Employee performance management and development system at King Edward V111 hospital as a tool for service delivery

by

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Declaration

I, Megandrie Moodley, declare that:

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Megandrie Moodley

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Abstract

The purpose of this quantitative, descriptive study was to identify the effectiveness of the Employee performance management and development system at King Edward V111 hospital and to assess the level of awareness the employees have of the EPMDS. Moreover it looked towards the possible shortcomings in the implementation of the EPMDS in King Edward V111 hospital.

Data was obtained from the employees in the junior and senior management positions at King Edward V111 hospital and more evidence was gathered from literature review. Data was collected through a structured questionnaire from one hundred and four participants (n=104) and analysed by means of descriptive and inferential statistics.

The research findings revealed that the employee performance management and development system was not effectively applied at King Edward V111 hospital and that participants had a low awareness level on the purpose of the Employee performance management and development system. The shortcomings were attributed to insufficient management skills and a lack of appropriate communication among employees of their rights and responsibilities when an employee performance management system is being incorporated in their organisation.

It has been recommended that employees in the management position need to incorporate the employee performance management and development system into their own ranks thereby equipping them with a deeper understanding of the policy and its true potential. Moreover the incorporation of balance score cards would enable employees in the management position to quickly target areas of shortfall in their organisation.

The research has been limited to only one hospital. It doesn't provide a holistic view of the EPMDS in public hospitals in South Africa. Future research should look at other public hospital in South Africa, Africa and first world countries. It should look at the similarity between the systems existing in these public institutions that contribute to its successfully implementation and analysis the shortfalls that have occurred and the strategies utilized to overcome them.

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LIST OF ABBREVIATIONS USED

BSC – Balance Scorecard

CEO – Chief Executive Officer

CSFs - Critical Success Factors

DOH – Department of Health

EPMDS – Employee performance management and development system

KEH- King Edward V111 hospital

KRAs – Key Responsible Areas

KZN – Kwa-Zulu Natal

NGO – Non government organisation

CHAPTER ONE

1.1. Introduction

The aim of the employee performance management and development system was to target areas of planning, management in the public sector and also for improving the overall ability of an employee in the public sector (Radebe, 2014). The employee performance management and development system also was meant to ensure that every individual employees output was optimized in terms of quality and quantity thus ensuring that the department's overall performance and service deliver was improved.

King Edward V111 hospital is a public hospital in Kwa-Zulu Natal. It is considered to be the second largest hospital in Southern hemisphere (Ndlela, 2015). The hospital has 922 beds and sees approximately three hundred and sixty thousand out patients (Ndlela, 2015).

Planning and managing this large number of patients efficiently and effectively requires that every employee of King Edward V111 hospital is able to perform their respected duties appropriately. The employee performance management and development system provides the ideal framework onto which management of the hospital can evaluate if their employees outputs are being optimized.

This chapter offers the backdrop of the study by providing a view into the concept of performance management system in the public sector of South Africa and provides the rational on why such a study was undertaken by the researcher. It lists the objectives and the research questions developed by the researcher. Some of the limitations predicated by the researcher are incorporated in this chapter.

1.2. Background of the problem

According to Agarwal (2016:34), the ability of a government to effectively manage the public sector services is a critical issue around the world, especially in light of numerous consumer complaints about the poor quality of public services. Public sector consumers are demanding for improved quality services; moreover consumers want the public service providers to show a greater level of competence and awareness to their needs and concerns (Blount, Munir & Upadhaya, 2014:1600). Agarwal, Tanuja and Paliwal (2016:226) noted that improvements

and changes to the human resource component in organisations have shown to improve public service delivery.

Major developments have occurred within the South African government, great strides have been seen in several public administrations as a result of our new constitution (Molepo, 2011). New legal prescripts, policies and action plans have allowed for amazing transformation of the governments abilities to handle the increasing demands placed on their services.

In the last decade alone, South Africa has seen significant progress being made within certain aspects of the health care system, these have involved the development of well-structured and progressive public health legislation and policies, the extension of primary health care facilities, the decreasing of the barriers to accessible health care and the development of the world's biggest HIV/AIDS treatment programs (Schaay, Sanders & Kruger, 2011).

Despite the country's major achievement, South Africa's health care sector is still overwhelmed with many challenges. One of the challenges the health care system is faced with is the incorporation of a successful performance monitoring and evaluation system (Radebe, 2014).

With the development of the new 2030 National Health Development Plans, it has become essential to have a better leadership models and management capabilities in health institutions to ensure better planning, monitoring and evaluation of public sector employees to make certain that strategic objectives are being attained (Radebe, 2012). The ability of a hospital to be effective, efficient and provide excellence care is directly linked to their employees' performance (Loan, Nestian & Tita, 2012).

A performing business has been described by Brudan (2010:110) as "one that will achieve the objectives set by the managing coalition". Public health care facilities in South Africa are guided by the national health objectives to achieve their goals (Molepo, 2011). Assessment of these objectives is the key to manage if progress is being achieved at any particular facility.

Employee performance management and development system has been designed as a system to assist with performance management on salary levels 1 to 12 in the provisional

Departments in the Kwa-Zulu Natal Provincial Administration (Radebe, 2012). It is a structure that helps provided management with a homogeneous policy framework for employee performance on salary levels 1 to 12.

1.3. Problem statement

An Employee Performance Management and Development forms are filled out yearly at King Edward V111 hospital as part of the annual assessment requirement. It has been noted that during this period of evaluation, there is a lot of tension between the management staff and the subordinates, confusion on how or why these performance management forms need to be filled out. It has been noted it is a stressful period, resulting in low morale and a lack of commitment among the staff to do the assessment properly.

There seems to be lack of understanding on the primary importance of the Employee performance management and development system and conflict between management and staff on how and why individuals are being assessed in a certain areas and why some areas account for a greater score. Moreover the patient complaints on the poor level of service delivery were consistent. An EPMDS policy should have reduced the number of complaints but there apparently seemed to be a short fall.

The problem statement therefore is to examine the effectiveness of the Employee performance management and development system at King Edward V111 hospital. In addition to assess the level of awareness of the employees at King Edward V111 hospital have of their current employee performance management and development system, furthermore to evaluate if there are any areas of possible improvement in the development and implementation of the performance management system.

1.4. Rational for the study

Having a performance management system as part of an organisational framework does not necessary imply superior service delivery; Employees of an organisation need to have a clear, holistic view of a performance management and development system in order for it to be successfully integrated within that organisation. This study hopes to analysis how well the performance management and development system has been integrated into the organisational framework at King Edward V111 hospital. The researcher also hopes to

identify any gaps occurring in the performance management and development system framework and provide possible recommendations to allow for a better implementation in the future.

1.5. Research objectives

- To investigate the effectiveness of the Employee performance management and development system at King Edward V111 hospital
- To examine the level of awareness held by the employees at King Edward V111 hospital have on employee performance management and development system.
- Assess the performance management for any future improvements to fit the organisational better.

1.6. Research questions

- Is the Employee performance management and development system at King Edward V111 hospital effectively applied?
- Do the employees at King Edward V111 hospital understand the purpose and implications of the current employee performance management and development system?
- Are there areas of the current performance management and development system at King Edward V111 hospital that require improvement?

1.7. Delimitation of the study

The focus of this research is delimited to one public hospital in only Kwa-Zulu Natal, King Edward V111 hospital and is only based on the views of the employees who hold junior and senior positions at King Edward V111 hospital.

1.8. Limitation of the study

King Edward V111 hospital employees might not have the time to answer the designed questionnaire properly; there might be time delay in the completion of all the questionnaires as the hospital is an extreme busy organisation. The selection of the sample was limited to a specific group of employees.

1.9. Chapter summary

This chapter has provided the background of what the researcher intends to investigate under the topic of employee performance management and development system at King Edward V111 hospital.

It has also depicted the problem statement, the research questions and objectives pertaining to the investigation. In the second chapter, the researcher looked into literature on performance management and provided a holistic view of the topic. Chapter three provides the details on the research design and the methodology the researcher utilized over the course of the investigation.

Chapter four presented the results of this study and provided a discussion of the analysis of the data obtained. The study was concluded with chapter 5 which incorporated a summary of the overall findings, commendations and possible recommendations and suggestions for future research.

CHAPTER TWO

LITERATURE ANALYSIS

2.1. Introduction

In the past decade there has been major attention generated in the evolving concept of performance measurement and performance management in practitioners and academic publications and conference (Choong, 2014).

This chapter outlines the theoretical framework of the research and looks at the different views taken on performance managements systems and focus on the issues that are associated with the development process of having an appropriate performance management system furthermore also looked at the contributing factors that make employee performance management and development system feasible.

2.2. Definition of an employee performance management and development systems

Employment performance management and development system policy of the Kwa-Zulu Natal department of health has defined performance management "as a purposeful, continuous process directed towards managing and developing an employee's behaviour to ensure that the strategic goals of the organisation are achieved" (Molepo, 2011).

A performance management system can be seen as an authoritative frame work to manage employee performance. This framework relates to all the area and elements in the performance cycle (Cabinet, 2013). It includes the following aspects "performance planning and agreements: performance monitoring, review and control: performance appraisal and moderating and managing the outcomes" (Molepo, 2011).

Anitha (2014:311) viewed performance management as an absolute process that highlights the overall performance of an organisational to each specific area and employee.

Performance Management systems is a working process and cannot be seen as an event. The main purpose of incorporating a performance management system in an organisation is to ensure that employees understand the role that they have in an organisation and for senior management to provide feedback on short falls that have been observed(Blount, et al., 2014).

2.3. The historical context of performances management

Performance Management is an integral part of a Human resource component in any organisation. Performance management is emerging as a discipline that enables individuals and organisations to establish and monitor their ability to achieve their set goals and objectives (Brudan, 2010).

Organisations have now shifted their emphasis to having a greater understanding of knowledge workers to try to optimise their organisational output (Sahoo & Mishra, 2015). Therefore one could now argue that it is important for organisations to understand the role of performance management practices as it could be the vehicle to attain the desired output of an organisation.

The concept of performance measurement is a comparatively new model in the public sector but since the 1970's a significant amount literature has been developed. Bourne (2013:1610) noted that in literature terms such as "performance measures, performance indicators, performance appraisal and review, value for money and, more recently, quality assurance" were commonly used when performance management was discussed.

2.4. Employee performance management and development systems in the public sector

Goal settings in the public sector are well differentiated from the private sector (Kealesitse, Mahony, Lloyd-Walker & Polonsky, 2013). There is no need to develop strategies to achieve maximum profit, as there is no objective of generating a profit, and basically there is not the concept of a bottom line that one can utilise to measure performance against (Agarwal, Green, Agarwal & Randhawa, 2016).

Most public sector organisations depend on the government for funding and have to account to them as stakeholders. Until recently, the ability to measure performance in any public organisations was considered nearly impossible (Loan, et al., 2012).

During the 1970's the first attempts at evaluating performance management system in the public sector to place but failed. These evaluations were centred on the assessment of value for money. This was accomplished through auditors who went through the public sectors accounts. In the attempt to manage public resources more efficiently a range of indicators and different measures for performance management arose (Elg, Broryd & Kollberg, 2013).

Recently the concept of performance measure in a public sector has been linked to the establishment of objectives that an organisation needs to achieve and the assessment of organisational systems to ensure conformance (Agarwal, et al., 2016). Organisations answerability has now become dependent on the criteria that their objective was based upon (Elg, et al., 2013). Resource allocation for future use is affected by this way of thinking, managers concerned with the apparent possible systemic inadequacies within such organisational structure, have developed control systems to manage and evaluate (Jefferson-Falardeau, Demers-Payette & Lemire, 2013).

2.4.1. Purpose of performance management in the public sector

Challenges in the healthcare sector have been increasing steadily (Agarwal, et al., 2016). The increase in the aging population, patients' expectations, medical and technology advancement have all contributed to making the healthcare system a difficult aspect to manage (Elg, et al., 2013).

In most developing countries, health care systems have committed to implementing reforms to try to resolve dysfunctions and achieve sustainability (Jefferson-Falardeau, et al., 2013). A common approach that was utilized was the incorporation of a performance evaluation and reporting system which showed to better support decision making (Ferlie cited in (Jefferson-Falardeau, et al., 2013:450). These systems have been favoured in the healthcare system because of its versatility (Bach, 2000 cited in (Elg, et al., 2013, 282)).

According to Armstrong (2000) (cited in Neely, 2006: 1265) "performance management is a process of obtaining improved results from the employees, management and the organisation as a whole, through considering and overseeing performance within an agreed structure of planned objectives, values and competence requirements".

Srimai, Wright & Radfort, (2013: 662-687) went further and explained how the design of performance management system can help to generate learning opportunities for employees within organisations thereby empowering employees. Performance management and development concept was described by Blount (2014:855) as being in "general and future orientated" which can be simply be understood as that a performance management system can enable an organisation to develop new strategies for the future based from the organisation past experience.

