF THE TREATISE

The treatise includes the following chapters:

Chapter 1 : Introduction, problem statement and definition of concepts
Chapter 2 : Theoretical overview of performance management and the role of HR and line management in performance management.
Chapter 3 : Research methodology used in the study. This was presented in chapter 4.
Chapter 4 : Analysis and interpretation of results of the empirical study.
Chapter 5 : Summary, recommendations and conclusions.
1.11 CONCLUSION

This chapter introduced the research problem to be investigated as well as three sub-problems. The study was demarcated and definitions of terms used in the research were provided. The significance of the research and objectives were stated, and the methodology used for the research was highlighted.

Chapter two provides an overview of performance management and the role of HR Practitioners in the performance management process. This forms the basis for the clarification of roles that are played by the Human Resources practitioners as opposed to the roles of line managers in the performance management process in TNPA.
CHAPTER TWO

THE ROLE OF HR IN PERFORMANCE MANAGEMENT

2.1 INTRODUCTION

In chapter one, the main problem and sub-problems were presented. The study was demarcated, selected concepts defined and the significance of the study explained. The company where the empirical study was conducted was also described.

A very important aspect of performance management is that it does not entail one activity only. It is part of the employee development life cycle in which the employee agrees with the manager on the expected performance of tasks, evaluation standards, tools required and important dates when performance will be formally discussed. The purpose of performance management is to help the employee improve his/her performance in order to achieve organisational goals, which could include good customer service.

This chapter deals with a discussion of what performance management is (definitions), the difference between performance management and performance appraisal, the objectives of performance management, strategic planning as the basis for performance management, and the alignment of group and individual goals with organisational goals. The role of line managers and HR in the performance management process is investigated and the results of the interviews conducted with the Group Performance Manager in Transnet, human resources practitioners and line managers are also presented.
2.2 WHAT IS PERFORMANCE MANAGEMENT?

Banfield and Kay (2008: 270) describe performance management as a framework in which performance by individuals can be directed, monitored and refined. They also view performance management as the process of creating a work environment or setting in which employees are enabled to perform to the best of their abilities.

Jeffrey (2006: 445) states that performance management has become a more strategic issue for companies than it was in the past. Effective performance management requires that employees and line managers work together to set performance expectations, review results, assess the company’s and individual’s needs and plan for the future. Performance management does not need to be formal in order to be effective. Jeffrey describes performance management as a new human resource management tool that marks a change of focus in organisations away from a direct-and-control to a facilitation model of leadership. This has lead to the recognition of the importance of the employee and relating work performance to the strategic or long-term and overarching mission of the company as a whole. Employees' key performance areas are taken from the company’s strategic direction which in turn supports the mission and goals of the organisation as a whole.

Roberts (2001:12) also describes performance management as an ongoing communication process, undertaken in partnership, between an employee and the immediate supervisor that involves establishing clear expectations and understanding about:

- the essential job functions the employee is expected to do
- how the employee's job contributes to the goals of the organisation
- what doing the job well means in simple terms
Performance management is an agreed organisational process, aimed at ensuring and enhancing employee and organisational performance (Transnet Performance Management Training Manual, 2008). It is an ongoing process of managing employees and the conditions in which they work a systematic process of measurement, feedback and reinforcement that represents appropriate actions (Transnet Performance Management Training Manual, 2008).

From these authors it is evident that performance management is aimed at attaining organisational goals and that employees’ behaviour is directed towards organisational goals. It is also evident that the employee’s direct supervisor or line manager plays a leading role in the performance management process by helping the individual understand the goals, removing obstacles to performance and by evaluating performance. It is clear that performance management is a process between two individuals - the line manager and the employee and the relationship that they forge amongst themselves which has an impact on the overall organisational performance.

Performance management supports a company’s business goals by aligning the functions of each employee or line manager to the overall organisational goals. This is accomplished by formulating individual goals and objectives that are linked directly to the company’s strategic direction. An effective performance management process generally starts with identifying clear goals, which are used as the foundation for ongoing coaching and performance review.
2.3 DIFFERENCE BETWEEN PERFORMANCE MANAGEMENT AND PERFORMANCE APPRAISAL

It is critical that one distinguishes between performance appraisal and performance management as these two concepts are often confused.

• **Performance Management**

As explained earlier performance management is a process of creating a work environment or setting in which employees are enabled to perform to the best of their abilities. According to this definition, performance management is perceived as an ongoing process, not a single event.

Performance management is not an event, though it includes events such as performance appraisals.

• **Performance Appraisal**

Performance appraisal is a rating process where employees' performance is rated against predetermined criteria. Specific techniques, such as rating scales and forced-comparisons are used for performance appraisal (Viedge, 2003:6).

Bacal (1999:3) and Viedge (2003:78) refer to performance appraisal as part of the performance management process. One can refer to it as an event as it takes place occasionally, for example, four times a year depending on how the organisation structures its performance management process. Performance appraisal also ensures that employees are rewarded for their performance (Tshukudu, 2006:46).
It is evident that there is a difference between performance appraisal and performance management. Performance appraisal plays a big role in the performance management process as it is where the actual employee performance is tested and evaluated. In summary, the difference between performance management and performance appraisal is that performance management is an ongoing activity between the manager and the employee aimed at improving the performance of the employee, while performance appraisal is an event whereby the performance of the employee is formally evaluated and recorded.

2.4 OBJECTIVES OF PERFORMANCE MANAGEMENT

Tshukudu (2006:16) has concluded that performance management is aimed at obtaining better results from individuals, teams and the organisation by understanding and managing performance management within an agreed framework of planned goals, standards and competencies.

Performance management is focused on an individual, group and the effectiveness of the organisation. Performance management is also focusing on the development of an employee. Performance management also concerns meeting the needs and expectations of shareholders, management, employees, customers, and the public in general (Tshukudu, 2006:16).

It is important to consider and respect the needs of all the organisation’s stakeholders as they all are the key to the organisation’s bottom line. The discussion above implies that performance management is not just an exercise but a process that ensures continuous development of employees which has an impact on the organisation’s performance. It is also important that organisations communicate the strategic objectives of
the organisation to all employees to enable line managers to set individual performance goals that will feed into the successful attainment of the organisation’s goals.

Bennett and Minty (1999: 20) regard the objective of performance management in the organisation as a process for strategy implementation, a vehicle for cultural change and input to other HR systems such as development and remuneration.

In summary, the objectives of performance management are to:

- Serve as a vehicle to set, for all employees, clearly defined goals and objectives that are aligned with the business goals and strategies
- Identify and remove obstacles to performance
- Measure individual performance against clearly defined goals and objectives.
- Provide assistance to individuals to develop their potential and to ensure growth in their ability to deliver results
- Reinforce positive performance
- Provide assistance in the management of poor performers
- Recognise and reward employees for outstanding performance
- Enhance the overall results of the organisation

2.5 STRATEGIC PLANNING AS THE BASIS FOR PERFORMANCE MANAGEMENT

Organisational strategic planning can be defined as an overall planning that facilitates the good management of a process (Shapiro, 1996:5).

20
Strategic planning is an organisation’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.

In other words, the senior management of an organisation set organisational goals. Organisations make use of tools such as the score card that provides a template according to which organisational goals can be defined. The score card includes financial, customer, internal business process, and learning and growth aspects of the organisation, as well as individual areas that could be used to define more specific organisational goals. The scorecard captures the critical value-creation activities created by skilled, motivated organisational participants. These goals are then cascaded down to units, departments and teams, which identify their own strategic goals in line with that of the organisation (Shapiro, 1996: 11).

The purpose of individual performance management is to ensure that the performance goals of individual employees are aligned with the strategic goals of the team, unit and the organisation. As an example, the human resources department as an organisational unit should also ensure that Human Resources functions support the strategic goals of the organisation. In other words, human resources should ensure that recruitment; selection, training and development, remuneration, recognition, rewards and performance management systems and processes are aligned with the overall organisational goals. Each individual employee in the Human Resources department should then develop individual goals that are in line with the Human Resources department’s goals and the overall organisational goals.

Hodge, Anthony and Gales (2003:64) argue that organisational strategic objectives are a means to an end; the manager is responsible for converting the strategic plans into organisational, departmental and individual objectives.
The alignment of organisational goals into departmental and individual goals requires stringent consideration and planning (Tshukudu, 2006:99). The management of goals involves the cascading and alignment of goals in an internal administrative manner, and involves:

- Planning resource provision and distribution
- Identifying the key tasks to be carried out
- Identifying the changes that need to be made in the resource mix of the organisation
- Setting deadlines
- Assigning the role of the different departments
- Assigning staff to manage their performance and
- Specifying employees’ roles in their departments (Buys, 2000:22)

This illustrates that the above is related to performance management in terms of the clarification of expectations, goal setting and the facilitation performance.

Aquilar (2003:23) states that organisational effectiveness depends on the alignment of individual, departmental and organisational strategic objectives. The main focus of performance management is to ensure that daily task execution is aligned with organisational strategy. He states that performance management assists organisations in answering questions such as:

- Is the organisation working on the right things to achieve its objectives?
- Is management’s way of making decisions compatible with the strategic plans of the business?
- Which conflicting tasks should be emphasised and dealt with?
- How can the organisation leverage the employee’s experience?

Performance management is a strategy aimed at implementing organisational strategic goals. It is important to align the departmental and organisational
activities to the organisational strategy. Alignment is ensuring that every employee on every level understands the strategy of the organisation and their role in making that strategy work. Every manager’s role is to ensure that alignment is implemented. Management needs to assist employees with understanding the organisational strategy and how their jobs fit and contribute to the strategy. Managers must create a situation where every employee understands and articulates the organisational strategy and his/her contribution. Van Dyk (2001) appends that there is a critical link between the successful alignment of personal goals with organisational goals and the organisational success. This concludes that managers have to help employees focus their daily activities on the organisation’s strategy and the achievement of the strategy.

The alignment of strategic goals is important in order to achieve a shared understanding of performance requirements throughout the organisation, thus providing an opportunity for everyone to make an appropriate contribution to the attainment of organisational strategic goals (Armstrong, 1999:442). Dobson (2001:9) states that the strategic plan of each business unit should be clearly expressed and communicated so that it drives the organisation in the right direction in terms of the short and long term operational key performance areas. Performance management helps organisations align organisational units, operational processes and individuals with predefined goals and objectives, born of a common strategy (Dobson, 2001:11).

The above proves that the success of performance management depends on its ability to drive employee behaviour towards achieving the organisational strategic objectives. Culture plays a vital role in the development and implementation of performance management as it shapes employee behaviour according to norms and values of the organisation. Charles and Gareth (2001) define organisational culture as the specific collection of values and norms that are shared by people and groups in an organisation and that control the way they interact with each other and with stakeholders outside the organisation. The managers should
influence employees to accept a performance culture and help employees to adopt the correct behaviour to achieve strategic objectives.

2.6 THE ROLE OF LINE MANAGEMENT IN THE PERFORMANCE MANAGEMENT PROCESS

According to Mathis and Jackson (2008) and Banfield and Kay (2008) performance management process is viewed from the perspective of the immediate supervisor. These authors indicate that the performance management process starts with determining the performance standards for the employee. Performance standards define the expected levels of performance, and are benchmarks or goals or targets depending on the approach taken (Mathis & Jackson, 2000:382). These authors also state that the line manager’s responsibility is to conduct performance appraisals with the employee. The authors then qualify this statement by emphasising that this is based on the assumption that the immediate supervisor is the most qualified person to evaluate the employee’s performance realistically, objectively and fairly.

