IMPROVING EMPLOYEE JOB PERFORMANCE IN THE NELSON MANDELA BAY MUNICIPALITY (NMBM)

THANDEKA ABIGAIL MAQUNGO

DATE: 30 November 2012
DECLARATION

I, Thandeka Abigail Maqungo, hereby declare that the information contained in this dissertation is my own original and authentic work. The material used in this study has been correctly and completely referenced in respect of giving credit due and acknowledgement to the original sources of the work. I further declare that the whole completed work in this treatise has not been submitted or published previously for assessment purposes at any accredited academic institution or for any other qualification.

Signed……………………………………………………………………
Thandeka Abigail Maqungo

Date……………………………………………………………………
ACKNOWLEDGEMENTS

This treatise is dedicated to my late father, Mr Themba Thomas Ngogela. I thank God for the seed He planted in my father’s life, to become an inspiration and a loving and supportive father, who continued guiding me and my siblings in pursuing and achieving our goals.

I further wish to express my sincere recognition and appreciation to the following persons, who have played an important role in my journey to completing this treatise and fulfilling the requirements for the MBA:

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- Last but not least, my dearest aunt Mrs Nomathokazi Evelyn Mazwi and her husband, the Rev. Ndima Mazwi for their prayers and encouragement and for believing in me.
ABSTRACT

The South African national government has bestowed certain authority on local governments in order for community services to be delivered by officials who are closer to the community and who will consider community needs. Post-apartheid South Africa is confronted with a major challenge in ensuring that municipalities deliver optimal and professional services to ratepayers of all ethnic and diverse cultures. Municipalities have important objectives to implement, while service delivery is one of its major goals.

The ratepayers in the NMBM have complained and protested against poor service delivery that resulted from poor job performance by NMBM employees. It is therefore necessary to investigate the obstacles that are hindering the NMBM employees in exhibiting effective and satisfactory job performance in order to deliver the required services to the customers.

The primary objective of the study is improving employee job performance in the NMBM by investigating the factors that influence such performance. More specifically, the study investigates the influence of job involvement, team work, organisational communication, skills development and training, recognition and pay and rewards on the job performance of NMBM employees.

Convenience sampling was used to select a sample of 250 respondents from the large population of about 2 000 NMBM employees. The sample was stratified to include all occupational levels including the executive mayor, portfolio councillors, executive directors, and financial officers, operating officers, chiefs of staff, directors, assistant directors, senior managers, professionals and blue collar staff. Two hundred and fifty questionnaires were distributed, but only 200 usable questionnaires were returned, producing a response rate of 80%.

The empirical results showed that recognition systems, job prestige, skills recognition, and skills development and training were significantly related to the job performance of the NMBM employees. Job involvement, fringe benefits, pay and rewards, teamwork and organisational communication were not significant related to the job performance of the
NMBM employees. The study provides managerial and future research recommendations in this regard.
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<td>BSC</td>
<td>Balanced scorecard</td>
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<td>CCRs</td>
<td>Core Competency Requirements</td>
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<td>CFO</td>
<td>Chief Financial Officers</td>
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<td>COMM</td>
<td>Organisational Communication</td>
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<td>EAP</td>
<td>Employee Assistance Programme</td>
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<td>EFA</td>
<td>Exploratory Factor Analysis</td>
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<td>EPSEM</td>
<td>Equal Probability Selection Method</td>
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<td>ETDP</td>
<td>Education and Training Development Policy</td>
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<td>HRC</td>
<td>Human Resource Council</td>
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<td>HRD</td>
<td>Human Resource Development</td>
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<td>HRM</td>
<td>Human Resources Management</td>
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<td>HRS</td>
<td>Human Resource Strategy</td>
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<td>IDP</td>
<td>Integrated Development Plan</td>
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<td>IDPPM</td>
<td>Integrated Development Plan and Performance Management,</td>
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<td>IEP</td>
<td>NMBM-Integrated Environmental Policy (2011)</td>
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<td>JOB</td>
<td>Job Involvement</td>
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<td>KPA</td>
<td>Key Performance Areas</td>
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<td>KPIs</td>
<td>Key Performance Indicators</td>
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<td>MBA</td>
<td>Master's in Business Administration</td>
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<td>MFMA</td>
<td>Municipal Finance Management Act, 53 of 2003</td>
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<td>MPPMR</td>
<td>Municipal Planning and Performance Management Regulations, 2001</td>
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<td>MSA</td>
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<td>NMBM</td>
<td>Nelson Mandela Bay Municipality</td>
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<td>Nelson Mandela Bay Metropolitan Municipality</td>
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<td>NSD</td>
<td>New Service Development</td>
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<td>PERF</td>
<td>Job Performance</td>
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<td>PMS</td>
<td>Performance Management System</td>
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<td>PWFB</td>
<td>Payment of Wages and Fringe Benefits Act 390 of 1978</td>
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<td>PYFB</td>
<td>Pay Monetary compensation and Rewards</td>
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<td>RDP</td>
<td>Reconstruction and Development Programme</td>
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<td>RECN</td>
<td>Recognition</td>
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<td>SA</td>
<td>South Africa</td>
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<td>SALGA</td>
<td>South African Local Government Association</td>
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<td>SDBIP</td>
<td>Service Delivery and Budget Implementation Plan</td>
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<td>SHRM</td>
<td>Strategic Human Resource Management approach</td>
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<td>SKILL</td>
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<td>TEAM</td>
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<td>TQM</td>
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CHAPTER 1

SCOPE OF THE STUDY

1.1 INTRODUCTION

The State of Local Government in South Africa Overview Report (2009) states that the South African national government has bestowed certain authority on local governments in order for community services to be delivered by officials who are closer to the community and who will consider community needs. Post-apartheid South Africa is confronted with a major challenge in ensuring that municipalities deliver optimal and professional services to ratepayers of all ethnic and diverse cultures (Pretorius and Schurink, 2007). Municipalities have important objectives to implement, while service delivery is one of its major goals. The local government is expected to be seen as visionary and implementers of the policies that govern its employees and inhabitants (State of Local Government in South Africa Overview Report, 2009).

This study seeks to investigate the challenge of satisfactory job performance delivered by officials of the Nelson Mandela Bay Municipality (NMBM) within the demarcation area of Port Elizabeth, Despatch and Uitenhage. The ratepayers in the NMBM have complained and protested against poor service delivery that resulted from poor job performance by NMBM employees (Zwane, 2009). According to Tsatsire, Taylor and Raga (2010), employees’ effective performance delivery is the most integral factor in fulfilling and meeting the expectations of customers. According to Pretorius and Schurink (2007), the former Minister of Provincial and Local Government, Mr F.S. Mufumadi, stated that “In designing the new system of local government, care was taken to ensure that we put in place, a framework for progressively doing away with the consequences of a system which exposed White and Black South Africans, to vastly different socio-economic environments. The continuing challenge we face therefore, is one of ensuring that all municipalities develop the requisite capacity to translate those resources into instruments with which to confront problems of service delivery, alleviation of poverty and underdevelopment. The interventions must make positive impact on the way we meet such challenges as: public participation, programme management as well as creating conditions for sustainable service delivery and economic development”.

5 SCOPE OF THE STUDY | Improving Employee Job Performance in the NMBM
The purpose of this study is an attempt to contribute towards improved job performance with an aim of rendering satisfactory service to the community of the NMBM. Therefore this study explores the determinants affecting job performance in the NMMB and by giving related examples from other public sectors. Selected variables affecting job performance, such as skills development and training, organisation communication, teamwork, job involvement, recognition, pay and rewards, are investigated.

1.2 PROBLEM STATEMENT

The aim of this study is to investigate the obstacles that are hindering the NMBM employees in exhibiting effective and satisfactory job performance in order to deliver the required services to the customers. Currently the NMBM has been perceived as non-performing, not meeting promised service delivery requirements and sometimes delivering poor services to the customers. The core values of the NMBM are towards commitment to render services based on the Batho Pele principles putting people’s needs first by providing: consultation, setting service standards, increasing access, ensuring courtesy, providing information, openness and transparency, redress and value for money (NMBM 2010, p 24-25). Even though the NMBM has policies outlining the key performance indicators to be executed by employees in complying with these principles, there is still a perception among the community and other stakeholders that the NMBM is rendering poor services to the public.

According to the National Treasury, NMBM (2011), the challenge that is still faced with local municipalities in performing their main responsibilities as explained to above is due to insufficient institutional capacity which is seen as one of the main reasons for poor municipal performance. The Review highlighted the fact that the municipalities are faced with a challenge of not delivering services that are satisfactory to the national government and its customers. This has resulted in the increased public protests, which were estimated to have numbered more than one thousand in the year 2011, and aggressive ratepayers. One of the main challenges faced by the municipalities is the drop in the public trust in municipalities’ human capital that builds frustration among ratepayers because they claim poor governance and corruption in the municipalities are resulting to poor service delivery (Nelson Mandela Bay Metropolitan Municipality’s (NMBMM), 2010). In the NMBMM (2010), the current executive mayor of the NMBM, Zanoxolo Wayile, cited the South African president’s
promise in his 2010 State of the Nation Address, which as to be a year of action. In his speech, the President made a clarion call on all public representatives and officials to work smarter and better in improving service delivery, development and to perform duties differently for a better sustainable life for all.

In the NMBMM (2010), the Executive Mayor, Mr Wayile, stated that a high turnover of senior management in municipalities, particularly of Chief Financial Officers (CFOs), was a major issue affecting municipalities’ capacity to manage their finances properly. He further stated that there was no clear clarification of roles and accountability, especially in the higher managerial positions of the Executive Council, such as the Municipal Manager. This challenge is also seen as the key cause of conflict in municipalities, with a lack of selecting and appointing suitable job applicants to relevant positions and a lack of the proper delegation of services culminating in poor job performance and poor services rendered to the public.

The Mayor further included the following issues, as the causes of poor job performance in the NMBM, and they are:

- Absence of minimum service agreements that guide the provision of essential services during the strikes and labour unrests;
- Failure to allocate an equitable share of the budget to municipalities, which is not accommodating the population of that municipality
- Poor response time for customers’ queries, poor customer interface and service enquiry counters due to appointment of employees to incorrect positions ;
- Gaps in the performance management system, performance information, performance indicators and reports;
- Lack of control over and monitoring of the implementation of Council decisions and lack of monitoring and evaluation, both administratively and politically, and
- Non-availability of information in the three main local languages spoken in NBMB, namely isi-Xhosa, English and Afrikaans.

According to Arnolds, Boshoff, Mazibuko and Klemz (2010), effective high productivity from job performance executed by its employees is what is expected by leader-managers of any organisation. They further state that employers expect just-in-time performances from
employees who have a competitive edge, innovative skills and who can easily adapt to change. According to Born and Heers (2009), an innovative individual’s performance can also enhance productivity when multiple pipelines exist in the organisation, giving an overall opportunity of increasing organisational performance. According to Matshotynana (2009), the public sector is likely to retain innovative and talented employees who can perform their jobs satisfactorily when an organisation has synergies top-to-bottom and a horizontal approach, in order for employers to clearly clarify roles expected of employees. This will lead to staff being responsible and accountable in their job performance, achievements being noticed, the workers receiving feedback about their performance and also the employees to be well equipped and have access and control over the resources to be utilised in performing the job.

Matshotyana (2009) states that effective job performance can be guaranteed when officials execute their job tasks harder. He further states that officials who tend to perform well in their work responsibilities are likely to be gaining from motivational benefits such as good pay and recognition. Concurring with this statement, Arnolds et al. (2010) assert that high productivity is a possibility when a motivating climate is created in the working place, giving employees the opportunities of efficacy, development, skills enhancement, and an equitable share in rewards and recognition which is seen as a stronger motivator of performance than monetary incentives in order to achieve effective job performance.

According to Pillay (2010), municipalities have a responsibility towards the community of contributing to development. This can be achieved where its officials are performing their job satisfactorily, delivering expected services to the customers. In order for the NMBM to meet such expectations, the Chief Operating Officer (COO) has stressed the importance of a performance system that will lead to employees’ accountability and a performance driven municipality. Supporting this statement, Born and Heers (2009) state that higher organisational performance provides organisations with the opportunity to better reward their employees, contributing to organisations’ success in attracting and retaining talent.

It is clear that much has been investigated about job performance in the public sector and in the municipalities, where researchers have concentrated on motivational tools that can enhance job performance, giving employees the competitive edge to become more innovating and motivated. However, the present researcher is focusing on a different angle of promoting
job performance in the municipality. Based on a self-constructed conceptual model, as shown in Figure 1.1, there are other facets that have never been highlighted when the subject of job performance is investigated in the municipality, such as job involvement, team work and organisational communication, skills development and training, recognition and pay.

As the main primary role of the municipality is to deliver effective expected services to the community, this clearly requires hundred percent job performances that are unquestionable. In this study the investigated factors and causes that contributed to poor performance will be further discussed and detailed explanations given for protests by aggressive residents.

**FIGURE 1.1: CONCEPTUAL MODEL TO INCREASE THE JOB PERFORMANCE OF NMBM EMPLOYEES**

1.3 RESEARCH OBJECTIVE

The primary objective of the study is improving employee job performance in the NMBM by investigating the factors that influence such performance. More specifically, the study investigates the influence of job involvement, team work, organisational communication, skills development and training, recognition and pay and rewards on the job performance of NMBM employees.
1.4 HYPOTHESES

In order to empirically test the proposed conceptual model to increase the job performance in the NMBM, the following null hypotheses were formulated:

H01: Skills development and training are not related to the job performance of NMBM employees

H02: Organisational communication is not related to the job performance of NMBM employees

H03: Teamwork is not related to the job performance of NMBM employees

H04: Job involvement is not related to the job performance of NMBM employees

H05: Recognition is not related to the job performance of NMBM employees

H06: Pay and rewards are not related to the job performance of NMBM employees

The null hypothesis model is graphically depicted in Figure 1.2.

FIGURE 1.2: THE HYPOTHESES MODEL TO IMPROVE EMPLOYEE JOB PERFORMANCE
1.5 METHODOLOGY OF THE STUDY

1.5.1 The research approach

Generally two approaches are followed in research, namely the quantitative (positivistic) and the qualitative (phenomenological) approaches. This investigation will be conducted with a mixed research approach, being both the positivistic and phenomenological approaches but the dominant approach is the quantitative approach. According to Bryman and Bell (2008), the positivistic model focuses on social reality where true knowledge collected can be observable and measured by positive facts and understanding of human behaviour. Describing the experiences and experiments of officials will determine the reality of how job performance is executed. This can be achieved by performing deductive or statistical testing from suggestions gathered and objectively analysing the reality of the results from participants.

The dominant approach in this investigation is based on the positivistic paradigm including the following factors:

- The researcher must investigate the current situation in the NMBM workplace that has an impact on less than expected employee performance as a proof of the need for the topic to be investigated;
- The researcher must observe and investigate how job performance is currently executed and look at reasons that are still causing ineffective performance and
- The researcher must test and measure the challenges affecting the different independent variables that resulted in the dependent variable.

1.5.2 Ethical issues

The researcher had to ensure that all ethical standards of research were met. In this instance the respondents were guaranteed a high level of confidentiality and anonymity. No names of respondents are disclosed in the treatise. The researched information obtained has been used for academic purposes only. The respondents did not fall in the category labelled vulnerable (school learners, prisoners, hospital patients, etcetera), but were rather adults who had the
free will to participate in the study or not. No respondent was forced to participate in the study.

1.5.3 Sampling design

Convenience sampling was used to draw a sample of 200 officials and employees at all levels of the NMBM. The sample was stratified to include all occupational levels including the Executive Mayor, portfolio councillors, executive directors, chief financial officer, chief operating officer, chief of staff, directors, assistant directors, senior management, professionals and blue collar staff.

1.5.4 Measuring instruments

Existing instruments with proven reliability and validity properties were used to measure the variables in the hypothesised model. Where such instrument did not exist, self-constructed instruments were used. The data analysis included the calculation of descriptive statistics (means, mode and percentages), on questionnaire statement responses, as well as a multiple regression analysis on the relationship between variables in the hypothesised model.

1.6 TERMINOLOGY OF THE CONCEPTS

1.6.1 Job performance

It is evident at this stage that job performance in the NMBM needs greater attention and an extensive study on job performance within the NMBM had to be researched. Monil and Tahir (2011) define job performance as an output of services rendered and goods produced in a production process executed by employees with specific expectations. According to Yu-Chi Wu (2011), job performance may be described as the amount of effort an individual will exert in his or her job. Therefore job performance represents the services delivered and/or production produced by employees with clear roles in order to satisfy the employer and customers.
1.6.2 Skills development and training

Chelechele (2009) defines skills development in terms of “the process of enabling individuals to assume new roles and implement systems effectively in order to successfully achieve stated performance outcomes”. He further states that the training and development of public employees are imperative in order for the staff to gain a competitive edge that will equip them with relevant skills and knowledge to execute expected job performances with the desire to satisfy all stakeholders. Therefore skills development and training play a vital role in equipping employees with knowledge to better understand and perform tasks assigned to them effectively and satisfactory.

1.6.3 Organisational communication

According to Turkal and Fosic (nd), communication is one of the vital tools for the organisation to succeed, where the employer must clearly specify the expected goals to the employees. They further state that the purpose of organisational communication is to synergise the vision of the organisation with targeted outcomes expected from the employees.

On the other hand, Oksiutycz (2006) suggested communication is considered to be an important source of power in an organisation, with numerous expressions that range from the control of knowledge and information, through to forming personal alliances. Therefore organisational communication can be regarded as one of the pillars of the organisation’s success that clearly addresses responsibilities required from each employee in order for the company to achieve its desired goals.

1.6.4 Teamwork

According to Kyzlinková, Dokulilová and Kroupa (2007), teamwork may be defined as successive work responsibilities performed by different individuals in a group, assembled together to produce productivity. Mefoh and Nwanosike (2012) assert that monitoring personal effort on group projects reduces social loafing effects, which gives each leader a mandate in ensuring all employees are resourceful, where the individual’s commitment towards the job can be achieved through the success of the teamwork. Therefore teamwork is the job performed by individuals as a team with an aim of achieving a common goal, meeting required tasks assigned to them effectively and on time.
1.6.5 Job involvement

Job Involvement is defined as an individual’s commitment or psychological identification with his/her job (Mohsan et al., 2011). They further state that the construct of job involvement has gained importance because of its essential role in generating positive organisational results such as employee motivation, commitment, job satisfaction, and organisational citizenship behaviour. Therefore job involvement will be regarded as the tool for employees to take a pride in their work performance and to be engaged with responsibilities attached to their job.

1.6.6 Recognition

Brun and Dugas (2008) define recognition as the psychological need of individuals in the working place, where they need their performance and efforts to be acknowledged. They further state that recognition is an intrinsic reward that is expected to be awarded to deserving employees equitably when desired service delivery is achieved. Therefore recognition can be regarded as the reward that motivates an employee to continue performing as expected for satisfactory job execution.

1.6.7 Pay and rewards

Arnolds, Boshoff, Mazibuko and Klemz (2010) define pay and rewards as extrinsic rewards which are in a form of monetary incentives, given to employees who have performed their job effectively and satisfactorily or beyond the employer’s expectations. They further state that monetary rewards are a motivating tool exercised by the employer to reward deserving employees for their extraordinary work efforts. Therefore pay and rewards form part of the motivating factors whereby employees are rewarded for the job well-done which they have executed within the expected period and in a satisfactory manner, according to the employer’s specifications.

1.7 OUTLINE OF THE STUDY

The study includes the following chapters:
Chapter 1: Scope of the study. This chapter provides an introduction, problem statement and methodology for the study. It further outlines the terminology used in the study and gives a brief description of the content of the other chapters.

Chapter 2: Job performance literature review. This chapter draws attention to the dependent and independent variables selected in investigating the study. A literature review is provided to try to pinpoint possible causes of the challenge of poor job performance within the NMBM.

Chapter 3: Methodology of the study and empirical results. This chapter presents the empirical findings which require the use of a systematic approach to find answers to researched problems previously discussed in the literature review.

Chapter 4: Interpretation and analysis of descriptive statistics. This chapter contains the descriptive statistics from the data collected by means of interpreting and analysing the measuring instrument results.

Chapter 5: Findings, recommendations and conclusion. This chapter aims at highlighting the findings of this and previously researched studies compared with the literature review.

1.8 CONCLUSION

The aim of this research is to assist the NMBM employees to enhance the level of their job performance according to the expected standards of the South African Constitution, community and other stakeholders. Chapter One addresses the background interests in researching this study by proving supporting information studied previously. This chapter highlights the main problem to be investigated and the secondary problems selected by the researcher that are connected to the primary objective. A conceptual model has been developed by the researcher which contains an independent variable and six other dependent variables. These variables were selected as the elements that would assist the NMBM to enhance the level of job performance executed by its employees to the satisfactory level expected by its customers. Each variable is defined and briefly explained to show how it is related to the purpose of this investigation.

Chapter Two of this study starts by setting the scene of this chapter, where the focus will be broadly on the importance of the dependent variable (job performance) and the independent variables which are skills development and training, organisation communication, teamwork,
job involvement, recognition and pay and rewards. Selected pieces of legislation that govern local government will be discussed too. The information gathered will be supported by other relevant previously investigated studies. The importance and measures of job performance will be discussed to give a broader view and deeper understanding of the benefits of effective service delivery.
CHAPTER 2

LITERATURE REVIEW ON EMPLOYEE JOB PERFORMANCE IN THE WORKPLACE

2.1 INTRODUCTION

This chapter provides a literature review on employee job performance and the selected determinants in this study. The nature and importance of job performance in the public sector, particularly in the NMBM, will be discussed. The vision of the NMBM is that of “A globally competitive and preferred metropolitan that works together for the people” (NMBM 2007: 9). The NMBM thus has a mandate to improve performance and efficiency. To achieve this goal, the NMBM has outlined key actions explained in legislation governing local government, in order for the guidelines on compliance and implementation to be adhered to. These regulations will be briefly discussed in this chapter to give a picture of how the NMBM is expected to enhance the level of service delivery, establish continuous and sustainable change by creating a customer and results-oriented culture with the aim of improving service delivery (NMBM 2010).

The current position of NMBM on job performance towards service delivery will be discussed, describing the importance of understanding and meeting customers’ needs. Challenges to service delivery in the NMBM and suggested future service delivery developments will be put into perspective in this chapter by discussing in detail the dependent and independent variables this study will focus on. The discussion will also examine the organisational climate to determine the extent to which the environment in the local government motivates employees.

The structure of the NMBM and its directorates’ functions and rationalisation initiatives will be reviewed to reveal how the NMBM is aiming at enhancing job performance in order for its employees to deliver effective productivity. The hypothesised model to improve job performance in NMBM will be discussed in order to show the relationship between the dependent variable and independent variables. A literature review is “a critical evaluation of the existing body of knowledge on a topic, which guides the research and demonstrates that
the relevant literature has been located and analysed” (Collis and Hussey, 2009). Such a review will it is hoped yield fruitful findings.