Thus it is imperative that management of an organisation has the necessary skill to enhance both personal and organisational potential thereby enabling the employee to cope with future changes and challenges. An employee's ability to perform is depend on the inform that has been proved by management on what their job targets are moreover every organisation should have developed performance elements that help inform employees on what standard is expected of them (Anitha, 2014).

The concept of performance in health services has been noted by Loan (2012: 1-2) as a representation of an instrument that can bring about quality, efficiency and efficacy together, therefore the assessments of this instrument can help to bring about better service delivery from an organisation.

The use of this system has shown to enhancement performance in both the institution and the employee (Blount, et al., 2014). It looks to evaluating short falls within public sector departments and then helps to determinate the correct activities that would be required to enhance efficient and effectiveness by executing specific tasks and duties (Loan, et al., 2012).

A performance management system can be composed of two important roles; a managerial role -which can impact decisions at senior level (motivating performance, decrease moral hazards and alignment of vision and strategies) and decision facilitating at an operating level (Peter & Yuen, 2012).

2.5. Criticism of performances management system

It has so far be illustrated that a Performance Management System is a vital aspect to an organisation becoming efficient and effective however one needs to realise it is a system that has been prone to failure due to a simple manageable issues within an organisation (Leggat, Bartram & Stanton, 2011).

2.5.1. Management style

The success of an employee performance management and development system is based on the ability of a supervisor or immediate boss in being fair in their assessment of their subordinates (Sahoo & Mishra, 2015). According to research on performance management system by Dr Hoo (2004) cited in (Sahoo & Mishra, 2012:4), 90% of employees found no value in the performance management system.

The reasons given for the failure was due to the lack of honest of supervisors or senior management when appraisal was done as managers wanted to avoid conflict in the organisation. Dr Hoo (2004) cited in (Sahoo & Mishra, 2012:4) research went on to conclude that managers often dreaded the appraisal process and as such procrastinated and failed to prepare adequately.

2.5.2. Foundation

A solid foundation is the key to a successful implementation of a performance management system. Many problems can occur if an employee performance management and development system is developed and initiated with undefined goals, unclear purposes and an unclear strategy (de Waal & Counet, 2009). It can result in the development of an unsuitable employee performance management and development system that fails to meet the demands of the organisational moreover can lead to inappropriate key performance indicators (KPIs) being developed, that measure everything of no importance and therefore nothing of worth (Agarwal, 2014). A system that does not fit an organisation would as a logical result be discarded after a while.

2.5.3. Time management

The introduction of any new system needs to take time and it has to be gently incorporated into an organisation. Failure to do so can result in the development of an immature and not a fully functioning performance management system therefore before introducing an employee performance management and development system an organisation needs to be prepared moreover behavioural aspects of the organisations need to be evaluated (de Waal & Counet, 2009). Time is a precious commodity that most organisations do not have enough of but it is a vital component to the successful implementation of a performance management system.

Time needs to be taken to ensure that there right indicators have been defined and the correct linkage occurs between the employee performance management and development system and a reward system (Neely, Gregory & Platts, 2006).

If one rushes the process of developing and implementing a performance management and development system, employees and management can lose confidence in the new system

quite rapidly and consequently an inappropriate management style can be adopted, resulting in unsatisfactory benefits from the new system (de Waal & Counet, 2009).

2.5.4. Relevancy of critical success factors (CSF) and key performance indicates (KPI)

An employee performance management and development system must be aligned with the objectives of an organisation however many organisations find it difficult to define their CSF and KPI. Some organisations fail to define appropriate goals for their employees and thus data required to calculate KPIs is not available (Loan, et al., 2012).

Gravette (2006) in her research found that employees of the organisation should be included in the discussion when PMDS are being developed. And they need to familiarize themselves with the scoring and measuring systems used to evaluate their work capabilities.

2.5.5. Employee resistance

Change is difficult for any organisations, employees tend to prefer to work in an environment that is known to them, and the introduction of employee performance management and development system is a major event. Employees tend to felt a greater purpose and self-worth when their job objectives have been clearly been defined to them as stated by Costello (1994) citied in Scullon and Collings (2011:71). And a failure to do so has resulted in an employee becoming confused and angered when their key areas of performance has not been explained to them properly and it can lead to a decrease in the functionality of the organisation. This can then cause the employee performance management and development system implementation to take longer and requiring more resources, resulting in management commitment to deteriorate.

2.5.6. Limited resources

Performance management and development systems are complex systems and training should occur to ensure successful implementation, however in most case managers of organisations are so focussed on other aspects in their environment that they do not allocate the appropriate resources or training to allow for the performance management and development systems to be successful (Srimai, et al., 2013).

Money is also a contributing factor that limits the use of performance management and development systems. A reward based on outstanding performance is limited as resources are limited. Public sector organisations are in high demand and as a result allocation of resources is very difficult. Tasks and new systems are placed on hold till a new financial year. Budget constraints make the employment of an appropriate rewards system difficult to implement.

2.6. Development of an organisational performance management

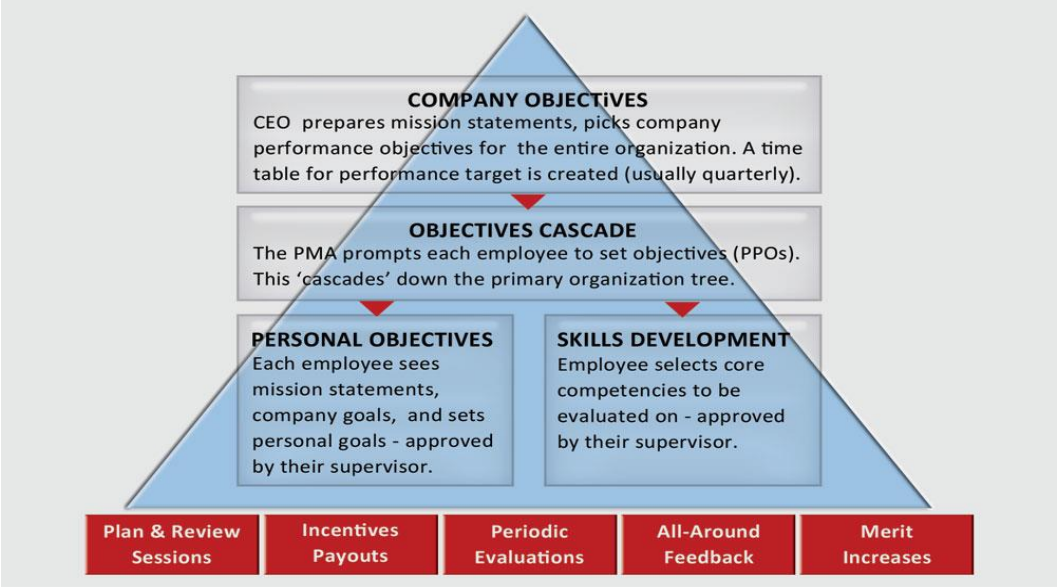


Figure 2.1: Components in the development of a performance management and development system

Source: (Agyen-Gyasi & Boateng, 2015)

A performance management system is more than just an arrangement of practices that evaluate an organisation's performance, it is an integrated framework that explains what the key objectives are and the strategies needed to accomplish them moreover it allows for feedback to management to analyse any short falls within an organisation.

The key objectives in any employee performance management and development system can be summarised into two main categories (Biron (2001) cited in Cagnazzo, et al., 2010:6):

Strategic objectives: employee performance management and development system have helped senior management in achieving key objectives thus help align employees' targets with the strategic vision of the organisation thereby reinforcing behaviour and attitude that

contribute towards the realization of organisational goals (Biron (2001) cited in (Cagnazzo, et al.,2010:7).

These strategic objectives are based on the vision statement that is prepared by the chief executive officer (CEO) of an organisation. The CEO of an organisation is responsible for setting the time frame that these objectives need to be achieved and this time frame would form part of the assessment criteria of an employee performance and development system (EPMDS).

The EPMDS enables the information from top level management to cascade to the lower level employees of the organisation. This information allows the employees, in collaboration with senior management, to develop their own personal set of objectives that facilitates them to achieve the organisation strategic objectives.

Tactical objectives: (Kagaari & Ntayi, 2010:512) "to deliver useful and valid input for performance-based rewards, compensation decisions or recognition; thereby, giving employees clear signals about what is valued by the organisation. To equip managers with relevant information to provide their subordinates with continuous feedback regarding their skills and weaknesses for employee development and performance improvement"

Management ideally does periodic evaluation on the criteria assigned to each employee to make certain that employees are being used to their full capacity and that employees who excelled would be rewarded through either incentive payouts or merit increases.

2.6.1. Approaches applicable to developing a performance management system

Employees are the main assets to any organisations, it is one aspect that cannot be duplicated or copied. The engagement of employees is a significant element to the performance of any organisation (Anitha, 2014). It is therefore imperative for an organisation to create an innovative and co-operative work environment that then leads to organisation effectiveness.

In 2000, the UK Public Services Productivity Panel developed a frame work that they felt represented the building blocks of performance management (Northcott & Taulapapa, 2012).

The framework was based on two main ideals:

(1) “That in order to function optimally all the basic building blocks must be in place”

(2) “there is a natural sequence in which the blocks need to be addressed (i.e. top down)”.

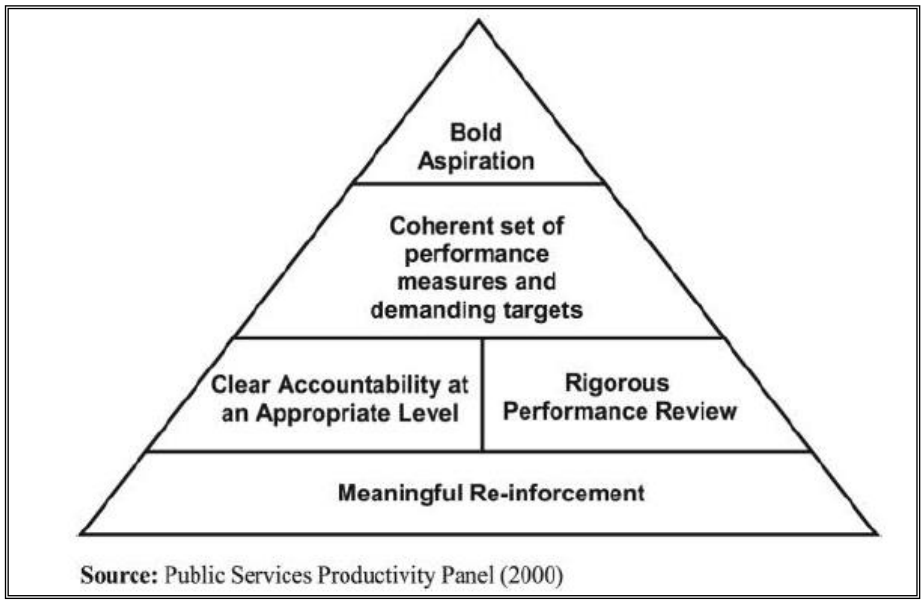


Figure 2.2: Performance management building blocks

Source: Public Services productivity panel (2000)

To discuss figure 2.2. ; “bold aspiration” simply means that the strategic strategies of the organisations need to be in line with the vision of the organisation. Employees need to have a proper sense of direction that’s aligns theirs KRA with the targets set by the organisation (Blount, et al., 2014). The measurement of these KRA needs to be smart and allows for linkage throughout the organisation (Northcott & Taulapapa, 2012). Moreover every individual needs to take full ownership for his or hers target or collaboration of their effort. KRAs and GAPS need to be rigorously reviewed and altered timorously by management if so required (McGuire & Radnor, 2004 cited in (Northcott & Taulapapa, 2012).

The concept of “meaningful reinforcement” was discussed against the background of four government agencies. The reinforcements were set out under the areas of performance framework, targets and incentives, distribution of incentives and funding of incentives (Peter & Artie, 2012).

Makinson (2000) cited in (Peter & Yuen, 2012:426-428) discussed the concept of a balance score card (BSC) being introduced within one of the four government agencies he had

studied. These agencies argued that a BSC as an extension of an employee performance management and development system could address the first three levels defined in Figure 4 "(bold aspiration, coherent set of measures and targets, ownership and accountability, rigorous performance review)".

2.6.2. The components of an effective performance management system

According to Swee (2012) performance management is about ensuring employees felt supported by management and are directed effectively and efficiently to the strategies of the organisation. A successful employee performance management and development system includes "top management commitment; employee buy-in; an emphasis on performance excellence; adequate training; a simple BSC; clear organisational strategy and goals; links to incentive schemes; and adequate resourcing" (Kagaari & Ntayi, 2010).