Banfield and Kay (2008:271) also mentioned the role that the line manager plays in the performance management process. They also state that managers must have the necessary skills to conduct the performance management process and that they solely measure and monitor the employee performance. The line manager is required to contribute to the strategic objectives of the organisation as well the employee’s objectives so the performance standards may be clear for the attainment of good results (Banfield & Kay, 2008:285). It is important that the line manager provides feedback on performance to assist the employee with developmental area as well as those areas that the employee does well just to get the assurance that he or she has an impact on the success of the organisation.
Viedge (2003) indicates that successful performance management rests strongly on the relationship between the line manager and the employee. This view is based on the fact that ongoing trust and open communication between the supervisor and the employee is crucial for determining individual goals, discussing performance obstacle, facilitating performance and coaching the employee. The supervisor and employee should share the same perception about what is required and what performance measures will be used. Viedge (2003:8.) describes the performance management process as a continuous cycle instead of a process. This is based on the premise that performance management is never ending, as it is a continuous process of setting goals, working towards goals, evaluating progress and revisiting goals. The above mentioned models are graphically presented below and also discussed:

Figure 2.1 Ohio State University performance management model

![Performance Planning Model](image)


Performance Planning is a stage where a dialogue between a supervisor and employee establish clear, specific performance expectations at the beginning of the performance cycle. Coaching involves two-way discussions which focus on recognising employee excellence and areas for improvement and learning,
as well as identifying barriers to performance. The Multiple Sources of Feedback is a process which provides employees with performance information to supplement supervisory feedback; it may include feedback sources such as self, peers, constituents or direct reports. Lastly Performance Review is a summative two-way discussion and written documentation focusing on employee performance: areas of excellence, goals for improvement and development needs (Handbook for the Core Performance Management Process: 12).

This model follows a similar form as previously discussed based on other authors. It further explains the steps followed for the line manager in the performance management process.

Figure 2.2 Viedge’s performance management model

Source: Viedge (2003: 18)

The above model consists of various steps. It starts with clarifying expectations which involves the explanation and discussion the expected behaviour and
performance of the employee. The second step is facilitating performance. The line manager asks the employee what he/she can do to help the employee perform according to expectations and makes resources, such as tools, capacity information and material available to the employee. When thorough planning from the line manager’s side is done, the entire performance management process becomes easier.

The next step is to monitor performance. The manager manages performance by walking around (MBWA) in order to provide the employee with opportunities to explain how he/she is doing, what problems they are experiencing and how they are progressing. The line manager understands the performance outcomes and will be able to see if the employee is not performing according to the set standards. Monitoring performance helps the employee to see shortcomings and deal with them as soon as they crop up. Through the monitoring of the line manager, when the evaluation time comes it does not become a problem as the line manager constantly monitors performance.

When providing feedback to the employee, the employee gets an opportunity to challenge things that he or she is not in agreement with. Providing feedback helps the employee to see shortfalls and gets an opportunity to improve.

At times the line manager is required to coach, counsel and support the employee should there be a need for that. It is therefore critical for the line manager to bring forth caring skills to assist the employee to understand that the process is not personal but it is aimed at ensuring better performance. The recognition of performance encourages motivation to the employee. The employee improves the current performance to ensure that more recognition is given.

Comparisons of the two models reveal that the line manager has a responsibility and a role to play in the performance management process.
Both models come up with similar steps and the last one adds to what the first one had covered.

From the above information it is therefore evident that the supervisor has a direct and crucial role to play in the performance management process. The theory shows that the supervisor is responsible for the following:

- Get clarity on the mission, vision and strategic goals of the organisation;
- Clarify with the employee, through discussion, the area of responsibility of the employee and the goals the employee has to attain (KPAs);
- Clarify performance measures;
- Facilitate performance by providing the necessary resources, such as equipment, information and support;
- Ensure that the employee performance is constantly monitored;
- The provision of performance feedback to the employee;
- Coaching and mentoring the employee to ensure continuous improvement and personal development;
- Recognition of good performance; and
- Dealing with poor performance.

2.7 THE ROLE OF HUMAN RESOURCES IN THE PERFORMANCE MANAGEMENT PROCESS

In this section the role of HR as a business partner is discussed and the role of HR in performance management is outlined.

HR is often viewed as an expense generator and not as a value adding partner. Generally line managers see HR performing administrative roles and as a result there is no respect for this department. The role that HR plays is in building a competitive organisation through the management of
strategic human resources, management of transformation and change, management of firm infrastructure and management of employee contribution (Ulrich, 1997). Although these roles are valid and have proven to be value adding in recent years, there is a critical need to move beyond the strategic business partner role to becoming a player in the business (Ulrich & Beatty, 2001). Players, according to Ulrich and Beatty (2001) contribute to the profitability of the organisation, deliver results and do things to make a difference.

Sunil (2007) states that the role of a business player is to:

- Coach
- Design
- Construct
- Change the organisation
- Create followers and
- Play by the rules

Another perspective on the role of HR suggests that in leading edge companies, HR plays four key roles which are namely: strategic business partner, innovators, collaborators and facilitators (Schuler & Jackson, 2000). This, therefore, means that HR need to understand the core of the business from strategic, operational, financial and other aspects necessary to be part of an effective team managing an organisation (Sunil, 2007). When HR functions as an innovator this becomes a challenge for them to search continuously for strategies that will create value for the organisation and not merely function in a reactionary mode. In serving as collaborators they need to work with senior leaders, line management and all employees to implement business strategies forming the strategic link throughout the organisation. Lastly, as facilitators, HR functions as change agents providing support and readiness for planned changes designed to support the business strategies (Sunil, 2007).
The fundamental role of HR is essentially to maximise profitability, quality of work life, and profits through effective management of people (Cascio, 2003). The other role that HR plays is to help create value to the organisation (Sunil, 2007).

The above information illustrates that HR has a vital role to play in performance management, not merely in terms of putting a performance management system in place, but ensuring that performance management becomes a tool for achieving organisational strategic goals.

This is done through executing key responsibilities in terms of performance management, which include:

- plan the system,
- develop and design the system;
- implement the system; and
- maintain the system

2.7.1 Plan the system

An effective performance management system should enable and empower line management to implement the strategy and objectives of the organisation successfully.

Bennett and Minty (2001: 20) highlight the following steps when planning a performance management system:

- Assess the need for change;
- Gain top management commitment to the new approach. Without the commitment of the top management it will be impossible for the performance management to succeed;
• Set up a project team; when the concept of performance management comes into play it is important that there be a team that will drive and guide the process;
• Review the past. Previous employee and organisational performance will give a direction on how the process has changed. Therefore it is important to review how things have happened in the past;
• Clarify the objective of performance management; and
• Build new assumptions for the future implementation of the process.

The above information suggests that Human Resources should verify the extent to which the current performance management system serves business purpose and goals, gain top management support for a new system and make use of a cross-functional task team to develop and implement the system.

2.7.2 Develop and design the system

The role of HR is to ensure that the performance management system is developed and designed to provide line managers with a guideline of what needs to be done in the performance management process. Performance management systems make clear to employees what is expected of them and assure line managers and strategic planners that employee behaviour will be in line with the organisation’s goal (Noe et al, 2003).

Bennett and Minty (2001: 20) highlight the following steps when developing/designing the system:
• Commence the design;
• Plan a communication and education process;
• Collect feedback from stakeholders;
Refine the design;
Check with top management; and
Complete the design and plan the implementation.

Designing the performance management system requires that all the stakeholders be involved so that everyone involved in the process is on par with all the requirements of the system. It also suggests that all the stakeholders, including supervisors, employees and top management should understand the process. Education is therefore an important aspect in the process.

2.7.3 Implement the system

According to Swanepoel et al (2000: 418) procedures related to the implementation phase focus mainly on various training sessions and introductory exercises. The contents of such training may be determined by the level of involvement of users during the development phase, the complexity of the specific system and the existing competence in performance management of the supervisors.

Bennett and Minty (2001: 20) concur and highlight the following steps when implementing the system:

- Decide if a pilot intervention is necessary;
- Present the final design to top management; and
- Design training material and train staff on new system.

When implementing the system it is vital to ensure that the line managers are trained on the system to ensure effective implementation of the system.
2.7.4 Maintain the system

Maintaining the system entails activities such as:

- Monitoring the internal and external environment for changing circumstances that may necessitate a review or adjustment of current practices; and
- Auditing and evaluating the effectiveness of the programme on an annual basis (Swanepoel et al, 2000: 418).

Bennett and Minty (2001: 20) highlight the following steps when maintaining the system:

- Monitor results and improve if necessary; and
- Realign other Human Resource systems; such as recognition and reward systems, training and development, recruitment and selection, orientation.

From time to time Human Resources will assess the effectiveness of the system and make improvements where necessary.

2.7.5 Assisting and consulting with line managers

The human resources' role is to consult with line managers when there is a need. Human Resources need to continuously guide line in following and doing what is expected of them in the entire performance management process (Bennett & Minty, 2001: 35).

2.7.6 Training line managers

Swanson (1995) defined employee training as the process of systematically developing expertise in individuals for the purpose of
improving performance. Line managers who need help in performance management should contact the Human Resources department for guidance. HR department from time to time assess the effectiveness of the training delivered to employees.

In summary, the above information suggests that the role of Human Resources in the performance management process is to:

- Develop and implement a performance management system.
- Ensure top management commitment to performance management.
- Ensure the participation of various stakeholders (senior management, line management, employees) in the development and implementation of performance management, also by using a cross-functional team in the design and implementation process.
- Ensure that the performance management process is aimed at attaining business goals (acting as a business partner).
- Ensure that line managers understand the performance management process.
- Train line managers on the performance management system.
- Ensure that the performance management process is used as a tool to enhance the relationship between line managers and human resources practitioners.
- Monitor the implementation of performance management in the organisation to ensure that legal and organisational policy is followed.
- Ascertain that line managers understand what the performance management system stands for.
- Open an opportunity for line managers to see the human resources department as a support function within the business.
2.8 HOW TO DEAL WITH AN UNDERPERFORMING EMPLOYEE

Performance management procedures are designed to encourage and promote good performance, thereby enhancing the overall performance of the organisation. Most employees will respond positively to performance management initiatives but some employees will exhibit signs of poor performance and at this point the performance management procedures should lead to disciplinary/poor performance procedures. The performance standards and measures used in the performance management system will provide an important framework for discussions about poor performance and may also provide evidence of poor performance which can be used in disciplinary hearings (Transnet Performance Management Training, 2008:31).

According to Tshukudu (2006:53) one crucial aspect of managing performance is managing poor performance. Poor performance is an obstacle in the attainment of strategic organisational goals. Poor performance can be tolerated to a certain extent, but where it persists, measures have to be taken for the sake of customers, colleagues and the individuals concerned. Avoiding the management of poor performance will not improve the current performance problem but will compound poor performance (Marais, 2002:24).

2.8.1 The role of the line manager and human resources in dealing with performance

Banfield and Kay (2008:288) argue that it is useless for managers to be ignorant when it comes to dealing with poor performance. They also state that the effective management of performance not only involves
developing systems and procedures, but engaging with those employees whose behaviour is unacceptable.

The line manager may consider the mechanisms that normally lie outside an existing appraisal process (Banfield & Kay, 2008:289):

- **An informal performance interview**
  A meeting between a manager and an employee to highlight areas of concern with the employee’s current performance, discuss and set targets for improvement and, where appropriate, to arrange support and training to achieve targets (Banfield & Kay, 2008:289).

- **A formal performance interview**
  There should be a meeting between the manager, the employee and an HR practitioner where an employee representative may be present. The concern about the performance can be discussed, targets set for improvement and consequences of failure to improve can be highlighted and may include demotion, transfer to another department or termination of employment. Timelines for improvement, training and coaching may be agreed upon and further evaluation sessions may be set (Banfield & Kay, 2008:289).

The two types of interviews must be based on the fact that employees need to be given the opportunity to improve their performance before other actions can be taken against the employee.

### 2.8.2 The specific role of Human Resources in the management of underperformance

An important aspect of dealing with poor performance is to address poor work performance when the incident occurs. Performance management is an ongoing and daily activity.
The Human Resources’ role is to ensure that all policies are communicated to and understood by all employees. The Human Resources practitioner advises the line manager on the steps to manage poor performance. Human Resources must ensure that the elements of procedural fairness are applied such as:

- Conducting an investigation on the cause of poor performance.
- Appropriate evaluation, instruction, training, guidance or counselling of the employee.
- The employee must be given time to improve.
- The employee has a right to be heard.
- The employee has a right to be represented.
- Alternatives to dismissal should be considered.