## 2.2 THE NATURE AND IMPORTANCE OF JOB PERFORMANCE

There have been numerous previous studies on job performance that has been extensively investigated. To mention a few, Boyne (nd), in his journal article discusses elements of performance such as the quality and quantity of outputs, efficiency, effectiveness and equity in public service performance. Boyne emphasised the importance of the consequences of service delivery associated with outcomes, desired goals of the organisation to satisfy its customers. Lumijärvi (2007) studied leadership determinants for high performance in the public organisation. The main elements of high performance conceptualised in Lumijärvi’s (2007) study were based on the total quality of management, strategic human resources management and balanced score-card. Shunzhong (2009) investigated the factors determining new service development (NSD) performance. One of the main focuses in Shunzhong’s journal study was to evaluate the relationship between NSD performance and the organisational culture. Other authors who particularly researched the subject related to job performance are Cheese, Robert and Craig (2008). The focus of the book was on the determinants of the selection of top talented officials with the aim of achieving high performance in the organisation by applying relevant strategies. Last but not least, Arnolds, Smith, and Krüger (2009) investigated the work processes and human performance that must be emphasised and prioritised in order to improve organisational performance. In the above authors’ study the findings revealed that many lower and middle managers of the Nelson Mandela Metropole were not knowledgeable about human resources management and organisational improvement practices. This lack of knowledge in the management resulted in poor implementing of these practices in the municipality.

There are excellent previously investigated studies on job performance, with different insights and tools on how the organisation (even in the public sector) can enhance the level of its employees’ job performance. The above authors focused on a few (if not at all), possible empirical factors connecting job performance with selected independent variables as shown in Figure 1.1 of this study. The preliminary goal that attracted the researcher of this study to these selected independent variables was concern about finding the reasons why the officials
in the NMBM are considered to be not performing their job satisfactorily for the community. The researcher decided to target the internal personnel of the NMBM to gather information on the reasons and challenges that might give the community grounds to criticise the municipality as an organisation delivering poor services.

The aim of this section is to outline the importance of job performance as supported by the legislation that governs the municipalities and other spheres of government. Regulations in the NMBM and the other government bodies will be explained to determine the prerequisites expected of NMBM officials when performing their jobs. It is therefore important to first understand what is meant by job performance. Many studies have defined and described this concept. According to Yu-Chi Wu (2011), job performance is a reflection of the amount of effort an individual is willing to exert in his or her job. Confirming the above definition are Christen, Iyer and Soberman (2006), who also define job performance as an aggregate construct of effort, skill, and outcomes that are important to the employee and outcomes that are important to the firm.

Related to the above statements, Johari and Yahya (2009) assert that job performance has a vital role in measuring performance in an organisation and sometimes it can be measured by synergies of expected behaviour and task-related aspects as determined by financial figures. Additionally, they state that effective expected performance from employees can be enhanced by implementing job analysis. Furthermore, they said that the knowledge, skills, abilities and other characteristics required of the job can be stipulated by officials as proper work behaviour by applying job analysis. In a parallel conception, Gómez-Mejía, Berrone and Franco-Santos (2010) states that in order for the management to enhance validity towards their employees, performance measures, such as balance score card, needs to be implemented for the purpose of gaining ability to differentiate effective from ineffective performance by their employees. Adding to this statement, they further state that importance of performance measures decays over time for four purposes, namely perverse learning, selection, positive learning and suppression and these elements are briefly explained below:

Perverse learning: What happens when employees gain understanding of the key performance indicators required in order to gain knowledge and implement the expected tasks effectively, but without improving their performance.
Positive learning: The officials are motivated towards making an extra effort in executing their duties when an extra incentive is added as a reward, like overtime pay.

Selection: The management of the organisation applies selected strategic measures for officials they need to retain in the company, based on each individual’s competitive edge, performance and scarce skills.

Suppression: The measures of performance could be suppressed when performance differences cannot be diminished by either improvement, the appearance of improvement or selection.

Local government is the main government sphere that directly feels the pressure and challenges by national government for economic growth and by residents for quality service delivery. Therefore national government plays an important role in the municipality’s job performance and effective service delivery. As stated in the MMBM (2008) national government must provide local government with financial support, such as Municipal Infrastructure Grants (MIGs), in order to make sure that service delivery is properly implemented by municipal officials. Policy reforms and legislative requirements are tools used to stipulate commands expected from the municipality to deliver quality services and actions on how to improve rendering such services.

The two main obstacles to accelerating job performance in delivering basic services are the lack of critical infrastructure in rural areas and the proliferation of informal settlements in urban areas. Both these obstacles are beyond the capabilities (institutional and fiscal) or powers and functions of municipalities to confront by themselves (NMBM 2008). According to Johari, and Yahya (2009), any performance construct should consist of both task performance and related performance. Job-related experience influences task performance while an individual’s personality type influences contextual performance. They further state that job performance is best measured in terms of task performance and organisational citizenship behaviour and is more comprehensively conceptualised as job relevant behaviours needed to enhance performance-related matters. The NMBM (2012) is the framework that incorporates the vision of the municipality by communicating organisational objectives to employees, the setting of directorate and individual performance targets within wider objectives, formally engaging in cyclical processes of performance planning, measurement, monitoring, review and reporting, and clearly defined roles and responsibilities of different role-players.
According to the State of Local Government in South Africa Overview Report (2009), the overall important positive progress and success of the local government system in South Africa is increasingly being overwhelmed by a range of factors and negative practices both internal and external to municipalities. These factors apply to poor governance, service delivery failures, employee’s capacity and performance and the difference challenges experienced by municipalities in their spatial metropolitans and district municipalities. Some of these different challenges are associated with a lack of attracting, selecting and appointing qualified and experienced officials with scarce skills where the contribution of these top talent officials might enhance the level of job performance in local government spheres.

According to the State of Local Government in South Africa Overview Report (2009), another challenge affecting the municipality in service delivery in the Eastern Cape (EC), has been sustainable water service delivery and this challenge has presented a depressing picture in a number of past years. This depression was initially caused by the drought the EC experienced in 2009 and early 2010, and led to doubt in the community’s mind regarding water connections and proper sanitation systems being in place. Even though in 2011 and 2012 the delivery of water was not an issue in NMBM, some parts of the EC are still faced with the challenge of living without sewerage systems due to the poor water supply that is functioning, or the water quality being poor with risks of diseases such as cholera (State of Local Government in South Africa Overview Report, 2009).

The other major factor in delivering poor services has been party political factionalism and division of interests over the past few years, and the subsequent creation of new political alliances and elites has indeed contributed to the progressive deterioration of municipal functionality. Evidence has been collected to dramatically illustrate how the political or administrative interface has resulted in factionalism on a scale that, in some areas, is akin to a battle over access to state resources rather than any ideological or policy differences. The lack of values, principles or ethics in these cases indicates that there are officials and public representatives for whom public service is not a concern, but accruing wealth at the expense of poor communities is their priority. The NMBM IDP (2010) is the strategy in place that clearly stipulates the importance of job performance with set requirements and objectives to be achieved. These are listed below:
(a) To clarify institutional goals and priorities;
(b) To ensure a continuous cycle of planning, coaching and feedback;
(c) To monitor service delivery – how well an institution is meeting its aims and objectives, which policies and processes are working
(d) To improve service delivery and processes;
(e) To provide early warning signals;
(f) To enable learning and improvement;
(g) To ensure accountability and oversight;
(h) To comply with legislation;
(i) To promote community participation in local governance and
(j) To inculcate a culture of performance amongst employees

The national government had to put mechanisms in place that would measure job performance. The performance management system (PMS) is one of the instruments through which the municipality aims to improve organisational and individual performance to enhance service delivery. Below are some of the legislative requirements that were established for implementation with an aim to enhance local government service delivery levels.

2.2.1 Legislative framework

There are various legislative requirements that govern local government in supporting the importance of job performance. Some of them are listed below and will be explained briefly in following sections:

- Constitution of the Republic of South Africa;
- Municipal Systems Act, 32 of 2000 (MSA);
- NMBM Local Government: Municipal Planning and Performance Management Regulations, 2001 (MPPMR);
- Municipal Finance Management Act, 53 of 2003 (MFMA); and
2.2.2 Constitution of the Republic of South Africa, 108 of 1996

Section 160 sub-section 1(a) of the Constitution of the Republic of South Africa states that “a Municipal Council makes decisions concerning the exercise of all the powers and the performance of all the functions of the municipality”. Sub-section 1(d) continues by stating that “the Municipal Council may employ personnel that are necessary for the effective performance of its legislation and functions to propose measures to ensure effective and efficient performance within the public service”. The Constitution of South Africa is one piece of legislation that governs the municipalities in performing services that are satisfactory to customers and it directly authorises local government to:

• ensure the provision of services to communities in a sustainable manner;
• promote social and economic development, and
• promote a safe and healthy environment

2.2.3 Municipal Systems Act (MSA), 32 of 2000

The MSA provides for the manner in which municipal powers and functions are exercised and performed and for community participation; it establishes a simple and enabling framework for the core processes of planning, and performance management, to mention only a few activities.

Section 6, sub-sections 2(b) and (c), of the MSA state that one of the municipal administrators’ duties is to facilitate a culture of public service and accountability amongst staff and take measures to prevent corruption. Further to this, section 8, sub-section 2 asserts that a municipality has the right to do anything reasonably necessary for, or incidental to, the effective performance of its functions and the exercise of its powers.

In agreement with this, section 67 of the MSA further lays down that monitoring, measuring and evaluating of performance of staff is the platform to develop human resources and to hold municipal staff accountable for serving the public efficiently and effectively.

Chapter 6 of the MSA outlines the legal performance standards that it requires from the municipalities and that are an essential part of the IDP. These requirements are as follows:
• Develop a Performance Management System;  
  Set targets, monitor and review performance based on indicators linked to IDP;  
• Publish an annual report on performance for the councillors, staff, the public and other spheres of government;  
• Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;  
• Conduct an internal audit on performance before tabling the report, and  
• Involve the community in setting indicators and targets and reviewing municipal performance.

2.2.4 NMBM Local Government: Municipal Planning and Performance Management Regulations (MPPMR) 2001

According to section 13(1) of the MPPMR (24 August 2001:4), “A Municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring and review of performance in respect of the key performance indicators and performance targets set by it.”

The establishment of the MPPMR of 2001 was done in order for the Minister of Provincial and Local Government of the time, to publish this document, instructing the local government to ensure its PMS conforms to the requirements of the MSA. The MPPMR’s aim was to demonstrate the operation and management of the PMS, clarifying roles and responsibilities and to ensure alignment with employees’ performance management.

2.2.5 Municipal Finance Management Act, 56 of 2003 (MFMA)

The MFMA requires the Mayor to ensure that the performance agreements of Section 57 employees comply with the requirements of the MSA to promote sound financial management and are linked to measurable performance objectives, approved with the budget and included in the Service Delivery and Budget Implementation Plan (SDBIP). Chapter 3, section 8, sub-section 2(a) of MFMA, instruct that “all allocations to the municipality, including those made to the municipality for transmission to a municipal entity or other external mechanism assisting the municipality in the performance of its functions”.

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2.2.6 White Paper on Local Government, 9 March 1998

The White Paper on Local Government (9 March 1998) states that the municipalities can achieve optimal improvement results by implementing the Integrated Development Plan and Performance Management. The Performance Management aims at improving the effectiveness and efficiency of local government by helping municipalities to focus on strategic priorities and measuring results and on improving municipal accountability to local citizens.

The White Paper on Local Government (9 March 1998: 23) further states that “developmental Local Government is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”.

2.3 PERFORMANCE MEASUREMENT IN NMBM

Performance measurement is defined as a process for establishing a shared understanding about what is to be achieved and how it is to be achieved and an approach to managing people that increases the probability of achieving success. Performance measurement is a vital element in the successful operation of performance management in the public service. It allows people to identify their own unique contribution to the achievement of the objectives of their organisation by forging meaningful linkages between personal and sectional objectives and overall objectives.

This section of the study looks at previously researched studies and other government reports about job performance measurement in the municipalities and/or public sector. It is evident that relatively few research studies have investigated job performance in the municipality environment, let alone in the NMBM. More particularly, this research specifically addresses cognitive ability, personality, motivational factors, and experience as predictors of job performance. As previously alluded to, this study investigates the reasons why there are perceptions of non-performance in the NMBM.
According to the NMBM (April 2011), key aspects of its environmental vision are that it should be:

- A society well aware of its environment and the importance thereof.
- A healthy environment to benefit and be enjoyed by present and future generations.
- A place where basic services are provided for all.
- A growing economy with reduced unemployment.
- An area with sustainable water resources and a sustainable potable water supply for all.
- An area with clean air for all.

2.3.1 Organisational structure of the NMBM

Organisational structure is defined as the set multitude of designed activities that must be attended to in the organisation such as planning, leading, organisation, co-ordination, authority, work responsibilities, communication and delegation to mention only a few (Grossi, Royakkers and Dignum, 2007). The Local Government Municipal Structures Act, No 117 of 1998, in Chapters 4 and 5, outlines the internal structure and functionaries of the executive committee and executive mayor and stipulates the funcitons and powers of municipalities respectively. Such structures that have a top-to-bottom approach are called a vertical differentiation or authority structure and are usually considered to be a hierarchical structure (Grossi, Royakkers and Dignum, 2007: p.225).

Figure 2.1 outlines the NMBM structure where the Municipal Manager is given the authority of being the head of the local government administration office and responsibility for an Accounting Officer. According to the organogram in Figure 2.1, the Municipal Manager delegates his/her powers to different Executive Directors of various Directorates within the municipality. The overall Key Performance Areas of the NMBM are as follows:

- Organisational Transformation and Institutional Development
- Basic Service Delivery and Infrastructure Development
- Local Economic Development
- Financial Sustainability and Viability
- Good Governance and Public Participation
The NMBM organisational structure is illustrated in Figure 2.1 below. The NMBM operates in three different cities, namely Port Elizabeth, Despatch and Uitenhage. There are numerous offices of the NMBM located in these cities. The main city hall is located in Port Elizabeth.

**FIGURE 2.1: NMBM ORGANISATIONAL STRUCTURE**

2.3.2 Job performance as the determinant in the NMBM

Job performance is a subject that has been extensively researched previously, but not with the NMBM as the target audience. The focus of this study is directed towards non-job performance within the NMBM, in Port Elizabeth. According to Hunter and Thatcher (2007), one of the causes of non-performance in the work place is work-related stress such as fatigue. This happens to employees who are committed toward their tasks but overload themselves with such responsibilities. They further state that such officials tend to lose enthusiasm and focus towards their tasks due to exhaustion resulting in non-performance.
Joo, Jeung and Yoon (2010) assert that an organisation’s major goal is to achieve higher performance from every employee, where such organisation is responsible for empowering its employees by offering learning skills, growth and human development to the relevant individuals. On the other hand, they further state that, in the beginning performance was seen as the means to control and possibly deny an employee’s essential and integral agency and self-determination. Job performance is a desired consequence of any human being’s freely chosen behaviour. Development of human capital is the tool to enhance performance in the working environment while increasing the value and potential of the employees individually.

2.3.3 Principles of performance management

It is advisable that when a municipality develops principles of performance management, (PPM) and develops its PMS it should be guided by principles in the Act and the regulations. Councillors need to familiarise themselves with the following general principles although the PMS should be particular to that municipality’s circumstances:

- Its activities must be commensurate with its resources, it must be suited to its circumstances and it must be in line with the priorities, objectives, indicators and targets contained in the IDP.
- The municipality must promote a culture of performance management among its politicians, and within its administration.
- The municipality must administer its affairs in an economic, effective, efficient and accountable manner.
- The PMS must be able to serve as an early warning indicator for underperformance and provide for corrective measures when underperformance is identified.
- The Minister for Cooperative Governance and Traditional Affairs has set a number of general, compulsory KPIs. Municipalities must include these, together with the other KPIs that may be applicable, in their PMS.

2.3.4 Job performance targets of local government

Each KPI must contain performance targets. The regulations provide a number of criteria for performance targets:
• be practical and realistic;
• measure the efficiency, effectiveness, quality and impact of the performance on the municipality as a whole, as well as the administrative component such as the various units within the municipality, e.g. finance unit, structure, body (this could be a service provider to the municipality) or person (such as the municipal manager or the chief financial officer) for whom the target has been set;
• be commensurate with available resources;
• be commensurate with the municipality’s capacity; and
• be consistent with the municipality’s development priorities and objectives set out in its IDP

It is clear that PMS cannot exist in a vacuum and must be in line with the IDP, as illustrated in Figure 2.2. These criteria highlight the importance of both the available budget and the IDP in the determination of the PMS. The PMS cannot exist in a vacuum and must be in line with the IDP. Similarly, it will not be an effective tool if it has unrealistic budgetary implications. This means that the councillors that are part of the development of the PMS must fully apprise themselves of the municipal budget and the IDP. The KPIs must be reviewed annually by the municipality as part of its performance review process and if the municipality amends its IDP it must also review its KPIs. Remember that the PMS must be in line with the municipality’s IDP, (NMBM IDP, 2010).

2.3.5 Findings on problems related to poor job performance

Job performance has been seen as the work-related behavioural measure, where employees with a high level of internal locus control tend to have higher levels of job performance. These officials believe that their own behaviour, competences or characteristics determine the rewards that they obtain. On the other hand, individuals with a high level of external control tend to have lower levels of job performance. The triggers for such behaviour might be caused by low self-esteem, depression, non-job satisfaction, poor remuneration and fatigue to mention a few. Such officials believe that whether they receive rewards in life is generally outside their control (Chen and Silverthorne, 2008).
The above statement posited that when employees’ job performance starts to decline this is caused by many factors, which are different and unique for every employee. Chang and Chen (2011) assert that job performance is one of the main determinants of productivity. They further assert that the organisation is responsible for providing employees with skills that are aligned to the desired goals of the organisation. Consequently, human capital is seen as an important role-player in attaining the organisation’s goals.

According to Ogunjimi, Ajibola and Akah (2009), employees that are experiencing enormous stress in the workplace are more prone to delivering a poor performance. After-effects associated with stress are anxiety, depression, low confidence and job dissatisfaction resulting in poor performance. Most employees who are attacked by stress in the workplace often take long leave or practise absenteeism, leaving the organisation short-staffed and reducing the speed of service delivery. The employer is well advised to take notice of such employees in the working and arrange some form of Employee Assistance Programme (EAP) that will assist the employees to off-load and share the causes of the stress in their lives.

The above research findings in this section indicate that interpersonal conflict, job insecurity and poor remuneration do indeed significantly influence job performance. According to Yu-Chi Wu (2011), job stress has no direct effect on job performance while it is the most influencing variable in emotional intelligence. Yu-Chi Wu (2011) further states that employees with high emotional intelligence have a positive effect on job performance compared with those officials with low emotional intelligence and the potential of having a negative effect on job performance. Human Resource Development is seen as the tool to enhance performance while increasing the value and potential of the individual employees because performance is a desired consequence of a human being’s freely chosen behaviour.

2.4 THE LEGISLATION GOVERNING NMBM REGARDING PERFORMANCE

2.4.1 Performance management framework

According to the NMBM IDP 2010 review, performance management is seen as an integrated approach that links municipality to individual level performance management. The municipality’s IDP informs the development of key areas of performance and targets across
the performance levels. The key performance areas and key performance indicators contained in the organisational scorecard are cascaded into departmental and municipal entity scorecards, as well as into individual scorecards.

This ensures the appropriate alignment between organisational and individual performance. Performance management therefore forms part of a strategic management approach to ensure integration with the city strategy, planning and budgeting. The approach enables the City to improve planning and budgeting, effectively monitor and measure performance to enable transparent and convincing reporting on achievements. As such, the City’s organisational PMS facilitates increase accountability, learning, improvement and decision-making. The Performance Management Framework of the Municipality is reflected below.

**FIGURE 2.2: PERFORMANCE MANAGEMENT FRAMEWORK OF THE NMBM**

![Performance Management Framework of the NMBM](source: NMBM 2010)

2.4.2 **Challenges of Service Delivery in the NMBM**

This section reports on the causes and results of poor service delivery in municipalities and in the NMBM. Various forms of media coverage, the Municipal Hotspots Intelligence, which is also known as Municipal IQ and government reports have all reported on various reasons for poor service delivery in municipalities. According to the NMBMM (2010), the most common internal and external factors in poor job performance and service delivery in municipalities are as follows:
**Internal Factors**

a. **Political management oversight**: There are no clear roles and responsibilities for top management stipulated by the National government. The lines of protocol are not observed and followed most of the times when responsibilities and authorisation of compliance must be implemented. There is a blurred sense of accountability, institutional direction, governance and effective service delivery and these factors result in ineffective performance, frustrated employees and an aggressive community. These unclear institutional directions also cause bad-blood among executive councillors, compromising their professionalism and administration and the employees are the ones who are left with confusion on what required performance is expected of them because there are no clearly identified roles from the top management itself.

b. **Governance**: Another internal factor that causes poor job performance and lack of proper service delivery is the absence of a specially created organisational culture in the municipality. This lack also promotes poor governance, operational inefficiency and disastrous performance. Insufficient and irrelevant human resources have an impact on service delivery. When the municipality is experiencing a high turnover rate of top talented officials such as the Chief Financial Officer, Corporate Services Executive Directors, this sabotages the reputation and proper governance of the municipality. The appointment of unfit human capital to irrelevant positions is a disaster waiting to explode, because such human resources will deliver nothing but poor performances. There is a lack of consistency and common understanding in implementing and complying with diverse municipal policies, which clearly outline regulations that will direct the employees and municipality in taking a pride in their responsibilities with the aim of promoting effective service delivery.

c. **Financial challenges**: The main source of income for the municipalities is from the collection of debts from the ratepayers for basic services such as water, electricity, refuse, and traffic fines to mention a few. The National and Provincial government also allocates funds to the municipalities for capital and operating expenditure such as upkeep of public roads, underground infrastructure, public lights, employees’ salaries, office plant, property and equipment. The challenge is this regard has been having only poor techniques in place to collect the debts from ratepayers resulting in the public owing huge amounts to the municipality. The other main factor is the unfair “equitable share budget” that is allocated to
municipalities according to the demarcation size of the area and not according to the population in that municipality. These insufficient funds cause the municipality not to meet the needs of the public in the expected time or as regards the expected quality. ESKOM with its high rates of electricity charges that are escalating beyond understanding is also creating chaos in the budget of the municipality.

The service delivery risk associated with this factor is that the required increase in salaries expected by the employees will not be met by the government due to insufficient funds allocated to the municipality and poor debt collection from the consumers. Some employees will protest others will resort to go-slow job performance while the rest will just not perform at all, resulting in poor service delivery. The service providers and contractors will also be affected as their services rendered to the municipality will not be paid for in full or will not be paid in time due to lack of funds and inadequately skilled staff.

External Factors

a. Intergovernmental Challenges: The inadequate provision of funds allocated to building Reconstruction and Development Programme (RDP) housing is contributing to poor service delivery. The impatient members of the public who are longing to have their own houses always put the blame on the municipal officials, putting them under pressure in delivering the houses urgently. The poor public participation results in poor service delivered to the public because the needs, views and opinions of the public are not heard by the municipal officials. The lack of communication between the officials and ratepayers results in sour relations and frustrated employees who are targeted by aggressive customers. The lack of integration and unity among the National, Provincial and Local governments contributes to poor service delivery because even direct instructions are not complied with and not adhered to by the officials responsible. It has been identified that the delay in settling government debt due to shortage of funds frequently affects basic service delivery.

b. Project delays: The Njoli Square development has not even commenced yet. This epitomises poor service delivery and the municipality not meeting the due dates of projects planned to be developed. The Motherwell urban renewal project was identified as the main development priority. This project has reached a stand-still due to funding challenges. The public blames the municipality for not delivering its promises as this project is long overdue.
c. **Intervention:** The municipality has received bad media coverage due to poor service delivery. The media reporting on poor service delivery highlights the outraged and frustrated public that demands services with immediate effect. The ratepayers’ trust in the municipality’s efforts in delivering the required services diminishes at a high speed. The current state of municipal finances has been reported in different newspapers and television broadcasts to be not good and requiring the intervention of the national and provincial government which should adopt a far more proactive approach to assisting municipalities.