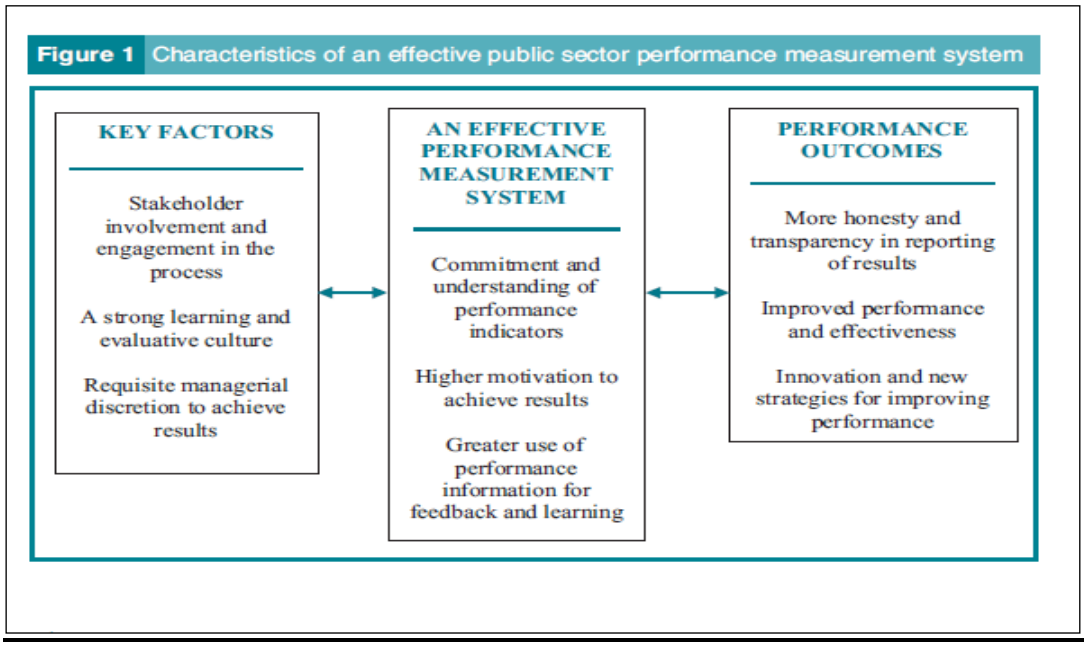


Figure 2.3: Characteristics of an effective public sector performance measurement system

SOURCE: (Agarwal, et al., 2016)

2.6.2.1. Top management commitment

Managers in organisations need to be part of the performance management system. They need to commit the extra time during the initial phase to ensure that the concept of performance management is entrenched in the organisations working environment. Managers need to committee to the total system and not just aspects of a performance management and development system. This level of commitment needs to be throughout an organisation.

2.6.2.2. Employee commitment

Employees need to be highly committed to their organisations and have a culture that understands the importance of meeting their targets. Involving employees in the development of employee performance management and development system ensures that they are more committed to achieving their goals (Sahoo & Mishra, 2015).

The involvement of employees also helps to create a higher level of motivation within an organisation as employees play an active role in setting their targets. Goh (2012:35) proposed that employees would feel as if that they have been given the necessary managerial discretion to have influence and control in reaching their targets.

An employee's degree of engagement with their organisations is dependent on their level of commitment and involvement as mentioned by Anitha (2014). If an employee is made to felt part of an organisation, they go beyond the minimum requirements of their roles and excel in their duties. It is important for an employee to be engaged and understand what performance is expected of them according to Atkinson (2012:49). This allows for a greater commitment and therefore an overall improvement in the performance of an organisation and a better quality of service delivery.

2.6.2.3. Performance excellence

With a strong learning and evaluative culture, performance results feedbacks are more likely to be used for developing innovative new strategies for continuous improvement and change. A reward based program needs to incorporated into the performance management system thereby ensuring that employees that excel be rewarded appropriately and fairly.

The whole process from evaluation to feedback needs to be transparent to ensure that no favouritism or biases had occurred during the evaluation of an employee's performance (Fryer et al., 2009).

2.6.2.4. Organisational culture

The way an organisation develops its culture is by learning how to deal with the problems of external adaptation and internal integration (Blount, et al., 2014). If the techniques they used were successful it would therefore be considered valuable to be transferred to other employees in the organisation as the correct way of perceiving, thinking, and feeling about particular problems this is in accordance to Kagaan (2011).

Employee performance management and development system which have been successful in developed countries, have failed in the developing country but not due to any deficiency in or unsuitability of the system but rather these systems were adopted without any regard to their congruence with the internal work culture (Reginato & Guerreiro, 2013)

One can foresee that no two health services have the exact same work culture or attitudes towards work and even the understanding of performances needs differ thus it is imperative that an EPMDS be tailored to those specific institutions (Kagaan, 2011). Thus it is imperative to build a culture that supports the employee performance management and development system and that encourages employees, both old and new to meet the targets allocated to them.

2.6.2.5. Vision and mission statement

The basic need of a performance management system is create an alignment between the organisational objectives and its subsystems to achieve the organisational objectives (Sahoo & Mishra, 2015). There needs to be an understanding of these objectives by both management and employees for the system to be effective. An employee performance management and development system helps link an employee's job description to tasks that enable the successful implementation of the strategies aligned to the organisational vision and objectives (Srimai, et al., 2013).

2.6.2.6. Team objective

Performance Management systems is a working process and cannot be seen as an event (Boland & Fowler, 2000). The main purpose of incorporating a performance management system in an organisation is to ensure that employees understand the role that they, as a whole, have in an organisation and for senior management to provide feedback on short falls (Blount, et al., 2014).

Moreover for management ensure that employees are getting the necessary training and coaching to overcome short falls. The overall purpose is to ensure that strategic vision of employees is aligned with the strategic objectives of organisations (Brudan, 2010).

2.6.2.7. Individual objectives

The criteria, upon which the performance of an employee is assessed, consist of Key Result Areas (KRAs) and the Generic Assessment Factors (GAFs) which are contained in the PA (Loan, et al., 2012). KRAs describe what is expected from an employee in his/her role and focus attention on actions and activities that assist units and ultimately the department in performing effectively (Molepo, 2011). In the work plan the KRAs should be broken down into outputs and activities with the resource requirements. These are used to indicate how the performance and achievement of the outputs and activities can be measured.

2.6.3. The balance scorecard (BSC)

Over the past few years many papers and books have been published by Kaplan and Norton that have illustrated the evolution of the balance score card concept from a “pioneering, but simple performance measurement tool”, through to a multifaceted employee performance management and development system (Perkin, Grey & Remmers, 2014).

The purpose of the BSC was to offer a quick holistic observation of a business thereby providing a starting point for management to bring about changes. A balance score card can be viewed as a “measureable road map” that can help organisations assess if they are meeting their strategic goals (Bourne, et al., 2013). According to Peter and Artie (2012:421-430) a BSC gave employees in the management position, a succinct set of information to help estimate performance and thereby direct improvements this idea was further built upon by

Hoong (2014) whom noticed that a BSC offered a more indepth reporting for management on how successful the organisation had been.

2.6.3.1. The Balance Scorecard Perspectives

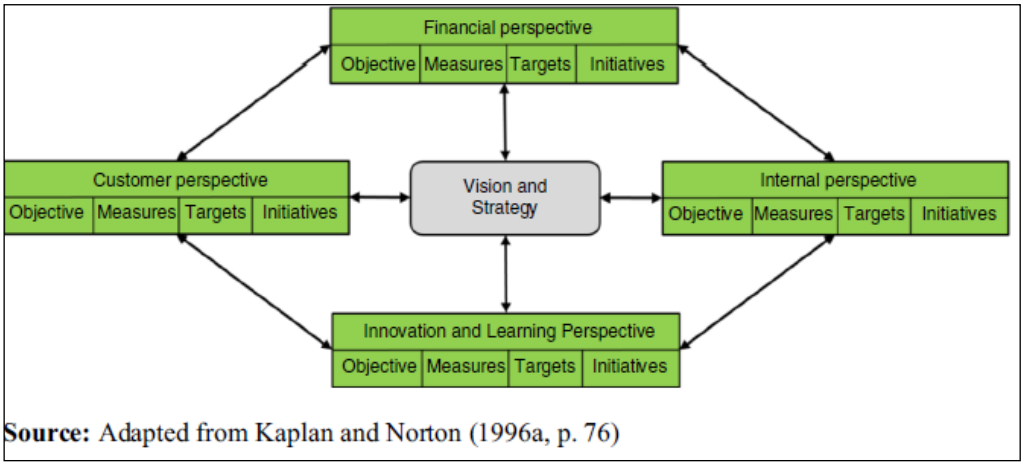


Figure2.4: A balanced scorecard

Source: Adapted from Kaplan and Norton (1996a, p76)

A balance scorecard can be described by four different perspectives:

2.6.3.2. Customer perspective

This aspect is mainly considered focusing on the customer and ensuring that the customer is satisfied with the organisations products or services furthermore it takes into consideration what the customer expectations of the organisation is therefore sets performance measures to be aligned with this expectations to ensure that the organisation does not under perform (Kang & Fredin, 2012).

According to Kaplan and Norton (1992) cited in (Perkin, et al., 2014: 152), “customers’ concerns generally fall into the four main categories of time, quality, performance and service, and cost”. If used correctly, this perspective can enable managers to successfully match their performance to the needs and wants of the customer.

2.6.3.3. Internal business perspective

This aspect looks into how the management is running the business and it helps in the assessment on whether the services offered or produced it conformed to a customers' requirements (Albertsen & Lueg, 2014).

This component is where the organisation needs to do an internal analysis and assess its effectiveness of its own processes and to use only those indicators that focuses on activities which have the greatest impact on the operation of the business (Remmes, Grey & Perkins, 2014). These measures could include product cycle time, productivity, cost, and time to market amongst others. However, these measures must relate to activities that can be influenced by the employees or managers.

2.6.3.4. Innovation and learning perspective

This perspective needs the organisation to realise its shortfalls, develop employee training by having tutor or mentor programs within an organisation and thereby improve on its overall ability to perform and how flexible an organisation is dependent on its ability to change (Kang & Fredin, 2012).

The measures tend to focus on employee satisfaction and development, and the monitoring of new products or services with the emphasis being placed on innovation.

26.3.5. Financial perspective

This perspective looks to the financial achievement that an organisation can achieve within their financial year. It tends to focus on how well cost strategies was implemented and to assess if the organisation had reached their projected financial targets (Perkin, et al., 2014).

In terms of a non- profit organisations, this perspective looks to achieving social, cultural targets. NGO can be founded by members of a community thus in this case financial perspective is actually a "Stakeholder Interests" perspective or "success" perspective.

Kaplan and Norton cited in (Albertsen & Lueg, 2014:433) suggested that the evaluation criteria of all the four perspectives used in a BSC can be the same.

Management thinking needs to move away from the conservative, money focused view of performance dimension towards a broader view on performance management; encouraging managers to consider the (equally important) non-financial aspects of the business as well as the financial aspects (Ahmadi, 2015).

2.7. The Balance scorecard in the public sector

Kaplan and Norton cited in (Northcott & Taulapapa, 2012:175) went on further to suggest that a BSC can be used successfully in a public sector. A BSC in the public sector would simply involve making the customer the main perspective instead of the monetary aspect. Arguments have been made that a BSC can serve as a dual role in public sector contexts as a measurement instrument to guide performance, and a means of enhancing democratic accountability and responsibility as mentioned by Albertsen & Lueg (2014).

The view of a BSC to be utilised in a dual format, is supported by others who suggest the BSC has usefulness in the public sector due to its multi-dimensionality in capturing the non-financial aspects of performance (Peter & Artie, 2012). The ability of a BSC to identify a limited number of KPIs helps provide a clear focus for achieving organisational strategy in spite of a complex operating environment (Perkin, et al., 2014).

The UK healthcare sector incorporated the BSC as a multi-dimensionality module in their organisational systems and the BSC showed to contribute to the national targets being met and allowed for better transparency across board and improved accountability within the UK healthcare sector (Northcott & Taulapapa, 2012).

Balance Scorecard is an incredible tool for management to use to measure performance in their organisation when applied in the correct manner. When implementing a BSC system management needs to ensure that the version of BSC matches the needs of those organisations. A balance scorecard needs to be tailored to an organisations needs and wants in order for it to have a meaningful impact on employee performance management and development system (Kang & Fredin, 2012).

2.8. Formal assessment – performance appraisal

Bourne (2013) defines performance appraisal as the process of evaluating and communicating to employees how they are performing a task and if there are gaps then establishing a plan for improvement. In Semakula-Katende's (2012) research it was shown that employees need to be commit themselves to the overall appraisal policy for this human resource management activity to be successful (Agarwal, et al., 2016).

Performance Appraisal is an ongoing process that should occur weekly (informally) thereby allowing for shortfalls in job production to be seen quickly and then acted upon.

Byars and Rue (2006) cited in (Bourne, et al., 2013:1602) went on further to explain performance appraisal has the added benefit of encouraging employees to improve their performance or work effectiveness and in this way one can say that performance appraisal can be utilized as a means to tell employees how well they are performing in their duties and provide suggestion on how to improve their overall work effectiveness.