HR must always be available to support both the employee and line manager when non performance occurs. As the custodian of policies HR has to ensure that disciplinary measures are taken fairly.

2.9 INTERVIEWS CONDUCTED WITH VARIOUS ROLE PLAYERS AT TRANSNET NATIONAL PORTS AUTHORITY

The theoretical study revealed more information on the role of the supervisor than the role of HR in performance management and it was therefore necessary to source additional information. Interviews were conducted with the Transnet Group Performance Manager, Human Resources practitioner and a line manager, to get their views on the role of Human Resources and the role of line management in the performance management process in an organisation. The information gleaned from the interviews were also utilised in the development of the questionnaires used in the empirical part of this study. The results from these interviews are discussed below.
2.9.1 Interview with the Transnet Group Performance Manager

The researcher requested an interview with the Group Performance Manager. The interview was conducted on 7 April 2009 at Port Elizabeth. The format of the interview was semi-structured. The researcher explained the nature and purpose of the study to the interviewee. Below is a list of the questions that were asked and the responses received from the respondent.

Question 1: How do you see the ideal performance management system at Transnet (The goals of performance management)?

Answer: Fully implemented and consistently applied by all line managers and acceptance and buy-in of the system by all employees.

Question 2: What problems are currently experienced in terms of Performance Management?

Answer: Not applied consistently according to the policy, employees are penalised and not recognised; it is an annual event and not a continuous business process

Question 3: How can these problems be overcome?

Answer: Reinforcement of the value of a performance management system for the business and the manager. His/Her performance will be good if the subordinates perform well. The end result is a performing business and incentives to be paid to all.

Question 4: To what extent are senior Human Resources people acting as business partners at Transnet?
Answer: To a large extent due to the emphasis that is placed on the importance of people in the business and the impact of poor performing people on the business.

Question 5: How do you ensure that corporate goals are cascaded down into the performance management process?

Answer: Performance Management scorecards aligned to the business goals. Contracting Executive Management to scorecards and measuring them on it.

Question 6: Do Human Resources processes, such as employment, remuneration and recognition, support the goals of performance management?

Answer: Not always. There is still a disconnect.

Question 7: What, according you, are the roles of Human Resources practitioners at the various Operation Divisions (ground level) in performance management? (How can Human Resources support line managers)?

Answer: Human Resource practitioners monitor line managers’ application of performance management and provide guidance in areas where it is required. They ensure that employees adhere to the company policies and educate them in such policies.

Question 8: What can line managers expect of the Human Resources department?
Answer: To have a clear understanding, knowledge and application of the performance management process. Detailed knowledge of the policy and the employee ground rules. Accurate capturing of employee master data on the system to inform the incentive bonus payments. Knowledge of the performance scorecard and the elements that make up the scorecard. Quality assurance of the scorecards. Execute the integration of performance measurement and development of employees. Confidentiality of employee information and incentive scheme eligibility. Refer all complex matters to the performance management specialist.

From the responses, it is clear that Human Resources have a role in terms of system implementation, organisational strategic planning and supporting line management. In the process (Answer 5, 7 and 8). It is evident that the role of human resources can be clearly distinguished from that of the line manager.

From this interview it is clear that Human Resources at Transnet should:

- obtain buy-in into the performance management system
- ensure the system is applied consistently
- ensure that performance management is an ongoing business process and not a way to punish employees
- ensure that employees’ performance is recognised
- integrate performance management and employee development
- ensure ongoing training for employees
- understand the score card system well
- ensure quality assurance of the score cards
- maintain employee confidentiality
2.9.2 Interview with Human Resources manager

The researcher requested an interview with the Human Resources Manager. The interview was conducted on 11 June 2009 at 12h41. The format of the interview was semi-structured. The researcher explained the nature and purpose of the study to the Human Resources manager. Below is a list of the questions that were asked and the responses received:

Question 1: How do you see the ideal Performance Management system at Transnet? (The goals of performance management)

Answer: Individual SPO’s and KPA’s should be within the control of the employee and relate to the role description of that position. Performance Management is a continuous process that will focus behaviour and efforts towards the business direction. Research done by the Leadership Council in 34 countries across different cultures shows: If Performance Management is applied as a power tool, in a punitive manner, it demotivates, instill destructive behaviour and leads to an increase in indirect costs due to dishonesty, theft, absenteeism, fraud etc.

Question 2: What problems are currently experienced in terms of Performance Management?

Answer: Not enough expertise, insufficient capacity in the business on Performance Management. No developmental elements in the process, very punitive. Inadequate consultation between line manager and employee in compiling scorecards and during final assessment. The cascading of business objectives are not done consistently when compiling scorecards. Employees are often not allowed to give input during performance discussions. Exact copy of manager’s scorecard is given to employee and he/she is then forced to sign it. Managers just change the date on previous year’s scorecard.
Question 3: How can these problems be overcome?

Answer: Line management to take ownership and responsibility for the Performance Management process in their business. Line management to improve own knowledge, capacity and understanding of the system and process. (Group Executive HR to present training sessions to Divisional Executive committees (Exco’s)). Executive management to implement and drive the Performance Management process. Senior Management to mandate Performance Management training for all package category employees. Build Human Resources capacity and expertise in the business (Group Performance Management to assist). Exco’s of Operating Division’s to place focus on Performance Management as a continuous process throughout the financial year and not as a bonus event only.

Question 4: To what extent are senior Human Resources people acting as business partners at Transnet?

Answer: To a large extent due to the emphasis that is placed on the importance of people in the business and the impact of poor performing people on the business.

Question 5: How do you ensure that corporate goals are cascaded down into the performance management process?

Answer: Scorecards should be aligned to business objectives and individual role descriptions. A simplified OD business plan should be available to all Senior Managers for sharing with subordinates. This will enable effective cascading of performance objectives.
Question 6: Do Human Resources processes, such as employment, remuneration and recognition, support the goals of performance management?

Answer: Employment - Targeted selection as a recruitment tool looks at a person’s past performance by asking him questions on what he/she has done previously. This gives an indication of performance potential.

Remuneration - Salary increases and bonuses are based on performance achieved for the financial year (KPAs for increase and SPO for bonus). This done properly, performance is linked to the outputs and alignment with business goals. Non-performance results in no bonus or increase.

Recognition – Though not yet fully aligned, the talent management process covers this, where stars and successors are identified and developed according to their performance and potential (9 box matrix and developmental plans). This would mean fast tracking these individuals for development in order for them to take up promotions sooner or timeously.

Question 7: What, according to you, are the roles of Human Resources practitioners at the various Operation Divisions (ground level) in performance management? How can Human Resources support line managers?

Answer: Subject matter experts, Performance Management ambassadors, advisors, supporters, trainers, quality assurors and facilitators of the process.

Question 8: What can line managers expect of the Human Resources department?
Answer: Training, support, advice and facilitating of the administration of the Performance Management process. The actual implementation of the process lies with line managers. And they need to instil the culture of performance in a manner that is consistent, non-threatening or punitive, apply it fairly across the board and be ambassadors for the success of Performance Management (i.e WALK THE TALK).

From the responses, it is clear that there are areas for improvement of performance management at Transnet, and that Human Resources have a role in terms of advising, giving directions and monitoring the performance management process (Answer 1, 4 and 5). The responses showed that line managers need a greater understanding of the purpose and the role of the employee in the process so that it does not merely result in a paper or copying exercise. It is also evident that line managers need human resource practitioners to be able to complete the performance management process. The responses also showed that all the stakeholders responsible for performance management do not yet apply performance management as a strategic business tool, and that many issues still have to be addressed.

2.9.3 Interview with line manager

The researcher requested an interview with a line manager. The interview was conducted on 11 June 2009 at the Transnet National Ports Authority premises. The format of the interview was semi-structured. The researcher explained the nature and purpose of the study to the line manager. Below is a list of the questions that were asked and the responses received.

Question 1: How do you see the ideal Performance Management system at Transnet? (The goals of performance management)
Answer: The ideal Performance Management system is the one that reflects the strategy and operational plans of Transnet and ensures that the personnel of Transnet work towards it.

Question 2: What problems are currently experienced in terms of Performance Management?

Answer: The first problem is that people deviate from this ideal and start to measure all petty issues that do not contribute to the strategic and operational plans. The second problem is that people personalise the Performance Management by trying to make it punitive rather being an unemotional way of evaluation performance. The third problem is that people keep shifting goals regarding the reward/remuneration that is based on this Performance Management, thus placing doubt on its robustness of it.

Question 3: How can these problems be overcome?

Answer: 60 to 80% of performance management should focus on the strategic and operational plans. The evaluation process should be unemotional, focusing on performance that can be proved, quantified and within an individual’s capacity to deliver. More effort should be spent on creating a performance management document rather in evaluating it, because if the document is well structured, it is easier to evaluate. Continual feedback should be given to the individual being evaluated.

Question 4: To what extent are senior Human Resources people acting as business partners at Transnet?

Answer: They provide the Performance Management system, provide training, manage disputes and ensure its maintenance.
Question 5: How do you ensure that corporate goals are cascaded down into the performance management process?

Answer: Corporate goals are turned into strategic and operational plans and are in turn placed on individuals’ KPAs and SPOs.

Question 6: Do Human Resources processes, such as employment, remuneration and recognition, support the goals of performance management?

Answer: Yes they do, but in most instances they pay lip service in that they are there on paper, but are hard or there is no support in practice.

Question 7: What, according to you, are the roles of Human Resources practitioners at the various Operations Divisions (ground level) in performance management (How can Human Resources support line managers)?

Answer: To facilitate recruiting process, training, discipline performance management, employee wellbeing and culture.

Question 8: What can line managers expect of the Human Resources department?

Answer: Give the support as stated above.

From the responses, it is evident that the line manager believes that performance management at Transnet can be improved as it is currently not always objective and focused on development. It is clear that from this line manager’s perspective Human Resources has a role in terms of owning the
performance management system, ensuring that support is given to line and offer the training on the system. (Answer 1, 4 and 5). It is also evident that line managers depend on human resources’ assistance in fully implementing the performance management system. Line managers need human resources to guide them in ensuring that the performance management process is consistently applied. Recognition and rewards should also be linked to the performance management process.

2.10 Main differences between the role of Human Resources and line managers in performance management

Table 2.1 represents an integration of the information collected in the theoretical study and the interviews conducted with regards to performance management. The table illustrates the difference between the role of Human Resources and line managers in performance management.

Table 2.1: Differences in the role of Human Resources and line managers

<table>
<thead>
<tr>
<th>Role of HR</th>
<th>Role of Line Managers</th>
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<tbody>
<tr>
<td>Train supervisors in performance management, its purpose, the use of score cards, and the process of performance management, and how to apply it objectively.</td>
<td>Communicating the content of score card timeously with subordinates.</td>
</tr>
<tr>
<td>Monitor line managers’ application of performance management organisation.</td>
<td>Facilitate performance by ensuring that the employee has the necessary tools and capacity to perform.</td>
</tr>
<tr>
<td>Obtain buy-in into the</td>
<td>Give feedback to employees and</td>
</tr>
<tr>
<td>Performance Management System</td>
<td>Assess their performance.</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td><strong>• Ensure that the system is applied consistently.</strong></td>
<td>Work with employees to set objectives for continuous improvement and monitor performance against those objectives.</td>
</tr>
<tr>
<td><strong>• Ensure that performance management is an ongoing business process and not a way to punish employees.</strong></td>
<td>Ensure alignment of performance score cards with business objectives.</td>
</tr>
<tr>
<td><strong>• Ensure that employees’ performance is recognised.</strong></td>
<td>Reinforce good performance with appropriate recognition, and deal appropriately with poor work performance.</td>
</tr>
<tr>
<td><strong>• Integrate performance management and employee development.</strong></td>
<td>Coach and develop employees.</td>
</tr>
<tr>
<td><strong>• Ensure ongoing training for employees.</strong></td>
<td>Discuss and agree on performance objectives with employees.</td>
</tr>
<tr>
<td><strong>• Understand the score care system well.</strong></td>
<td>Address poor performance by discussing performance with employee, identify causes of poor performance and develop a performance improvement plan.</td>
</tr>
<tr>
<td><strong>• Ensure quality assurance of the score cards.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Maintain employee</strong></td>
<td></td>
</tr>
</tbody>
</table>
• Obtain buy-in into the performance management system.