These internal and external reasons for poor service delivery in the NMBM and other municipalities have caused havoc in the public which, in most cases, has resulted in protests over the years. According to the Municipal IQ, service delivery protests are defined as the strikes initiated by the unhappy and aggressive public complaining about poor customer care, poor standards and slow delivery of expected services. Other public protests are sometimes against the allegedly corrupt municipal employees and poor service delivery of RDP houses. Some of these protests are not legally authorised and are not related to service delivery as the protesters claim them to be, due to not knowing the nature of their complaints (Municipal IQ). Protests about service delivery were estimated to have totalled more than one thousand in 2010 but only twenty-three in the first quarter of 2011, as shown in Figure 2.3 (Municipal IQ).

The Municipal Hotspots Intelligence is known as the Municipal IQ which was established for the purpose of monitoring and assessing all local municipalities in South Africa (SA). The main objective of the Municipal IQ is to measure service delivery and job performance in municipalities in SA. The Municipal IQ asserts that the increasing number of protests is also due to a majority of poorer communities that are still living under disadvantageous conditions such as using the bucket system, after more than 10 years of democratic government. NMBM (2011) states that it was reported in the National Taxpayers Union of South Africa that there were 42 towns which were protesting in a legal strike, boycotting the payment of their rates to the municipal’s customer care centres and rather intending to make such payments into their trust accounts, as declared in section 102 of the MSA.
The increased challenge of poor service delivery by the municipalities has also been exacerbated by financial problems which have become very much worse in recent years. Due to such financial challenges, some municipalities have faced even worse challenges when the public protesters claim the cause of insufficient funding is misappropriation of funds, fruitless expenditure and corruption by municipal officials. The Hotspots Monitor shows that 2011 has been a relatively quiet year, in comparison with the previous two, in terms of service delivery protests. Karen Heese, Economist at Municipal IQ, notes that: “protests captured on Municipal IQ’s Hotspots Monitor for 2011 represent only 7% of protests reflected between 2004 and 2011” (Municipal Hotspots Monitor Report, 2011). The rapid increase in protests against poor service delivery indicates that the public are really unhappy with the services they receive from the municipality.
According to the State of Local Government in South Africa Overview Report (2009), many of these protests are related to the external environment as well as internal factors, such as:

**External environment contributing to poor municipal service delivery:**
- National policies that impact on local government
- The intergovernmental fiscal system for local government
- The legislative and governance framework for local government
- Monitoring and oversight of local government
- Capacity building policies
- Spatial legacies

**Internal factors impacting on municipal poor performance relate to lack of:**
- Sound political leadership
- Strong organisational capacity
- Good governance practices
- Relevant policies and programmes to be implemented
- Adequate staffing and systems
- Workable plans and budgets

Figure 2.5 illustrates the number of protests against the municipalities in the years 2010-2011, where the Eastern Cape loaded a rate of 5% compared with the 30% rate of protests which occurred in Gauteng. The absolute number of protests in every month since January 2009, with the exception of June 2010, has exceeded the number of average protests per month that took place in 2007 and 2008 which indicates that there has been an unmistakable escalation in protest activity in recent years. Lack of effective complaints management and no coherent systems being in place to measure service delivery or the quality of the client interface are some of the political reasons underlying protest action. Municipal IQ has pointed out that it is not easy to predict the likelihood of the occurrence of protests, given that protests do not necessarily take place in the poorest municipalities in South Africa.

According to the Municipal IQ, protests do not necessarily occur in municipalities’ wards which are estimated to rate the worst service delivery backlogs. Population growth and urbanisation are key determinants to which a link to protests can be made. Housing
administration and management are also some of the key concerns of residents, followed by
the cost of services.

FIGURE 2.5: SERVICE DELIVERY PROTESTS BY PROVINCE FOR JANUARY
2010-APRIL 2011


Municipal IQ’s Hotspots Monitor records major protests staged by community members
against a municipality, as recorded by the media, concerning issues that are the responsibility
or perceived responsibility of local government (such as councillor accountability, the quality
and pace of basic service delivery, and in metro areas, housing). These protests may be
violent or peaceful but there is a clear dissatisfaction with the management of a council. Not
included are issues such as demarcation and provincial disputes, industrial relation disputes
or clear party political spats. When the protests are continues over several weeks these are
recorded as one entry, with details updated on the database.

According to the White Paper on Local Government (9 March 1998), the democratisation of
the local sphere which had been so well-envisioned is now fraught with community
frustration over poor institutionalisation of systems, poor service delivery and poor political
governance. A culture of patronage and nepotism is now so widespread in many
municipalities that the formal municipal accountability system is ineffective and inaccessible
to many citizens. There is now a lack of citizen confidence and trust in the system. This has
been publicly evidenced in the spate of community protests during the course of the year,
which may be seen as a symptom of the alienation of citizens from local government.
2.4.3 Core competency requirements

The municipalities are required to ensure that the Core Competency Requirements (CCRs) are in place in assessing the employees’ job performance based on Key Performance Areas, (KPA) and Key Performance Indicators (KPIs). According to the NMBM IDP (2006-2011, p. 355), the NMBM should have control measures in place towards KPIs by applying SMART goals that will delineate the purpose of each indicator as follows:

- **Specific:** Each KPI must be clear and concise
- **Measurable:** Each KPI should not be vague and general, but measurable
- **Achievable:** Each KPI should be within reach
- **Realistic:** Each KPI to be done considering constraints
- **Time-Bound:** Each KPI to be achievable within a certain timeframe

2.4.4 The King III Report 2009

According to the King III Report, Councillors of the municipality are the Board of Directors and they should be seen as the focal point of corporate governance systems and ultimately responsible and accountable for the performance and affairs of the municipality. The King III Report also suggests that the Chief Executive Officer, (CFO), must be appointed by the Executive Councillors in order to authorize clear strategies to be implemented in the municipality. The Councillors are also expected to monitor compliance with legislation and other codes of conduct governing municipalities. They must also communicate with both internal and external stakeholders openly and promptly to identify key risk areas as well as the key performance indicators of the municipality in order for the employees to fully take responsibility for performing their tasks effectively.

2.4.5 NMBM 2010

The strategic objectives of the Municipality’s IDP are as follows:

- Correcting spatial imbalances
- Combating poverty and unemployment
- Ensuring access to basic services by all
- Socio-economic growth and sustainability
- A safe, secure, healthy and sustainable environment
• Development of integrated and sustainable settlements
• Responsive, people-centred and integrated institution
• Democratization of planning and decision-making
• Elimination of growth and maintenance backlogs
• Sound and sustainable finances

These strategic objectives are encapsulated in the Municipality’s five key IDP performance areas, namely:

• Basic Service Delivery and Infrastructure Development
• Local Economic Development
• Municipal Transformation and Organisational Development
• Municipal Financial Viability and Management
• Good Governance and Public Participation

These programmes have been informed by the Municipality’s developmental challenges.

2.5 THE SELECTED DETERMINANTS OF JOB PERFORMANCE

Performance measurement can serve as an early warning system to management, and as a vehicle for improving accountability to the public. This is done in order for the employers to change the status quo and know what can be done to improve performance, and establish what is working well for the organisation in delivering effective services in order to recognise job performance accomplishments.

2.5.1 Skills development and training

Skills development is defined as the process of enabling individuals to assume new roles and implement systems effectively in order to successfully achieve stated job performance outcomes. It is also important to mention that the concept of skills is frequently and correctly identified as an important area of knowledge that is mostly needed to be acquired to function effectively and efficiently in any tasks supposed to be executed and implemented. Skill is further defined as the ability to demonstrate behaviour that is realistically related to the attainment of a performance goal (Chelechele, 2009: 45). Training can be defined as a
systematic process of changing behaviour and attitudes of public servant in a desirable direction in order to increase goal achievement within the institution. Development is seen as a process within which individuals learn through experience to become more effective. Development is further aimed at utilising skills and knowledge that have been acquired through education and training (Chelechele, 2009: 47).

The NMBM has been committed to implementing learnership and skills programmes and according to the NMBM Education and Training Development Policy (ETDP), such programmes are:

- Diverse, meaning the skills programmes cover many different fields;
- Provided on the basis of organisational needs;
- Involve partnership and co-operation between various workplace contexts to provide learners with the necessary work experience;
- May be undertaken in any occupational field, not only traditionally technical trades;
- Integrate education and skills training and will provide a work-based route to a qualification, or build credits towards a qualification; and
- Provide a basis for lifelong learning and implementing the Skills Development Plan.

According to Chelechele (2009), National government has implemented various forms of skills, training and development legislation as the means of supporting, developing and enhancing the knowledge of South Africans. He further asserts that the South African government adopted these education development policies in order for public employees to gain competitive advantage and become competent. In addition, Chelechele (2009) has pointed out that the National government policy framework includes, among others:

- The Skills Development Act, 1998 (Act 97 of 1998): the aim of this Act is to develop South African employees’ skills by making available an established framework to devise and implement national workplace strategies
- White Paper on Public Service Training and Education, 1997: this policy was established in order to provide the public workforce with suitable, adequate and
accessible training and education that are aligned and synergise with their current job
designation and future work endeavours.

- The South African Qualifications Authority Act, 1995 (Act 58 of 1995): this Act was
formulated and published with the intention of appointing accredited training and
education service providers to render their sound services to the South African public
employees. The main aim of establishing this Act was to ensure the workforce
receives education and skills of high quality in order to alleviate the skills shortage
facing SA.

The NMBM further states that all its employees should play an active role in the
identification of their own developmental needs and should commit themselves to
participation in their own education, training and development programmes in order to ensure
the success of learning interventions. The NMBM employee’s responsibilities include:

- Liaising with line management regarding their competency and performance in order
to identify developmental needs;
- Making use of education, training and developmental opportunities in a responsible
manner; and
- Transferring the newly acquired or enhanced skills, knowledge and attitudes to the
workplace, thus improving performance

The NMBM (December 2001) affirms that the employees of the NMBM must be offered
skills and knowledge that are aligned with their current positions. The policy further states
that the NMBM especially needs to pay more attention to the front-line employees who are
directly serving the community with their service charges accounts and queries. This
attention is imperative because such employees need to be equipped with skills and relevant
information that will assist them in performing their job satisfactorily to the citizens.
Therefore, in order for the NMBM to improve the level of performance provided to the
community, the front-line employees should be trained in public relations and service
orientation skills and empowered with knowledge of Council and services rendered. This
knowledge should also include the names of contact people within the organisation.
There are four types of skills that should always be taken into account because they are typical in all jobs in both private and public institutions (Chelechele, 2009). These types of skills as identified include:

- **Task skills**: This type of skill is made up of the technical components of all jobs in public and private institutions;
- **Task management skills**: This is the type of skill which is mostly needed for properly managing tasks and prioritising those tasks;
- **Contingency management skills**: These refer to the ability to recognise and properly deal with any irregularities in the immediate working environment, and
- **Job role environment skills**: This type of skill is mostly needed for a person to work well with others within the institution and also for a person to cope well with specific environmental factors.

The State of Local Government in South Africa Overview Report (2009) states that the lack of skills development programmes or committed training in many municipalities has come strongly to the fore. In its submission to the Policy Review Process on Provincial and Local Government, SALGA identified a number of challenges with skills development and capacity building on municipal level, including:

- Under-investment in people, particularly where technical, management and leadership skills are required;
- Assumptions that there are short cuts to acquire specialist skills except through required education and work experience;
- More creative responses are required to address scarce skills, such as partnering with civil society, private sector and shared services options;
- High turnover of staff due to changes in leadership, especially after elections;
- Not enough attention paid to skills required by politicians in terms of governance and associated accredited programmes to build such skills;
- Political influence in appointment process results in politically acceptable appointments at the expense of technical competence; and
- A poor municipal work environment is not conducive to attracting and retaining talented professional.
It is said that there is a possibility that the community’s expectations regarding service might not be met to their satisfaction due to municipality officials’ lack of expertise in other areas of service delivery. This challenge might change when municipalities’ develop a comprehensive skills and training development programme that will equip officials with knowledge and a high level of commitment effort in rendering effective services. The training of officials has become an important aspect of local government. A well-trained official deals with complex issues quickly and efficiently. In an effort to improve the preparedness of local officials, it is important to discover their training preferences. The training of local officials helps to assess ways of improving the efficiency of local government (State of Local Government in South Africa Overview Report, 2009).

Based on the preceding literature review, it is important to investigate whether skills development and training plays a positive role in the job performance of NMBM employees. The following hypothesis is therefore formulated:

H1: Skills development and training exerts a positive influence on the job performance of NMBM employees

2.5.2 Organisational communication

For an organisation to cultivate an environment conducive to empowerment, communication and delegation it is absolutely necessary for manager-leaders to trust team members. Manager-leaders must communicate job descriptions and assignments clearly to their teams and later provide feedback in the form of performance appraisal. They should also guide teams on how assignments must be done and give rewards where due and discipline where applicable Gómez-Mejía, Balkin and Robert (2006). According to Gómez-Mejía, Berrone and Franco-Santos (2010) the management is expected to consult properly in sharing decisions, to give discretionary power, and expressed doubts about the return on time invested in committee meetings. Any management which is unwilling to spend a considerable amount of time in jointly designing, implementing and communicating the bonus formula in gain sharing is almost certainly doomed to failure. If management does not have a strong faith in their employee involvement concept, gain sharing will not work and the essential element of teamwork and communication will not be nurtured.
As illustrated in Figure 2.6 above, the most important role of the manager is to communicate with his subordinates in an unambiguous manner and clearly identify the roles and job responsibilities that each employee must execute (Coetsee, 2003). D’Aprix (2005) states that the importance of creating an organisational climate where communication and dialogue between employer and employee are encouraged at all levels of the organisation can enhance the level of job performance. D’Aprix (2005) further states that employees feel important when the employer creates an open-door policy, where the employee’s ideas and views are recognised and welcomed. Sharing of ideas and engaging employees in work-related decisions contribute positively to the objective of achieving effective and high quality services (Coetsee, 2003). Communication strategies and tactics should, therefore, actively engage and involve employees rather than “talking at them”. Likewise, communication systems and processes must be designed to include bottom-up communication rather than operating purely in “propaganda” mode.

Shockley-Zalabak (2009) defines internal communication as the central process through which employees share information, create relationships, make meaning and “construct” organisational culture and values.

Shockley-Zalabak (2009) states that there are five focus areas of internal communication:
1. **Employee engagement** – helping to connect people to the organisation and to each other;
2. **Communicating the business strategy** – ensuring that all employees are working towards the same goal(s);
3. **Systems and processes** – utilising technology and business processes to facilitate internal communication;
4. **Content** – creating content, plus training and guidelines on content production (e.g., presentation skills, style guide, etc.), and
5. **Research and measurement** – gauging how well people understand the business imperatives and their level of engagement.

The NMBM established its communication policy in 2001 (NMBM December 2001). Communication plays an integral part in the organisation, where information that needs to be implemented is shared between the Council, employees and citizens. The aim of incorporating this policy was to encourage a culture of community participation in governance and to improve Council’s public image. According to the MSA, the definition of municipality is extended to include residents and communities within the demarcation area, working in partnership with the municipality’s political and administrative structures. This relationship is fundamental to sound and effective governance, and the long-term sustainability of local government. The MSA also establishes a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisation change, which underpin the notion of developmental local government.

Therefore, organisational communication plays an important role in job performance, where all stakeholders involved will exchange information and share views, and gives a platform for the employer to clarify the roles each official is expected to execute. This will give an opportunity to employees to improve their job performance and to take ownership and pride in their job. According to Oksiutycz, (2006: 2), both formal and informal ways of communication in an organisation are considered to be part of organisational communication. This views power as a personal or a departmental attribute, and is mostly concerned with increasing the power base of public relations departments or managers through greater participation of the communication practitioners in the decision-making process.

Dolatabadi and Safa, (2010) confirm that when the leadership of an organisation practises the participative leadership role, they create an environment where employer and employee can
relate and communicate about work-related issues, and where employees’ input is valued and recognised. This kind of leadership builds relationships of trust in the working place and creates good team members, where effective performance is almost guaranteed to be achieved. Based on the preceding literature review, it is important to investigate whether organizational communication has a positive effect on the job performance of NMBM employees. The following hypothesis is therefore formulated:

H2: Organisational communication exerts a positive influence on the job performance of NMBM employees

2.5.3 Teamwork

Several concepts of teamwork exist and researchers in the field of working conditions differ in their view of defining what teamwork actually means. Work organisation using teamwork can refer to a wide range of possibilities, such as quality circles, cross-functional teams, self-managing teams or virtual teams. Many employers provide teamwork with varying degrees of autonomy. The concept thus addresses how teamwork has been incorporated into companies’ overall organisational strategy. According Kyzlinková, Dokulilová, and Kroupa (2007) in the European Foundation for the Improvement of Living and Working Conditions, (EFILWC), teamwork in this case is regarded as merely one element of the new forms of work organisation and as an important component of the ‘high performance work organisation’. The study examines the prevalence of specific forms of teamwork. It considers whether teamwork helps to give workers greater autonomy and higher job satisfaction. Moreover, it ascertains whether the presence of teamwork influences the learning environment in an enterprise.

Attention is also paid to the possible negative impacts of teamwork, such as higher work intensity and work overload. The work performance of the team is higher than individual performance and the work requires a broader scope of knowledge, judgement and opinion. The advantages of teamwork include significant productivity growth in the spheres that require creative solving of different tasks, a high degree of adaptability and better operational management. Teamwork also creates an environment that facilitates knowledge and information exchange and so-called knowledge sharing. Other advantages are the ability of
new forms of work in the organisation to increase the potential for innovation that may add value to products or services, moving them into less price-sensitive markets (Pretorius and Schurink, 2007).

Moreover, the ability of new forms of work organisation to increase the employability of workers through multi-skilling and the acquisition of higher competencies in problem solving, communication and team working will help labour market adaptation, and also support new forms of local and regional economic growth and regeneration. However teamwork is not the answer to all company problems and organisational changes usually require interventions at all levels within an enterprise. Policy-makers and decision-makers are better able to fulfil their roles and the teamwork of municipal staff is strengthened, (Kyzlinková, Dokulilová and Kroupa, 2007).

Against the background of the preceding literature review, it is important to investigate whether teamwork plays a positive role in the job performance of NMBM employees. Consequently, the following hypothesis is formulated:

H3: Teamwork exerts a positive influence on the job performance of NMBM employees

2.5.4 Job involvement

Employees who move from one classified position to another classified position, or who are rehired from a layoff list, may serve a trial period. The purpose of probationary and trial periods is to give management an opportunity to determine if the employee is a good match for the position, whether the employee can meet the position's requirements and whether the employee should be allowed to achieve permanent status in the position. During the probationary or trial period it is especially important to monitor and provide feedback on the employee's work performance and behaviour. If you identify performance or behaviour concerns during an employee's probationary or trial service period that counselling and coaching do not correct, review the situation with your unit's HRC to determine if the probationary or trial appointment should be ended. While there is no "just cause" standard for ending a probationary period appointment there are procedures that must be followed and
dates by which action must be taken, see below. Progressive corrective action seeks to affect a positive change in an employee’s performance and/or behaviour.

Addressing employee performance issues can be challenging. However, clear, direct, and timely feedback reinforces expectations and can resolve performance issues before they become more serious. The steps described establish a systematic approach to dealing with performance issues. For management, progressive corrective action maintains order and seeks to ensure universal and departmental policies and work standards are met. For staff members, progressive corrective action documents areas where improvement is needed, sets a course of action, and identifies the consequences if performance expectations are not met. This process helps the employee by establishing predictable and equitable treatment standards, and promotes fair decisions. The success of job performance rests with the leadership showing their support for the model as well as the extent of openness, transparency and the level of involvement by the key stakeholders (Trowler, 2010).

Job involvement has been heavily researched and experts have concluded that it is a different construct from other associated employee engagement constructs. It plays a significant role in obtaining effective performance from employees (Mohsan, Nawaz, Khan, Shaukat, Islam, Aslm, Arslan, Chouhan and Niazi, 2011). Job involvement builds self-confidence in an individual, where he/she will feel competent enough to be trusted in performing such work. The construct of job involvement is comparable to organisational commitment as these two concepts are related to employees’ identification with their job (Chughtai, 2008). Job involvement and performance are directly linked where effective or ineffective work performance of an employee can also be caused by personal matters which can enhance or withdraw an employee’s engagement in the job and organisational goals (Mohsan, et al 2011).

Against the background of the preceding literature review, it is important to investigate whether job involvement has a positive influence on the job performance of NMBM employees. The following hypothesis is therefore formulated:

H4: Job involvement exerts a positive influence on the job performance of NMBM employees
2.5.5 Recognition

Lamar (2010) claims that local government employees have a need for recognition and accomplishment. Lamar (2010) supports this statement by asserting that the municipal officials position themselves by placing their own recognition and achievement first. This results in municipal officials who are motivated by public service conditions and norms, which most of the time are less responsive to incentive rewards than their counterparts outside the public sector.

On the other hand, Lamar (2010) further states that a lack of transparent and clear employee performance areas results in less recognition compared with those officials whose responsibilities are explained and outlined clearly. Richman, Civiana, Shannon, Hill, and Brennan, 2008 state that employees can feel recognised when the organisation creates opportunities for such things as career growth, autonomy and trust in the employees when they are performing their tasks. Saunders, Lewis, and Thornhill, (2009) state that while managers know the impact employee recognition can have on employees, little over half of the respondents in their study indicated their organization's recognition programmes were good to excellent. Few managers consistently receive recognition themselves, which makes it hard to allow for expectations or how to give recognition. Managers are given few supports in the way of education, communication and encouragement regarding employee recognition. At the same time there is no accountability required of managers for giving proper and effective employee recognition. Policies governing effective recognition are found in organizations with a strong, supportive culture. While a majority of organizations claim to have vision and mission statements, there is some question as to how well they are known. Far fewer organisations have a written set of values, which can strongly support leadership behaviors such as giving employees recognition. A poor degree of communication is reported for all recognition initiatives. While a greater degree of emphasis in communication is placed on formal awards programmes, this is clearly limited and insufficient.

Brun and Dugas (2008) state that to respond to the limits of re-engineering work processes and to the requirements of organisational productivity and efficiency, numerous researchers have examined the impact of motivation to work on performance. These studies quickly highlighted employee recognition as an essential component of motivation, as well as the need to put forward an intrinsic and extrinsic motivation model specific to the world of work.
These authors assert that organizational performance is determined by gaining intrinsic and extrinsic rewards. However, the goals of research on motivation are no longer limited solely to the achievement of work performance but have evolved to respond to new management concerns related to employee commitment, turnover, mental health in the workplace and recognition. Moreover, the modern work environment forces managers and employees to respond to unfamiliar and often contradictory demands, which can make it a real challenge to achieve consistency and balance. The multiple adjustments they have to make, along with the extra effort they put in to perform increasingly complex and burdensome tasks, compound their need for true recognition.