2.9. The process of performance appraisal

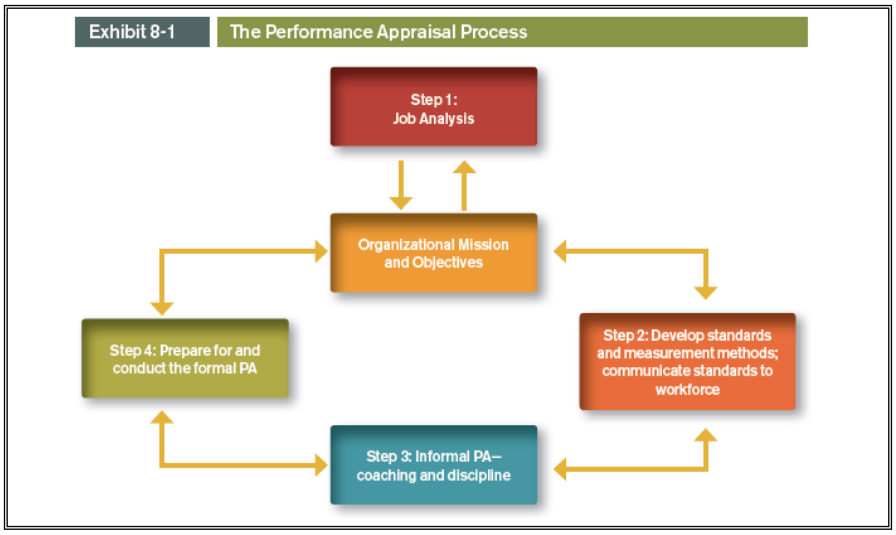


Figure 2.5: The performance management appraisal process

SOURCE: (Verweire & Van Der Berghe, 2004)

2.9.1. Step 1: Job analysis

An organisation needs to ensure that employees understand their job description and that the description is appropriately aligned with the organisation mission and objective, the department that employee is allocated to as well. When the policy and framework of the EPMDS model is applied properly it does not only inform employees of current work performance but also influences their prospective level of effort and task direction.

2.9.2. Step 2: Develop standards and measurement methods

Once an employee understands their roles within an organisations, it is important that these roles are linked to specific standards and measures to properly evaluate if employees are meeting the pre determine criteria and to assess if there is any gaps in their development within an organisation. The standards and measurements could be linked to their KPIs and CFAs.

2.9.3. Step 3: Informal performance appraisal — coaching and disciplining

Performance appraisal is an ongoing process. Ideally a performance appraisal should be done more than twice year. Employees need to get regular feedback, formal evaluation of an employee only occurs twice year and fails to allow for a great improvement in their abilities and can be detrimental to an organisation as gaps are only uncovered after a six month period (Javad & Sumod, 2015). Thus it is imperative that supervisors monitor their subordinates regularly to make sure that their employees are on target with their objectives.

If gaps in an employee's performance are discovered, an organisation can offer coaching to try and improve the employee's performance moreover if the assessment shows that an employee is failing to meet targets due to inappropriate work ethic, disciplinary action can be taken.

2.9.3. Step 4: Prepare for and conduct the formal performance appraisal

It is the norm to have a performance appraisal with management at least twice a year. Management need to ensure that adequate time has been set aside to ensure that the assessment of an employee is not rushed or done incorrectly.

In a formal assessment the subordinates work performance is examined and discussed with the supervisor to examine areas of potential weakness, strength and areas for improvement and future skill development.

2.10. Performance measurement system

Performance measures are quantitative or qualitative way to characterize and define performance within organisations (Sahoo & Mishra, 2015).

It is assumed here that organisations in dynamic environments use performance measurements both to regulate existing processes and activities to meet today's demands and to explore new challenges related to future changes in the environment (Loan, et al., 2012).

It helps to assess the progress made by the organisation and it can be considered as a tool for those organisations to manage strategies that are in play to achieving the objectives of the organisations. Vickers (1967 cited in (Loan, et al., 2012:4)) described a performance measurement system as being composed of the following element

- Input – performance measures and the information it produces
- Process- procedures to convey input into outputs
- Outputs- results obtained from the performance measure
- Outcomes – customer needs are fulfilled.

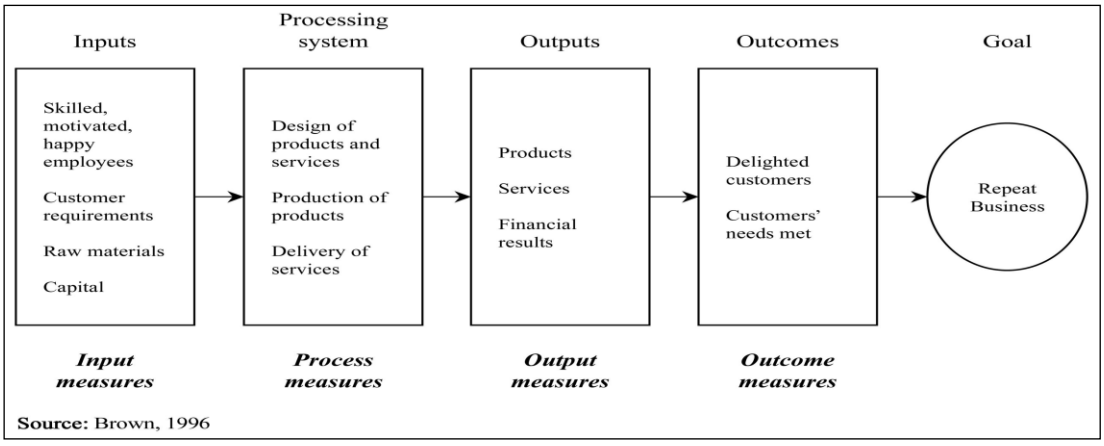


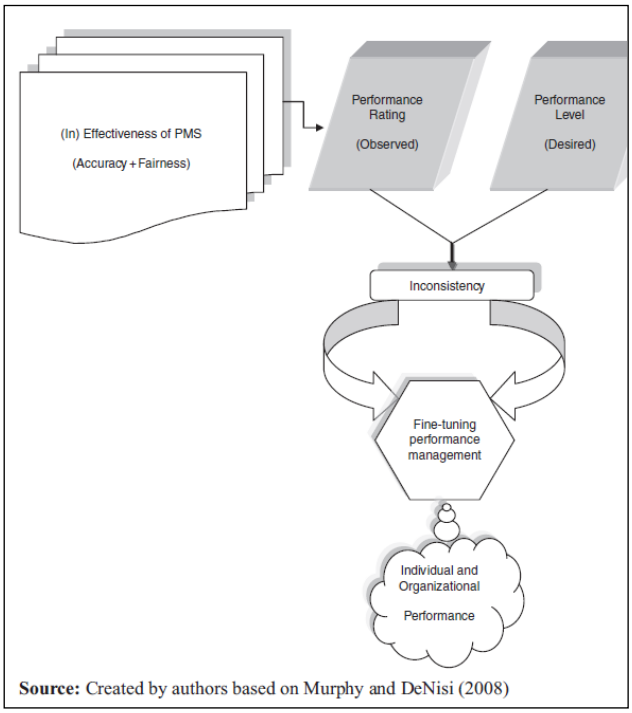
Figure 2.6: Components in a performance measurement process

Source: Brown, 1996

Inputs received through the measurement system enables the organisation to develop new strategies based on facts (Srimai, et al., 2011). However development of new strategies has no effect unless a control system is in place to ensure that changes are being implemented accordingly. This feedback enables managers to then fine tune their strategies and help realign employees and resources to achieve the desired outcomes i.e. processes (Sahoo & Mishra, 2012). Objectives of an organisation can only be reached if both the non-critical and critical components of performance measurement system are properly articulated to the employees (Price, 2006 cited in (Brudan, 2010)).

According to Srimia (2010) many performance measure systems fail to clarify their outputs explicitly and their creators tend to focus more on performance measure tools. Managers require a performance measure system to enable them to operate a management system efficiently however it should be noted that not all performance measurement systems are responsive to the needs of management (Srimai, et al., 2013).

2.11. The feedback system of a performance measurement system



Source: Created by authors based on Murphy and DeNisi (2008)

Figure 2.7: The feedback process of a performance measurement system

The feedback system described by Murphy and DeNisi citied Agyen-Gyasi & Boateng (2015:58) in helps managers to clarify their job expectations for their employees. The performance management system can only work if feedback is received via a performance measurement tool. During the informal and formal performance appraisal process, management evaluates an employee's performance on what was observed and compare this level of performance to the desired performance level (Agyen-Gyasi & Boateng, 2015).

If a supervisor finds that there is inconsistency in an employees work performance, they would work with the employee to make the required adjustments to improve the overall performance of the employee and the organisation. This may include the incorporation of coaching and training for employees falling short of the desired work expectation

2.12. Review and evaluation of the performance management system

Management needs to foster a supportive atmosphere that shows concern for employees' needs and feelings, and has feedback systems that encourage employees to voice their concerns and a platform for them to request for development of skill and to participate in solving work related issues (Deci and Ryan 1987 cited in (Anitha, 2014)).

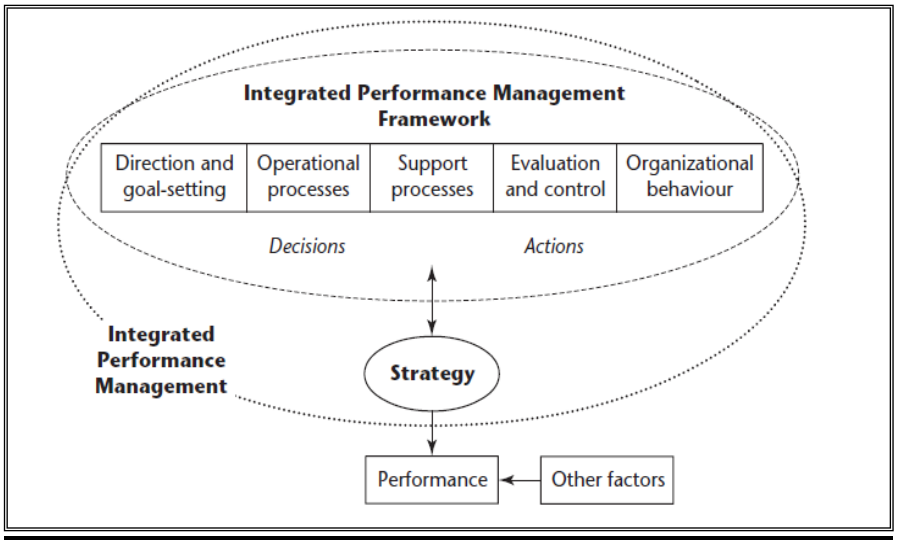


Figure 2.8: Model of an integrated performance management framework

SOURCE: (Verweire & Van Der Berghe, 2004)

In the last decade, there is a move towards integrating strategic performance management and individual performance management. An integrated PMS helps to ensure the coexistence of the various components of an employee performance management system thereby allowing for a greater value creation (Maraghini & Giovannoni, 2013).

The above diagram illustrates how different elements in an employee performance management and development system can co-existence and lead to synergism if applied properly. Organisations are looking towards the development of integrated performance management system as it focus on the critical activities and allows for alignment of vision and objectives moreover it allows for a competitive edge and long term sustainability (Verweire & Van Der Berghe, 2004). Employee performance management and development system is only truly successful if all components of its framework is considered and applied properly.

The goal of every employee performance management and development system is to achieve superior performance which in turn is dependent on the development of well formulated and effective strategy (Bourne, et al., 2013).

As seen in figure 8, the strategy of an organisation in itself comes from the interplay between decisions made and actions taken; this is what an Integrated Performance Management Framework is according to Javad & Sumod (2015). An organisation needs to make certain that decisions and strategies that they develop are acted upon moreover these strategies that are formulated can only work if there are processes to support their implementation within an organisation.

KRAs and CFIs of employees are now becoming a reflection of organisational goals and a culture of achieving these goals is now becoming part of an organisations furthermore employee measures are being aligned with organisational performance measure (Burden, 2009).

An integrated system just looks at ensuring that all areas function as one unit with a common strategy and target. It also allows for a more holistic view of the critical aspects in an organisation and how each component is dependent on each other to successes. Failure in one aspect leads to a poor implementation of the next step thus leading to a very ineffective employee performance management and development system to be produced.

2.13. Benefits of employee performance management and development system

The EPMDS policy provides an ideal framework that an organisation can work towards. It provides the steps that need to be followed to allow for successful implementation of key strategies (dpsa, 2007). It also provides guidelines on how to handle short falls in training and development of employees.

2.13.1. Employees

For an employee of the organisation it helps to highlight what are their key areas of responsibilities and what type of training or coaching they may require. It also allows for open communication between employees and their supervisors as they develop their assessment criteria together (Anitha, 2014). Employees are offered the opportunity to voice their opinion in the planning of their development and performance.

C.K Sahoo and S. Mishra (2012:3-5) stated in their paper that a performance management system allowed an employee a greater insight into what their roles was and what the organisation objectives were. It allowed for more one on one time with management, thus making employees felt as if they have contributed to the overall strategies of their organisation.