• Ensure the system is applied consistently.

• Align HR process, such as recruitment, training and talent management with performance management.

<table>
<thead>
<tr>
<th>confidentiality.</th>
</tr>
</thead>
</table>

The table shed light on the difference between the role of Human Resources and line management in performance management and was used as a base for the empirical study. Human Resources practitioners and line managers at TNPA were surveyed to determine how they perceived the role of Human Resources in performance management.

2.11 CONCLUSION

This chapter provided an overview of performance management, the difference between performance management and performance appraisal, strategic planning as a basis for performance management, the role of line management and human resources in performance management. Results from interviews with group performance manager, line manager and human resources practitioner were also presented.

The results suggested that the purpose of performance management is to support business goals, that performance management is much more than just performance appraisal and that there is a distinct difference in the role
of Human Resources and line management. Human Resources is responsible for developing and implementing a system that supports business goals, for providing information, education, guidance and expertise to line managers, and ensuring quality assurance in performance management. While TNPA, the company where the empirical study was conducted, makes use of a score card approach, Human Resources should have fundamental knowledge of the score card system, ensure quality assurance in applying the system and also give attention to the recognition of performance.

In the next chapter, the empirical study will be addressed.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

In Chapter two an overview of the role of human resource in performance management was presented. The purpose of this chapter is to discuss the research methodology used in the study and to present a qualitative analysis of the biographical data of the respondents. The empirical research of this study consisted of a survey, in which a questionnaire was used as a data gathering tool. The development of the questionnaire was used to determine the role of human resources in performance management at Transnet National Ports Authority in Port Elizabeth.

3.2 RESEARCH DESIGN

According to Welman and Kruger (1999:2) research is a process whereby scientific methods are used to expand knowledge in a particular field of study. Leedy (1997:2) has described research as an attempt that a researcher makes to find systematic ways, with the support of facts that can be demonstrated, to find the answer to a question or a solution to a problem.

With the above information in mind the research design for this study was divided into a main problem and three sub problems:

The main problem

What is the role of Human Resources in performance management at Transnet National Ports Authority – Port Elizabeth?
Sub – problem 1

- What is the function and objectives of performance management in an organisation?

Sub – problem 2

- What is the role of the HR department in the development and implementation of performance management in an organisation?

Sub-problem 3

- What role does the Human Resources department at TNPA play in the process of performance management?

Sub-problem one was addressed by means of a theoretical study. Sub-problem two was also addressed by means of a theoretical study. It was found that available information on the specific role of HR in performance management was limited as most attention was given to the role of supervisors and managers in the performance management process. To compensate for this identified deficiency in existing information, interviews were conducted with the Transnet Group Performance Manager, line manager and HR practitioner. The purpose of the interviews was to get the views of these different stakeholders of the role of Human Resources and line management in the performance management process in an organisation. Information gleamed from the interviews were incorporated in the design of the questionnaire that was used as data gathering tool in this study. Sub-problem three was addressed by means of an empirical study. The research methodology followed for the empirical study is presented and discussed below.


3.3 EMPIRICAL STUDY

Leedy (1997:190) states that the choice of research methodology depends on the data to be collected and analysed by the researcher. There are four principal research methodologies that can be used for data collection and analysis (Leedy, 1997:191)

- The experimental method
  This method is appropriate to determine the cause and effect in a controlled situation

- The historical method
  This can be applied to qualitative data documented in a qualitative nature and concerned with the retrieval and analysis

- The analytical survey method
  Appropriate for qualitative data that needs statistical measurement to extract meaning.

- The descriptive survey method
  This method is also called the normative survey method and is applied when dealing with data derived from observational situations.

The method applied by the researcher in the study was the descriptive survey method as it measured the characteristics of a sample at a specific point in time and could be applied under the same situation and be observed again.

Leedy (1997:191) outlines the characteristics of the descriptive survey method as follows:

- The method deals with a situation that demands observation techniques as a means of data collection;
• Ensuring discreteness by choosing the population for the study carefully, clearly defined and specifically delimited;
• Guarding against biasness when collecting data; and
• Data gathered need to be organised and presented in a systematic way in order produce valid and accurate conclusions.

The descriptive survey method creates value in a research especially if applied in a scientific and objective manner.

The study was conducted among line managers and HR practitioners at TNPA in Port Elizabeth.

3.4 THE POPULATION AND RESEARCH SAMPLE

The population for this study included line managers and HR practitioners employed by TNPA and working at the port of Port Elizabeth. There were two HR managers and two line managers employed by TNPA and Transnet Head Office, working at PE and Johannesburg, during the time the study was conducted. The questionnaire was administered to 23 respondents of which 18 responded - eight respondents from HR and ten respondents from line management. Those who participated in the study were line managers and HR practitioners responsible for managing performance management in TNPA in Port Elizabeth. In this case all business units were covered in the research, namely the HR department, Marketing, Information and Communications Technology (ICT), Finance, Business Strategy (BS) Harbour Master (HM), Marine, Environment, Corporate Affairs (CA), Engineering and Security.
3.5 THE DEVELOPMENT OF THE QUESTIONNAIRE

A questionnaire was used as a tool for collecting data in this study. Melville and Goddard (1996:41) state that tests, interviews and questionnaires are the most common data collection tools used in research. The questionnaire was used to determine the extent to which the role of human resources in performance management in TNPA was understood by line management and human resources practitioners. The development of the questionnaire was based on the literature study discussed in chapter two. The questionnaire was selected as a data gathering tool because it allows for a uniform answering style and is quicker and easier to administer and analyse. It was mentioned that interviews were used for a preliminary investigation of the perceptions of HR and management in terms of performance management in the organisation.

3.6 THE STRUCTURE OF THE QUESTIONNAIRE

The questionnaire developed for the study was designed based on a Likert type scale. Struwig and Stead (2001:95) state that the Likert type scale is preferred to other forms of questions, such as dichotomous or open-ended questions, as the Likert scale provides ordinal data. The following Likert type scale was used:

- Strongly agree
- Agree
- Disagree and
- Strongly disagree
- Uncertain

The questionnaire developed was divided into four sections.
• Section A required the respondents to provide their biographical data. For this section, multiple-choice or dichotomous questions were used.
• Section B covered the role of line management in performance management.
• Section C covered the role of HR in performance management
• Section D covered general and open-ended questions for further suggestions on the improvement of the performance management process.

Buys (2000:131) stated that the construction of questions is determined by factors such as content, format, type of wording and the order of words. The questionnaire is attached as Annexure B.

Validity

The validity of a measuring instrument is the extent to which the instrument measures what it is supposed to measure. According to Leedy et al (2001:98) validity takes a different form and he also indicated the following forms of validity:

- **Face validity** which indicates the extent to which an instrument represents a specific concept. It relies on subjective judgement of experts who are in a position to decide whether an instrument measures what the researcher wants to measure. In this study, experts and academics in the field of HRM were requested to respond to the content and layout of the questionnaire.

- **Content validity** is the extent to which the mechanism is perceived to represent exactly the pertinent areas that are essential to the subject content. In this study, the questionnaire was developed
based on the results obtained from interviews with key people at TNPA Port Elizabeth and the results of the theoretical study.

- **Construct validity** determines the degree to which an instrument successfully measures a theoretical structure. The theoretical study also contributes to the construct validity of the questionnaire.
- **External validity** indicates the extent to which the research can be extended to other groups. Though the questionnaire was administered to HR practitioners and line managers at TNPA in Port Elizabeth. The same questionnaire could be used in other ports as well as other organisations that use performance management.

In this study, validity was checked by first interviewing key people in the performance management process at TNPA and then administering a questionnaire to the target group. The researcher could therefore compare the responses obtained from the interviews to those obtained from the survey, and compare the results to the theoretical findings. This approach is called triangulation.

The questionnaire used in this study measured the perception HR and line managers had of the respective roles of HR and line management in the performance management process. The essence of the study was to clarify the role of every individual that participates in the performance management process to ensure that each party does what is expected to ensure the efficient implementation of the process.

**Reliability**

Leedy et al (2001: 99) points out that the reliability of a measurement instrument is the extent to which it yields consistent results when the characteristic being measured has not changed. A researcher can
measure something accurately only when it can be measured consistently. This means that in order to have validity there must also be reliability in the data. The more valid and reliable the measurement instruments are the more likely that the presented appropriate conclusions form the data collected and also solve the research problem in a reliable manner.

Reliability can be determined by the retest method where the same test is given to the same respondents after a period of time. This can be estimated by examining the consistency of the responses between two tests. If the researcher gets the same results on the two tests then the data will be found to be reliable. Reliability can also be determined through alternative method which is similar to the retest method but here the same test is not given each time. The difference from the retest method is that the random procedure is used to select items for different tests (Struwig & Stead, 2001: 35).

In ensuring data reliability the researcher undertook a pilot study to ensure consistency at all times. The second time the respondents answered the questionnaire they answered they same way they did when the pilot was conducted. There were questions that were similar where the respondent has answered the same way which was a form of ensuring data reliability.

Cover letter

The objective of the covering letter is to endeavour to ensure a high response rate. The correspondence should be persuasive and courteous, with understanding and respect for others to ensure cooperation (Leedy, 1997:196).
In the questionnaire a covering letter was compiled to explain to the respondents the purpose of the questionnaire and to request them to complete and return the questionnaire attached by using the researcher’s details that were written at the bottom of the letter. The respondents were also thanked for their participation. The cover letter is attached as Annexure A.

3.6 PILOT STUDY

Sekaran (2000:235) advises that a pilot study be conducted as a pretest of the questionnaire on a small section of population. He also stated that conducting a pilot study highlights any inconsistencies or shortcomings to enable the researcher an opportunity to address these before the actual survey is conducted. Pre testing of the questionnaires determines whether the questions are understood and provide the researcher with some time to enhance and clarify the questions where necessary (Sekaran, 2000:236)

The questionnaire used for this study was developed with the assistance of the research supervisor, an expert in organisational behaviour, and TNPA line managers and human resources practitioners, who were requested to complete the questionnaire to determine whether the questions were appropriate and whether they were clear and direct.

The learning areas on the pilot study were that there was a need for a research of this nature, the respondents showed interest in participation and there were minor improvements that were suggested. The suggested improvements were in the form of changing wording to ensure that the statements were not only positive but also negative statements about the performance management system so that the
respondents were kept alert and also help to see if they could distinguish between good and bad practices. It also assisted the researcher with an objective view of the application of the system and aroused a level of mental engagement.

The data obtained in descriptive survey research is particularly susceptible to distortion as a result of bias in the research design. It is therefore vital to guard against data bias influence (Leedy, 2003:72).

Leedy (2003:69) defines bias as any influence, condition or set of conditions that singly or together distort the data from what would have been obtained under conditions of pure chance.

Buys (2000:134) stressed that the researcher should acknowledge the likelihood of biased data and recognise the possibility of biasness in any study. He again stated that the researcher should indicate how bias may affect the research design and argued that this knowledge assists in assessing the research validity and evaluate its honest merit. The researcher is currently employed within the HR department at TNPA and therefore has a personal view of the role of HR in performance management which might have had an influence in this study. The study was also prompted by the uncertainty of the various stakeholders in terms of their role in the performance management process.