The NMBM (2012) on Performance Management allows for regular planning, monitoring, evaluating, reviewing and reporting of performance at both organisational and individual levels, and also allows for an effective response to substandard performance and the recognition and rewarding of outstanding performance. This Policy seeks to give effect to the duties imposed on the Nelson Mandela Bay Municipality by legislation and to translate the Municipality’s vision, mission and integrated development strategy into tangible and measurable performance outcomes by ensuring recognition and reward for excellence achieved the application of recognition and reward strategies for good performance, and remedial measures in areas of underperformance.

A financial reward based on a once-off payment equivalent to the general cost of living increase for the particular year, calculated on the cash benefit portion of that employee’s annual remuneration package, may be paid to a Non-section 57 employee in recognition of outstanding performance. The performance bonus, based on affordability, may be paid to deserving employees after:

- The Municipal Annual Report for the financial year under review has been tabled and adopted by the municipal council;
- A formal performance assessment in line with the requirements of the policy has been performed for the same financial year under review; and
- Council has approved the recommended performance bonuses as reward for outstanding performance.
According to Brun and Dugas (2008), there are four non-exclusive approaches to employee recognition: (1) the ethical perspective; (2) the humanistic and existential view; (3) the work psychodynamics school; and (4) the behavioural outlook. These in turn are expressed through four employee recognition practices (see Figure 2.7): (a) personal recognition; (b) recognition of work practices; (c) recognition of job dedication; and (d) recognition of results. These four recognition practices fulfill a variety of staff needs: on the one hand, to be recognised as full-fledged individuals, and on the other, to be appreciated as workers capable of being committed to their jobs, to invest time and energy in them, to perform their duties competently and to deliver concrete results. Based on the preceding literature review, it is important to investigate whether recognition is an important positive determinant of the job performance of NMBM employees. The following hypothesis is therefore formulated:

H5: Recognition exerts a positive influence on the job performance of NMBM employees

2.5.6 Pay and rewards

Gómez-Mejía et al (2010) assert that employers must strategise on building an organisational culture where values and payment procedures will be communicated clearly to the employees. Organisational culture will assist the organisation in developing its compensation strategies that will be applied around the board with the aim of achieving the best organisational performance. According to Johari and Yahya (2009), performance measures, such as compensation appraisal, offer higher reliability in evaluating performance. Monis (2011) suggests that rewards motivate employees to be committed to performing tasks of quality that will have positive outputs in the organisation. Contrary to the above statement, Arnolds et al. (2010) assert that selection strategy and implementation of motivational
rewards towards building enthusiastic commitment, excellence and winning attitudes among employees is still a challenge.

Nienaber, Bussin and Henn (2011) state that there are a number of reward systems used by organisations, called intrinsic (tangible) and extrinsic (intangible) rewards. Reward systems are considered to be one of the tools management can implement in achieving employee engagement resulting in high expected performance. They further state that top talent employees are more interested in extrinsic rewards, where their innovative efforts and commitment toward their tasks are recognised by leader-managers. Gómez-Mejia et al (2010) point to the paramount importance of gain sharing because of its intrusive nature in organisational life, unless complemented by a strong individual-based contingent plan; any organisation will be taking a huge risk implementing a participative reward system if individualism and competition are important values of the organisation’s culture. It may be that, in fact, gain sharing is introduced in an attempt to reorient the existing value structure, to make it less competitive and more cooperative. However, when combining it with individual incentives may be wise to allow for a gradual transition and thus decrease resistance.

Against the background of the preceding literature review, it is important to investigate the role of pay and rewards in the job performance of NMBM employees. Consequently, the following hypothesis is formulated:

H6: Pay and rewards exert a positive influence on the job performance of NMBM employees

Figure 2.7 provides a graphical illustration of the hypothesised relationships discussed above.
2.6 CONCLUSION

This chapter has focused on a literature review concerning job performance and the other independent variables the researcher selected in order to investigate the obstacles that are still hindering effective service delivery in the NMBM. This chapter reflects previously researched discussions and legislative requirements that have been established for the purpose of enhancing job performance in the public sector and in the NMBM. It is therefore imperative for any local government to adhere to the policies and legislation already available in assisting to enhance their level of service delivery. The relevant regulations also require that the performance of employees of local government, NMBM in this case, is measured in all government spheres to determine the quality of service delivery, integration of social and economic developments and interrelations between the municipality and its customers. The failure in delivering satisfactory services results in community protests.

The chapter highlights selected factors that are proposed to improve employee job performance in the NMBM. A literature overview was provided in support of the hypothesised relationships between the independent variables (selected determinants) and the dependent variable (employee job performance). In the next chapter, the research methodology used to investigate these hypothesised relationships is discussed.
CHAPTER 3

THE METHODOLOGY OF THE STUDY AND EMPIRICAL RESULTS

3.1 INTRODUCTION

Chapter Two embodied a literature review containing theoretical and empirical information regarding the primary research approach and secondary objectives that have a synergy with the aim of improving employee job performance in the NMBM. The literature review indicated that there is a gap between NMBM and tools that will assist NMBM employees to execute their job performance to the satisfaction of the customers. These researched questions reflect tools utilised in building blocks that determine the process of enhancing effective job performance executed by employees of the NMBM. The researcher gathered the findings from government reports and other previously researched studies in an attempt to arrive at a sustainable strategy that would equip the NMBM employee in performing their jobs to the satisfaction of the customers and all other stakeholders.

Chapter Three provides details on the research approach and methodology applied in the study. The officials of the NMBM were identified as the target audience and they were surveyed for the purpose of collecting their views regarding the main question of this study.

According to Collis and Hussey (2009), methodology is the technique used to collect and analyse data. This may be defined as an approach that denotes the procedure of the research surrounded by a body of methods. They further state that a comprehensive conceptual model that will provide a road map must be formulated by the researcher of the study. According to Creswell (2009), research methodology is defined as the philosophical framework that provides the researcher with authority to gather data and determine the reliability and accuracy of the study. Creswell (2009) further states that research methodology is a strategy to investigate the essential philosophy behind the research design and data collection.
3.2 RESEARCH APPROACH

In scientific research, a study could be located on a continuum ranging from the qualitative to the quantitative research approaches.

3.2.1 Positivistic/Quantitative approach

The positivistic paradigm is the theoretical idea which was first established and developed by the French philosopher August Comte. August Comte’s main purpose behind the idea was to highlight the significance of noting true knowledge which is not merely about questioning but it is about the source of description (Storkerson, 2010). According to Bryman and Bell (2007), quantitative approach focuses on social reality; where true knowledge collected can be observable measured over positive facts and understanding of human behaviour. Describing the experiences and experiments of people will determine the reality of how they conduct their daily lives. This can be achieved by performing deductive or statistical testing from suggestions gathered and objectively analyse the reality and validity of the results from participants.

According to Creswell (2009), the quantitative research design is the standard experimental method of most scientific disciplines. He further states that experimental methods use traditional mathematical and statistical methods to measure results received from participants conclusively. Hypotheses to be proven are a standard format used and generated in quantitative research. The research design is the tool which is used in making sure the hypotheses are provable by mathematical and statistical methods (Creswell, 2009). According to Evans (2010), the quantitative research approach is useful for testing the results gained by a series of qualitative experiments, leading to a final answer, and narrowing down possible directions to be taken in follow up research.

William (2007) concurs with the above statements and states that a quantitative research design is utilised to confirm the legitimacy of the results and for proving or disproving a hypothesis. Williams (2007) states that quantitative research is categorised into three facets and they are: (1) descriptive, (2) experimental and (3) causal comparative facets. Williams (2007) further states that descriptive research is based on observational basis and it occurs when a statistical investigation is conducted to establish if there is a relationship between two
or more variables in order to measure the correlation between those phenomena. Collis and Hussey (2009) state that quantitative approach requires the researcher to collect information from a large sample of participants and in order to produce findings with high reliability but low validity is sometimes generalised from sample to the population. Creswell (2009) agrees to the fact that quantitative approach provides the researcher and the respondents with the processes of interview to be conducted and the completion of questionnaire distributed where findings gathered will be evaluated and analysed statistically. Therefore quantitative research methods are also utilized to generate statistical analyses through evaluative scales to inform the participants and the researcher about the interview process.

Williams (2007) suggests that quantitative research can be used in response to relational questions of variables within the research. “Quantitative researchers seek explanations and predictions that will generate to other persons and places. The intent is to establish, confirm, or validate relationships and to develop generalizations that contribute to theory”. Therefore, as shown in Figure 3.1, the quantitative and qualitative research methods investigate and explore the different claims to knowledge and both methods are designed to address a specific type of research question.

**FIGURE 3.1 RESEARCH APPROACHES**

![Quantitative and Qualitative Research Approaches Diagram](Gerber_2011)

Source: Gerber (2011).
While the quantitative method provides an objective measure of reality, the qualitative method allows the researcher to explore and better understand the complexity of a phenomenon. The researcher made use of the quantitative approach and followed the deductive approach in this study for the benefit of attracting more respondents with an aim of testing and receiving the most reliable findings. This study also presented statements of what constitutes the mixed methods approach when conducting research. Although each approach seeks to validate sensory knowledge as truth, neither is absolute in its form.

### 3.2.2 Qualitative approach

The qualitative approach was first developed by Edmund Husserl in the 1890s with a view to researching the true meaning of things performed and experienced by human beings as a true source of gathering information (Bryman and Bell, 2007). Qualitative research uses different techniques to explain, understand and interpret the experience gained by human beings and their behaviour from direct interaction with the phenomena (Binza, 2009). Creswell (2009) states that researchers of this kind must maintain a subjective view as they use an inductive style and focus on how human capital behaves and the importance of translating the complexity of a situation. He further asserts that this type of research requires the researcher to gather information from the participants’ location/areas where interviews with targeted focus groups will be conducted by the researcher.

According to Collis and Hussey (2009), the qualitative approach often produces results with low reliability but with high validity because it requires the researcher to collect information from a small sample of participants. They further state that the quantitative approach provides the researcher with an intrinsic part of the research but does not give the researcher independence from what is investigated in the research. Qualitative research is sometimes referred to as the interpretative approach and regards every event as a unique incident and is an inductive process with a view to providing interpretive understanding of social phenomena within a particular context (Sekaran and Bougie, 2010).

The dominant approach in this investigation is the quantitative approach, which is sometimes referred to as a positivistic paradigm, based on the following factors:
- The researcher must observe the current situation in the NMBM workplace that has an impact on lower than expected employee performance as a proof of the need for the topic to be investigated;

- The researcher must observe how job performance is currently executed and look at challenges that are causing the problem of ineffective job performance, and

- The researcher must test and measure the correlation between independent variables and the dependent variable and challenges affecting these variables (refer to Figure 1.1 in Chapter One).

In Figure 3.2 Collis and Hussey (2009) illustrate the clockwise chronological levels of data collection and they further show that questionnaire assessment used in conjunction with the variables being studied is one of the methods utilised in the research study in order to analyse the authenticity of the results collected from respondents by the quantitative approach. Invalid research results will be found if the processes of data collection are done incorrectly. Investigators collect quantitative data by implementing tools that measure individual performance and attitudes. The data collected in the quantitative study take the form of numbers and progress summaries (Collis and Hussey, 2009).

**FIGURE 3.2 DATA COLLECTION PROCESS**

Source: Collis and Hussey (2009)
3.3 THE SAMPLE

According to Creswell (2009) sampling is the technique of selecting a suitable sample from the representative part of a large population in determining the parameters for the purpose of the investigated study. Sampling is divided into two categories namely: probability sampling, (objective) which involves random selection and non-probability sampling, (subjective), which does not involve random. Creswell (2009) further explains population as a group of large participant, individuals or items where a sample is randomly selected from, for survey and measuring purposes of the desired study of the researcher. Shehata (2010) states that, in the research study a sample is selected from a large group of collective facets that have similar characteristics, called population.

According to Evans (2010), there are two types of sample designs, namely probability and non-probability sampling. These are briefly discussed below. Evans (2010) further states that probability sampling is sometimes referred to as random sampling and consists of systematic sampling and stratified sampling (refer to Figure 3.3). On the other hand, non-probability sampling, which is sometimes referred to as non-random sampling, includes snowball sampling, judgment sampling, convenience sampling and quota sampling, as shown in Figure 3.4.

3.3.1 Probability sampling

Probability sampling consists of the following sampling designs:

Simple random sampling is a form of probability sampling that provides equal chance to every facet in the population to be selected in forming the sample the researcher has targeted for the survey. It is therefore referred to as an equal probability selection method (EPSEM).

Stratified sampling is a type of probability sampling that is used when the total population of the target audience is separated proportionally and into homogeneous segments known as strata. The researcher will select the sample from each homogeneous segment. All the selected samples from the various strata will then be consolidated to form one big targeted sample. This sampling procedure is sometimes referred to as “quota random sampling.” Table 3.1 below illustrates the difference between stratified and quota sampling.
Systematic sampling (or interval random sampling) is a form of probability sampling that is performed by first selecting the sample randomly from the population. After this, the researcher will use a fixed strategy, known as systematic sampling, to select the targeted sample audience until reaching the size of the sample that is targeted.

Cluster sampling is a form of probability sampling that is performed by selecting a sample from different groups of the population known as clusters. Therefore cluster sampling is the selection for the sample of population elements in groups, not individually.
### 3.3.2 Non-probability sampling

For the purpose of this study, the researcher identified NMBM as an organisation where the targeted participants are selected from a population already known by the researcher. The researcher used the non-probability sampling method and convenience sampling, also known as purposive sampling, because the target participants were easily accessible and known by the researcher. The researcher believes that the sample of 200 participants in this study is big enough for a survey with findings that will reflect the accurate, reliable and valid opinions and experiences of the target audience.

**Convenience sampling**: Such sampling is used mostly during the elementary stages of research in order to determine a total approximation of the truth. The researcher is interested in conducting a survey using this method because it is inexpensive, requires less time in selecting the random sample as the participants are known and convenient to the researcher.

### TABLE 3.2 NMBM EMPLOYEES’ RESPONSES FROM DIFFERENT DIRECTORATES

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Number of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget and Treasury</td>
<td>72</td>
<td>36%</td>
</tr>
<tr>
<td>Chief Operating Office</td>
<td>11</td>
<td>5.5%</td>
</tr>
<tr>
<td>Constituency Coordinator</td>
<td>1</td>
<td>0.5%</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>43</td>
<td>21.5%</td>
</tr>
<tr>
<td>Economic Development &amp; Recreational Services</td>
<td>1</td>
<td>0.5%</td>
</tr>
<tr>
<td>Electricity and Energy</td>
<td>14</td>
<td>7%</td>
</tr>
<tr>
<td>Housing and Land</td>
<td>1</td>
<td>0.5%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>1</td>
<td>0.5%</td>
</tr>
<tr>
<td>Human Settlement</td>
<td>9</td>
<td>4.5%</td>
</tr>
<tr>
<td>Infrastructure &amp; Engineering</td>
<td>12</td>
<td>6%</td>
</tr>
<tr>
<td>Municipal Information System</td>
<td>1</td>
<td>0.5%</td>
</tr>
<tr>
<td>Municipal Manager’s Office</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td>Public Health</td>
<td>12</td>
<td>6%</td>
</tr>
<tr>
<td>Safety &amp; Security</td>
<td>19</td>
<td>9.5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>200</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The researcher of this study selected this type of sampling for the main reasons mentioned above. The sample was selected from a population of NMBM officials working in the same government institution as the researcher. It was convenient for the researcher to conduct a
survey in this group of participants due to less time being required for selecting the sample and because most of the participants worked in buildings close to where the researcher works. The researcher did not experience any problems in distributing the questionnaires to the target participants because the approval letter requesting NMBM officials to participate was drawn up and signed by the Chief Operation Officer (COO). The questionnaires were completed by various NMBM employees working from different directorates (refer to Table 3.2 above).

According to Evans (2010), supported by Delafrooz, Paim and Khatibi (2009), there are other types of non-probability sample designs which are briefly discussed as follows:

Judgement sampling: This is used as an extension of convenience sampling and the investigator often conducts the survey using this method when the sample is selected on the basis of judgement.

Quota sampling: This is equivalent to stratified sampling and the researcher uses this sampling design to identify strata and their proportions as they are represented in the population.

Snowball sampling: When there are unusual characteristics in the desired sample, the investigator uses snowball sampling. Snowball sampling relies on referrals from initial subjects to generate additional subjects.

**FIGURE 3.4 TYPES OF NON-PROBABILITY SAMPLING**

Source: Collis and Hussey (2009).
In this study, the researcher used convenience sampling to select a sample of 250 respondents from the large population of about 2 000 NMBM employees. The sample was stratified to include all occupational levels including the executive mayor, portfolio councillors, executive directors, and financial officers, operating officers, chiefs of staff, directors, assistant directors, senior managers, professionals and blue collar staff. Two hundred and fifty questionnaires were distributed, but only 200 usable questionnaires were returned, producing a response rate of 80%.

3.3.3 Demographic composition of the current sample

The next section, tables and figures explain the demographic composition of the current sample.

### TABLE 3.3 DEMOGRAPHICS OF THE RESPONDENTS

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Total number of responses</th>
<th>Total Percentage of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29</td>
<td>32</td>
<td>16%</td>
</tr>
<tr>
<td>30-39</td>
<td>52</td>
<td>26%</td>
</tr>
<tr>
<td>40-49</td>
<td>49</td>
<td>23%</td>
</tr>
<tr>
<td>50-59</td>
<td>56</td>
<td>26%</td>
</tr>
<tr>
<td>60+</td>
<td>11</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Total number of responses</th>
<th>Total Percentage of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;5 years</td>
<td>48</td>
<td>24%</td>
</tr>
<tr>
<td>5-9 years</td>
<td>48</td>
<td>24%</td>
</tr>
<tr>
<td>10-14 years</td>
<td>22</td>
<td>11%</td>
</tr>
<tr>
<td>15-20 years</td>
<td>34</td>
<td>17%</td>
</tr>
<tr>
<td>20-24 years</td>
<td>10</td>
<td>5%</td>
</tr>
<tr>
<td>25+ years</td>
<td>38</td>
<td>19%</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experience</th>
<th>Total number of responses</th>
<th>Total Percentage of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;5 years</td>
<td>45</td>
<td>23%</td>
</tr>
<tr>
<td>5-9 years</td>
<td>24</td>
<td>20%</td>
</tr>
<tr>
<td>10-14 years</td>
<td>20</td>
<td>12%</td>
</tr>
<tr>
<td>15-20 years</td>
<td>31</td>
<td>16%</td>
</tr>
<tr>
<td>20-24 years</td>
<td>15</td>
<td>8%</td>
</tr>
<tr>
<td>25+ years</td>
<td>25</td>
<td>12%</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 3.3 shows that the sample consisted of more middle-aged officials (between ages of 40-59), adding up to 53%, compared with the younger generation (between ages of 20-39) who made up 42% in total of the sample. There is only 5% of the sample who are above the age of 60, approaching their pensions. The NMBM has an opportunity in this instance to attract young and innovative employees with scarce skills in order to contribute an effective job performance that will enhance the level of delivering high quality services to its customers.
Table 3.3 further indicates that the NMBM has been employing mature officials and retaining loyal employees while most employees with longer experience have been comfortable working in their current designation for many years. This analysis indicates that 48% and 49% of the sample are employees with less than 10 years’ tenure and experience at work respectively.

**FIGURE 3.5 RESPONSES BY LEVEL OF EDUCATION**

![Responses by level of Education](image)

Figure 3.5 reveals that the majority of the participants to whom the questionnaires were distributed obtained a diploma as their highest educational qualification while the participant who had been awarded a PhD was the only one. This figure 3.5 clearly shows that the NMBM is still lacking in attracting and recruiting employees with high qualifications and scarce skills that have the ability and potential to execute and enhance the level of effective job performance. Concurring with this statement, Watson and West (2006) state that in order for the organisation to achieve enhanced and effective job performance and to deliver high-quality services, the employers need to recruit and retain employees who have skills and knowledge in their work field and employees who can actually utilise and incorporate their gained skills practically. Therefore, the NMBM management needs to encourage its employees (especially those with below matric qualifications), by providing them with relevant training that will enhance their level of savvy and must also appoint employees to suitable positions where their knowledge and skills will be better utilised and be reflected in their job performance. Figure 3.6 show that the questionnaires were completed by 52% males and 48% females from the targeted sample who participated in the survey.

This also reflects that the questionnaires were distributed with an aim of accommodating both genders fairly and the rates almost accurately reflect the population of the officials employed...
in the NMBM, even though there are more female than male officials. The researcher also found that males were more willing to participate in the completion of the questionnaire than most females during the questionnaire distribution survey.

**FIGURE 3.6 RESPONSES RATE BY GENDER**

![Responses Rate by Gender](image)

### 3.5 THE MEASURING INSTRUMENT AND DATA ANALYSIS

According to Mohan, McGregor, Saunders and Archee (2008), the target audience is required to provide the researcher with information and their opinions based on the surveys distributed by means of questionnaires so that the findings received from the research conducted will elicit social and economic facts with reliability and validity. They further state that questionnaires can be used as part of the research interview and can assist the researcher to develop a structure for the interview. Concurring with this statement, Creswell (2009) states that the relational questions of variables within the research form part of the quantitative research. In addition he states that quantitative researchers’ intentions are to seek information and predictions that will confirm reliability and validate relationships that will contribute to the literature and these findings can be predictive, explanatory and confirming.

Sekaran and Bougie (2010) explain data analysis as the process performed by the researcher when all the data have been collected from the sample. They further state that, the importance of data analysis is to provide sustainable, accurate and complete data results that can be reliable in future referrals.

A questionnaire consisting of closed-ended questions was used to measure the variables in the hypothesised model, namely employee job performance as the dependent variable and
skills development and training, organisational communication, team work, job involvement, recognition, and pay and rewards, as independent variables. The questionnaire was divided into two sections, where section A consisted of fifty-two (52) closed-ended questions based on the dependent and independent variables, and section B consisted of the classification (demographic) data. All the Section A statements were anchored to a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree.

Statements used to measure job involvement and job performance were sourced from Arnolds (1995), while statements to measure recognition, pay and rewards, and fringe benefits were sourced from Arnolds (1999).

### 3.6 PILOT STUDY

Saunders et al. (2009) assert that pilot testing plays an important role in the research study for the purpose of testing the reliability and content validity of the study by randomly selecting a few respondents’ questionnaires from the sample. A total of 25 questionnaires were distributed as a pilot to the officials of three sub-directorates of the Budget and Treasury Directorate in the NMBM.

#### TABLE 3.4 CRONBACH ALPHAS OF PILOT STUDY

<table>
<thead>
<tr>
<th>Measuring instruments</th>
<th>Cronbach alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational communication</td>
<td>0.70</td>
</tr>
<tr>
<td>Job involvement</td>
<td>0.56</td>
</tr>
<tr>
<td>Job performance</td>
<td>0.82</td>
</tr>
<tr>
<td>Satisfaction with fringe benefits</td>
<td>0.78</td>
</tr>
<tr>
<td>Recognition</td>
<td>0.84</td>
</tr>
<tr>
<td>Skills development and training</td>
<td>0.68</td>
</tr>
<tr>
<td>Team work</td>
<td>0.85</td>
</tr>
</tbody>
</table>

The researcher tested the content validity of the data as measured by the measuring instruments by requesting the respondents to comment on the content of the questionnaire statements on the Likert-scale. The initial reliability of data produced by the instruments was assessed by calculating the Cronbach alpha coefficients of the data. Table 3.4 shows that all
Cronbach alphas are above 0.50, which is acceptable for exploratory research such as this study.