By involving the employee in decision making and planning, it gives an employee more responsibility for organisational performance and thus inherently signals that the employee has made an important contribution to the organisation (Luthans, 1995: Steven and Ash 2001 cited in Pascale 2010)

2.13.2. Management

For Supervisors and management, it helps them to recognize employees that are excelling and those that are under performing (Pascale, 2010 cited in (Anitha, 2014)). It enables them to provide rewards to those that deserve it and provide coaching and more training to the employees falling behind. Overall it helps management to understand where their strengths and weakness lay and accordingly develop new strategies based on this information.

2.13.3. Organisation

For an organisation, Armstrong and Baron (2006) cited in (Atkinson, 2012: 51) mentioned that they benefited by having employees felt as if they are vital to the strategies thus alignment of vision and objectives were more easily achieved. A performance management system has also shown to improve commitment from employees and has helped to retain skilled employees (Brudan, 2010). In addition it can improve the overall organisation effectiveness and efficiency.

2.14. Chapter summary

Chapter two has provided the theoretical framework upon which the research has been constructed around. It has given a holistic view on the performance management systems and how different academics have viewed the concept of performance management within working environments. This chapter has summarized the key points that the researcher used during their discussion in chapter four. The next chapter three provides the details on the research methodology and the different research technique utilized by the researcher.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In chapter one, the researcher has outlined the study objectives and research questions that are the foundation of this study. Chapter 2 explored the concepts related to the performance management systems and it provided a holistic view of the topic under discussion.

This chapter serves to provide the detailed framework upon which the researcher executed their strategy and it also serves as a discussion on the research methodologies and research instruments that were developed and used to collect, analyse and interpret data to answer the research questions posed in this study.

3.2. Research philosophy

A research philosophy is an exact concept about the manner in which information about a precise occurrence should be collected, analysed and utilised. In literature there are two research philosophies that have been under discussion: “positivist and interpretivist” (Creswell, 2014).

3.2.1. Positivist

Creswell (2014) describes positivist as a philosophy in which “cause determines effects or outcome”. The view point of a positivist researcher is that authentic data can only be obtained through scientific method which is subjected to reasoning (Sekaran & Bougie, 2013). Research is about looking at claims and then theory to test if these claims are true. The researcher has the capacity to be unbaised and have no sway over the data moreover this data can be repeatable. Thus new predications can be based on previous data anlaysis.

For this study, the researcher had adopted a positivist view for their research as the conclusions researched were based on the knowledge gathered during the scientific method collection.

3.2.2. Interpretivist

Interpretivist philosophy is one in which the researcher needs to be subjective in their analysis and the involvement of their reality they are studying. This research philosophy requires the researcher to look beyond the surface of what they investigating but rather get involved with elements of the study. The researcher believes that their interaction with the elements under study forms part of the scientific knowledge they are pursuing. In this study the researcher avoided influencing their study environment and thus did not conform to this particular philosophy.

3.3. Types of research

There are two main reasons why research can be conducted; one is to try to solve a current problem that a manager in their working environment has. This is referred to as applied research; the alternate is referred to as basic or fundamental research (Sekaran & Bougie, 2013). Basic research is to generate a body of knowledge by trying to understand how a problem occurs in an organisation (Creswell, 2014).

The aim of the researcher for this study is chiefly to gather information on the EPMDS occurring at the organisation and investigate the system's effectiveness that contribute to its success or failure as a tool for service delivery. The researcher's finding contributed to the existing knowledge on EPMDS. Thus the type of research undertaken in this study is a fundamental research.

3.4. Study area

The researcher based their study at King Edward V111 hospital in Durban Kwa-Zulu Natal. This is the place of employment for the researcher thus it made the collection of data more accessible. Added to this the research objectives were based on issues that have occurred within the King Edward V111 hospital department, thereby providing the ideal backdrop for the investigation to occur

3.5. Research design and rationale

Establishing a strong foundation is the first step in the development of an ideal proposal, the first step in any research process. A research design helps provide the structural framework

onto which a proposal is built upon. It can be considered as a road map of the direction the study has journey on. It is the key aspect in the study.

A research design can be viewed as an overall plan on how a researcher can obtain answers to questions that are being evaluated and for handling some of the difficulties uncovered during the investigation process. The researcher selected a quantitative and descriptive research design as it best suited their research framework.

The aim of study was based on the evaluation of the EPMDS at King Edward V111 hospital. King Edward V111 hospital is a public hospital, under the management of the Kwa-Zulu Natal Department of Health (DOH). This is a large hospital and the number of possible participates were large as the topic was applied to all the management employees at King Edward hospital.

The chosen method to collect the data was only a quantitative approach as it enabled the researcher a greater opportunity to reach more participates for data collection and it was a faster method to collect the information the researcher had required. Moreover the quantitative approach allowed the researcher to restructure the complex research objectives to a limited number of variables thereby allowing for a better objective assessment.

3.5.1. Quantitative approach

Rowley (2014) has described quantitative research methods as the attempt of a researcher to try to "maximize objectivity, replicability, and generalizability of their findings", and are typically interested in prediction. An important component to this method is the expectation that a researcher would have set aside their biases and perceptions on the study under investigation, to ensure objectivity in the manner in which the research is conducted and the conclusions that are realised (Creswell, 2014).

Quantitative methods can be referred to as being deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population furthermore quantitative methods also make the assumption that a single truth exists which in itself is independent of human perception (Rowley, 2014, pp. 308-330) .

The main elements to a quantitative research are the use of tests or surveys to collect data (Creswell, 2014). The quantitative research method used involved the completion of survey

questionnaires. The use of questionnaire design and scientific sampling helped measure the characteristics of the population with statistical precision. It enabled the researcher to analysis and make inferences from a sample to the population (Creswell, 2014).

3.5.2. Research instruments

Instruments are the generic term that researchers use for a measurement device (Creswell, 2014).This section looks at strategies the researcher had used as tools for their data collection. The researcher had included the following in this study to obtain data: survey in the form of questionnaires and readings of relevant literature and documents on EPMDS published by the DOH.

3.5.3. Research methodology

When the researcher interacted with participants of the study, it enables theory concepts to now extent towards real organisations and real life situations, thereby achieving greater realism and allowed for a better foundation upon which the researcher utilized when structuring their discussion.

The survey used was in a questionnaire format and it enabled the researcher to obtain details and data about practices and situations under investigation. Quantitative analytical techniques were used to help draw inferences between the data and the existing relationships occurring.

The survey was cross-sectional as it was a faster method to collect the data and the choice of a questionnaire as a research design was considered to be appropriate as questionnaires are completed in a faster time when compared to qualitative data techniques furthermore surveys offer consistency, the wording is the same to all participants and thus helps reduce bias (Rowley, 2014) moreover it allowed for a larger sample size to be surveyed over the time period given (Sekaran & Bougie, 2013).

3.6. Questionnaires

3.6.1. Questionnaire design

Questionnaires are considered to be one of the most widely used methods in data collection (Rowley, 2014). A questionnaire has been defined by Harlacher (2016) as a "research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents".

The researcher used the information provided by the authors Fink (2013) and Harlacher (2016:1-2) to construct the questionnaire for the study. It involved a five step process that is discussed below in detail.

3.6.1.1. Step 1: Establish the function of the questionnaire

The understanding of what the objectives of the study are and how best to obtain the information is the first step in the process of developing an efficient questionnaire. The researcher was aware that the study was to be conducted in a busy working environment thus the questions had to be direct and simple to understand.

3.6.1.2. Step 2. Classify the information needed to achieve the objectives

This step is meant to have an understanding of the information required as the researcher. The researcher compiled a list on the type of information was required. It was important to ensure the items on the list were clear, essential to the study and are not redundant. It is important to ensure that the information required is clearly defined to allow for a connection between the objectives and the questions (Phellas et al., 2012).

The objectives of this study were to assess the structure of the EPMDS in the organisation, the effectiveness of the system as a tool for service delivery and the level of awareness therefore information on the understanding of the EPMDS and the implementation process was very critical to the survey. Questions were specifically designed to gauge these responses.

3.6.1.3. Step 3. Write the questions

An important component in this section is the number of questions the researcher wants answered for their study. Burgess (2001) said that researchers need to be aware of whom their target audiences are and the level of interest these possible respondents might have in the topic moreover the researcher must be aware of the amount of time a respondent would spend on completing a questionnaire. A lengthy questionnaire can put off potential respondents and thereby reduce the response rate.

The choice of wording is also a major element. The more difficult a questionnaire seems to be, the more of a cognitive burden it becomes to respondents (Fink: 2013). Respondents are less likely to complete a questionnaire or properly answer a questionnaire if they feel it is too much of a burden. The researcher opted for an easier questionnaire, thereby ensuring more useful and accurate the results could be obtained.

The researcher opted to use a likert scale approach for their questionnaire. This approach allows respondents to able to specify their level of agreement or disagreement on a symmetric agrees-disagree scale for a series of statements (Creswell, 2014). The researcher preferred this rating scale as it was able to capture the intensity of the respondent's feltings for a given item. The questionnaire was composed of sixteen questions.

3.6.1.4. Step 4. Re-examine and modify the questionnaire for coalition with objectives of the research and follow the research-based guiding principle for writing questions

Prior to issuing the developed questionnaire to the target sample, a pilot test was done. The researcher issued the draft questionnaire to their supervisor and group members from their MBA3 class to review. These individuals were not involved in the creation of the questionnaire nor were they prospective respondents for the study.

They were asked to assess how straight forward the questionnaire was and whether the questionnaire was easy to complete. Their feedback was taken as constructive criticism that was then utilized to improve the questionnaire before it was issued.

3.6.1.5. Step 5. Categorize and design the questionnaire

At this step, the focal point for the researcher shifted towards categorizing and designing the questionnaire to match the administration method. The questionnaire was administered electronically or by hard copy. Online administration was more convenient in theory, but the respondents required access to basic technology (Fink, 2013). The use of hard copies is more expensive and time consuming due to printing expenditure and the time concerned with manually or scanned data entry. However this method of data collection does not require much technology.

For this study the researcher opted on doing both electronic submission and a hard copy. While handing out the hard copies of the questionnaire, the online link was also provided to the respondents to make available to them an alternative avenue to finish the questionnaire. The respondents whom favoured the online survey were not given a hard copy of the questionnaire thereby preventing duplication of data. The hard copies of the questionnaire and consent form were coded with a specific number that matched the respondent's name to ensure the confidentiality of the respondent was maintained throughout the data collection process.

3.7. The sampling process

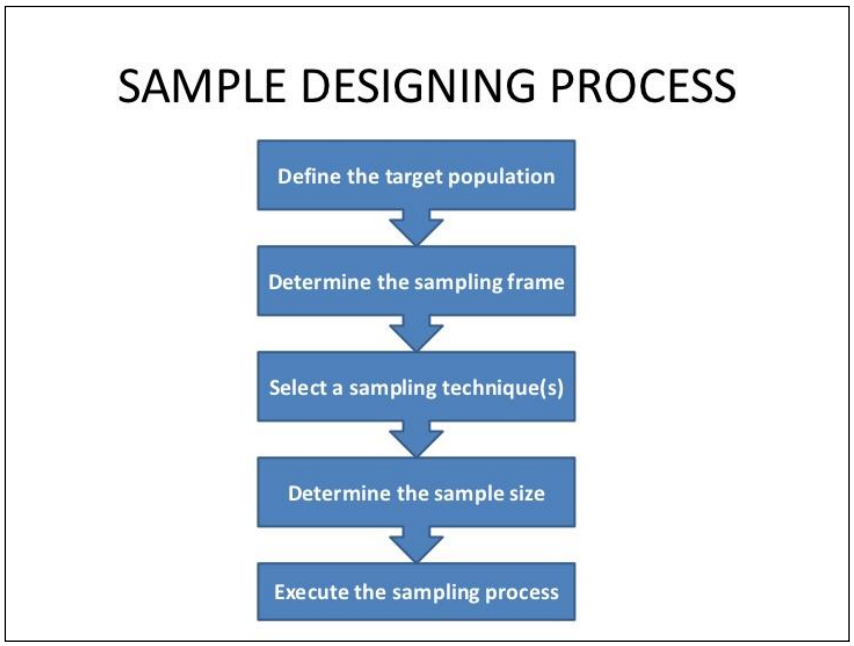


Figure 3.1: The sampling design process

Source: Created on 02/06/16 by author of thesis

3.7.1. Step 1: Defining the target population

A target population can be defined by Creswell (2014) as "all individuals, objects, events or substances that meet the sample criteria for inclusion in the research". The target population for this study is the employees holding the junior and senior management positions at King Edward V111 hospital for the period of 2016. The number of employees in the management positions was hundred and fifty individuals.

3.7.2. Step 2: Determining the sampling frame

Sampling is the statistical process of selecting a subset of a population of interest for purposes of making observations and statistical inferences about that population (Creswell, 2014). A sampling frame is where the sample is drawn from and can be considered as a list of all those within a population who can be sampled (Sekaran & Bougie, 2013). The study was based at King Edward V111 hospital, the population that the sample was drawn from the employees who held junior and senior management positions at the hospital. The researcher sampled the entire population as the size was considered to be obtainable. A single stage sampling design was used by the researcher as they were aware of the criteria that the required respondent required to part of the study.