By acknowledging that bias might influence the study, the researcher attempted to stay as objective as possible.
3.7 THE ADMINISTRATION OF THE QUESTIONNAIRE

The researcher delivered the questionnaires through an email which was sent to the line managers and HR practitioners. The respondents were allowed a week in which to complete the questionnaire but the researcher had to do a follow up after the week as the respondents did not all respond within the given time for response. Not all respondents responded. The information supplied by the respondents was solely utilised for the purpose of the research and only the researcher knows how the respondents answered the questionnaire. The cover letter informed the respondents that confidentiality was guaranteed and that they would not in any way be linked to any information that is published about the survey.

3.7.1 Response Rate

The covering letter and questionnaire were emailed to a total of 30 HR practitioners and line managers. Table 3.1 indicates the number of potential respondents included in the survey.

Table 3.1
Number of people included in the survey

<table>
<thead>
<tr>
<th>BUSINESS UNIT</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>8</td>
<td>27%</td>
</tr>
<tr>
<td>Marketing</td>
<td>2</td>
<td>7%</td>
</tr>
<tr>
<td>Business Strategy</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Harbour Master</td>
<td>2</td>
<td>7%</td>
</tr>
<tr>
<td>Information, Communications and Technology</td>
<td>1</td>
<td>3%</td>
</tr>
</tbody>
</table>
Table 3.1 indicates that thirty questionnaires were administered in the following business units: Human Resources, Marketing, Information and Communications Technology (ICT), Finance, Business Strategy (BS) Harbour Master (HM), Marine, Environment, Corporate Affairs (CA), Engineering and Security.

Table 3.2 indicates the number of responses received.

**Table 3.2**

**Number of responses received**

<table>
<thead>
<tr>
<th>BUSINESS UNIT</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>6</td>
<td>20.6%</td>
</tr>
<tr>
<td>Marketing</td>
<td>2</td>
<td>3.4%</td>
</tr>
<tr>
<td>Business Strategy</td>
<td>1</td>
<td>3.4%</td>
</tr>
<tr>
<td>Harbour Master</td>
<td>1</td>
<td>3.4%</td>
</tr>
<tr>
<td>Information, Communications and Technology</td>
<td>1</td>
<td>3.4%</td>
</tr>
<tr>
<td>Engineering</td>
<td>2</td>
<td>6.8%</td>
</tr>
<tr>
<td>Marine</td>
<td>2</td>
<td>6.8%</td>
</tr>
<tr>
<td>Finance</td>
<td>1</td>
<td>3.4%</td>
</tr>
</tbody>
</table>
From Table 3.2 it is evident that 18 questionnaires were received from the respondents, which represented a response rate of 60 percent. Of these, eight were from HR and ten from line management. This is a good response rate considering the small size of the population and the result could therefore be perceived as adequate. The response rate was also fairly spread over the various business units, which implies that the results of this study can be considered as representative of the respective business units.

The data obtained through the survey was quantified and recorded on Excel. The data was then analysed. The results from the survey are presented and interpreted in Chapter four.

3.8 CONCLUSION

In this chapter, the researcher provided an overview of the research methodology used in this study. A quantitative research design, with a questionnaire as data-collecting tool, was used. The questionnaire was administered to HR practitioners and line managers at TNPA in Port Elizabeth. An adequate response was received.

In the next chapter, the responses received on the survey are presented and analysed.
CHAPTER 4

ANALYSIS AND INTERPRETATION OF THE RESULTS
OF THE EMPIRICAL STUDY

4.1 INTRODUCTION

In the previous chapter the research methodology used in the study was discussed.

The purpose of Chapter Four is to present and interpret the findings from the empirical study. The empirical study was aimed at resolving sub problem three:

**Sub-problem 3:**

What role does the Human Resources department at TNPA play in the performance management process? To answer this question the role of both HR and line management in the performance management process was probed in the empirical study.

The results of the study are presented in the same order as the sections and statements appear in the questionnaire. The questionnaire consisted of four sections, namely:

- **Section A – Biographical information**
- **Section B – The role of line management in performance management**
Section C – The role of HR in performance management
Section D – Open-ended questions

The results of the study were interpreted in conjunction with the results of the literature review.

4.2 ANALYSIS AND INTERPRETATION OF THE RESULTS OF SECTION A: BIOGRAPHICAL INFORMATION

Section A covered biographical information, including position in the organisation, length of service in the mentioned position, gender, home language and highest qualification.

4.2.1 Position

Question one required the respondents to indicate their position in the organisation. The results are presented in Table 4.1

<table>
<thead>
<tr>
<th>POSITION</th>
<th>RESPONSE FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line management</td>
<td>12</td>
<td>67%</td>
</tr>
<tr>
<td>HRM</td>
<td>6</td>
<td>33%</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>100</td>
</tr>
</tbody>
</table>

Sixty-seven per cent of the respondents were line managers and thirty three percent human resources practitioners. It is evident that the majority of the respondents were line managers. This was to be expected, as
there are more line managers than HR practitioners in the organisation. According to the literature reviewed, human resources departments are the custodian of the performance management process who ensured compliance and line managers are the implementers of the system. It was hence important that the supervisors’ views be voiced regarding the role that they believed human resources should play in the performance management process at TNPA as opposed to their role as line managers.

The responses obtained to question one are visually presented in Chart 4.1.

**Chart 4.1**

**Responses according to position at TNPA**

The graph shows that 67% of the respondents were line managers and 33% human resources practitioners
4.2.2 Length of service in mentioned position

Question two probed the length of time the respondents had been in the mentioned position at Transnet National Ports Authority. The results of this question are presented in Table 4.2 and Chart 4.2.

Table 4.2
Response according to the length of service

<table>
<thead>
<tr>
<th>LENGTH OF SERVICE</th>
<th>RESPONSE FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>less than 1 year</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>1 – 2 years</td>
<td>3</td>
<td>17%</td>
</tr>
<tr>
<td>3 – 5 years</td>
<td>4</td>
<td>22%</td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>5</td>
<td>28%</td>
</tr>
<tr>
<td>more than 10 years</td>
<td>5</td>
<td>28%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Chart 4.2
Response according to the length of service
Table 4.2 and Chart 4.2 indicate that 28 percent of the respondents had more than ten years service, twenty seven percent had six to ten years service, twenty two percent had three to five years, seventeen percent had one to two years and six percent had less than a year’s service (total = 100%) in the mentioned positions at Transnet NPA.

It is evident that half of the respondents had been employed in the mentioned position for more that five years. On the one hand these employees probably had the most experience in terms of the organisation and the management of performance; while on the other hand, one could probably expect this group to be more resistant to change.

4.2.3 Gender

Question four required of the respondents to indicate their gender. The responses are presented in Table 4.3 and Chart 4.3

Table 4.3
Responses according to gender

<table>
<thead>
<tr>
<th>GENDER</th>
<th>RESPONSE FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>11</td>
<td>61%</td>
</tr>
<tr>
<td>Female</td>
<td>7</td>
<td>39%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>18</td>
<td>100%</td>
</tr>
</tbody>
</table>
Sixty-one per cent of the respondents were male and 39 per cent were female (total 100%). The results suggested that TNPA had not yet achieved gender equality in terms of employment in the organisation. However, both genders were represented in this study.

4.2.4 Home Language

Question four required that the respondents indicate their home language. The results are presented in Table 4.4 and Chart 4.4.
Table 4.4
Responses according to home language

<table>
<thead>
<tr>
<th>HOME LANGUAGE</th>
<th>RESPONSE FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>IsiXhosa</td>
<td>6</td>
<td>33%</td>
</tr>
<tr>
<td>English</td>
<td>5</td>
<td>28%</td>
</tr>
<tr>
<td>Afrikaans</td>
<td>5</td>
<td>28%</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>11%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>18</td>
<td>100%</td>
</tr>
</tbody>
</table>

Chart 4.4
Responses according to home language

Of the respondents, 33 percent indicated that their home language was IsiXhosa, 28 percent English and 28 percent Afrikaans. Other languages specified were Sesotho and IsiZulu. The results were expected as the study was conducted in the Eastern Cape, where the language of the majority is in isiXhosa.
4.2.5 Highest qualifications

Question five required of the respondents to indicate their qualifications. The results are presented in Table 4.5 and Chart 4.5.

Table 4.5
Response according to qualifications

<table>
<thead>
<tr>
<th>QUALIFICATIONS</th>
<th>RESPONSE FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matric</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>Degree</td>
<td>6</td>
<td>33%</td>
</tr>
<tr>
<td>Diploma</td>
<td>9</td>
<td>50%</td>
</tr>
<tr>
<td>Other, please indicate</td>
<td>2</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Chart 4.5
Response according to qualifications

50 percent of the respondents indicated that they had a Diploma, 33 percent had a degree, and six percent (total 100%) of the respondents indicated that they obtained matric as the highest qualification. 11 percent of the respondents indicated that they had other qualifications. These
respondents did not specify the nature of these other qualifications. The results suggested that TNPA employed educated people who should be able to understand and correctly implement the performance management system.

4.3 ANALYSIS AND INTERPRETATION OF RESULTS OF SECTION B: THE ROLE OF LINE MANAGEMENT IN THE PERFORMANCE MANAGEMENT PROCESS

As was mentioned earlier, to clarify the role of HR in the performance management process it was necessary to first delimitate and describe the role of line management in the performance management process.

The theoretical study presented in Chapter two provided an overview of the role of line management in the performance management process. Some of the main theoretical findings are highlighted below as a backdrop to the analysis of Section B of the questionnaire.

Mathis and Jackson (2008) and Banfield and Kay (2008) present the performance management process from the perspective of the immediate supervisor. These authors indicate that the performance management process starts with determining the performance standards for the employee. Performance standards define the expected levels of performance, and are benchmarks, goals or targets depending on the approach taken (Mathis & Jackson, 2000: 382). These authors also state that the line manager’s responsibility is to conduct performance appraisals with the employee. The authors then qualify this statement by emphasising that this is based on the assumption that the immediate supervisor is the most qualified person to evaluate the employee’s performance realistically, objectively and fairly.
The role of line management was summarised as follows:

- Line managers must demonstrate the necessary skills to conduct the performance management process.
- The line manager is required to contribute to the strategic objectives of the organisation as well the employee’s objectives so the performance standards may be clear for the attainment of good results (Banfield & Kay, 2008:285).
- Ensure ongoing trust and open communication between the supervisor and the employee.
- Establish clear, specific performance expectations at the beginning of the performance cycle with the employee.
- Facilitate performance and coach the employee.
- Line managers measure and monitor employee performance.
- Provide feedback to employees and include feedback sources such as self, peers, constituents or direct reports.
- Recognise and praise good performance.
- Manage poor performance through corrective actions.