The results for the final study are shown in Table 3.5 below.

### TABLE 3.5  CRONBACH ALPHAS OF THE FINAL STUDY

<table>
<thead>
<tr>
<th>Measuring instruments</th>
<th>Cronbach alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational communication</td>
<td>0.78</td>
</tr>
<tr>
<td>Job involvement</td>
<td>0.54</td>
</tr>
<tr>
<td>Job performance</td>
<td>0.74</td>
</tr>
<tr>
<td>Satisfaction with fringe benefits</td>
<td>0.86</td>
</tr>
<tr>
<td>Recognition</td>
<td>0.84</td>
</tr>
<tr>
<td>Skills development and training</td>
<td>0.82</td>
</tr>
<tr>
<td>Team work</td>
<td>0.79</td>
</tr>
</tbody>
</table>

Based on the initial reliability and validity properties of the data, as produced by the measuring instruments, the actual final study was conducted with the results shown above. The next section reports on the results of the final study.

3.7 THE EMPIRICAL RESULTS – RELIABILITY AND VALIDITY OF DATA

The first step in the conducting of the data analyses in the final study was to assess the reliability and validity of data. This required that the reliability and validity of the measuring instruments had to be assessed. According to Cooper and Schindler (2008), reliability is defined as the degree to which a measuring instrument is free from random error and consistent results are obtained. They further state that the ability of an instrument tested to provide the same results when the same variable is tested, indicates consistency and reliability of that measuring instrument. Reliability specifies accuracy and correctness of the measuring process and can be expressed in terms of stability, equivalence and internal consistency (Cooper and Schindler, 2008). Reliability is further discussed in section 3.7.1 of this study in detail.
Saunders et al. (2009) state that validity is the extent to which the measurement results truly represent the concept. They further state that validity represents the ability of a scale to measure what it is intended to measure. There are two types of validity, namely the internal and the external validity, where the internal validity guarantees that the investigator’s research design is guided by the principles of cause and effect. On the other hand, external validity is more about generalisation (Zikmund et al., 2010). According to Zikmund et al. (2010), there are four possible situations to determine the reliability and validity of the measuring instruments on target, as shown in Figure 3.5 below.

**FIGURE 3.7 RELIABILITY AND VALIDITY ON TARGET**

![Diagram showing four possible situations for reliability and validity](image)

Source: Adapted from Zikmund et al. (2010)

In the first instance: “Reliable not valid” indicates that you are hitting the target consistently, but you are missing the centre of the target. That is, you are consistently and systematically measuring the wrong value for all respondents. The second illustration: “Valid not reliable” shows hits that are scattered and randomly spread across the target. You seldom hit the centre of the target but, on average, you are getting the right answer for the group (but not very well for individuals). In this case, you get a valid group estimate, but you are inconsistent.

The third scenario: The measuring instruments are neither reliable nor valid when your hits are spread across the target and you are consistently missing the centre. The fourth case: This shows that the measure is reliable and valid because you consistently hit the centre of the target.

The results of the measuring instruments in this study were tested and analysed as valid and reliable based on the responses the participants provided. The empirical results were drawn from processes engaging the participants to complete open-ended statements in the
questionnaires distributed to them in the various directorates of the NMBM, as previously indicated in this study. This study was performed with the quantitative approach and, according to Saunders and et al. (2009), quantitative research relies on deductive reasoning and makes use of a variety of empirical results to be analysed by various statistical techniques that range from providing simple descriptions of the variables involved, to establishing statistical relationships among variables through complex statistical modelling.

### 3.7.1 The reliability of the data

Reliability refers to the key issue of detecting and analysing the accuracy and credibility of the findings. It is the extent to which the data collected will be found to be consistent, relevant and valuable when the results of the research are re-used under similar methodology. The most effective method used to test the reliability of the research instrument is the Cronbach alpha and this method reveals overall consistency indices of 0.92 and 0.91 indicating a high coefficient internal consistency (Tavakol and Dennick, 2011). They further describe reliability as being concerned with internal consistency; that is, whether data collected, measured or generated will produce similar results under repeated trials.

According to Sekaran and Bougie (2010), reliability is the dominant factor that influences the credibility and authenticity of the research results. They further state that consistency of the measuring device must be obtained from the results with indications of accuracy, stability, internal consistency and freedom from random errors. According to Collis and Hussey (2009), a study can be confirmed as reliable when the researched information conducted can be used for future references and referrals where the same results and implications will be achieved. They further state that the descriptive research must be not too long or too large for the research to be concluded as reliable. Concurring with the above-mentioned statement, Bryman and Bell (2008) state that reliability used in the study must refer to fundamentals that are consistent with measures which allow for replication of the same results when similar studies are carried out.

Saunders et al. (2009) concur with Zikmund et al. (2010) that there are four general classes of reliability estimates, each of which estimates reliability in a different way. Approaches or methods for the estimation of reliability have been researched in numerous studies and
research expects have identified four approaches for the estimation of reliability which are briefly discussed below:

*The determination of stability / test-retest method*

According to Zikmund et al. (2010), the test-retest method signifies a repeatability measure. They further state that the test-retest method is utilised to determine stability by administering the same scale of the same participants at two different periods to determine reliability. They further state that the results of the study in this method should be more or less the same when the test is performed more than once under the same conditions. This method of estimating test reliability assesses the consistency of a measure on different occasions in the survey.

*The determination of equivalence/ split-half method*

The split-half method of checking reliability is performed by taking half the item from a scale and checking its results against the results from the other half. The two scale halves should produce similar scores and correlate highly. The problem with the split-half method lies in determining the two halves (Zikmund et al. 2010).

*A combination of the stability and equivalence approaches / Cronbach alpha*

According to Cooper and Schindler (2008), reliability coefficients quantify the stability among the multiple measurements on a scale from 0 to 1. Zikmund et al. (2010) state that the Cronbach alpha or coefficient alpha is the most frequently used measuring tool when the questionnaire of the survey is designed on a Likert scale. They further state that the coefficient is used to assess the degree to which different observers give consistent estimates of the same phenomenon. The Cronbach alpha validates the reliability of the study even if the different items are converging.

Zikmund et al. (2010) consider fair reliability as a Cronbach alpha of 0.60 and the values above 0.70 as an indication of good reliability. The initial alpha values of the measuring
instruments depicted in Table 3.6 show that they are all above 0.60, except job involvement (0.54). The job involvement statement, item JOB6, was deleted to improve the alpha value to 0.70. The final alpha values depicted in Table 3.6 were all 0.70 and above, which means that the data used for subsequent analyses were all reliable.

### TABLE 3.6 CRONBACH ALPHA RESULTS

<table>
<thead>
<tr>
<th>Measuring instruments</th>
<th>Initial Cronbach alpha</th>
<th>Item deleted</th>
<th>Final Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational communication</td>
<td>0.78</td>
<td>N/A</td>
<td>0.78</td>
</tr>
<tr>
<td>Job involvement</td>
<td>0.54</td>
<td>JOB6</td>
<td>0.70</td>
</tr>
<tr>
<td>Job performance</td>
<td>0.74</td>
<td>N/A</td>
<td>0.74</td>
</tr>
<tr>
<td>Satisfaction with fringe benefits</td>
<td>0.86</td>
<td>N/A</td>
<td>0.86</td>
</tr>
<tr>
<td>Recognition</td>
<td>0.84</td>
<td>N/A</td>
<td>0.84</td>
</tr>
<tr>
<td>Skills development and training</td>
<td>0.82</td>
<td>N/A</td>
<td>0.82</td>
</tr>
<tr>
<td>Team work</td>
<td>0.79</td>
<td>N/A</td>
<td>0.79</td>
</tr>
</tbody>
</table>

#### 3.7.2 The validity of the data

Validity is defined as the degree to which an instrument measures what it was intended to measure. In addition, validity is premised on the assumption that what is being studied can be measured or captured, and seeks to confirm the truth and accuracy of any findings or conclusions drawn from data which indicates that the conclusions drawn are trustworthy and that the methods warrant the conclusions (Hesse-Biber and Leavy, 2011). They further state that there are internal and external validity measures where internal validity is the measure of accurateness of the study considering the effects of unrelated variables. A threat to the validity of a design would cause a false positive or false negative outcome. One threat to the internal validity is the failure of the participants to answer the questions in the survey truthfully. On the other hand, external validity relates to the extent to which the outcome of the study generalises the results beyond the sample used.

According to Saunders et al. (2009), validity must truly represent a concept of measuring instrument. Therefore, validity must represent the results of the measuring instrument it is supposed to measure in order to provide accurate results. There are two types of validity namely: (1) external validity is about generalization and (2) internal validity ensures that a
The researcher’s research design closely follows the principle of cause and effect (Saunders et al., 2009).

According to Zikmund et al. (2010), validity is the extent to which a score truthfully represents a concept or the degree to which a test measures what it is designed to measure. Validity refers to the extent to which measurements accurately reflect reality or the truth, and reliability is the extent to which the application of scale produces consistent results if repeated measures are taken. According to Anderson (2004), no one project is going to be able to produce findings that are 100 percent reliable and valid. Even so, it is necessary to address these issues in order to be able to determine an approach to data-gathering that indicates that an attempt was made to take an open-minded approach to gathering data, that steps were taken to minimise limitations of the study and to maximise its credibility.

Validity is considered to be the single most important attribute of a measuring instrument, (Zikmund et al. 2010). There are four types of validity that are considered to be important in psychological measurement and are discuss below as follows:

**Content validity**

According to Zikmund et al. (2010), content validity refers to the degree to which the instrument items represent the domain or universe of the trait or characteristic measured. It makes sure that a measure includes an adequate and representative set of items to cover a concept.

**Criterion-related validity**

Criterion-related validity is indicative of the ability of an instrument in predicting or estimating a criterion. This type of validity includes two types of validity, namely predictive and concurrent validity. Predictive validity refers to the ability of the measure to forecast the presence or absence of the trait in the future (Sekaran and Bougie, 2010).

**Construct validity**

It gives an indication of the degree of the relationship between the instrument and the construct being measured. This type of validity answers the question: What is the nature of the underlying variable or construct? Construct validity therefore indicates whether the scale measures what it was designed to measure (Bryman and Bell, 2008).
Face validity

Face validity refers to the subjective content accepted by experts in the field of study on what apparently reflect the concept being measured. When the measuring instrument is established for the first time, the researcher must create the face validity (Zikmund et al., 2010).

Convergent validity

When two measuring instruments, measuring the same construct, are used and the results compared, the latter should converge (Sekaran and Bougie, 2010).

Discriminant validity

According to Zikmund et al. (2010), discriminant validity is the degree to which the operational definition is able to discriminate between the target construct and closely related variable which are conceptually distinct. They further state that, it represents how unique or distinct is a measure, a scale should not correlate too highly with a measure of a different construct. An exploratory factor analysis (EFA) is often conducted to assess the discriminant validity of data.

Saunders et al. (2009) state that exploratory factor analysis attempts to bring inter-correlated variables together under more general, underlying variables. Therefore the main objective of the factor analysis is to minimise the number of measurements to limited number explaining a particular phenomenon or variable. Table 3.7 shows the EFA results of the present study. In all the EFA analyses, the Principal Components method of extraction and Varimax Raw rotation were specified.

Table 3.7 shows that that seven RECN items loaded on factor 1. These items were all measures of recognition and this variable is therefore label as such.

Factor 2 attracted three job involvement items, namely JOB1, JOB2 and JOB4. This latent variable was therefore labelled as job involvement.

Four PYFB (fringe benefit) items loaded on Factor 3. This factor was consequently labelled fringe benefits.

Two job involvement items, JOB3 and JOB5, as well as one RECN item (RECN3) loaded on Factor 4. The content of these items describe aspects of jobs relating to job image or prestige. This factor was therefore labelled job prestige.
Factor 5 attracted items PYFB1, PYFB2, PYFB3, PYFB4 and RECN1, which are all related to pay and rewards for skills.

**TABLE 3.7 EXPLORATORY FACTOR ANALYSIS: INDEPENDENT VARIABLES: INDIVIDUAL VARIABLES**

<table>
<thead>
<tr>
<th>Type of Independent Variable</th>
<th>Factor 1</th>
<th>Factor 2</th>
<th>Factor 3</th>
<th>Factor 4</th>
<th>Factor 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>JOB1</td>
<td>0.168828</td>
<td>0.826656</td>
<td>0.044400</td>
<td>0.012538</td>
<td>-0.020952</td>
</tr>
<tr>
<td>JOB2</td>
<td>0.099334</td>
<td>0.843027</td>
<td>0.093451</td>
<td>-0.002094</td>
<td>0.031440</td>
</tr>
<tr>
<td>JOB3</td>
<td>0.053674</td>
<td>-0.000275</td>
<td>0.005829</td>
<td>0.818293</td>
<td>-0.076375</td>
</tr>
<tr>
<td>JOB4</td>
<td>0.017345</td>
<td><strong>0.804011</strong></td>
<td>0.159080</td>
<td>0.185261</td>
<td>-0.042628</td>
</tr>
<tr>
<td>JOB5</td>
<td>0.069849</td>
<td>0.233473</td>
<td>0.102251</td>
<td>0.679759</td>
<td>-0.125918</td>
</tr>
<tr>
<td>PYFB1</td>
<td>0.258824</td>
<td>0.049497</td>
<td>0.193674</td>
<td>-0.078717</td>
<td><strong>0.747578</strong></td>
</tr>
<tr>
<td>PYFB2</td>
<td>0.050156</td>
<td>-0.072471</td>
<td>0.232189</td>
<td>0.049939</td>
<td><strong>0.775722</strong></td>
</tr>
<tr>
<td>PYFB3</td>
<td>0.069573</td>
<td>-0.092122</td>
<td>0.311511</td>
<td>0.000357</td>
<td><strong>0.715296</strong></td>
</tr>
<tr>
<td>PYFB4</td>
<td>0.253124</td>
<td>0.014084</td>
<td>0.168114</td>
<td>-0.102560</td>
<td><strong>0.759780</strong></td>
</tr>
<tr>
<td>PYFB5</td>
<td>0.231229</td>
<td>0.151903</td>
<td><strong>0.717875</strong></td>
<td>0.105243</td>
<td>0.247590</td>
</tr>
<tr>
<td>PYFB6</td>
<td>0.144427</td>
<td>0.091523</td>
<td><strong>0.807489</strong></td>
<td>-0.063753</td>
<td>0.208229</td>
</tr>
<tr>
<td>PYFB7</td>
<td>0.063409</td>
<td>0.040956</td>
<td><strong>0.762340</strong></td>
<td>0.153966</td>
<td>0.187203</td>
</tr>
<tr>
<td>PYFB8</td>
<td>0.207308</td>
<td>0.128845</td>
<td><strong>0.769695</strong></td>
<td>-0.083817</td>
<td>0.175976</td>
</tr>
<tr>
<td>RECN1</td>
<td>0.445251</td>
<td>0.099298</td>
<td>0.254860</td>
<td>0.053122</td>
<td><strong>0.530357</strong></td>
</tr>
<tr>
<td>RECN2</td>
<td>0.598743</td>
<td>0.182316</td>
<td>-0.017200</td>
<td>0.014372</td>
<td>0.376917</td>
</tr>
<tr>
<td>RECN3</td>
<td>-0.079720</td>
<td>0.041055</td>
<td>-0.037022</td>
<td><strong>0.689874</strong></td>
<td>0.138748</td>
</tr>
<tr>
<td>RECN4</td>
<td><strong>0.647243</strong></td>
<td>0.146106</td>
<td>-0.052273</td>
<td>-0.021115</td>
<td>0.419551</td>
</tr>
<tr>
<td>RECN5</td>
<td><strong>0.503046</strong></td>
<td>0.292585</td>
<td>0.207166</td>
<td>0.188679</td>
<td>0.271666</td>
</tr>
<tr>
<td>RECN6</td>
<td><strong>0.754243</strong></td>
<td>-0.024496</td>
<td>0.225486</td>
<td>-0.102644</td>
<td>0.159481</td>
</tr>
<tr>
<td>RECN7</td>
<td><strong>0.736007</strong></td>
<td>0.114648</td>
<td>0.301237</td>
<td>0.044283</td>
<td>0.035803</td>
</tr>
<tr>
<td>RECN8</td>
<td><strong>0.761784</strong></td>
<td>0.084463</td>
<td>0.148352</td>
<td>-0.001367</td>
<td>0.175998</td>
</tr>
<tr>
<td>RECN9</td>
<td><strong>0.766091</strong></td>
<td>0.098381</td>
<td>0.124493</td>
<td>0.102607</td>
<td>0.032617</td>
</tr>
<tr>
<td>Eigen value</td>
<td>3.818529</td>
<td>2.343442</td>
<td>2.895562</td>
<td>1.770042</td>
<td>3.165622</td>
</tr>
<tr>
<td>Cronbach alpha</td>
<td>0.86</td>
<td>0.80</td>
<td>0.84</td>
<td>0.58</td>
<td>0.84</td>
</tr>
</tbody>
</table>

Table 3.8 reflects the EFA results for the organisational variables. All those values that are highlighted in bold and red indicate the significance of measuring instruments in the factor analyses calculated.

In Factor 1, there were four items loaded, namely COMM2, SKILL2, SKILL3 and SKILL7, and they represent perceptions about recognition of skills. This variable was therefore labelled as recognition of skills.

Factor 2 attracted four TEAM items: TEAM3, TEAM4, TEAM5 and TEAM6. These items were all measures of teamwork. This variable is labelled as such.
Six items (COMM4, COMM7, SKILL1, SKILL4, SKILL5 and SKILL6) loaded on Factor 3. These items captured perceptions about skills development and training. This variable is labelled as skills development.

**TABLE 3.8 EXPLORATORY FACTOR ANALYSIS: INDEPENDENT VARIABLES: ORGANISATIONAL VARIABLES**

<table>
<thead>
<tr>
<th>Type of Variable</th>
<th>Factor 1 Recognition of Skills</th>
<th>Factor 2 Team Work</th>
<th>Factor 3 Skills Development</th>
<th>Factor 4 Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMM1</td>
<td>0.16697</td>
<td>0.134132</td>
<td>0.169159</td>
<td>0.523693</td>
</tr>
<tr>
<td>COMM2</td>
<td><strong>0.569312</strong></td>
<td>0.147767</td>
<td>0.120359</td>
<td>0.342809</td>
</tr>
<tr>
<td>COMM3</td>
<td>0.342224</td>
<td>0.176157</td>
<td>0.376314</td>
<td><strong>0.424117</strong></td>
</tr>
<tr>
<td>COMM4</td>
<td>0.215136</td>
<td>0.047046</td>
<td><strong>0.621012</strong></td>
<td>0.191034</td>
</tr>
<tr>
<td>COMM5</td>
<td>-0.018183</td>
<td>-0.059528</td>
<td>0.071172</td>
<td><strong>0.671259</strong></td>
</tr>
<tr>
<td>COMM6</td>
<td>0.222248</td>
<td>0.062118</td>
<td>0.331963</td>
<td><strong>0.652838</strong></td>
</tr>
<tr>
<td>COMM7</td>
<td>0.392148</td>
<td>0.232618</td>
<td><strong>0.403071</strong></td>
<td>0.384456</td>
</tr>
<tr>
<td>SKILL1</td>
<td>0.191844</td>
<td>0.046842</td>
<td><strong>0.706311</strong></td>
<td>0.064529</td>
</tr>
<tr>
<td>SKILL2</td>
<td><strong>0.836786</strong></td>
<td>0.089174</td>
<td>0.151559</td>
<td>0.090756</td>
</tr>
<tr>
<td>SKILL3</td>
<td><strong>0.81574</strong></td>
<td>-0.017553</td>
<td>0.236823</td>
<td>0.057248</td>
</tr>
<tr>
<td>SKILL4</td>
<td>0.161709</td>
<td>-0.002202</td>
<td><strong>0.847284</strong></td>
<td>0.032539</td>
</tr>
<tr>
<td>SKILL5</td>
<td>0.09367</td>
<td>0.134299</td>
<td><strong>0.755611</strong></td>
<td>0.243053</td>
</tr>
<tr>
<td>SKILL6</td>
<td>0.276685</td>
<td>0.159128</td>
<td><strong>0.660173</strong></td>
<td>0.305901</td>
</tr>
<tr>
<td>TEAM1</td>
<td>0.131008</td>
<td>0.320335</td>
<td>0.109025</td>
<td><strong>0.639376</strong></td>
</tr>
<tr>
<td>TEAM2</td>
<td>0.365809</td>
<td>0.202974</td>
<td>0.232467</td>
<td><strong>0.554448</strong></td>
</tr>
<tr>
<td>TEAM3</td>
<td>-0.043688</td>
<td><strong>0.814079</strong></td>
<td>0.06919</td>
<td>0.085679</td>
</tr>
<tr>
<td>TEAM4</td>
<td>0.146471</td>
<td><strong>0.825973</strong></td>
<td>-0.029551</td>
<td>0.083637</td>
</tr>
<tr>
<td>TEAM5</td>
<td>0.143431</td>
<td><strong>0.808859</strong></td>
<td>0.069091</td>
<td>0.101783</td>
</tr>
<tr>
<td>TEAM6</td>
<td>-0.03814</td>
<td><strong>0.825449</strong></td>
<td>0.126712</td>
<td>0.029055</td>
</tr>
<tr>
<td>Eigen Value</td>
<td>2.574394</td>
<td>3.019134</td>
<td>3.2268</td>
<td>2.657606</td>
</tr>
<tr>
<td>Cronbach Alpha</td>
<td>0.75</td>
<td>0.85</td>
<td>0.83</td>
<td>0.76</td>
</tr>
</tbody>
</table>

Factor 4 attracted six items: COMM1, COMM3, COMM5, COMM6, TEAM1 and TEAM2 with significant loadings. This variable was therefore labelled as organisational communication.
TABLE 3.9 EXPLORATORY FACTOR ANALYSIS: DEPENDENT VARIABLE

<table>
<thead>
<tr>
<th>Job Performance</th>
<th>Factor 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERF1</td>
<td>-0.583338</td>
</tr>
<tr>
<td>PERF2</td>
<td>-0.559627</td>
</tr>
<tr>
<td>PERF3</td>
<td>-0.649392</td>
</tr>
<tr>
<td>PERF4</td>
<td>-0.434635</td>
</tr>
<tr>
<td>PERF5</td>
<td>-0.489357</td>
</tr>
<tr>
<td>PERF6</td>
<td>-0.556679</td>
</tr>
<tr>
<td>PERF7</td>
<td>-0.523781</td>
</tr>
<tr>
<td>PERF8</td>
<td>-0.628420</td>
</tr>
<tr>
<td>PERF9</td>
<td>-0.702012</td>
</tr>
</tbody>
</table>

**Eigen value** 2.975525

**Cronbach alpha (α)** 0.74

Table 3.9 indicates that nine PERF items loaded on Factor 1. These items are all measures of employee job performance and this variable is labelled, in short, job performance. In Tables 3.7 to 3.10 the Eigen values are greater than 1, which indicates that the variables are true constructs. According to Cooper and Schindler (2008), Eigen values must be greater than or equal to one when the loading of variables is complete and that value will be included as the factor. Therefore, from this explanation, the researcher can conclude that the Eigen values from the factor analysis tables are at an acceptable level because they are all above and greater than one.