3.7.3. Step 3: Selecting a sampling technique

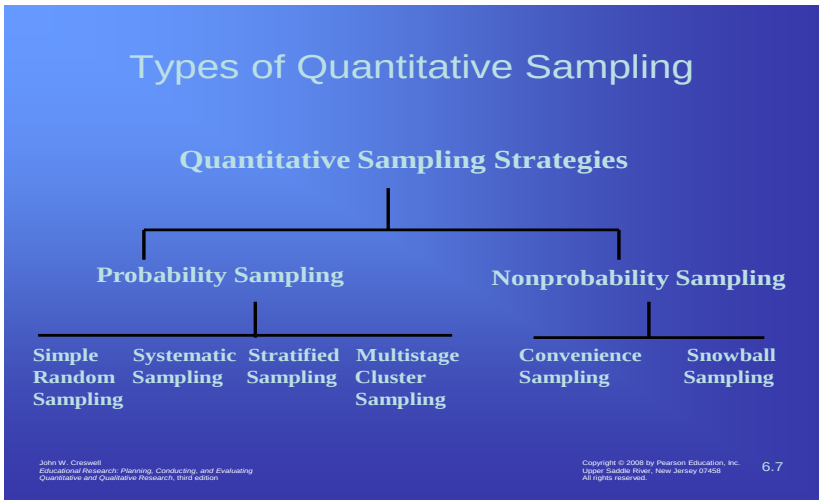


Figure 3.2: Types of quantitative sampling Source: John W Creswell (2014)

The researcher selected the sampling technique that provided them with the most effective way to obtain the data they required. Many factors influenced the researcher choice. The researcher used the following strategy as discussed by Harlacher (2016) to decide which the most suited technique for their study was;

- Understand and list the research objectives.
- Recognize potential limitations of some sampling methods.
- Identify sample methods that might effectively achieve those goals.
- Analysis the potential of the viable sample methods to achieve each goal.
- Choose the method that does the best job of achieving the goals

The main goal of data collection is to ensure that the researcher is able to maximize precision, and collect the data in an accurate manner. There are two main types of sampling design; probability and non-probability sampling (Sekaran & Bougie, 2013).

Non Probability sampling is the technique where the samples are collected in a method that does not give all participants in the population an equal chance of being selected (Creswell, 2014). Probability sampling was used by the researcher, as the elements in the population had a known probability of being selected. The researcher looked at sampling the population without replacement as it provides better precision than sampling with replacement (Creswell, 2014).

Systematic sampling was avoided by the researcher as it entailed drawing every nth element in the population, this would have been too time consuming to keep track of and confusing for the researcher to conduct in the organisation.

Stratified random sampling would have resulted in the segregation of the respondents which was not required by the researcher for the purpose of this study and the use of multi-stage cluster sampling, which is the division of the population into convent clusters, was also avoided by the researcher as it would not have provided the data the research was in search of.

The researcher used unrestricted probability sampling as it prevented selective biases from being introduced into the study. The unrestricted probability sampling process ensured that each participant from the population has an equal chance of being chosen.

3.7.4. Step 4: Determining an appropriate sample size

Sample size determination is the process of deciding the appropriate number of observations to incorporate in a statistical sample (Creswell, 2014). The sample size is a key feature of the researcher's study in which the goal is to make inferences about a population from a sample. It should be noted that the sample size chosen is affected by the level of precision and the margin of error the researcher requires.

The researcher had decided to sample the entire population of 150 individuals. A final total of 104 individuals from the population of 150 took part in the survey.

3.7.5. Step 5: Carrying out the sampling process

When preparing the recruitment materials the researcher considered the purpose of the research and the setting in which the research was to be conducted. The research was conducted in the working environment of the researcher, King Edward V111 hospital. Employees in the junior and senior management positions at King Edward V111 hospital were the required participants for the research. Data collection took place over a time period of three weeks, from the 25th April 2016 until the 16th May 2016.

Questionnaires with an attached consent form and a recruitment letter was send by the means of email to the required participants and a hard copy was also given to the management of the different departments within the hospital informing the prospective participant about the study. The recruitment letter was brief; it had covered what the purpose and objectives of the study was and provided an overview of any risks or potential benefits to participants. It provided the details on how to contact the researcher or the supervisor of the study had they wanted to participate or have any questions on the study.

3.8. Addressing issues of sampling biases

During the sampling process there is a possibility of sampling biases occurring. Sampling bias is consistent error that arises due to the sample selection. Sampling bias has the potential to seriously undermine the integrity of data that is collected. The researcher took the necessary steps, which was developed by Fink (2013), to prevent or avoid sampling biases to affect their study.

The researcher ensured that they did not alter from their pre agreed sampling rules nor did they avoid participants that were hard to contact. The researcher allocated a 21 day period to collect data, thereby allowing for a greater response rate. By adopting these strategies in their study the researcher was able to reduce some of the possible biases from entering into their study.

3.9. Validity and reliability

3.9.1. Validity

Validity is the extent to which an instrument measures what is supposed to measure and performs as it is designed to perform (Creswell, 2014). With regards to validity the researcher is concerned with the issue of the authenticity of cause and effect relationship of the elements under study.

3.9.1.1. Content validity

This aspect looks to what the study is composed of and it ensures that the measures used to assess the data under the study is linked to the concept (Creswell, 2014). Research questions and research objectives were developed after the review of the necessary literature.

3.9.1.2. Construct validity

This tells one how well the data collected fits the theories around which the subject is design (Creswell, 2014). The researcher ensured that the questionnaire was developed from the literature reviewed. The data from the study was looked at holistically with the theories in the literature review to show this validity.

3.9.2. Reliability

Reliability can be thought of as consistency of data. The researcher needs to ensure the instruments used are consistent in what was intended to be measure. The data collected for the research was done by the researcher only. The data collection technique used was a questionnaire.

A pilot test on the questionnaire was done prior to its issue to the sample to ensure that the wording was appropriate and no bias or leading questions were part of the questionnaire furthermore the Cronbach Alpha was calculated to ensure a reliability analysis of the sixteen questions.

3.10. Data analysis

When conducting research on groups of people, a researcher would use both descriptive and inferential statistics to analyze their results and draw conclusions based on them.

The primary data collected was first analysed by the use of descriptive statistics through the use of Micro soft excel. Descriptive statistics is the term given to the analysis of data that helps describe, show or summarize data in a meaningful way such that, for example, patterns might emerge from the data. Descriptive statistics enabled the researcher to present the data in a more meaningful way, which allowed for a simpler interpretation of the data.

Inferential statistics are techniques that enable a researcher to use their samples to make generalizations about the populations from which the samples were drawn. The purpose of this statistical analysis is to reach conclusions that extend beyond the immediate data alone.

The 104 completed questionnaires provided the researcher with a combination of nominal and ordinal data.

The demographic questions in section A of the questionnaire provided nominal data. Nominal data described by Sekaran (2013) as Categorical data and numbers that are simply used as identifiers or names represent a nominal scale of measurement. This data was represented in the form of a pie graph. For section B of the questionnaire, the proportion of respondents who ticked the various responses for each statement was illustrated through the use of bar graphs and pie charts.

Ordinal data, which forms section two of the questionnaire allows for differences between data to be made with greater precision, and thus yields more information than nominal data. Ordinal data was obtained by the use a Likert scale type questionnaire. The researcher with the assistance of a statistician collated the Likert responses into bar charts to analyze the data obtained.

Frequency tables were calculated to allow for analysis of the data and correlation analysis was also done in addition to this , KMO and Bartlett's Test were done to ensure that redundancy of the questions were avoided thus enabling the researcher to conduct factor analysis of the data as well.

3.11. Logistical and ethical consideration

The logistic of collection of the data was not a problem for the researcher as they were investigating a topic within their current working environment. The employees under the study were easily accessible to the researcher.

It was imperative that the researcher understood the importance of being ethical in their approach. Ethic starts and ends with the researcher. A strong sense of a moral code was a good defence against unethical behaviour. Prior to the collection of any data for the research, the researcher had to obtain ethical clearance from the ethical clearance committee of UKZN, the institution where the researcher is enrolled in currently.

The study was conducted in King Edward V111 hospital; this is a public hospital that is under the management of the Kwa-Zulu Natal Department of Health. Approval from the department of health (DOH) was obtained to allow for the study to occur within King Edward V111 hospital.

Once this gateway letter was received, ethical clearance for the study was fully guaranteed by the ethics committee of UKZN. These letters of approval was carried with the researcher when the survey was issued to the employees, just in case the prospective respondents requested proof of approval for the study.

To protect the employees who responded to the study, the questionnaires were confidential and anonymous. Employees were told at the beginning of the survey and at the collection of the questionnaire that all the information they provided was confidential. Moreover, the surveys were left with the employees for a day so that they could fill the questionnaire felting comfortable and not under pressure by the researcher. All employees that participated were told it was not a compulsory of them to engage in the study. Employees were not harassed to do the survey. It was only once employees had been told about the project and had signed the informed consent form that they were given the questionnaire to complete.

All the above measures to protect employee privacy, confidentiality and anonymity also applied to those who participated in the pilot study during the developmental process of the questionnaire.

3.12. Chapter Summary

Chapter 3 has covered the techniques the researcher has used during the course of their investigation at King Edward V111 hospital when evaluating the EPMDS. This chapter has described the chosen research design and methodology in detail and has provided the justification for the process chosen by the researcher. A quantitative method via the form of a questionnaire was used to investigate the research objectives. Data was then analyzed by the means of descriptive and inferential statistics. Conclusions of the research were based on the information obtained by the descriptive and inferential statistics.

Chapter 4 focuses on the interpretation, discussion and findings of the data collected during the research study.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF RESULTS

4.1. Introduction

The principle findings of the research was summarized and discussed in chapter four. The approach, framework and execution used by the researcher were described in detail in chapter three. In this chapter four, the data collected from the responses to the questionnaire that were administered to the senior and junior employees of King Edward V111 hospital were analyzed and presented in the form of descriptive and inferential statistics. The information that was obtained from the data provided the researcher with the basis to articulate a theory with regard to the effectiveness and awareness level of the EPMDS on the management employees at King Edward V111 hospital.

This chapter was divided into three different sections. The data collected in terms of frequencies, percentages, charts and descriptive statistics have been presented in the first and second section. The third section was composed of the inferential statistics.

The reliability of the questionnaire was determined by the use of the Cronbach Alpha coefficient. The relationship between the objectives was presented by the use of the correlation analysis. And lastly the comparison dispersion statistics was used to represent the collected data.

The next section reflected the biographical information of participants in the research.

4.2. Descriptive statistics of the independent variables

The following biographical information was obtained from the questionnaire: length of service and category of employment. The view of the researcher was that these aspects could relate to and influenced the data required for the research objectives. Of the 150 questionnaire distributed to the employees in senior and junior positions at King Edward V111 hospital, 110 responded, giving the response rate of 73%. From the 110 respondents who started the survey only 104 completed the questionnaire therefore the completion rate was 69%. The average time taken to complete the survey was ten minutes.

Table 4.1: Reliability test outcome

Reliability Statistics	
Cronbach's Alpha	Number of Questions
.931	16

To evaluate the reliability of the data in this study, high quality test such as the calculation of the Cranbach's alpha value was conducted. Alpha is a commonly employed index of test reliability especially with a questionnaire (Rowley, 2014). The Cranbach's alpha value was calculated to be 0.931. This has illustrated that the data collected was reliable and there was consistency within the questionnaire.

4.3. Number of participants in the research

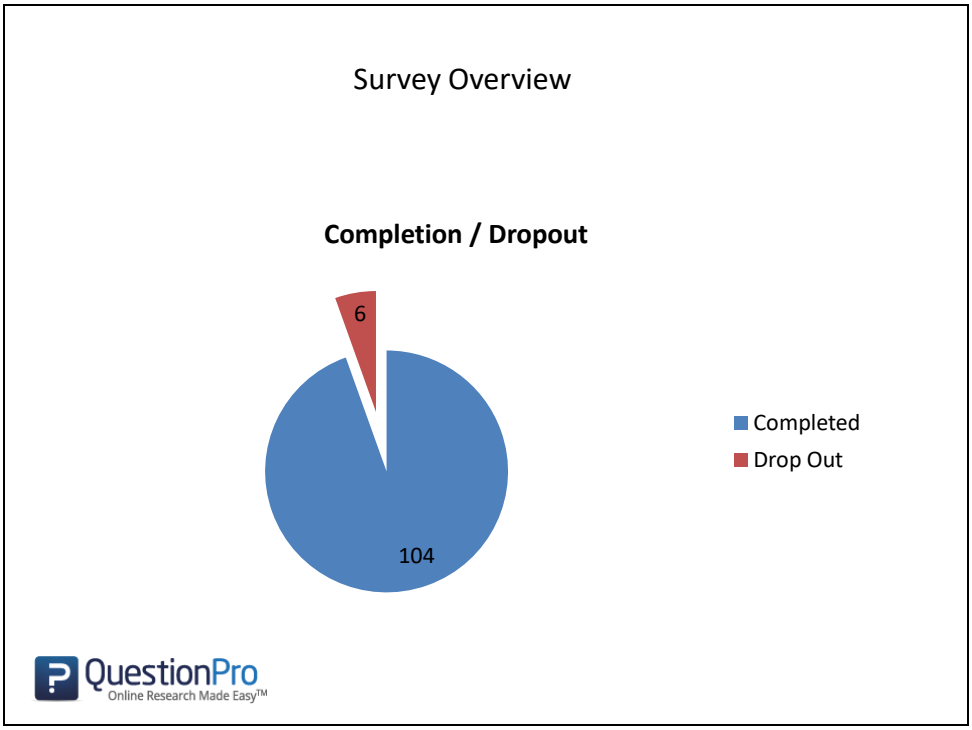


Figure 4.1: Number of participants in the research

Figure 4.1 illustrates that 110 participate started the questionnaire however only 104 completed the survey; this has met the criteria for the margin of error the researcher required for this study.