Section B investigated the role of line management in performance management. The results obtained to this section are presented in Table 4.6 below:
TABLE 4.6
ROLE OF LINE MANAGEMENT IN PERFORMANCE MANAGEMENT

<table>
<thead>
<tr>
<th>At Transnet National Ports Authority, line managers should</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Take responsibility for the performance of employees</td>
<td>7 (39%)</td>
<td>11 (61%)</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>2 Make sure that employees buy into the performance management process</td>
<td>12 (67%)</td>
<td>6 (33%)</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>3 Apply performance management consistently by treating all employees in a similar way</td>
<td>17 (94%)</td>
<td>1 (6%)</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>4 Recognise employees who perform well</td>
<td>14 (78%)</td>
<td>3 (17%)</td>
<td>1 (5%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>5 Deal with employees who do not perform well</td>
<td>11 (61%)</td>
<td>7 (39%)</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>6 Evaluate the performance of employees once or twice a year</td>
<td>12 (67%)</td>
<td>4 (23%)</td>
<td>1 (5%)</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>7 Perceive performance management as a continuous cycle rather than a yearly event</td>
<td>11 (61%)</td>
<td>6 (33%)</td>
<td>1 (5%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>8 Emphasise the value of the performance management system to business success</td>
<td>13 (72%)</td>
<td>5 (28%)</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>At Transnet National Ports Authority, <em>line managers</em> should</td>
<td>Strongly agree</td>
<td>Agree</td>
<td>Uncertain</td>
<td>Disagree</td>
</tr>
<tr>
<td>---</td>
<td>---------------------------------------------------------------</td>
<td>----------------</td>
<td>-------</td>
<td>-----------</td>
<td>----------</td>
</tr>
<tr>
<td>9</td>
<td>Encourage employees to perform well in their jobs</td>
<td>13 (72%)</td>
<td>5 (28%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>10</td>
<td>Reward employees for good performance through incentive bonuses</td>
<td>13 (72%)</td>
<td>5 (28%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>11</td>
<td>Set performance goals with employees</td>
<td>13 (72%)</td>
<td>5 (28%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>12</td>
<td>Align employee goals with the company’s strategic goals</td>
<td>11 (61%)</td>
<td>7 (39%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>13</td>
<td>Ensure employees understand what is expected of them</td>
<td>12 (67%)</td>
<td>6 (33%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>14</td>
<td>Create a supportive environment in which employees can perform successfully</td>
<td>13 (72%)</td>
<td>5 (28%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>15</td>
<td>Monitor employees’ performance by maintaining open communication with them.</td>
<td>11 (61%)</td>
<td>7 (39%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>16</td>
<td>Provide feedback to employees when they are performing to the expected standard</td>
<td>11 (61%)</td>
<td>7 (39%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>17</td>
<td>Inform employees immediately if they are not performing well so that they</td>
<td>13 (72%)</td>
<td>5 (28%)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>can correct their performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>18</td>
<td>Praise employees for a job done well</td>
<td>13</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>72%</td>
<td>28%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>19</td>
<td>Refer employees for counselling if they have a personal problem</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>50%</td>
<td>50%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>20</td>
<td>Coach employees if they lack skill</td>
<td>8</td>
<td>10</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>44%</td>
<td>56%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>21</td>
<td>Encourage employees if the job is tough or unpleasant</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>50%</td>
<td>50%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>22</td>
<td>Complete scorecards accurately</td>
<td>11</td>
<td>7</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>61%</td>
<td>39%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

An analysis of Table 4.6 indicated the following:

- 39 percent of the respondents strongly agreed and 61 percent agreed (100 percent) that line managers should take responsibility for the performance of employees;
- 67 percent of the respondents strongly agreed and 33 percent agreed (100 percent) that line management should make sure that employees bought into the performance management process;
- 94 percent of the respondents strongly agreed and six percent agreed (100 percent) that line management should apply performance management consistently by treating all employees in a similar way;
• 78 percent of the respondents strongly agreed, 17 percent agreed and five percent were uncertain (100 percent) that line management should recognise employees who perform well;

• 61 percent of the respondents strongly agreed and 39 percent agreed (100%) that line management should deal with employees who did not perform well;

• 67 percent of the respondents strongly agreed, 23 percent agreed, five percent were uncertain and five percent disagreed (100%) that line management should evaluate the performance of employees once or twice a year;

• 61 percent of the respondents strongly agreed, 33 percent agreed and five percent were uncertain (100%) that line management should perceive performance management as a continuous cycle rather than a yearly event;

• 72 percent of the respondents strongly agreed and 28 percent agreed (100%) that line management should emphasise the value of a performance management system to business success;

• 72 percent of the respondents strongly agreed and 28 percent agreed (100%) that line management should encourage employees to perform well in their jobs;

• 72 percent of the respondents strongly agreed and 28 percent agreed (100%) that line management should reward employees for good performance through incentive bonuses;

• 72 percent of the respondents strongly agreed and 28 percent agreed (100%) that line management should set performance goals with employees;

• 61 percent of the respondents strongly agreed and 39 percent agreed (100%) that line management should align employee goals with the company’s strategic goals;
• 67 percent of the respondents strongly agreed and 33 percent agreed (100%) that line management should ensure employees understood what was expected of them;

• 72 percent of the respondents strongly agreed and 28 percent agreed (100%) that line management should create a supportive environment in which employees could perform successfully;

• 61 percent of the respondents strongly agreed and 39 percent agreed (100%) that line management should monitor employees' performance by maintaining open communication with the employee;

• 61 percent of the respondents strongly agreed and 39 percent agreed (100%) that line management should provide feedback to employees when they were performing to the expected standard;

• 72 percent of the respondents strongly agreed and 28 percent agreed (100%) that line management should inform employees immediately if they are not performing well so that they can correct their performance;

• 72 percent of the respondents strongly agreed and 28 percent agreed (100%) that line management should praise employees for a job done well;

• 50 percent of the respondents strongly agreed and 50 percent of respondents agreed (100%) that line management should refer employees for counselling if they have a personal problem;

• 56 percent of the respondents agreed and 44 percent disagreed (100%) that line management should coach employees if they lacked any skills;

• 50 percent of the respondents strongly agreed and 50 percent of the respondents agreed (100%) that line management should encourage employees if the job was tough or unpleasant;

• 61 percent of the respondents strongly agreed and 39 percent agreed (100%) that line management should complete scorecards accurately.
The responses to Section B of the questionnaire are visually presented in Chart 4.6.

**CHART 4.6**
ROLE OF LINE MANAGEMENT IN PERFORMANCE MANAGEMENT

As can be seen from Table 4.6 and Chart 4.6, the responses to this section (the role of line managers in performance management) showed an overwhelming trend towards strongly agree and agree responses. It can therefore be concluded that the respondents agreed that supervisors had a major role to play in the performance management process and that their role included:

- Emphasising the value of performance management and creating buy-in from the employees into the performance management process;
- Treating employees fairly;
- Encouraging, recognising and rewarding good performance;
- Managing poor performance;
• Evaluating performance once or twice a year, while still considering performance management as a continuous process;
• Setting performance goals with employees and
• Setting the scene for the whole performance management process until the employee gets rewarded for his/her performance.

The findings on the role of line management in performance management are therefore in line with the theoretical findings summarised at the beginning of the above paragraph.

4.4 ANALYSIS AND INTERPRETATION OF RESULTS OF SECTION C: THE ROLE OF HR IN PERFORMANCE MANAGEMENT

The theoretical study presented in Chapter two highlighted the role of HR in the performance management process. Specifically, the theoretical study revealed that the role of human resources in performance management is to:

• Develop and implement a performance management system;
• Ensure top management commitment to performance management;
• Ensure the participation of various stakeholders (senior management, line management, employees) in the development and implementation of performance management, also by using a cross-functional team in the design and implementation process;
• Ensure that the performance management process is aimed at attaining business goals (acting as a business partner);
• Ensure that line managers understand the performance management process;
• Train line managers on the performance management system;
• Ensure that the performance management process is used as a tool to enhance the relationship between line managers, employees and human resources practitioners;
• Monitor the implementation of performance management in the organisation to ensure that legal and organisational policy is followed;
• Ascertain that line managers understand what the performance management system stands for;
• Open an opportunity for line managers to see human resources department as a support function within the business.

Table 4.7 below presents the view that the respondents had on the role of HR in the performance management process.

TABLE 4.7
ROLE OF HR IN PERFORMANCE MANAGEMENT

<table>
<thead>
<tr>
<th>At Transnet National Ports Authority, HR should</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Act as a business partner in the organisation</td>
<td>9 (50%)</td>
<td>8 (44%)</td>
<td>0 (0%)</td>
<td>1 (6%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>2 Ensure that scorecards are aligned to business goals</td>
<td>10 (56%)</td>
<td>8 (44%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>3 Ensure that the executive management is contracted and measured on scorecards</td>
<td>10 (56%)</td>
<td>7 (38%)</td>
<td>1 (6%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>4 Ensure that HR processes such as employment, remuneration and recognition are aimed at stimulating</td>
<td>11 (61%)</td>
<td>2 (11%)</td>
<td>2 (11%)</td>
<td>1 (6%)</td>
<td>2 (11%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>---</td>
<td>----------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>5</td>
<td>Monitor how line management is applying performance management</td>
<td>12</td>
<td>4</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>67%</td>
<td>22%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>6</td>
<td>Ensure that employees adhere to company policies</td>
<td>14</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>78%</td>
<td>22%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>7</td>
<td>Have a clear understanding of the performance management system at</td>
<td>13</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Transnet</td>
<td>72%</td>
<td>28%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>8</td>
<td>Train line managers on how to complete scorecards correctly</td>
<td>10</td>
<td>7</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>56%</td>
<td>38%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>9</td>
<td>Guide line managers on how to deal with non-performing employees</td>
<td>11</td>
<td>5</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>61%</td>
<td>28%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>10</td>
<td>Ensure line managers understand company policies</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>50%</td>
<td>50%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>11</td>
<td>Ensure line managers manage performance within the guidelines of</td>
<td>11</td>
<td>6</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>applicable labour law</td>
<td>61%</td>
<td>33%</td>
<td>0%</td>
<td>6%</td>
</tr>
<tr>
<td>12</td>
<td>Educate employees in HR related policies</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>50%</td>
<td>50%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>13</td>
<td>Provide guidance to line managers in terms of performance</td>
<td>12</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>management</td>
<td>67%</td>
<td>33%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>14</td>
<td>Have a clear understanding, knowledge and application of the</td>
<td>12</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>performance management process</td>
<td>67%</td>
<td>33%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>15</td>
<td>Have a detailed knowledge of the performance management policy</td>
<td>10</td>
<td>8</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>56%</td>
<td>44%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Accurately capture all employee master data on the system to inform the incentive bonus payments</td>
<td>10</td>
<td>8</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>----</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td></td>
<td>56%</td>
<td>44%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>17</td>
<td>Have knowledge of the performance scorecard and the elements that make up the scorecard</td>
<td>13</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>72%</td>
<td>28%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>18</td>
<td>Conduct quality assurance of the scorecards</td>
<td>11</td>
<td>7</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>61%</td>
<td>39%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>19</td>
<td>Integrate performance measurement and the development of employees</td>
<td>11</td>
<td>7</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>61%</td>
<td>39%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>20</td>
<td>Maintain confidentiality of all employee information and incentive scheme eligibility</td>
<td>12</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>67%</td>
<td>33%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>21</td>
<td>Refer all complex matters to the performance management specialist in HQ</td>
<td>9</td>
<td>7</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>50%</td>
<td>39%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>22</td>
<td>Implement and drive the performance management process</td>
<td>11</td>
<td>7</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>61%</td>
<td>39%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>23</td>
<td>Build up Human Resource capacity and expertise in the business</td>
<td>12</td>
<td>5</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>67%</td>
<td>28%</td>
<td>0%</td>
<td>6%</td>
</tr>
<tr>
<td>24</td>
<td>Emphasise the impact of poor performance on the business</td>
<td>10</td>
<td>7</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>56%</td>
<td>39%</td>
<td>0%</td>
<td>6%</td>
</tr>
<tr>
<td>25</td>
<td>Have expert knowledge on performance management</td>
<td>11</td>
<td>6</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>61%</td>
<td>33%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>26</td>
<td>Facilitate the administration of the performance management process</td>
<td>8</td>
<td>10</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>44%</td>
<td>56%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>27</td>
<td>Align processes, such as recruitment, training and talent management with performance management</td>
<td>10</td>
<td>6</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>56%</td>
<td>33%</td>
<td>6%</td>
<td>0%</td>
</tr>
</tbody>
</table>
An analysis of Table 4.7 indicated the following:

- 50 percent of the respondents strongly agreed, 44 percent agreed and six percent were uncertain (100%) that HR should act as a business partner in the organisation;
- 56 percent of the respondents strongly agreed and 44 percent agreed (100%) that HR should ensure that scorecards were aligned to business goals;
- 56 percent of the respondents strongly agreed, 38 percent agreed and six percent were uncertain whether HR should ensure that the executive management were contracted and measured on scorecards;
- 61 percent of the respondents strongly agreed, 11 percent agreed, 11 percent were uncertain, six percent strongly disagreed and 11 percent disagreed (100%) that HR should ensure that the human resources related processes were aimed at stimulating performance;
- 67 percent of the respondents strongly agreed, 22 percent agreed, six percent were uncertain and six percent strongly disagreed (100%) that HR should monitor how line management was applying performance management;
- 78 percent of the respondents strongly agreed and 22 percent agreed (100%) that HR should ensure that all employees adhered to the company policies;
- 78 percent of the respondents strongly agreed and 22 percent agreed (100%) that HR should have a clear understanding of the performance management system at Transnet;
- 56 percent of the respondents strongly agreed, 38 percent agreed and six percent were uncertain (100%) that HR should train line managers on how to complete the scorecards correctly;
• 61 percent of the respondents strongly agreed, 28 percent agreed, six percent were uncertain and six percent strongly disagreed (100%) that HR should guide line managers on how to deal with non performing employees;
• 50 percent of the respondents strongly agreed and another 50 percent agreed (100%) that HR should ensure that line managers understood the company policies;
• 61 of the respondents strongly agreed, 33 percent agreed and six percent strongly disagreed (100%) that HR should ensure that line managers managed employee performance within the guidelines of the applicable labour law;
• 50 percent of the respondents strongly agreed and 50 percent agreed (100%) that HR should educate employees on the HR related policies;
• 67 percent of the respondents strongly agreed and 33 percent agreed (100%) that HR should provide guidance to line management in terms of performance management;
• 67 percent of the respondents strongly agreed and 33 percent agreed (100%) that HR had a clear understanding, knowledge and application of the performance management process;
• 56 percent of the respondents strongly agreed and 44 percent agreed (100%) that HR had a detailed knowledge of the performance management policy;
• 72 percent of the respondents strongly agreed and 28 percent agreed (100%) that HR accurately captured all employee master data on the system to inform the incentive bonus payments;
• 72 percent of the respondents strongly agreed and 28 percent agreed (100%) that HR have the knowledge of the performance scorecard and the elements that make up the scorecard;
• 61 percent of the respondents strongly agreed and 39 percent agreed (100%) that HR should conduct quality assurance of the scorecards;
• 61 percent of the respondents strongly agreed and 39 percent of respondents agreed (100%) that HR should integrate performance measurement and the development of employees;

• 67 percent of the respondents strongly agreed and 33 percent agreed (100%) that HR should maintain confidentiality of all employee information and incentive scheme eligibility;

• 50 percent of the respondents strongly agreed, 39 percent agreed, six percent were uncertain and another 6 percent of respondents strongly disagreed (100%) that HR refer all complex matters to the performance management specialist at headquarters;

• 61 percent of the respondents strongly agreed and 39 percent agreed (100%) that HR should implement and drive the performance management process;

• 67 percent of the respondents strongly agreed, 28 percent agreed and six percent strongly disagreed (100%) that HR should build up human resources capacity and expertise in the business;

• 56 percent of the respondents strongly agreed, 39 percent agreed and six percent strongly disagreed (100%) that HR emphasise the impact of poor performance on the business;

• 61 percent of the respondents strongly agreed, 33 percent agreed and six percent was uncertain (100%) that HR should have expertise knowledge on performance management;

• 44 percent of the respondents strongly agreed and 56 percent agreed (100%) that HR should facilitate the administration of the performance management process;

• 56 percent of the respondents strongly agreed, 32 percent agree, six percent were uncertain and the other six percent strongly disagreed (100%) that HR should align processes such as recruitment, training and talent management with the performance management.
To summarise Table 4.7, the total responses to all questions were added together, and presented in Chart 4.7.

![Chart 4.7: The Role of HR in Performance Management]

As can be seen from the Table 4.7 and Chart 4.7, the results, as with the previous table, also showed a strong tendency towards strongly agree and agree. This indicated that the respondents were in agreement in terms of the role of HR in performance management. Specifically, they agreed that HR:

- Should act as a business partner in the performance management process;
- Ensure that line managers are well educated with regards to the process and related policies;
- Ensure the alignment of the score cards with business goals and the integrity and accuracy of scorecards at all times;
- Maintain confidentiality and data integrity;
- Implement and drive the process;
• Integrate all other HR processes with the performance management system;
• Facilitate the administration of the entire process;
• HR should be a subject matter expert and continuously be capacitated in HR processes.

The empirical study results showed that HR has a clear and defined role in the performance management process. There is alignment between the empirical findings and the literature findings on the role that HR performs in the performance management process.

4.5 ANALYSIS AND INTERPRETATION OF RESULTS OF SECTION D: Open-ended questions

Section D posed two open-ended questions to the respondents. These questions offered the respondents an opportunity to indicate anything else they thought line managers and HR practitioners could do to ensure the successful implementation of performance management at TNPA.

Not all the respondents responded to this section as it was not compulsory for them to comment.

The responses obtained to these questions are summarised below.

Question one:

Is there anything else that you feel line managers should do to ensure that performance management is successfully applied at TNPA?

The following is a summary of the responses obtained:
• Consistency in application;
• Line Managers should not personalise the process as it is about behaviour and job performance;
• Take full responsibility to realise success;
• Encourage subordinates to take ownership to ensure their involvement in the process;
• Cooperate with HR and show support of the process to ensure effective implementation (two respondents).

The results highlighted that HR, line managers and employees were jointly responsible for performance management and that there was a need to consistently apply the process in a fair and objective manner, focusing on the improvement of performance rather than on individuals. The results also suggested that HR relied on line managers to support the process and ensure the effective implementation thereof.

**Question two:**

Is there anything else that you feel human resources (HR) should do to ensure that performance management is successfully applied at Transnet?

**Summary of the responses obtained:**

- HR should facilitate communication between line managers and employees.
- Have a good understanding of the company policies.
- Train all newly appointed line managers and employees on the process and expectations.
- HR should pro-actively eradicate one of the root-cause problems of poor performance by preventing the appointment of individuals who do
not possess the required skills. Such appointments will obviously result in poor performance. Appointments must be strategic if performance is to be aligned to the business goal, allowing business unit managers to achieve the business goals.

- Monitor the process continuously to ensure success (Four respondents had similar remarks).

The results suggest that HR had a leading role to play in the performance management process and that line management relied on HR to communicate and explain the system to them and the employees. HR also had to ensure that the performance management system was applied continuously and correctly. The results also suggest that performance management alone cannot solve all performance problems if other HR processes, such as recruitment and selection, are not geared towards creating a culture of performance in the organisation. The results suggest that a partnership between HR and line management was required to make performance management successful, and that HR had a continuous role to play in the performance management process.

4.6 CONCLUSION

The purpose of Chapter four was to analyse and interpret the data obtained in the empirical study. The analysis and interpretation was undertaken in terms of the research problems stated in chapter one. The results obtained from the survey indicated that the literature relating to the role of HR in performance management as discussed in Chapter two was clarified and understood by line management and HR practitioners at TNPA. The results suggested that both HR and line management had a crucial role to play in the performance management process, and that the efforts of both parties were interdependently responsible for implementing the process effectively and successfully.
Chapter five provides a summary of the main findings, and recommendations and conclusions based on the results obtained from the survey. Problems and limitations encountered during the research, as well as opportunities for future research are highlighted.
CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The results of the empirical study were presented and analysed in chapter four. This chapter will focus on recommendations based on the findings of all sections of the study as provided. The problems that were experienced are also discussed and recommendations for further research are presented.

5.2 MAIN FINDINGS

The main problem of this study was:

What is the role of The Human Resources department in performance management at Transnet National Ports Authority, Port Elizabeth?

The following sub problems were developed from the main problem:

Sub problem 1

What is the function and objectives of performance management in an organisation?

Sub problem 2

What is the role of the HR department in the development and implementation of performance management in an organisation?
Sub problem 3

What role does the Human Resources department at TNPA play in the process of performance management?

Sub problem one and two were addressed through the literature review. The evaluation of the literature revealed the function and objectives of performance management system that can apply to all organisations not only at Transnet NPA. The literature also highlighted the role of human resources in the development and implementation of performance management in an organisation. Due to limited theoretical information on the role of HR in the performance management, interviews were conducted with the Group Performance Manager at Transnet and a line manager and human resources practitioner at Transnet NPA, Port Elizabeth to get their views on the role of HR in the development and implementation of performance management in general.

The main issues relating to performance management at TNPA that were revealed during the interviews were the following:

- Performance management was not a continuous process at TNPA;
- Performance management was a punitive rather than a rewarding exercise;
- HR should be well versed in the scorecard method and record information accurately;
- HR should apply quality insurance in terms of performance management;
- HR, supervisors and employees required more training in the use of scorecards, and the application of the performance management system;
- Line managers should take ownership of the performance management process and not treat it as a paper exercise.
The literature revealed that the human resources department’s role in performance management is to:

- Develop and implement a performance management system.
- Ensure top management commitment to performance management.
- Ensure the participation of various stakeholders (senior management, line management, employees) in the development and implementation of performance management, also by using a cross-functional team in the design and implementation process.
- Ensure that the performance management process is aimed at attaining business goals (acting as a business partner).
- Ensure that line managers understand the performance management process.
- Train line managers on the performance management system.
- Ensure that the performance management process is used as a tool to enhance the relationship between line managers, employees and human resources practitioners.
- Monitor the implementation of performance management in the organisation to ensure that legal and organisational policy is followed.
- Ascertain that line managers understand what the performance management system stands for.
- Open an opportunity for line managers to see the human resources department as a support function within the business and not the police or judge department.

The literature also highlighted the role of line managers in the performance management process in order to differentiate between their role and the role of HR in the performance management process.
The role of line management was summarised as follows:

- Get clarity on the mission, vision and strategic goals of the organisation.
- Clarify with the employee, through discussion, the area of responsibility of the employee and the goals the employee has to attain (Key Performance Appraisals).
- Clarify performance measures.
- Facilitate performance by providing the necessary resources, such as equipment, information and support.
- Ensure that the employee performance is constantly monitored.
- Provide performance feedback to the employee.
- Coach and mentor the employee to ensure continuous improvement and personal development.
- Recognise good performance.
- Deal with poor performance.

Sub problem three was addressed by means of conducting the empirical study. This was done through a survey with a questionnaire as data gathering tool. The study revealed that the respondents agreed that HR has a clear and defined role in the performance management process. There is alignment between the empirical findings and the literature findings on the role that HR performs in the performance of the management process.

The questionnaire also provided opportunity to the respondents to indicate other ways in which HR or line management could contribute to the successful implementation of performance management. The responses highlighted the interdependent role of HR, line management and employees to make performance a reality in the organisation, and the need to keep the process depersonalised (focusing on performance and not the person) and consistent. The responses also highlighted the
importance of employing people who were capable of high performance
and monitoring of the performance management process.

5.3 PROBLEMS ENCOUNTERED

The study focused on the role of human resources in performance
management. To achieve this, it was essential for the researcher to review
different sources, published books, articles and the internet. There are
many sources that address performance management in general but few
sources that specifically address the role of human resources in
performance management. To overcome the problem, the researcher
conducted interviews with key people at TNPA as an additional source of
information.

Problems encountered with the collection of data were:

- Respondents did not respond timeously so as a result telephonic
  and email follow ups had to be made and some respondents did
  not attempt to respond at all; and
- Although the pilot study was conducted, only two respondents
  provided suggestions for the improvement of the questionnaire.
  Their suggestions were considered and incorporated.

5.4 RECOMMENDATIONS

On the basis of the theoretical guidelines and analysis of the results of the
empirical study, the following recommendations are made.
5.4.1 Recommendations for the role of line managers in performance management

Line managers should take ownership of the performance management process as they work directly with employees and have a bigger impact on the performance of employees. This could be achieved by holding monthly departmental meetings between line managers and subordinates to discuss matters that hinder employees from performing to their optimal potential and discuss ways to improve rather than waiting for the formal review sessions. Line managers should discuss performance expectations and standards with employees and measure employees’ performance on realistic performance indicators. Line managers have a responsibility to ensure that their subordinates understand the expectations by requesting them to verbally explain what is expected from them and performance contracts should be signed by both the manager and the employee as a sign that the document is understood by both parties. Feedback on employee performance should be given immediately and not left for the formal appraisal session. This could be done by means of regular meetings between the employee and the line manager.