TABLE 3.10 THE EMPIRICAL FACTOR STRUCTURE

<table>
<thead>
<tr>
<th>Individual Variables</th>
<th>ITEMS</th>
<th>Cronbach alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition</td>
<td>RECN 2, 4, 5, 6, 7 and 8</td>
<td>0.86</td>
</tr>
<tr>
<td>Job Involvement</td>
<td>JOB 1, 2 and 4</td>
<td>0.80</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>PYFB 5, 6, 7 and 8</td>
<td>0.84</td>
</tr>
<tr>
<td>Job Prestige</td>
<td>JOB 3, 5 and RECN 3</td>
<td>0.58</td>
</tr>
<tr>
<td>Pay</td>
<td>PYFB 1, 2, 3, 4 and RECN 1</td>
<td>0.84</td>
</tr>
<tr>
<td>Organizational Variables</td>
<td>ITEMS</td>
<td>Cronbach alpha</td>
</tr>
<tr>
<td>Recognition of Skills</td>
<td>COMM 2, SKILL 2, 3, and 7</td>
<td>0.75</td>
</tr>
<tr>
<td>Team Work</td>
<td>TEAM 3, 4, 5 and 6</td>
<td>0.85</td>
</tr>
<tr>
<td>Skills Development</td>
<td>COMM 4 and 7 SKILL 1, 4, 5</td>
<td>0.82</td>
</tr>
<tr>
<td>Organisational Communication</td>
<td>COMM 1, 2, 5 and 6 TEAM 1 and 2</td>
<td>0.76</td>
</tr>
<tr>
<td>Dependent Variable</td>
<td>ITEMS</td>
<td>Cronbach alpha</td>
</tr>
<tr>
<td>Job performance</td>
<td>PERF 1-9</td>
<td>0.74</td>
</tr>
</tbody>
</table>
Table 3.10 shows the empirical factor structures as they emerged from the EFAs. All the Cronbach alpha values of the latent variables are greater than or equal to 0.70, except for job prestige (0.58). A Cronbach alpha of a minimum of 0.50 is however acceptable for exploratory research such as this study.

Due to the emergence of new variables from the EFAs, the following new hypotheses needed to be formulated:

H08: Fringe benefits exert no influence on employee job performance
H8: Fringe benefits exert a positive influence on employee job performance
H09: Job prestige exerts no influence on employee job performance
H9: Job prestige exerts a positive influence on employee job performance

3.8 THE EMPIRICAL RESULTS – MULTIPLE REGRESSION ANALYSES

Multiple regression analyses were conducted to investigate the relationships between the independent variables and dependent variables. The independent variables included individual latent variables (recognition, job involvement, job prestige, fringe benefits and pay and rewards) and organisational latent variables (recognition of skills, teamwork, skills development and organisational communication). The dependent variable was perceived performance. Tables 3.11 and 3.12 reflect the results of the multiple regression analyses.

Regression models are used in explanatory studies where the researcher is interested in predicting the value of the dependent variable based on the value of independent variables. The researcher can conduct a simple linear regression if the number of independent variables in the study is only one, while in a case of more than one independent variable, the researcher can conduct a multiple regression analysis (Cooper and Schindler, 2008). Importantly however, regression does not assume causation (Gujarati and Porter, 2009). The STATISTICA Version 10.0 (2010) computer software programme was used to test the hypothesised relationships.
3.8.1 Multiple regression analysis results: Individual variables

The next section reports on the multiple regression analysis results as far as the individual variables are concerned.

3.8.1.1 The influence of recognition (RECN) and job prestige on job performance

The following hypotheses were formulated:

H05: Recognition exerts no positive influence on job performance
H5: Recognition exerts a positive influence on job performance
H09: Job prestige exerts no influence on employee job performance
H9: Job prestige exerts a positive influence on employee job performance

The empirical results (Table 3.11) show that recognition ($b^* = 0.15$, $p < 0.05$) and job prestige ($b^* = 0.58$, $p < 0.001$) are significantly positively related to job performance. The null hypotheses H01 and H09 were therefore rejected, while the alternative hypotheses H1 and H9 were supported. These results mean that an increase in the recognition and job commitment variables leads to an increase in job performance of NMBM employees. The use of recognition and job commitment variables should therefore be encouraged in NMBM. The management in the NMBM is therefore advised to pay more attention to strategies that will enhance the officials feeling of being recognised in the working place in order for their level of job performance to be of the expected quality. Management may incentivize each individual performance on pre-determined and agreed output criteria by creating employee of the month awards. On the other hand, the results for job commitment indicate that the NMBM management should consider adopting organisational behaviour toolkits, such as appointing qualified employees to relevant positions and building trust relations between employer-employer and should encourage employees to align their vision of the municipality with their KPIs. This will develop job commitment practices from the employees’ side, where their aim will be sustaining and reaching towards achieving the common goal, which is the municipality’s vision, as stipulated in section 2.1 of this study.

Job prestige ($b^* = 0.6$ and $p <0.05$) indicates that it has a positive correlation with job performance based on the results from this measuring instrument. This demonstrates that
there are employees who take a pride in and respect their work. From Table 3.3, regarding demographics, it was shown that there is a high percentage of mature employees compared with the young generation in the NMBM. This may be because the municipality has been employing the mature generation and/or there are still employees who are committed to growing old in the municipality. Even so, this does not indicate that these employees are performing their job effectively, that is “doing the right things right”, instead they might be just doing the right thing, e.g. to take the mail from the post office and deliver it to their destinations is doing the right thing right, but delivering the mail to incorrect destinations, is doing just the right thing, delivering the mail. NMBM is left with more challenges to be sorted out in order to enhance the actual level of correct performance.

### TABLE 3.11 MULTIPLE REGRESSION ANALYSIS: INDIVIDUAL VARIABLES

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Summary Statistics DV: PPERF</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
</tr>
<tr>
<td>R²</td>
<td>0.40373898</td>
</tr>
<tr>
<td>F(5,194)</td>
<td>26.272</td>
</tr>
<tr>
<td>P</td>
<td>0.000000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>N = 200</th>
<th>b*</th>
<th>Std. Err. of b*</th>
<th>B</th>
<th>Std. Err. of b</th>
<th>t(194)</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercept</td>
<td>1.862658</td>
<td>0.201187</td>
<td>9.258340</td>
<td>0.000000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RECOG</td>
<td>0.151959</td>
<td>0.069270</td>
<td>0.089689</td>
<td>0.040884</td>
<td>2.193730</td>
<td>0.029443</td>
</tr>
<tr>
<td>JINVOL</td>
<td>0.065700</td>
<td>0.060210</td>
<td>0.032004</td>
<td>0.029330</td>
<td>1.091180</td>
<td>0.276545</td>
</tr>
<tr>
<td>PRESTG</td>
<td>0.578713</td>
<td>0.056541</td>
<td>0.456811</td>
<td>0.044631</td>
<td>10.235360</td>
<td>0.000000</td>
</tr>
<tr>
<td>FBENE</td>
<td>0.028246</td>
<td>0.068277</td>
<td>0.016131</td>
<td>0.038993</td>
<td>0.413700</td>
<td>0.679550</td>
</tr>
<tr>
<td>MONEY</td>
<td>0.009752</td>
<td>0.071733</td>
<td>0.005359</td>
<td>0.039423</td>
<td>0.135940</td>
<td>0.892007</td>
</tr>
</tbody>
</table>

Note: P-values in red illustrates a significant relationship

#### 3.8.1.2 The influence of job involvement (JINVOL), satisfaction with fringe benefits and satisfaction with pay on job performance

The following hypotheses were formulated:

H04: Job involvement exerts no significant influence on job performance

H4: Job involvement exerts a positive influence on job performance

H07: Satisfaction with pay exerts no significant influence on job performance
H7: Satisfaction with pay exerts a positive influence on job performance

H08: Fringe benefits exert no significant influence on job performance

H8: Fringe benefits exert a positive influence on job performance

The empirical results show that job involvement, satisfaction with fringe benefits and satisfaction with pay are not significantly positively related to job performance. In other words, the discouragement or encouragement of these two variables does not really influence the job performance of NMBM employees. The null hypotheses H04, H07 and H08 were supported, while the alternative hypotheses H4, H7 and H8 were not supported.

As the results show no link between the variables stipulated above and job performance, it indicates that the NMBM is faced with a challenge of not engaging the officials with the job that is aligned and fit within their working environment. NMBM may consider starting with aligning the employees with the mission and vision of the municipality in order the employees should take a pride in their work to be executed and cognisance of what is expected from them as stipulated in the municipality’s regulations. Each employee will realise that in order to benefit from other incentives, his/her job performance must be satisfactory.

Fringe benefits ($b^* = 0.03$ and $p > 0.05$) indicate that there is no positive correlation between this measuring instrument and job performance. This should be the case; because the employees need to be trained mentally and understand that only deserving employees will be rewarded with equitable benefits when an expected job performance has been delivered effectively and timeously in order to satisfy the customers. Management will have to devise strategies that will be unambiguous and clear to everyone, in order that this measurement may be positively linked to job performance.

3.8.1.3 The influence of monetary compensation (MONEY) on job performance

The following hypotheses were formulated:

H06: Pay and rewards exert no significant influence on job performance

H6: Pay and rewards exert a significant influence on job performance
The five independent variables together explain 40% ($r^2 = 0.404$) of the variance/movement of job performance and are therefore important determinants of job performance, with only recognition and job commitment being significant determinants of job performance.

3.8.2 Multiple regression analysis: Organisational variables

This section focuses on the hypothesised relationships between skills development, organisational communication, teamwork and recognition of skills, on the one hand, and employee job performance, on the other hand. The empirical results of these analyses are reported in Table 3.12.

**TABLE 3.12 MULTIPLE REGRESSION ANALYSIS: ORGANISATIONAL VARIABLES**

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Summary Statistics DV: PPERF</th>
</tr>
</thead>
<tbody>
<tr>
<td>$R^2$</td>
<td>0.209427</td>
</tr>
<tr>
<td>$F(4,195)$</td>
<td>12.914</td>
</tr>
<tr>
<td>$P$</td>
<td>0.000000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>N = 200</th>
<th>$b^*$</th>
<th>Std. Err. of $b^*$</th>
<th>B</th>
<th>Std. Err. of b</th>
<th>t(195)</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercept</td>
<td>2.981373</td>
<td>0.168587</td>
<td>17.684500</td>
<td>0.000000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SKILR</td>
<td>-0.18799</td>
<td>0.085799</td>
<td>-0.109593</td>
<td>0.050018</td>
<td>-2.191080</td>
<td>0.029631</td>
</tr>
<tr>
<td>TEAMW</td>
<td>0.427494</td>
<td>0.088705</td>
<td>0.335318</td>
<td>0.069578</td>
<td>4.819310</td>
<td>0.000003</td>
</tr>
<tr>
<td>SKILD</td>
<td>0.233300</td>
<td>0.090090</td>
<td>0.130985</td>
<td>0.050580</td>
<td>2.589640</td>
<td>0.010333</td>
</tr>
<tr>
<td>COMN</td>
<td>-0.10096</td>
<td>0.089017</td>
<td>-0.066459</td>
<td>0.058594</td>
<td>-1.134240</td>
<td>0.258085</td>
</tr>
</tbody>
</table>

Note: P-values in red illustrate a significant relationship

3.8.2.1 The influence of skills recognition on job performance

The following hypotheses were formulated:

H10: Skills recognition exert no significant influence on job performance

H10: Skills recognition exert significant influence on job performance

Recognition of skills ($b^* = -0.19$, $p < 0.05$) is significantly negatively related to job performance. In other words, an increase in recognition of skills will lead to an increase in job performance of NMBM employees. The null hypothesis H10 is rejected while the
alternative hypothesis H1 is supported. It appears to be a perception among NMBM employees that more appointments according to qualification and skills, more autonomy and more training and development contributing to advancement lead to less job performance is perceived. The analysis might indicate there is still no clear line of protocol and no clear delegation of work from top management to be cascaded down. These results point to a situation where each management member does not feel liable or accountable for performance not executed because of ambiguous lines of delegation of duties. A suggestion for management would be to re-visit the regulations of the municipality where such lines of protocol are stipulated with officials being made responsible for specified kinds of performance. Authority to delegate duties to lower management is also granted when all parties involved are aware and given such responsibilities with stipulated deadlines.

3.8.2.2 The influence of teamwork and skills development on job performance

The following hypotheses were formulated:

H01: Skills development and training exert no significant influence on job performance
H1: Skills development and training exert a significant influence on job performance
H03: Teamwork exerts no significant influence on job performance
H3: Teamwork exerts a significant influence on job performance

Teamwork ($b^* = 0.43$, $p < 0.001$) and skills development ($b^* = 0.23$, $p < 0.05$) are significantly positively related to job performance. In other words, an increase in these two variables leads to an increase in job performance of NMBM employees. These two variables should therefore be encouraged. Management will have to continue to encourage the officials in making sure the spirit of working as team is achieved where effective and sound performance will be obtained. This can also be encouraged by proving sufficient equipment and resources in a satisfactory working environment. A motivating climate will need to be created, where employees will have to be offered training and attend courses that will enhance their knowledge and understanding with the aim of better executing their job performance. Therefore the null hypotheses H02 and H03 are not rejected and their alternative hypotheses H3 and H2 are supported respectively.

Skills development and training ($b^* = 0.2$ and $p <0.05$) should therefore be encouraged as it has a positive relationship with job performance. As indicated above, management will have
to offer skills and insist employees attend training in order to enhance their knowledge and qualifications. As said in the Bible, “the people go astray and perish because they lack knowledge”. Therefore by investing in knowledge the municipality will be playing a big role in employees’ lives and give them the potential of a better life-span more specially in performing their job according to expectations. The null hypothesis is rejected and the alternative hypothesis is supported.

3.8.2.3 The link of organisational communication with job performance

The following hypotheses were formulated:

H02: Organisational communication exerts no significant influence on job performance.

H2: Organisational communication exerts a significant influence on job performance.

Organisational communication is not related to the job performance of NMBM employees. This could indicate a weakness, as these employees believe that being a perfectionist in their jobs, being very much involved in their jobs and believing that their jobs have prestige outside the NMBM all do affect their job performance.

The four independent variables together explain 21% ($r^2 = 0.209$) of the variance/ movement of job performance and are therefore reasonably important determinants of job performance, with only recognition and job commitment being significant determinants of job performance.

3.9 CONCLUSION

In this chapter, the research methodology of the present study was discussed. This included the research approach, sampling design, measuring instruments and data analysis procedures. Furthermore, the empirical results on the reliability and validity properties of the data, as well as the multiple regression analyses were reported and interpreted. In the next chapter, the empirical results on the descriptive statistics are reported.
CHAPTER 4

INTERPRETATION AND ANALYSIS OF DESCRIPTIVE STATISTICS

4.1 INTRODUCTION

In Chapter 3, the research methodology (research approach, sampling design and measuring instruments) used in the study and the first part of the empirical results were discussed. These empirical results pertain to the pilot study, the reliability and validity of the data and the multiple regression analyses.

In this chapter, Chapter 4, the results of the descriptive statistics are reported. These results concern the mean scores and percentage levels of agreement or disagreement with the questionnaire statements. These results are important, as they provide a picture of what respondents feel about the variables investigated in the study, for example to what extent they feel recognised in their jobs, or to what extent they are satisfied with their monetary rewards and fringe benefits.

4.2 JOB PERFORMANCE

The empirical results (Table 4.1) indicate that the job performance questionnaire statement which attracted the highest level of agreement (94%) and mean score (4.44) was “I perform my duties to the best of my abilities”. The statement which attracted the highest disagreement (16%) and lowest mean score was “I am given autonomy in performing my work”. The average mean and average standard deviation of 4.03 and 0.90 respectively show that the officials of the NMBM feel they are performing above expectations.

In the light of the residents’ protests against poor service delivery and job performance within the NMBM (discussed in Chapter 2 of this study), the results do not correspond with the feelings of the residents. It can thus be concluded that officials are more protective and cautious when it comes to issues affecting their job performance and they will be more defensive in proving they are performing their tasks according to expectations.
TABLE 4.1 DESCRIPTIVE STATISTICS: JOB PERFORMANCE

<table>
<thead>
<tr>
<th>Measuring Instrument Code</th>
<th>Statement</th>
<th>% Strongly Disagree and Disagree</th>
<th>% Uncertain</th>
<th>% Agree and Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERF 1</td>
<td>I am successful in performing my tasks according to my key performance indicators</td>
<td>9.50</td>
<td>7.00</td>
<td>83.50</td>
<td>3.55</td>
<td>0.98</td>
</tr>
<tr>
<td>PERF 2</td>
<td>I am entrusted to perform my tasks without constant supervision</td>
<td>10.00</td>
<td>4.50</td>
<td>85.50</td>
<td>4.06</td>
<td>0.96</td>
</tr>
<tr>
<td>PERF 3</td>
<td>I perform my duties to the best of my abilities</td>
<td>4.50</td>
<td>1.50</td>
<td>94.00</td>
<td>4.44</td>
<td>0.82</td>
</tr>
<tr>
<td>PERF 4</td>
<td>I am given autonomy in performing my work</td>
<td>16.00</td>
<td>16.50</td>
<td>67.50</td>
<td>3.66</td>
<td>1.02</td>
</tr>
<tr>
<td>PERF 5</td>
<td>I enjoy assisting my colleagues in performing their tasks</td>
<td>4.50</td>
<td>7.00</td>
<td>88.50</td>
<td>4.10</td>
<td>0.73</td>
</tr>
<tr>
<td>PERF 6</td>
<td>I always meet my performance due dates</td>
<td>12.00</td>
<td>4.50</td>
<td>83.50</td>
<td>3.98</td>
<td>0.91</td>
</tr>
<tr>
<td>PERF 7</td>
<td>Considering all the things I am responsible for, I do my job very well</td>
<td>8.50</td>
<td>1.50</td>
<td>90.00</td>
<td>4.12</td>
<td>0.96</td>
</tr>
<tr>
<td>PERF 8</td>
<td>I am successful in my job</td>
<td>7.50</td>
<td>8.00</td>
<td>86.50</td>
<td>4.06</td>
<td>0.82</td>
</tr>
<tr>
<td>PERF 9</td>
<td>My job performance is above average</td>
<td>8.50</td>
<td>11.50</td>
<td>80.00</td>
<td>3.93</td>
<td>0.92</td>
</tr>
</tbody>
</table>

Average mean = 4.03 and Average standard deviation = 0.90

FIGURE 4.1 DESCRIPTIVE STATISTICS: JOB PERFORMANCE IN THE NMBM

Interpreting and summarising the participants’ views based on job performance in Table 4.1 and Figure 4.1 above, the researcher can further conclude that it appears the employees who participated in the survey feel they perform their job effectively and according to expectations. The problem observed from this result is a contradiction between the community’s views and NMBM employees’ view regarding job performance. Community members have been protesting against poor service delivery from the NMBM, but the results indicate otherwise. This shows that there are impediments to proper job performance and reasons for NMBM officials not to perform their jobs effectively. This further indicates that the factor job performance has not been administered satisfactorily in the NMBM. This can be changed by the management by giving the officials autonomy when they perform their...
work, creating a comfortable working environment, providing relevant and sufficient resources in order for the officials to perform their job with the expected high quality. In conclusion, according to this measuring instrument, and according to Ayub and Rafif (2011), the nature of the organisational environment outside of the job has a direct influence to the official’s performance and behaviour towards their job. Therefore, if there is no satisfactory working environment, that will have a negative impact on how the employees execute their tasks.

4.3 SKILLS DEVELOPMENT AND TRAINING

According to Table 4.2 below, based on the skills development and training measuring instrument, the results indicate that responses with a high level of agreement adding up to 75% were made to statement number 5 which stated that “The NMBM has a skills development and training policy in place”. The responses with a high level of disagreement added up to 40.50% where the respondents answered statement number 46 (refer to Appendix 3), which claimed “Communication is effectively used as a tool to build good relations between the NMBM management and their subordinates”.

Table 4.2 Measuring Instrument Skills Development and Training

<table>
<thead>
<tr>
<th>Measuring Instrument Code</th>
<th>Statement</th>
<th>% Strongly Disagree and Disagree</th>
<th>% Uncertain</th>
<th>% Agree and Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMM4</td>
<td>The NMBM effectively uses the intranet to communicate with its employees</td>
<td>30.00</td>
<td>18.50</td>
<td>51.50</td>
<td>3.22</td>
<td>1.26</td>
</tr>
<tr>
<td>COMM7</td>
<td>Communication is effectively used as a tool to build good relations between the NMBM management and their subordinates</td>
<td>40.50</td>
<td>17.00</td>
<td>42.50</td>
<td>2.92</td>
<td>1.23</td>
</tr>
<tr>
<td>SKILL1</td>
<td>The NMBM has a skills development and training policy in place</td>
<td>16.00</td>
<td>9.00</td>
<td>75.00</td>
<td>3.70</td>
<td>1.09</td>
</tr>
<tr>
<td>SKILL4</td>
<td>The NMBM offers training and skills development to its employees</td>
<td>20.00</td>
<td>10.00</td>
<td>70.00</td>
<td>3.55</td>
<td>1.11</td>
</tr>
<tr>
<td>SKILL5</td>
<td>Employees at the NMBM are motivated to equip themselves with skills and training aligned to their jobs</td>
<td>34.00</td>
<td>19.00</td>
<td>47.00</td>
<td>3.07</td>
<td>1.19</td>
</tr>
<tr>
<td>SKILL6</td>
<td>The employees’ knowledge and skills gained through training are monitored and evaluated by the NMBM</td>
<td>40.00</td>
<td>36.00</td>
<td>24.00</td>
<td>2.76</td>
<td>1.05</td>
</tr>
</tbody>
</table>

Average mean = 3.20 and Average standard deviation = 1.16
Table 4.2 further illustrates that the mean loaded in the skills development and training construct ranges from 2.76 to 3.70. This indicates that the NMBM has done fairly well to offer skills development and training to its officials to a certain extent because there are statements which loaded a mean below the acceptable level of 3.00. Statement number 5 loaded the highest mean score of 3.70 with a standard deviation of 1.09 from the participants’ view. This also indicates that the NMBM officials agree with one accord that there is a skills development and training policy established by the municipality. The average mean loaded an acceptable level of 3.20, revealing employees’ satisfaction about the offering and implementation of skills development and training in the NMBM.

Figure 4.2 illustrates that there are high percentage agreement rates, ranging from 40% to +72%, with statements related to skills development and training. These results underpin the fact that the NMBM has publicised the policy of skills development and training among its employees with the aim of equipping the employees with knowledge and understanding for better performing their jobs. According to Coetsee (2003), offering and enforcing skills development and training to the organisation’s employees plays an important role in enhancing and achieving the expected level of job performance. Therefore the NMBM has a responsibility to further encourage its employees to attend the offered courses and training, where staff will be required to implement the knowledge gained and apply it practically in their job performance.