The population size was approximately hundred and fifty employees; therefore to obtain a 5% margin of error with a 95% confidential interval, the researcher required a sample of 110 participants.

The margin of error helped the researcher to assert the like hood that the results from the sample are a close representation of results that could have been generated from the population had the entire population is involved.

4.4. The category of employees in the research

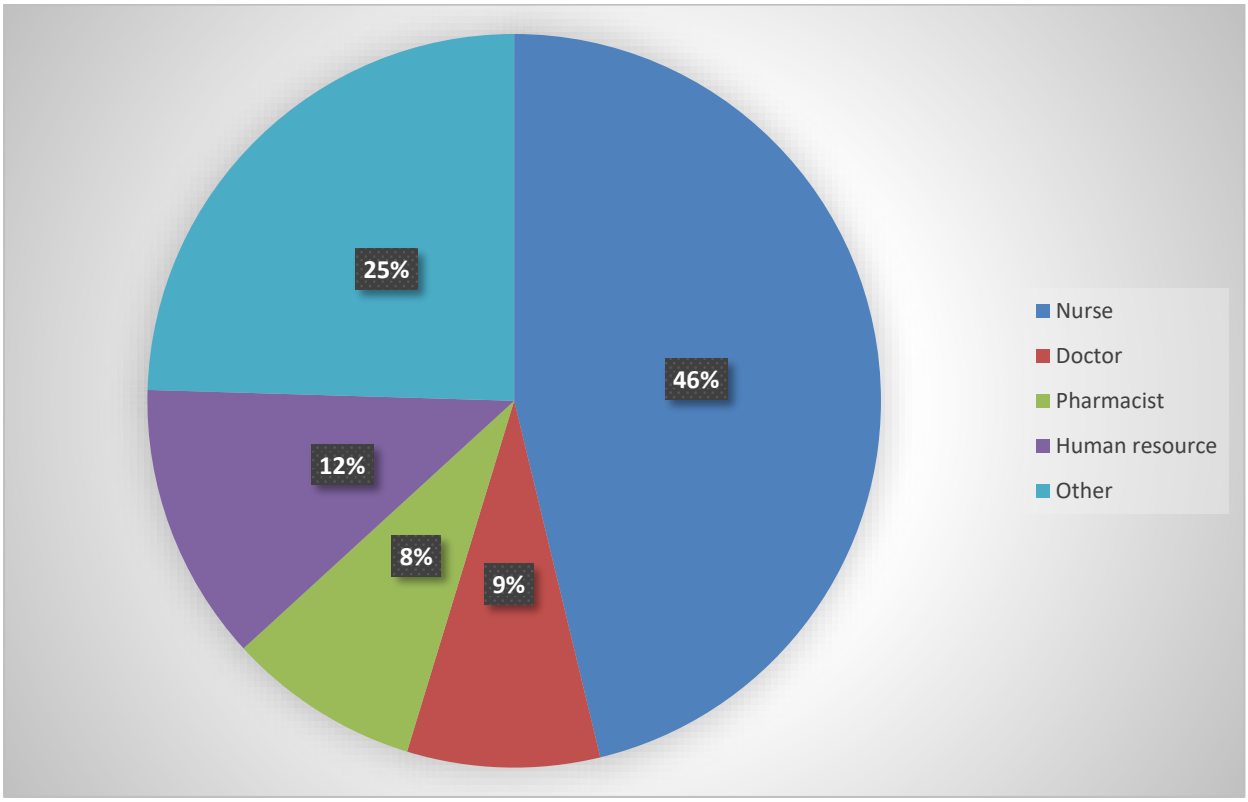


Figure 4.2: The category of employees

With regards to participants job category, it was found that about half (46%) of the participants were nurses followed by the other category (25%). The other category composed of administration employees, social workers, physiotherapists', finance employees and employees from the radiology department. The results have indicated that 46% of the respondents were nurses; this was expected by the researcher as the study occurred in a hospital environment and nurses account for a greater proportion of the employees.

It should be noted that this was a completely voluntary questionnaire and results are based on only the data that was given back to the researcher.

4.5. The participants' length of service

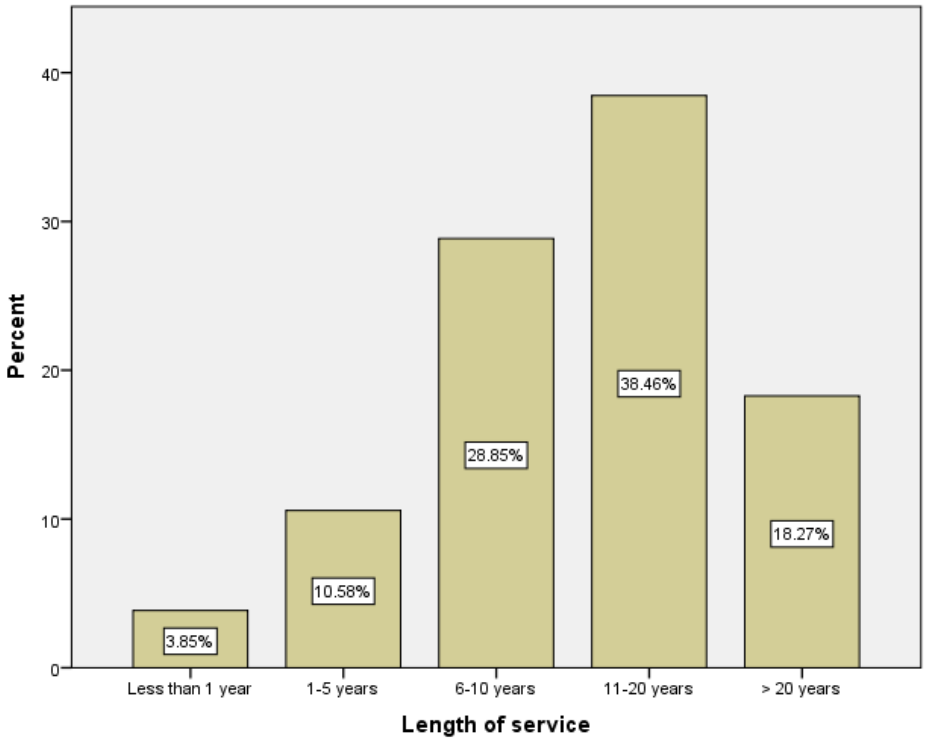


Figure 4.3: Distribution of participants' length of service

Figure 4.3 shows the distribution of participants' length of services at the hospital. It was found that the majority of the participants were working for more than five years in the institution (85%). This was an expected result as the sample frame was of employees who held junior and senior positions in the organisation and employees in senior or junior management tend to have longer years of service.

4.6. Research objective one: To investigate the effectiveness of the employee performance management and development system at King Edward V111 hospital.

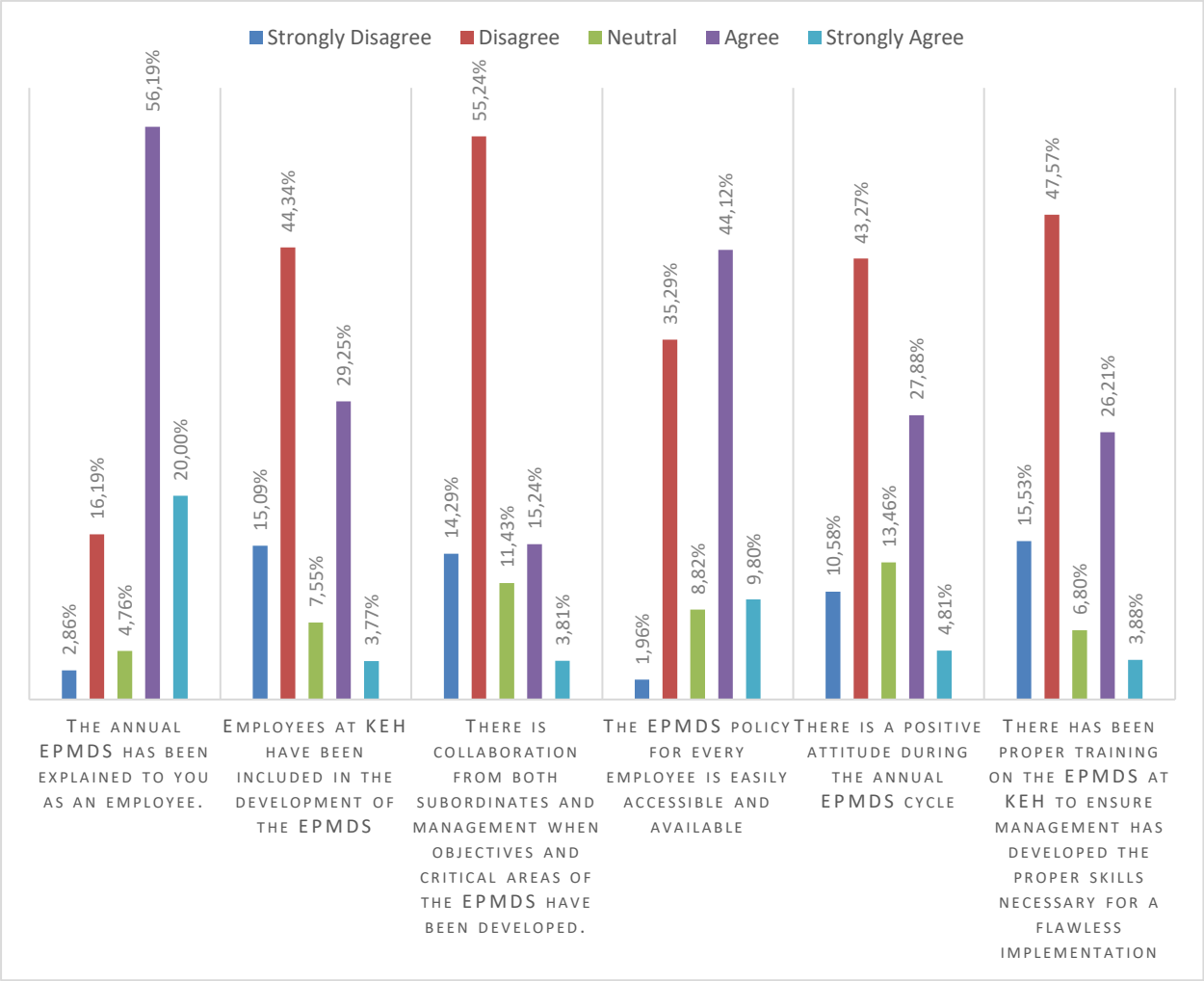


Figure 4.4: Frequency distribution of statements regarding effectiveness of the EPMDS

There were six likert type statements were posed to the participants to find the effectiveness of the EPMDS. The frequency distribution of all the statements are summarized in figure 4.4 in four of the statements, more participants (>50%) disagreed or strongly disagreed to the statements. For example, 70% of the participants negatively reported that there was collaboration from both subordinates and management when objectives and critical areas of the EPMDS had been developed. Another 63% of the participants disagreed that there has been proper training on the EPMDS at KEH to enable management employees to develop the proper skills necessary for a flawless implementation. More than half (56%) of the participants agreed that the annual EPMDS has been explained to them as an employee.

These results have indicated 55% of participants found that the policy documents for the EPMDS are accessible and easy to locate.

This is an important aspect to the development and management of an EPMDS in a hospital environment as the easy of availability shows transparency and it enables any employee to educate themselves on the policies and procedures of the EPMDS. Transparency and the availability of policy documents are key concepts when managing an organisation and this has been supported by Parris, et al 2016:336) who noted that a transparent framework provides guidance's to an organisation that are attempting to alter their strategies as it allows everyone to be aware of the changes that have or shall occur thereby preventing any miscommunication from occurring.

Moreover, the results have shown that more than 76% of the participants have been instructed on what the EPMDS entails which was highlighted by Anitha (2014:310-312) as being a fundamental aspect in an EPMDS to being effective.