Line managers should communicate the business strategy to employees and update them if there are changes and provide information on the progress of the strategy. The communication could be done by means of strategic sessions held away from the offices to avoid disturbance and that could allow the employees an opportunity to request more clarity where it is required so that they obtain full understanding of what the business direction is.

Frequent employee appraisal sessions should take place and the line manager must allow enough time for preparation for both the employee and the manager to enable a smooth and less tedious session. The line
manager should ensure that the employees get the rewards they were promised when the performance is achieved to meet the expectations based on the psychological contract. Employees who have produced poor performance should be managed well in order to show others the importance of good performance. The line managers are responsible for assisting employees in improving on poor performance by facilitation, monitoring and providing alternative interventions.

Line managers should know what motivates their subordinates in order to reward according to a person’s interests.

While in the process of ensuring that the above is implemented it is also critical that training be conducted for both the manager and the employee, that HR develop a hands-on booklet on performance management, request the ICT department to develop a ‘performance management’ webpage where all the employees will be given access to visit whenever they need to and where they can also obtain more clarity on information related to the performance management system and process, arrange regular meetings between HR and senior managers to identify and solve problems, set up a performance management help-line, and encourage a closer informal contact between HR and line managers.

5.4.2 Recommendations for human resources in performance management

The success of any performance management system requires that the human resources department carefully plan the process by designing policies, procedures and processes that will guide line managers to implement the system efficiently and effectively.
A well structured training programme developed by the human resources department will provide a platform where line managers will manage the process with clear objectives that will enhance their understanding of how the employees are measured to enable better manager and employee relationships. The training will open an opportunity for line managers to ask questions that could lead to better role clarification for everyone to understand and be able to distinguish the role that human resources and line management play in performance management.

Human resources should continuously monitor the implementation of the system to ensure that line managers do exactly what they have been trained to do to avoid inconsistency among line managers. It is important that the human resources department encourage line managers to submit their performance appraisal planned schedule to enable the human resources department to make time and attend the appraisal sessions where they can have a first hand idea on whether line managers appraise their subordinates fairly and appropriately.

It is important the human resources department to get involved when organisational strategic planning sessions are held so that they know what the strategic objectives of the organisation are in order for them to advise line managers on how they can structure the employees’ scorecards.

The human resources department needs to ensure that the recruitment of employees gets done in an efficient manner by attracting the right skills and place them in the right jobs to avoid misplacement of employee that could lead to incapacity.

The human resources practitioners should frequently attend performance management training to get capacitated as often as they could so that
they could understand the trends and be abreast of what is happening around them.

The success of the performance management process depends on both HR and line and on how the human resources department has designed the system. If it has been properly developed and monitored, that it will be implemented efficiently.

5.4.3 Recommendations for the relationship between HR and line management with respect to performance management

It is suggested that strategies be put in place for line managers and HR to meet regularly to discuss their concerns about the implementation of the performance management system in the organisation. It is suggested that a once off workshop is arranged where these concerns can be addressed under the guidance of an external facilitator. The facilitator could conduct pre-meeting discussions with HR and line managers in order to compile a workable agenda for the meeting. This workshop can also be used as an opportunity to share the results from this study with both parties. Line managers should know which HR consultant to contact should they have further difficulties in managing the performance of employees. Performance problems should be addressed immediately for the benefit of both the line manager and the employee. A responsible HR person should be designated to ensure that performance management issues are resolved timeously and effectively.

5.4.4 Opportunities for further research

This study can provide a basis for further research in that the role of the human resources department in performance management has not been researched much. A similar study could be conducted at other national
ports in South Africa. Such a comparative study will indicate the extent to which the results from this study can be generalised to other national ports.

This study focused mainly on clarifying the role of HR in the performance management process by exploring the perceptions of both HR practitioners and line managers’ perceptions at TNPA. A further study can be conducted to determine the extent to which the various parties are perceived to have fulfilled their roles effectively.

5.5 CONCLUSION

The purpose of performance management is to improve the performance of individuals, teams and the organisation. An important issue in performance management is the alignment between organisational goals and strategy, and individual goals.

Performance management aims at helping employees understand what the employer expects from them. When employees understand what is expected, they tend to focus just on what they can do and not bother about what they do not know. In cases where there are employees with poor performance, the human resources department would normally be approached to assist with performance related problems and line managers would expect them to advice on the critical interventions that would assist to close the gaps.

The human resources department has a significant role to play in the performance management process. Ignoring the human resources’ role in the process would be a big mistake. It is therefore important for line managers to visit the human resources department more often, and for the human resources department to visit line managers, as they are the people experts. In dealing with the human resources role in performance
management it is of utmost importance to know that line management really understand this role to ensure that they seek the guidance from the human resources office.

TNPA is striving towards a performance culture. It is rather important that the organisation gets a clear understanding of what role the human resources department is supposed to play in the performance management process. Human resources’ role is to ensure that they design and develop a clear and efficient performance management process to ensure effective implementation by all stakeholders. The whole performance management process starts with understanding what exactly the purpose of performance management is then it becomes easy to clarify the roles played by each of the stakeholders.

TNPA’s ability to implement the performance management system correctly depends on the clarification of organisational strategic objectives that line management would cascade down to the rest of the organisation and the fact that the human resources department sets the tone and pace for the realisation of the best implementation of the process.
REFERENCE LIST


Date: 08 September 2009

Dear colleague,

**Survey: Role of human resources in performance management at Transnet National Ports Authority – Port Elizabeth**

In order to obtain a Master’s degree in Business Administration at the Nelson Mandela Metropolitan University, I am required to demonstrate my ability to conduct research.

You are therefore invited to participate in a survey aimed at investigating the role that human resources, in comparison to line management, fulfil the performance management process.

The company has agreed that I conduct this evaluation. It will be greatly appreciated if you can complete the attached questionnaire. The questionnaire has been designed in such a way that the minimum time is required for the completion thereof. It is important to note that you don’t have to write your name on the questionnaire. Answers will therefore be kept anonymous. Confidentiality is guaranteed and you would not in any way be linked to any information that is published about the survey.

Your kind co-operation in this regard will be highly appreciated.

Kindly return the completed questionnaire to Cikizwa Vezile by email on cikizwa.vezile@transnet.net by 11 September 2009.

-------------------------------
Cikizwa Vezile
RESEARCHER

-------------------------------
Dr Amanda Werner
RESEARCH SUPERVISOR
## Section A – Biographical information

Please answer the following questions by marking the correct option with an **X**.

1. What is your position?

<table>
<thead>
<tr>
<th>Line management</th>
<th>HRM</th>
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</table>

2. How long have you been in this position at Transnet National Ports Authority?

<table>
<thead>
<tr>
<th>less than 1 year</th>
<th>1 – 2 years</th>
<th>3 – 5 years</th>
<th>6 – 10 years</th>
<th>more than 10 years</th>
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3. What is your gender?

<table>
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<tr>
<th>Male</th>
<th>Female</th>
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4. What is your home language?

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<thead>
<tr>
<th>IsiXhosa</th>
<th>English</th>
<th>Afrikaans</th>
<th>Other, please specify</th>
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</table>

5. Highest qualification?

<table>
<thead>
<tr>
<th>Matric</th>
<th>Degree</th>
<th>Diploma</th>
<th>Other, please indicate</th>
</tr>
</thead>
</table>
Section B – The role of line management in performance management

Performance management is a framework in which the performance of individuals is directed, monitored and refined; a process of creating a work environment or setting in which employees are enabled to perform to the best of their abilities.

Please indicate the extent to which you agree with each statement by placing an X in the appropriate block.

<table>
<thead>
<tr>
<th>At Transnet National Ports Authority, line managers should</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Take responsibility for the performance of employees</td>
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<td>2. Make sure that employees buy into the performance management process</td>
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<td>3. Apply performance management consistently by treating all employees in a similar way</td>
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<td>4. Recognise employees who perform well</td>
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<td>5. Deal with employees who do not perform well</td>
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<td>6. Evaluate the performance of employees once or twice a year</td>
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<td>7. Perceive performance management as a continuous cycle rather than a yearly event</td>
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<td>8. Emphasise the value of performance management system to business success</td>
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<td>9. Encourage employees to perform well in their jobs</td>
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<td>10. Reward employees for good performance through incentive bonuses</td>
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<td>11. Set performance goals with employees</td>
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<td>12. Align employee goals with the company’s strategic goals</td>
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<td>13. Ensure employees understand what is expected of them</td>
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<td>14. Create a supportive environment in which employees can perform successfully</td>
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<td>15. Monitor employees’ performance by maintaining open communication with the employee</td>
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</table>
### Section C – The role of HR in performance management

Please indicate the extent to which you agree with each statement by making an X in the appropriate block.

<table>
<thead>
<tr>
<th>At Transnet National Ports Authority, HR should</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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</thead>
<tbody>
<tr>
<td>1 Act as a business partner in the organisation</td>
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<td>2 Ensure that scorecards are aligned to business goals</td>
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<td>3 Ensure that the executive management is contracted and measured on scorecards</td>
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<td>4 Ensure that HR processes such as employment, remuneration and recognition are aimed at stimulating performance</td>
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<th>Strongly</th>
<th>Agree</th>
<th>uncertain</th>
<th>Disagree</th>
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16 Provide feedback to employees when they are performing to the expected standard

17 Inform employees immediately if they are not performing well so that they can correct their performance

18 Praise employees for a job done well

19 Refer employees for counselling if they have a personal problem

20 Coach employees if they lack skill

21 Encourage employees if the job is tough or unpleasant

22 Complete scorecards accurately
<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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<tbody>
<tr>
<td>5</td>
<td>Monitor how line management is applying performance management</td>
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<td>6</td>
<td>Ensure that employees adhere to company policies</td>
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<td>7</td>
<td>Have a clear understanding of the performance management system at Transnet</td>
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<td>8</td>
<td>Train line managers in how to complete scorecards correctly</td>
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<td>9</td>
<td>Guide line managers in how to deal with non-performing employees</td>
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<td>10</td>
<td>Ensure line managers understand company policies</td>
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<td>11</td>
<td>Ensure line managers manage performance within the guidelines of applicable labour law</td>
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<td>12</td>
<td>Educate employees in HR related policies</td>
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<td>13</td>
<td>Provide guidance to line managers in terms of performance management</td>
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<td>14</td>
<td>Have a clear understanding, knowledge and application of the performance management process</td>
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<td>15</td>
<td>Have a detailed knowledge of the performance management policy</td>
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<td>16</td>
<td>Accurately capture all employee master data on the system to inform the incentive bonus payments</td>
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<td>17</td>
<td>Have knowledge of the performance scorecard and the elements that make up the scorecard</td>
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<td>18</td>
<td>Conduct quality assurance of the scorecards</td>
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<td>19</td>
<td>Integrate performance measurement and the development of employees</td>
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<td>20</td>
<td>Maintain confidentiality of all employee information and incentive scheme eligibility</td>
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<td>21</td>
<td>Refer all complex matters to the performance management specialist in HQ</td>
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<td>22</td>
<td>Implement and drive the performance management process</td>
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<td>23</td>
<td>Build up Human Resource capacity and expertise in the business</td>
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<td>24</td>
<td>Emphasise the impact of poor performance on the business</td>
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<td>25</td>
<td>Have expert knowledge on performance management</td>
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<td>26</td>
<td>Facilitate the administration of the performance management process</td>
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<td>27</td>
<td>Align processes, such as recruitment, training and talent management with performance management</td>
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### Section D – Open questions

1. Is there anything else that you feel **line managers** should do to ensure that performance management is successfully applied at Transnet National Ports Authority?

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2. Is there anything else that you feel the **human resources (HR)** should do to ensure that performance management is successfully applied at Transnet National Ports Authority?

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Thank you for your participation. It is appreciated

Cikizwa Vezile