FIGURE 4.2 SKILLS DEVELOPMENT AND TRAINING
Table 4.3 and Figure 4.3 depict the views of the NMMB officials in relation to the organisational communication within the NMBM. The range covering the mean scores was loaded between 2.18 and 3.04 and the standard deviation range was between 1.06 and 1.23. Table 4.3, with a high score mean of 3.04, indicates that the NMBM officials agree that they are encouraged to work as teams rather than as individuals with an aim of achieving high quality performance. The average mean score is 2.63, which is below the acceptable level of 3.00 which could indicate that the employees of the NMBM feel dissatisfied with the way the municipality, as the organisation, communicates with them. Few employees agree that the NMBM conducts effective organisational communication strategies and this analysis resulted from the lowest mean score of 2.18 obtained in Table 4.3.

According to Coetsee (2003), organisational communication helps the company to detect at an early stage any alarming factors that might endanger the image of the business, such as poor job performance, fruitless expenditure and others. This instrument further helps the organisation to meet the requirements of its customers and thrive through sharing common business goals and expectations that will stimulate and identify the positive transformation of the business (Turkal and Fosic, nd). The purpose of organisational communication is to synergise the vision of the organisation with targeted outcomes expected from the employees (Turkal and Fosic, nd).

**TABLE 4.3 MEASURING INSTRUMENT ORGANISATIONAL COMMUNICATION**

<table>
<thead>
<tr>
<th>Measuring Instrument Code</th>
<th>Statement</th>
<th>% Strongly Disagree</th>
<th>% Disagree</th>
<th>% Uncertain</th>
<th>% Agree and Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMM1</td>
<td>The vision and mission of the NMBM are effectively communicated to all employees</td>
<td>50.00</td>
<td>17.50</td>
<td>22.50</td>
<td>2.79</td>
<td>1.15</td>
<td></td>
</tr>
<tr>
<td>COMM3</td>
<td>The NMBM has an open door policy to encourage communication between itself and employees</td>
<td>43.00</td>
<td>15.50</td>
<td>41.50</td>
<td>2.90</td>
<td>1.23</td>
<td></td>
</tr>
<tr>
<td>COMM5</td>
<td>The NMBM effectively uses social media (Facebook, Twitter, etc.) to communicate with its employees</td>
<td>65.00</td>
<td>22.50</td>
<td>12.50</td>
<td>2.18</td>
<td>1.06</td>
<td></td>
</tr>
<tr>
<td>COMM6</td>
<td>Information affecting all the NMBM employees is communicated transparently to employees at all levels</td>
<td>49.50</td>
<td>17.00</td>
<td>33.50</td>
<td>2.69</td>
<td>1.23</td>
<td></td>
</tr>
<tr>
<td>TEAM 1</td>
<td>The NMBM conducts effective team-building activities to develop team spirit in the NMBM</td>
<td>66.00</td>
<td>21.50</td>
<td>12.50</td>
<td>2.18</td>
<td>1.06</td>
<td></td>
</tr>
<tr>
<td>TEAM 2</td>
<td>NMBM employees are encouraged to work as team members rather than as individuals</td>
<td>32.50</td>
<td>21.00</td>
<td>46.50</td>
<td>3.04</td>
<td>1.18</td>
<td></td>
</tr>
</tbody>
</table>

Average mean = 2.63 and Average standard deviation = 1.15
Figure 4.3 illustrates the percentages attained when the organisational communication measuring instrument was tested. It shows there is a high strong combination of disagreement results obtained with high percentages ranging from 30% to + 60%. This reveals further that the NMBM officials do not agree that there is good organisational communication between the employees and the municipality. These results underpin the literature review discussed in Chapter 2 of this study, where the ambiguous level of communication was explained when it comes to delegating work responsibilities by the top management. Therefore the NMBM is faced with a challenge of poor communication between employer and employee. The officials take a pride in their work and make sense of their work responsibilities when properly clear goals are communicated to them by the employer. The officials tend to excel in performing effectively when the employer welcomes their views and ideas in decision-making about executing their jobs (Shunzhong, 2009).

4.4 TEAMWORK

As depicted in Table 4.4 there are four items loaded on the TEAM measuring instrument with means and standard deviations ranged from 3.33 to 3.68 and from 0.94 to 1.07 respectively. All the mean scores are above the 3.00 acceptable levels. The NMBM employees feel they render better services to the community when they work as a team and the relevant statement attracted the highest mean score of 3.60. According to figure 4.5 the total of 52% participants, who are in a combination of agreement that building teamwork relations and the encouragement of working as teams in the workplace do result in effective job performance.
A total of 28% participants felt uncertain about the statements enquiring about the teamwork enforcement in the NMBM. Only 16% of the total sample of participants disagreed with statements related to the teamwork measuring instrument. The average mean score of 3.52 was above the acceptable level. The highest standard deviation score of 1.07 was obtained from the statement where participants are in agreement with delivering services timeously when working as team.

According to Gómez-Mejía et al. (2006), the employer has a mandate to create a teamwork effort among employees by enforcing achievable goals that will sustain the implementation of the teamwork effort. Furthermore, Gómez-Mejía et al. (2006) state that the employer should provide the teams with relevant resources that will enable them to execute their job effectively. On the other hand, Coetsee (2003) argues that the employer needs to create a motivating climate by understanding and showing an interest in the needs of the teams in order for the teams to attain the expected and achievable performance goals.

**TABLE 4.4 MEASURING INSTRUMENT TEAM WORK**

<table>
<thead>
<tr>
<th>Measuring Instrument Code</th>
<th>Statement</th>
<th>% Strongly Disagree</th>
<th>% Disagree</th>
<th>% Uncertain</th>
<th>% Agree and Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEAM 3</td>
<td>NMBM employees do their jobs more effectively when working in teams</td>
<td>17.00</td>
<td>29.00</td>
<td>54.00</td>
<td></td>
<td>3.47</td>
<td>1.01</td>
</tr>
<tr>
<td>TEAM 4</td>
<td>NMBM employees deliver services timeously when they work in teams</td>
<td>22.50</td>
<td>29.00</td>
<td>48.50</td>
<td></td>
<td>3.33</td>
<td>1.07</td>
</tr>
<tr>
<td>TEAM 5</td>
<td>NMBM employees build good relationships with one another when they work in teams</td>
<td>12.00</td>
<td>22.50</td>
<td>65.50</td>
<td></td>
<td>3.68</td>
<td>1.02</td>
</tr>
<tr>
<td>TEAM 6</td>
<td>NMBM employees render better services to the community when they work in teams</td>
<td>11.50</td>
<td>28.50</td>
<td>60.00</td>
<td></td>
<td>3.60</td>
<td>0.94</td>
</tr>
</tbody>
</table>

Average mean = 3.52 and Average standard deviation = 1.01
From the above explanation and analysis of teamwork, it may be seen that underpinning the teamwork effort leads to effective teamwork job performance. The NMBM has a full job on its “hands”, to continue affirming strategies that support teamwork, where the first step is to create an environment that will appreciate employees working as teams. The aim will be creating bonding and trustworthy relations among employees in order for the individual employee to trust the other team members to pursue common goals of performing jobs as expected by the employer. This can be achieved when teams align their key performance indicators with the employer’s main objective of satisfying its stakeholders.

4.5 JOB INVOLVEMENT

Table 4.5 reveals that the respondents generally disagree (mean scores of lower than 3.00) with the statements relating to job involvement. This means that the NMBM employees are generally not involved in their jobs. This is not a good sign, as the opposite of job involvement is often regarded as job estrangement. This result might explain why job
involvement (see Table 3.11) is not significantly related to job performance, while the latter has been found to be a strong determinant of job performance.

TABLE 4.5 MEASURING INSTRUMENT JOB INVOLVEMENT

<table>
<thead>
<tr>
<th>Measuring Instrument Code</th>
<th>Statement</th>
<th>% Strongly Disagree and Disagree</th>
<th>% Uncertain</th>
<th>% Agree and Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>JOB1</td>
<td>The major satisfaction in my life comes from my work</td>
<td>61.00</td>
<td>7.50</td>
<td>31.50</td>
<td>2.59</td>
<td>1.29</td>
</tr>
<tr>
<td>JOB2</td>
<td>The most important things that happen to me involve my work</td>
<td>54.00</td>
<td>15.00</td>
<td>31.00</td>
<td>2.68</td>
<td>1.12</td>
</tr>
<tr>
<td>JOB4</td>
<td>I live, eat and breathe my job</td>
<td>62.00</td>
<td>8.50</td>
<td>29.50</td>
<td>2.48</td>
<td>1.32</td>
</tr>
</tbody>
</table>

Average mean = 2.58 and Average standard deviation = 1.24

According to Table 4.5 there are three items loaded on the job involvement measuring instrument, with the highest mean score of 2.59, which is below the 3.00 acceptable level. Mean scores are all below 3.00, ranging from 2.48 to 2.68. An average percentage of 59% participants disagree that the major satisfaction in their lives comes from their work. The respondents further disagreed with statement stating that the most important things that happen to them involve their work. According to Mohsan et al. (2011), job involvement has gained importance in organisations because of its essential role in generating positive organisational results such as employee motivation, commitment, job satisfaction, and organisational citizenship behaviour.

FIGURE 4.6 JOB INVOLVEMENT
Therefore it is imperative for the relevant NMBM management to endeavour to keep introducing programmes that will increase the job involvement of municipal employees. In doing so, there is a high probability of achieving the desired goal of the municipality, that is, for the employees to perform satisfactory jobs that will satisfy customers.

4.6 RECOGNITION

Table 4.6 reveals an average score of 2.79 (which is lower than the 3.00 acceptable level), indicating the participants’ disagreement perception of the statement associated with recognition. The mean scores range from 2.60 to 3.45 where participants disagree with the statement that managers at the NMBM take account of their wishes and desires. Furthermore, the participants agreed that their job has prestige outside the NMBM. According to Coetsee (2003), recognition of employees is one of the tools the management needs to implement and sustain in order to motivate and encourage employees to perform their duties better. Coetsee, (2003) further states that employees need to be appreciated and their well-done job performance and efforts must be recognised by the employer.

Brun and Dugas (2008) state that recognition is an intrinsic reward expected to be awarded to deserving employees equitably when desired service delivery is achieved. Figure 4.6 illustrates that an average 44.44% is obtained from participants who are in disagreement with the statements related to recognition. As previously discussed in the literature review of this study, the employees of the municipality do feel that there is a lack of recognition regarding their job performance by the municipality and have expressed their dissatisfaction by protesting endeavours.
Table 4.7 shows there are four items loaded on the pay and monetary compensation measuring instrument with an average mean of 2.86, below the 3.00 acceptable level. The mean scores range from 2.60 to 3.09 and the standard deviation scores range from 1.12 to 1.22. The highest score mean was that “my pay is adequate to provide for the basic things in life”. The lowest mean score’s statement was that the NMBM participants feel they do not get enough money from their job to live comfortably. According to Arnolds et al. (2010),
monetary incentives can be defined as monetary rewards associated with extra effort and excellent job performance executed by an employee. They further state that monetary compensation is regarded as an extra income, which is sometimes referred to as a thirteenth cheque or bonus that is awarded to an employee as a form of recognising a well-done job performed by that employee. Gómez-Mejía et al. (2006) assert that pay and monetary compensation should be equitably distributed to deserving employees. They further state that in the Adam’s equity theory, employees tend to compare each other on the basis of what they think they deserve to benefit and achieve from the workplace. There are two facets determining equity in the workplace, namely, inputs and outputs, which are more aptly described as covering aspects of what an employee receives, invests and sacrifices in the workplace when performing his/her job. Pay and monetary compensation form part of the output aspects, where an employee expects fair and reasonable remuneration that is fairly equivalent to the input aspects, such as efforts, skills and commitment towards achieving effective job performance, executed when compared with what another employee contributed regarding the same aspects.

**TABLE 4.7 MEASURING INSTRUMENT PAY AND MONETARY COMPENSATION**

<table>
<thead>
<tr>
<th>Measuring Instrument Code</th>
<th>Statement</th>
<th>% Strongly Disagree</th>
<th>% Uncertain</th>
<th>% Strongly Agree and Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>PYFB1</td>
<td>Compared to the rates for similar work at the NMBM, my pay is good</td>
<td>43.00</td>
<td>23.00</td>
<td>34.00</td>
<td>2.78</td>
<td>1.14</td>
</tr>
<tr>
<td>PYFB2</td>
<td>I get enough money from my job to live comfortably</td>
<td>53.50</td>
<td>14.50</td>
<td>32.00</td>
<td>2.60</td>
<td>1.21</td>
</tr>
<tr>
<td>PYFB3</td>
<td>My pay is adequate to provide for the basic things in life</td>
<td>35.00</td>
<td>8.00</td>
<td>57.00</td>
<td>3.09</td>
<td>1.22</td>
</tr>
<tr>
<td>RECN1</td>
<td>I am respected by the NMBM for my skills on the job</td>
<td>36.50</td>
<td>22.50</td>
<td>41.00</td>
<td>2.97</td>
<td>1.12</td>
</tr>
</tbody>
</table>

Average mean = 2.86 and Average standard deviation = 1.17

Referring to Figure 4.8, an average of 42% respondents strongly disagree with the pay and monetary compensation measuring instrument statements, indicating that the participants feel improperly remunerated. There were 41% of participants who are agreement with the statement pertaining to this construct, showing they might feel they receive what they perceive is fair regarding their pay. Altogether 17% participants did not commit themselves
in choosing what they perceive were the right or incorrect statements as they selected an uncertain option.

The researcher can conclude that the employees of the NMBM who participated in the survey feel there is just adequate or unfair pay and monetary compensation in the municipality. In order to satisfy the employee in this regard, the municipality will need to re-visit its remuneration polices where the employer will clearly explain to employees the procedure to be followed by each employee in order for them to be rewarded fairly. According to Gómez-Mejia et al. (2006), the output aspects of equity are regarded as tools of distributing fair and equitable remuneration to all deserving employees. It will be perceived as an unfair strategy only when the employees are not made aware of the employer’s expectations (that is the inputs), such as commitment, skills, determination towards their job.

**FIGURE 4.8 PAY AND REWARDS**

![Pay and rewards graph]

**4.8 FRINGE BENEFITS**

As depicted in Table 4.8, there are four items loaded on the fringe benefits measuring instrument with an average mean score of 2.95 (lower than 3.00) and an average standard deviation score of 1.07. The mean scores for the four statements range from 2.91 to 3.02. The standard deviation scores range from 1.03 to 1.13. The NMBM participants feel in agreement with the statement stating “the NMBM fringe benefits cover many areas they should” with the highest mean score of 3.02 loaded. The statement that “The NMBM’s fringe benefits are
adequate” contributed a disagreement perception from the participants and loaded a lowest mean score of 2.91, which is below the acceptable level of 3.00.

According to the Payment of Wages and Fringe Benefits (PWFB), Act 390 of 1978, fringe benefits are defined as the “means [of] compensation due an employee pursuant to a written contract or written policy for holiday, time off for sickness or injury, time off for personal reasons or vacation, bonuses, authorized expenses incurred during the course of employment, and contributions made on behalf of an employee”. In section 3 of the PWFB Act, an employer must pay fringe benefits to or on behalf of an employee in accordance with the terms set forth in the written rules and regulations, contract or written policy concerned.

TABLE 4.8 MEASURING INSTRUMENT FRINGE BENEFITS

<table>
<thead>
<tr>
<th>Measuring Instrument Code</th>
<th>Statement</th>
<th>% Strongly Disagree and Disagree</th>
<th>% Uncertain</th>
<th>% Agree and Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>PYFB5</td>
<td>The NMBM’s fringe benefits are adequate</td>
<td>39.50</td>
<td>23.50</td>
<td>37.00</td>
<td>2.91</td>
<td>1.13</td>
</tr>
<tr>
<td>PYFB6</td>
<td>The NMBM’s fringe benefits cover many of the areas they should</td>
<td>32.50</td>
<td>26.00</td>
<td>41.50</td>
<td>3.02</td>
<td>1.07</td>
</tr>
<tr>
<td>PYFB7</td>
<td>The NMBM’s fringe benefits give nearly all the security I want</td>
<td>37.50</td>
<td>22.50</td>
<td>40.00</td>
<td>2.95</td>
<td>1.13</td>
</tr>
<tr>
<td>PYFB8</td>
<td>Compared to other places, the NMBM’s fringe benefits are excellent</td>
<td>29.50</td>
<td>39.00</td>
<td>31.50</td>
<td>2.94</td>
<td>1.03</td>
</tr>
</tbody>
</table>

Average mean = 2.95 and Average standard deviation = 1.07

FIGURE 4.9 FRINGE BENEFITS
The municipality is mandated to disclose the fringe benefits it offers to newly recruited and already existing employees when it advertises the vacant position through the local and national media. Further to this, the NMBM is also responsible for disclosing such information by making use of circulars and in its rules and regulations. Examples of fringe benefits the NMBM offers to all of its employees are housing subsidies, medical aid benefits, pension and retirement annuity fund, to mention a few. There are fringe benefits that are only enjoyed by certain employees, such as management and officials whose duties include visiting and participating with the community, such as a car-vehicle allowance, cellular-phone allowance and performance bonus. The researcher concludes by stating that the NMBM management needs to pay more attention to strategies that outline the categories of benefiting from the fringe benefits. The municipality will further need to familiarise all employees with the requirements for achieving the fringe benefits and which employees or level of staff qualify to benefit from the fringe benefits.

4.9 JOB PRESTIGE

There are three items loaded on the job prestige measurement with an average mean of 3.90 and an average standard deviation score of 0.87 as illustrated in Table 4.9. All the mean scores are above the 3.00 acceptable levels, where the scores range from 3.45 to 4.15. The standard deviation scores range from 0.75 to 1.01. Altogether 90.50% of the participants are in agreement with the statement that “I am very much involved in my work” The second highest mean score of 84% was loaded when participants answered the statement that “I am really a perfectionist about my work”. It was only a 50% mean score that loaded on the statement questioning “My job has prestige outside the NMBM”.

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4.9 JOB PRESTIGE | Improving Employee Job Performance in the NMBM
According to Figure 4.10, there is an average of 74.80% participants in agreement with all the three statements situated in the job prestige measuring instrument. The 17% average score was loaded when participants could not make a positive or negative response with regard to job prestige statements, and decided to choose the uncertain option. There was only a 8.16% average of participants who disagreed with the statements of this measuring instrument. These results indicate that there is a positive significant relationship between job performance and job prestige.

4.10 SUMMARY OF RESULTS

The descriptive statistics results could be summarised as follows:

According to the responses received from the survey conducted in the NMBM, the officials are not satisfied with their current situation. Most feel that the most important things in their
lives do not include work. The respondents believe that the NMBM management is not paying attention to motivate employees with pay and rewards. The officials feel that there is a lack of recognition from the management side, and this result in the implementation of job involvement not materialising. Most respondents do feel that their job performance is executed according to their key performance indicators and that they submit their responsibilities in the due time specified. The respondents do acknowledge the fact that skills development and training is encouraged for all employees, but management lacks any strategy on incorporating and aligning the knowledge gained by officials from the training with their current responsibilities.

4.11 CONCLUSION

Chapter 4 reported on the descriptive statistics of the study, in other words, the mean responses and their standard deviations, as well as the percentage agreement or disagreement with each questionnaire statement. These results have provided important information about the perceptions of NMBM officials on latent variables such as job performance, satisfaction with pay and fringe benefits, teamwork, organisational communication, job prestige, recognition, skills development and job involvement.

The empirical results reported in Chapters 3 and 4 provide the basis for recommendations to be made to the management of the NMBM on how to improve employee job performance, and hopefully service delivery, in the Nelson Mandela metropolitan area.
CHAPTER 5

INTERPRETATIONS, RECOMMENDATION AND CONCLUSION

5.1 INTRODUCTION

In this chapter, the empirical results are interpreted in terms of their relevance to the NMBM context. More specifically, the managerial implications of the results are discussed for the NMBM. Conclusions are also drawn on the importance and shortcomings of the study, as well as areas for future research.

5.2 ANALYSIS OF RESEARCH FINDINGS

This part of the study will compare the literature review information discussed in Chapter 2, which was gathered from other related and previously investigated studies, with the results gained from the data collected in Chapter 4. The independent variables that were selected as suggested tools to enhance the level of job performance (dependent variable), will be discussed in this section. The empirical results are summarised in Figure 5.1. The results show that recognition systems, job prestige, skills recognition, and skills development and training are significantly related to the job performance of the NMBM employees. Job involvement, fringe benefits, pay and rewards, teamwork and organisational communication are not significant related to the job performance of the NMBM employees.
5.2.1 Job performance

The descriptive statistics revealed that NMBM officials believe that they perform to the best of their abilities (mean = 4.44; agreement 94), but to a lesser extent (mean = 3.66, agreement 67.5%) that they are given the autonomy to do so. Performing at their best appears to contradict the views held by their communities in terms of service delivery. The answer might lie in the fact that officials are not given the autonomy to go the extra mile for their customers, the community. The NMBM management must investigate whether the granting of autonomy to officials will improve their job performance. Task autonomy goes along with trust that the receiver of that trust will use it to improve his/her performance to the benefit of the organisation and its stakeholders.

It furthermore appears that the NMBM officials make a distinction between task autonomy and being trusted to do a job without supervision (PERF2). On the latter variable the mean score was 4.06, showing a high agreement that they are entrusted with a job without supervision. It might be that the officials desire to have the autonomy to pursue good performance without asking permission to do so. From their perspective it appears that they are allowed to do their jobs without supervision but under strict guidelines. Koigi, Arnolds
and Lillah (2012) expressed similar sentiments on the findings of a public sector study in Kenya. They concluded by agreeing with McLellan (2007) that where public sector managers are not given the space to use their own initiative in the pursuit of organisational goals, their decision making is stifled, “leaving them little say over staffing, budget priorities, spending and poor performance”.

5.2.2 Skills development and training

The descriptive statistics show that the respondents believe that some aspects of organisational communication are part of skills development and training. The empirical results show that the NMBM is not doing this well (mean scores ranging from 2.92 to 3.2, agreement with this sentiment ranging from 42.5% to 51.5%). The NMBM officials agree (mean score range = 3.55 to 3.70; level of agreement 70-75%) that the NMBM has a skills and development policy in place and offers training and skills development to its employees, but that the NMBM does not motivate employees to equip themselves with skills and training aligned to their jobs (mean = 3.07; agreement that the NMBM does motivate 47%). The NMBM also does not monitor and evaluate the knowledge and skills of employees that they gained in training (mean score and agreement percentage that they do; 2.76 and 24% respectively). These results suggest that skills development and training is an area that needs immediate attention by NMBM management, more especially because the multiple regression results (Table 3.12) have shown skills development as a positive determinant (b* = 0.23, p < 0.05) of job performance. This means that if management attends to the weaknesses highlighted above, the job performance of officials will increase.

5.2.3 Teamwork

Kyzlinková, Dokulilová, and Kroupa, (2007) stated in the EFILWC that the teamwork in this case is regarded merely as one element of the new forms of work organisation and as an important component of ‘high performance work organisation’. Teamwork also creates an environment that facilitates knowledge and information exchange and so-called knowledge sharing. Other advantages are the ability of new forms of work in the organisation to increase
the potential for innovation that may add value to products or services, moving them into less price-sensitive markets (Pretorius, and Schurink, 2007).

Table 3.6 shows a 0.79 Cronbach alpha loaded on this measuring instrument. This test indicates that the results gained from this construct can be regarded as reliable. The factor analysis testing the validity of the study, loaded four significant items with an overall Cronbach alpha score of 0.85. Table 4.4 and Figures 4.4 and 4.5 give descriptive statistics results loaded on the teamwork construct. An average mean and standard deviation scores of 3.52 and 1.01 were loaded respectively. Altogether 65% of participants agreed that the NMBM employees build good relationships with one another when they work in teams. Some 22% disagreed that the NMBM employees deliver services timeously when they work in teams. An interpretation to these controversial statements could be that, even though the NMBM has encouraged employees to work as teams with an aim of delivering better services, there is still a percentage that disagrees with the idea that the employees working as a team produce effective job performance results. This could be caused by numerous factors such as 1) a lack of commitment from each team member, 2) a lack of trusting each other as a team, 3) a lack of clearly identifying roles to be performed by team members and last but not least, 4) insufficient working resources to equip employees to better perform their job timeously and effectively.

5.2.4 Organisational communication

Employee/organisational communications refer to communications and interactions among employees or members of an organisation (Berger, 2008). Manager-leaders must communicate job descriptions and assignments clearly to their teams and later provide feedback in the form of performance appraisal. They should also guide teams on how assignments must be done and give rewards where due and discipline where applicable (Gómez-Mejia et al., 2006).

The findings gained from Table 3.6 indicate that a 0.78 score loaded on the Cronbach alpha which is an acceptable result for reliability. Validity testing was acceptable through factor analysis which loaded 6 significant items with an overall 0.76 Cronbach alpha value in Table 3.9. In Chapter 4 descriptive results loaded in Table 4.3 and Figure 4.3 show an average mean and standard deviation score of 2.63 and 1.15 respectively. The average mean score is below
the acceptable score of 3.00. This indicates the dissatisfaction perception of participants in the statements loaded in this instrument. The participants who agreed with statements of this construct were all below 50% of the overall 200 who participated in this survey.

The observed results show that 50% of the participants are of an opinion that the vision and mission of the NMBM are not effectively communicated to employees. This means that the management and employees of the NMBM do not take cognisance of the importance of communicating and aligning their work responsibilities and job performance with the desired goals of the NMBM. This could also mean that the NMBM employees are not informed and not aware of the overall expectations of the organisation stipulated in the vision and mission statement of the NMBM. In conclusion regarding this instrument, the researcher can further state that officials only perform their jobs as best as they know how, which means they might be doing what is right but not in the right way due to the lack of communication clarifying the roles expected.

5.2.5 Recognition

Lamar (2010) claims that local government employees barely have a need for recognition and accomplishment. Lamar (2010) further asserts that the municipal officials position themselves in placing their own recognition and achievement first. This results in municipal officials who are motivated by public service conditions and norms, which most of the time are less responsive to incentive rewards than their counterparts outside public sector. The organisation has a role to encourage their employees to progress in their career environment by recognising their talents and abilities and the efforts employees put in to their job performance. By doing so, the management will unleash a potential of improving the level of their staff’s job performance and enjoying increasing profit rates (Richman et al. 2008).

The findings drawn from the empirical results specify that 0.84 Cronbach alpha results are positively significant of reliability in this instrument. There are seven items loaded that showed significant results of validity in this instrument with an overall Cronbach alpha value of 0.86. Table 4.6 and Figure 4.7 reveal descriptive results loaded with an average mean score of 2.79, which is below an acceptable 3.00 rate. The highest rating statement of agreement according to 50% of the respondents was “My job has prestige outside the
As the authors of previous studies on the recognition topic have outlined, one of the tools for achieving the highest job performance and outputs in the organisation is to recognise and appreciate employees’ efforts and performance in their job. By observing the perceptions of the participants, the researcher can interpret the results by stating that the NMBM employees feel that they are not recognised by the management of the NMBM. Their efforts and capabilities regarding their job responsibilities are not appreciated.

5.2.6 Job involvement

Arnolds and Boshoff (2008) in their study considered job involvement as the organisational commitment which is defined as the “relative strength of an employee’s identification with involvement in a particular organisation”. Concurring with this definition, Chughtai (2008) defines job involvement as an individual’s psychological commitment to his or her job. Job involvement is a factor that has been heavily researched and experts concluded that it is a different construct from other associated employee engagement constructs. It plays a significant role in obtaining effective performance for the organisation from employees (Mohsan et al, 2011). The success of job performance rests with the leadership showing their support for the model as well as the extent of openness, transparency and the level of involvement by the key stakeholders (Trowler, 2010).

The empirical results (Table 3.6) initially loaded a Cronbach alpha value of 0.54. JOB6, with the statement stating “Most things in life are more important than work” was deleted with an aim of increasing the Cronbach alpha of this instrument to 0.70, measuring the reliability of the results. Factor analysis measuring the validity of this instrument loaded as shown in Table 3.8 with three significant items with an overall Cronbach alpha value of 0.80. Table 4.5 loaded an average mean score of 2.58 which is below the 3.00 acceptable level. There are three items that were loaded in this instrument with 62% of the participants disagreeing with the statement that “I live, eat and breathe my job”. The participants who agreed with the statements loaded in this instrument were below 40%. These results can be interpreted as follows: the majority of the participants feel dissatisfied and despondent regarding their work
that is not regarded as worthy and important. Participants feel that the major satisfaction in their lives is not coming from their work and most things that happen in their lives do not involve their work.

5.2.7 Pay and rewards

Gómez-Meija et al (2010) asserts that employers must strategise on building an organisational culture where set of values and payment procedures will be communicated clearly to the employees. According to Gómez-Mejia et al (2010), Herzberg’s dual structure highlights factors that cause employees from being dissatisfied, where one of them is the hygiene factors with pay as part of its facets. Monis (2011) suggests that rewards motivate employees to be committed towards performing tasks of quality that will have positive outputs in the organisation.

The empirical results in Table 3.6 show the Cronbach alpha value of 0.84 significance of this instrument. Factor analysis testing validity in Table 3.8 loaded a value of 0.84 with five significant items. There are four items loaded in Table 4.7 revealing the descriptive results with an average mean of 2.86, which is below than 3.00 acceptable rate. The highest mean score of 3.09 was loaded when 57% of the participants agreed with the statement “My pay is adequate to provide for the basic things in life”. Altogether 53% of the participants disagreed with the statement “I get enough money from my job to live comfortably”.

As investigated in previous studies (refer to section 2.3.6), pay and rewards are an element of motivating employees to perform effectively with satisfactory output (Coetsee, 2003). These results can be interpreted as follows: the majority of the participants perceived the pay and rewards offered by the NMBM as inadequate and that leads to feelings of dissatisfaction. This reveals that the NMBM participants really feel they are not paid equitably and sufficiently as they think they deserve. Furthermore these results indicate that the employees feel that the NMBM is not appreciating their efforts towards their performance as they do not receive any extra monetary compensation.
5.2.8 Fringe benefits

The empirical results (Table 3.6) show the Cronbach alpha value loaded is 0.86 which indicates the reliability of this instrument. Table 3.8 loaded four significant items measuring the validity of the instrument with an overall Cronbach alpha of 0.84. According to Figure 4.9 there is an average of 34.75% who disagree with statements loaded in the fringe benefits measuring instrument, indicating they do not feel they receive sufficient fringe benefits. About 27.75% of participants were uncertain about selecting the option of either agree or disagree with statements pertaining to the fringe benefits constructs. It was 47.53% of the participants who felt in agreement with the statements in this instrument. Table 4.8 loaded an average mean and standard deviation scores of 2.97 and 1.07.

These findings represent the feelings of the participants regarding the fringe benefits offered to the NMBM employees. The respondents are dissatisfied with how the fringe benefits are distributed to the NMBM employees. Their dissatisfaction derives from the fact that only top management benefits from luxurious fringe benefits such as a car and phone allowance, while all the employees from all the different departments receive the housing subsidy, medical-aid contribution, and pension fund contribution at the same rate.

According to the Payment of Wages and Fringe Benefits (PWFB), Act 390 of 1978, fringe benefits are defined as the “compensation due an employee pursuant to a written contract or written policy for holiday, time off for sickness or injury, time off for personal reasons or vacation, bonuses, authorized expenses incurred during the course of employment, and contributions made on behalf of an employee”. In section 3 of the PWFB Act, an employer shall pay fringe benefits to or on behalf of an employee in accordance with the terms set forth in the relevant written rules and regulations, contract or written policy.

The NMBM annual report of the audit committee states that the Municipality used a lower rate than the official interest rate to calculate the fringe benefit on motor vehicle loans, as required by Paragraph 11(1) of the Seventh Schedule of the Income Tax Act, 1962 (Act 58 of 1962).

5.2.9 Job prestige

Job prestige is defined as the respect and reputation an official receives from the job he/she is performing that has an impact on internal and external stakeholders. Job prestige is
commonly referred to as occupational prestige and it denotes the consensual nature of ranking job performance based on the beliefs of a job’s prestige and worthiness (Duffy and Sedlacek, 2007).

The empirical results (Table 3.8) indicate that there are three significant items loaded on this instrument with an overall Cronbach alpha value of 0.58 measuring validity. According to Figure 4.9, there is an average of 74.80% of respondents in agreement with all three statements related to the job prestige measuring instrument. The 17% average score was loaded when participants could not make a positive or negative response with regard to job prestige statements, and decided to choose the uncertain option. There were only 8.16% of participants who disagreed with the statements of this measuring instrument. Table 4.9 has an average mean score of 3.90 and an average standard deviation of 0.89. This shows that the participants’ perception regarding this instrument is favourable. This further indicates that the respondents are of the opinion that their work plays an important role inside and outside the municipal environment. These results indicate that there is a positive significant relationship between job performance and job prestige. Furthermore, these results can be interpreted as stating that the NMBM employees recognise that their work responsibilities are not only directly linked to their effort and quality of work executed in the municipality but also directly involves the needs of the community. The participants understand that the quality of their work can be respected and appreciated not only by internal officials and management but also by the outside stakeholders.

5.2.10 Skills recognition

The empirical results show that skills recognition exerts a negative influence on employee job performance in the NMBM. This means that the more employees are recognised for their skills the less effective their job performance is. This could be caused by the assumptions that when some of the officials obtain higher academic qualifications, they expect their pay and fringe benefits to increase. The municipality expects every employee to get a fair chance of escalating to higher designated positions by applying and being appointed when such an opportunity arises, for example, a new position is advertised. When such expectations of getting higher positions with better benefits are not aligned with recognised skills obtained by
employees, job performance decreases because some employees tend to search for “greener pastures” elsewhere and lose interest in focusing on their current duties.

5.3 RECOMMENDATIONS

The research conducted in this study has led to some insightful results and findings on how job performance can be enhanced in the public sector, more especially in the NMBM. The empirical results have shown that the employees have a lot of dissatisfaction about their jobs, the NMBM processes of doing things and towards their management. This was evident in variables producing mean scores that were below 3.00 on the 5-point scale, such as organisational communication, job involvement, recognition, pay and rewards and fringe benefits.

In order to improve organisational communication between the NMBM and its employees, a few recommendations can be made following the analysis of the empirical study. The initial step must be for the NMBM to align the vision and mission statements of the municipality with the jobs to be performed by employees. This can be achieved by communicating the importance of obeying the rules and regulations that govern the municipality and by distributing booklets or collages with vision and mission statements to all directorates and sections of the NMBM. The employees must be encouraged to associate themselves with the goals of the municipality, to feel pride and accountability in their work. The NMBM management should effectively implement an “open-door policy” where employees can be allowed to air their opinions regarding the execution of their work.

The empirical results revealed job involvement among officials should also be increased. In this regard, the NMBM management should start by selecting and appointing knowledgeable workers to appropriate positions where their qualifications and skills will be utilised effectively for the benefit of enhancing job performance and delivering high quality and acceptable services. In no particular order, the management might consider implementing strategies that will retain their loyal, skilled and top talent workers with the aim of sustaining the delivery of effective services. Furthermore, the NMBM management might strengthen the encouragement of furthering employees’ skills and knowledge by continuing to offer courses and training that will assist employees to maintain competency and gain competitive
advantage in order to be level with (if not above) other private and public sectors. Last but not least, the management must find ways to pay attention to motivating the blue-collar workers in order for them to find motivation to grow their careers for the benefit of their personal needs and above all to learn more about the work so as to enhance their skills and understanding and so that they will not feel stuck in one place.

In order for employees to feel properly recognised, NMBM management should start by identifying strengths and weaknesses of the employees in their work stations. This will assist the employer to place employees in areas where their strengths will be effectively utilised and where their weaknesses can be reversed by offering training. NMBM management should also discuss the criteria for recognising well-performing employees, so that the requirements for receiving such acknowledgement will be clear to everyone. Then a motivating climate can be created by recognising employees for their efforts, commitment, and accomplishments towards their job and the achievement of sound outputs, like satisfactory and acceptable service delivery.

With regard to pay and rewards, it is recommended that the NMBM management should clearly communicate the criteria for awarding such benefits to deserving employees. Every employee must be assured that it is a fair procedure where everyone has a chance of receiving equitable rewards. The next step might be for the NMBM to equip all employees with sufficient tools and resources that will assist them in performing their jobs effectively, for example, computer, printer, scanner and other equipment.

With regard to fringe benefits, the NMBM management can enhance the passion, commitment and level of job performance of officials by considering rewarding all employees with equal and fair fringe benefits according to the level of protocol and type of job the employee is appointed to perform. This can be done by, firstly, introducing regulations on fringe benefits that are adopted by the municipality for employees. For employees who lack literacy skills, such as those performing auxiliary services, interpreters may be considered to be “appointed” in order to translate the stipulated sections to those officials in order for them to understand what it takes to deserve such fringe benefits. The municipality should indicate clearly in the vacant positions advertised, which fringe benefits are associated with such positions. Newly appointed employees must be given or offered such information in order to be clear about who deserves to receive what types of fringe benefits.
At this stage, all the officials of the municipality receive equal housing subsidies and the same portion of medical aid contributions and pension fund. Only the top management and employees with exceptional responsibilities are offered car allowances and cellular-phone benefits. The CFO, COO, executive mayor, portfolio councillors and executive directors receive performance bonuses, on top of their annual salaries and 13th cheque.

The empirical results also point to a need to improve the knowledge levels of NMBM employees. Therefore to equip employees with information, skills and to retain knowledgeable workers for the sake of competitive advantage will also enhance the level of employees’ job performance. Performance appraisal and evaluation systems should be in place in order to detect those employees who are highly performing exceptional work with promising outputs and those employees that require more attention in order for the performance to be brought to an acceptable level. An overall recommendation is that the employer should treat all employees the same, where motivation elements, such as recognition and rewards, will be awarded to deserving employees and tough measures will be inflicted on all those employees who are lazy and not performing. Such rules should be adopted and authorised for every official’s attention and implementation.

5.4 CONCLUSION

The purpose of conducting this study was to investigate the determinants of good employee job performance in the NMBM. It was hypothesised that increased job performance could be achieved by improving organisational communication, skills development and training, teamwork, recognition, pay and rewards, fringe benefits and job involvement in the municipality. The exploratory factor analyses of the participant’s responses produced two new latent variables: job prestige and skills recognition. The relationships of all these latent variables with employee job performance have been statistically tested using multiple regression analysis.

The empirical results revealed that recognition, job prestige, recognition of skills and skills development are the main factors influencing the job performance of NMBM officials. Job involvement, fringe benefits, pay and rewards, teamwork and organisational communication
do not influence their job performance. The reasons for the latter results should be further investigated, as they could point to weaknesses that should be addressed in the NMBM.

For the purpose of investigating further the causes of ineffective job performance within the municipalities in the near future, the researcher highlights the shortcomings which are not clearly discussed in this study as follows: Section 3.3.2 and table 3.2 indicates that there are few directorates that are adequately represented in the survey. This is expressed by the number of respondents per directorate where there is one respondent participated in other departments. Future investigations in this topic may consider targeting a sound number of respondents per department in order to obtain views represented by reasonable number of targeted participants. The other shortcoming is identified from section 3.7.1, where reliability was measured by the Cronbach alpha values. It happened that, the study had to loose one item of job involvement, JOB6, in order to boost the Cronbach alpha from 0.54 to 0.70. Even though the 0.54 value is within the acceptable value, but yet it will be advisable that future investigations on the topic might consider paying attention between job involvement and job performance linkage. Validity was measured by factor analysis and is illustrated in Table 3.7 where measuring instrument, job prestige obtained 0.58 Cronbach alphas. This low value is still acceptable but then for future research, it might be advisable to consider looking at the connection between job prestige and job performance for the purpose of gaining for conclusive reliable results.

In conclusion, this study has highlighted areas that, if enhanced and reinforced, will increase the job performance of officials in the NMBM. The study also identified areas of potential weakness that should be addressed to further improve employee job performance.
REFERENCES


115 5.4 CONCLUSION | Improving Employee Job Performance in the NMBM


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Dear Respondent

I am studying towards my MBA (Masters in Business Administration) degree at the Nelson Mandela Metropolitan University Business School. My study aims to investigate the factors that influence the job performance of NMBM employees. I believe that my study could make a valuable contribution to understanding how service delivery in municipalities could be improved by investigating which factors hinder the job performance of employees.

You are part of our selected sample of respondents whose views we seek on the above-mentioned matter. We would therefore appreciate it if you could answer a few questions. It should not take more than fifteen minutes of your time and we want to thank you in advance for your co-operation.

There are no correct or incorrect answers. Please answer the questions as accurately as possible. For each statement, tick the number which best describes your experience or perception. For example, if you strongly agree with the statement, tick the number 5. If you strongly disagree with the statement, tick the number 1. **Tick only one answer for each statement and answer all questions please.**

Thank you very much.

Thandeka Maqungo

To verify the authenticity of the study, please contact Prof C.A. Arnolds at 041-504 3825.
APPENDIX 2: ORIGINAL QUESTIONNAIRE ITEMS

JOB PERFORMANCE
I am successful in performing my tasks according to my key performance indicators
I am entrusted to perform my tasks without constant supervision
I perform my duties to the best of my abilities
I am given autonomy in performing my work
I enjoy assisting my colleagues in performing their tasks
I always meet my performance due dates
Considering all the things I am responsible for, I do my job very well
I am successful in my job
My job performance is above average

SKILLS DEVELOPMENT AND TRAINING
The NMBM has a skills development and training policy in place
At the NMBM, we are appointed in jobs where our qualifications are fully utilised
At the NMBM, we are appointed in jobs where our skills are fully utilised
The NMBM offers training and skills development to its employees
Employees at the NMBM are motivated to equip themselves with skills and training aligned to their jobs
The employees’ knowledge and skills gained through training are monitored and evaluated by the NMBM

ORGANISATIONAL COMMUNICATION
The vision and mission of the NMBM are effectively communicated to all employees
The NMBM gives employees sufficient autonomy to communicate their opinions regarding their work
The NMBM has an open door policy to encourage communication between itself and employees
The NMBM effectively uses the intranet to communicate with its employees
The NMBM effectively uses social media (facebook, twitter, etc.) to communicate with its employees
Information affecting all the NMBM employees is communicated transparently to employees at all levels.

Communication is effectively used as a tool to build good relations between the NMBM management and their subordinates.

TEAMWORK
The NMBM conducts effective team-building activities to develop team spirit in the NMBM.
NMBM employees are encouraged to work as team members rather than as individuals.
NMBM employees do their jobs more effectively when working in teams.
NMBM employees deliver services timeously when they work in teams.
NMBM employees build good relationships with one another when they work in teams.
NMBM employees render better services to the community when they work in teams.

JOB INVOLVEMENT
The major satisfaction in my life comes from my work.
The most important things that happen to me involve my work.
I am really a perfectionist about my work.
I live, eat and breathe my job.
I am very much involved in my work.
Most things in life are more important than work.

RECOGNITION
I am respected by the NMBM for my skills on the job.
I get enough recognition from the NMBM for the position I hold.
My job has prestige outside the NMBM.
I am praised by the NMBM for doing a good job.
The NMBM accepts my ideas for improvement of the organisation.
My managers at the NMBM let me know when I could improve my performance.
My managers at the NMBM encourage me to make suggestions.
My managers at the NMBM take account of my wishes and desires.
My managers at the NMBM keep me informed about what is happening in the municipality.
PAY AND REWARDS

Compared to the rates for similar work at the NMBM, my pay is good
I get enough money from my job to live comfortably
My pay is adequate to provide for the basic things in life
Considering the work required, my pay is what it should be
The NMBM’s fringe benefits are adequate
The NMBM’s fringe benefits cover many of the areas they should
The NMBM’s fringe benefits give nearly all the security I want
Compared to other places, the NMBM’s fringe benefits are excellent
APPENDIX 3: QUESTIONNAIRE ITEMS AFTER THE EXPLORATORY FACTOR ANALYSIS

JOB PERFORMANCE
I am successful in performing my tasks according to my key performance indicators
I am entrusted to perform my tasks without constant supervision
I perform my duties to the best of my abilities
I am given autonomy in performing my work
I enjoy assisting my colleagues in performing their tasks
I always meet my performance due dates
Considering all the things I am responsible for, I do my job very well
I am successful in my job
My job performance is above average

SKILLS DEVELOPMENT AND TRAINING
The NMBM effectively uses the intranet to communicate with its employees
Communication is effectively used as a tool to build good relations between the NMBM management and their subordinates
The NMBM has a skills development and training policy in place
The NMBM offers training and skills development to its employees
Employees at the NMBM are motivated to equip themselves with skills and training aligned to their jobs
The employees’ knowledge and skills gained through training are monitored and evaluated by the NMBM

ORGANISATIONAL COMMUNICATION
The vision and mission of the NMBM are effectively communicated to all employees
The NMBM has an open door policy to encourage communication between itself and employees
The NMBM effectively uses social media (facebook, twitter, etc.) to communicate with its employees
Information affecting all the NMBM employees is communicated transparently to employees at all levels
The NMBM conducts effective team-building activities to develop team spirit in the NMBM. NMBM employees are encouraged to work as team members rather than as individuals.

TEAMWORK
TEAM3 NMBM employees do their jobs more effectively when working in teams
TEAM4 NMBM employees deliver services timeously when they work in teams
TEAM5 NMBM employees build good relationships with one another when they work in teams
TEAM6 NMBM employees render better services to the community when they work in teams

JOB INVOLVEMENT
The major satisfaction in my life comes from my work
The most important things that happen to me involve my work
I live, eat and breathe my job

RECOGNITION
I get enough recognition from the NMBM for the position I hold
I am praised by the NMBM for doing a good job
The NMBM accepts my ideas for improvement of the organisation
My managers at the NMBM let me know when I could improve my performance
My managers at the NMBM encourage me to make suggestions
My managers at the NMBM take account of my wishes and desires

PAY AND REWARDS
Compared to the rates for similar work at the NMBM, my pay is good
I get enough money from my job to live comfortably
My pay is adequate to provide for the basic things in life
Considering the work required, my pay is what it should be
I am respected by the NMBM for my skills on the job

FRINGE BENEFITS
The NMBM’s fringe benefits are adequate
The NMBM’s fringe benefits cover many of the areas they should
The NMBM’s fringe benefits give nearly all the security I want
Compared to other places, the NMBM’s fringe benefits are excellent

**JOB PRESTIGE**

My job has prestige outside the NMBM
I am really a perfectionist about my work
I am very much involved in my work

**RECOGNITION OF SKILLS**

The NMBM gives employees sufficient autonomy to communicate their opinions regarding their work
At the NMBM, we are appointed in jobs where our qualifications are fully utilised
At the NMBM, we are appointed in jobs where our skills are fully utilised
At the NMBM, our training and development contribute to our advancement (promotion) in our jobs