As part of the induction and orientation programme for public sector employees the basic concept of the EPMDS is explained. These programmes are held each month at King Edward V111 hospital. To add value, the Human Resource department at King Edward V111 hospital holds workshops during the course of the year for all employees to train and re train and to cover any grey areas. Training programs allows for the collaboration between staff and management and it enables for an easier exchange of knowledge. This concept of training programs has been supported by Lee (2012), whose research has indicated that training programs have permitted for an easier transition of new policies within an organisation and this was attributed to the willingness to share knowledge during training sessions and decentralization of power, which made employees more comfortable to participate in the training programs. Training programs do require time from an organisations work schedule.

Time was considered by Neely (2006:4-6) and Passerin (2013:332-338) as an important element to dedicate when introducing any new policy into an organisation and both Neely (2006) and Passerin (2013:336) noted that the ability to manage time appropriately within a working environment, enables an organisation to adopt new policy fairly easily and with confidence.

However at King Edward V111 hospital this training of employees is dependent on service delivery not being affected and as a result not all employees are able to attend these workshops as they occur during work hours.

Employees work schedules or work loads are not considered when these workshops are planned or held. Therefore, this provides grounds on why the majority of participants seem not to have an adequate understanding of the EPMDS policy. Since no adequate time has been allocated, employees fail to adapt to the EPMDS policy and thus lack the confidence to execute strategies flawlessly. Therefore service delivery is poor.

The results have shown that 70% of participants have been communicated to about the annual EPMDS however Anitha (2014:6-13) has stated in her research that simply telling an employee about the system does not necessary mean it would succeed.

Waal and Counet (2009:369-371) found that if management fails to define goals and objectives to employees, it can lead to the development of an EPMDS that is not accepted by the organisation and as such be abandoned or become just a paper pushing exercise.

Furthermore numerous research papers have revealed that in order for an EPMDS to be effective, there needs to be a solid foundation in the organisations. The concept of a solid foundation was further elaborated by Sahoo and Mishra (2015), whom highlighted that having a solid foundation is not only concerned with making the employees aware of the policy but also involves the meeting of the minds of both subordinates and management on goal objectives and strategies. This ideal was further emphasised by Atkinson (2012:55) who felt that an EPMDS can improve the overall effectiveness of an organisation but only through agreed structures between employees and management.

Overall the results from the study seem to suggest that there was not a strong or appropriate foundation constructed prior to the implementation of the EPMDS and as a result the participants felt excluded from the entire process and have developed a negative connotation towards EPMDS.

Northcott and Taulapapa (2012:169) noted that in the inclusion of employees in the KRAs and GFAs aspect of an EPMDS enabled them to become more familiar with the scoring and measurement system and thus employees feel more comfortable with the idea of the EPMDS,

and this notion was further expressed by Choong (2014:592) whom highlighted that employees whom felt part of the process would start working with the system instead of against it.

However as per the policy document from Department of Health (DOH), KRAs refer to actives that are required to be accomplished and not the broad extent of the responsibilities expected of the employees. There is no tailoring of the EPMDS to suit specific needs of a particular organisation. Srimai, et al (2013:371) noted that the role of an effective EPMDS was to allow for alignment of strategies to the organisational overall objectives through the linking of job descriptions specific to that organisation to the tasks and roles occurring in that organisational environment.

However when the researcher analyzed the DOH EMPDS policies, it was a generic concept that was applied uniformly e.g. in the case of the medical staff, they have pre-defined KRA's with specified weighting which cannot be changed, which in turn impacts on the scope of the work being done depending on the level of the hospital e.g. Tertiary, regional, central, district.

The involvement of employees with the development process of a performance management system can give employees a sense of empowerment and make them felt part of the organisation. Cagnazzo, et, al (2010:5) highlighted that employee engagement is a significant contributor to the success of an EPMDS. This was taken further by Anitha (2014:316) who stated that it is important for an organisation to create a co-operative working environment that then can lead to organisational effectiveness.

However the results have indicated that approximately 54% of the participants felt that there was a negative environment created during the annual EPMDS cycle. This negativity can lead to a decrease in the functionality of the organisation which in turn negatively affects the service delivery process moreover it has been found by Agarwal (2016:33-34) that a pessimistic culture can manifest into a unenthusiastic environment thereby leading to a decrease in effectiveness of an EPMDS, such a situation can occur at King Edward V111 hospital and thus ultimately lead to the overall effectiveness of the EPMDS to fail and eventually becoming only a paper exercise as proposed by Waal and Counet (2009).

Bourne (2013:1603) proposed that in order to successful execute an EPMDS policy, organisations need to ensure that adequate training is done within the organisation prior to the EPMDS being implemented. This was supported by Anitha (2014:312) whom found that training enhanced both an employee and the organisation's potential to cope with future changes and challenges of an EPMDS.

An EPMDS is a fluid system; it needs to change as the demands of on an organisation changes. Having the appropriate skill set is another key requirement to ensuring an effective EPMDS. The results have indicated that 63% of the participants felt that there has not been proper training on the EPMDS done at King Edward V111 hospital. Inadequate training or the lack off can lead to poor application of the theory of EPMDS which in turn leads to a poor quality of service being offered by the organisation. This could be a validating point on why the EPMDS is not be effectively implemented at KEH.

A hospital environment was described by Loan, Nestian and Tita (2012:2) as being dynamic and complex to manage, demands on these public sector components have increased exponentially thus it is imperative that employees in the role of management get the appropriate training to ensure that they have the necessary skill to execute the EPMDS system effectively.

Moreover as mentioned by Loan, et al (2012:7) the ability of a hospital to be effective, efficient and provide excellent care is linked to their employee's performance. The failure to develop a well structured set of goals and objectives leaves employees directionless and as such their work output cannot be optimized to achieve the effective service delivery that the hospital would have be striving towards.

4.7. Research Objective Two: To determine the level of awareness the employees of King Edward V111 hospital have about the EPMDS

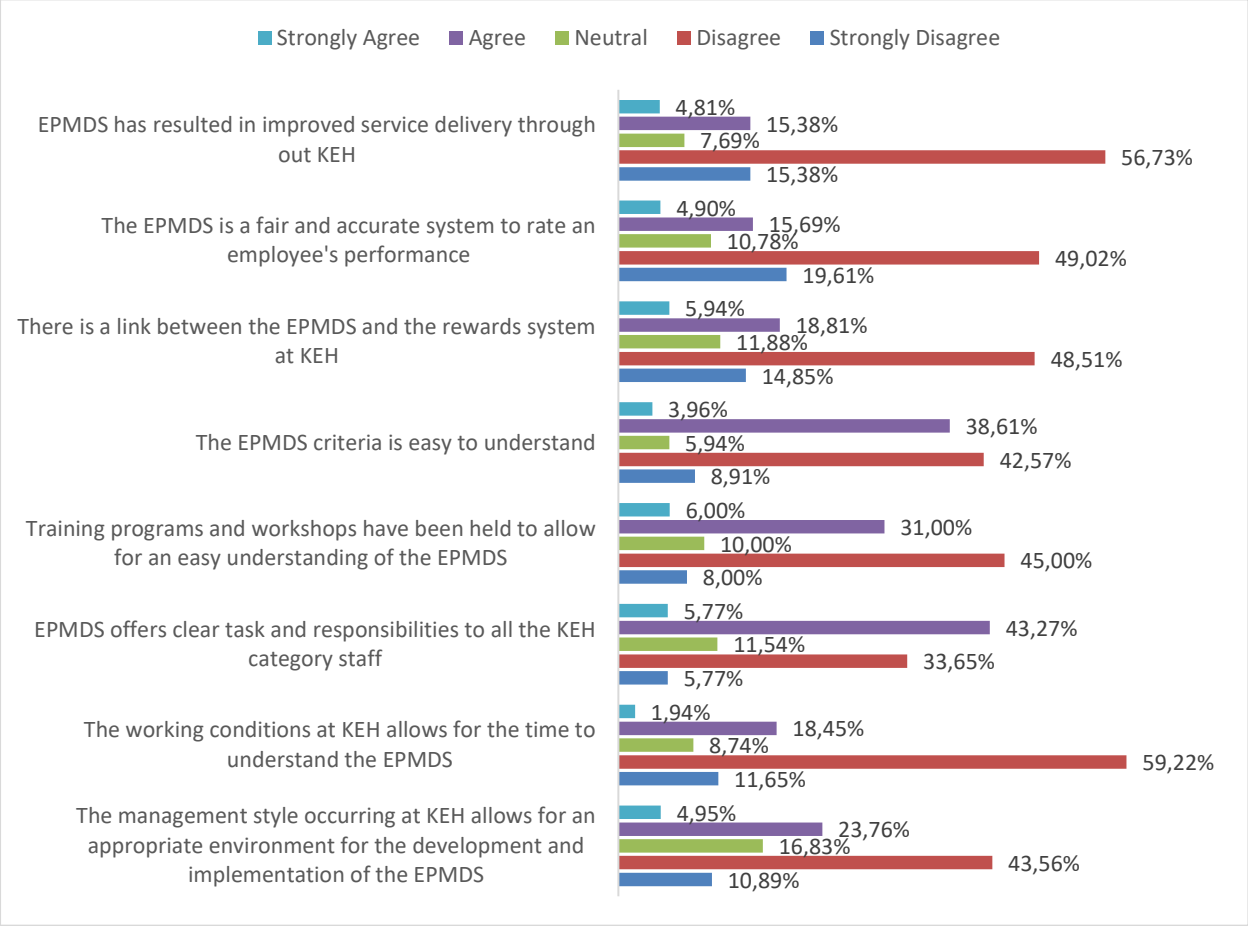


Figure 4.5: Frequency distribution regarding level of awareness for EPMDS

To determine the level of awareness regarding EPMDS, there were eight statements asked. The frequency distribution shows that more participants (>50%) disagreed or strongly disagreed to seven statements out of eight statements. For example, >70% of the participants negatively reported that the working conditions at KEH allows for the time to understand the EPMDS (71%), and 72% mentioned that EPMDS has resulted in improved service delivery throughout KEH (Figure 4.5). The researcher based the concept of awareness on the definition provided by Dourish (1992) cited in (Reinhardt, W (2012)) "*awareness is an understanding of the activities of others, which provides context for your own activity*" which

simply put translates to mean the ability to understand or comprehend a situation in one's own environment is based on the interaction in that environment.

There were eight statements in the survey that enabled the researcher to determine the level of awareness the employees had about the EPMDS that was implemented in their working environment. The results indicated that the level of awareness with regards to these statements were very poor. About 63% of the participants felt that the EPMDS tasks and responsibilities were not clear and 52% of the participants found the EPMDS policy was not easy to understand.

The presence of an EPMDS in an organisation is not a guarantee of success neither is it a great accomplishment if the employees and management are not aware of the true value of the system nor how it interacts with the organisational matrix. This thought process has been supported by Mensah (2015:550-552), whom argued that the true talent of employees can only be utilized by an EPMDS policy if the organisation as a whole understood their roles and objectives.

Even though the results from this study have indicated that the accessibility of the EPMDS documents is very high and the majority of the participants knew where the EPMDS policy documents could be allocated. The participants had a very low awareness level on the EPMDS policy. If an employee is unable to understand the context of the policy, their awareness on how this particular system was to improve service delivery would be lost on them. The total lack of awareness on an EPMDS by an organisation can make the policy useless as noted by Anitha (2014:320) whom mentioned that if there was no linking of the concepts in the EPMDS, employees would not adopt a policy they do not understand nor would the employees consider the EPMDS policy as an important aspect in their daily work routine. The EPMDS has no role to play in these employees' performances and development and therefore is of no value.

There needs to be a level of understanding or awareness about the importance of aligning objectives and goals between management and employees which has be highlighted by Sahoo and Mishra (2015) who realised in their research that awareness is a key element in the EPMDS policy to be effective in improving the delivery of the services of the organisation. And the apparent low level of awareness amongst the participants provides a reason on why service delivery at KEH is poor.

A performance measurement process is a series of inputs and outputs as discussed by Srimai (2011:666) whom also noted that a failure to design the appropriate input leads to the incorrect information being processed by the organisation and thus leading to an inappropriate outcome that fails to achieve the strategic objectives set by the organisation.

The results have shown that the participants have a low awareness level on the concept of the EPMDS policy therefore they are not able to fully comprehend the inputs of the policy thus leading to ineffective outputs occurring i.e. poor service delivery.

The ability of an employee to perform is dependent on the knowledge they have on the organisational system that guide them and this idea has been supported by the research of Anitha (2014). If the tasks and roles in the EPMDS make employees confused and are not understood, then evaluation of these employees would also be a failure.

Goh (2012:34) mentioned that for the principles of an EPMDS to be applied it is important that the employees be aware of what the criteria is in the policy and the wording of the policy is of a level that employees can relate to. The DOH policy document is only available in an English format. The language barriers could be one reason on why there was a high level of employees whom felt that they did not understand the EPMDS or the criteria that it was composed of.

EPMDS is not a new concept, it has been implemented in the Kwa-Zulu natal department of health from 1st April 2007, and the EPMDS has been in all public hospital institutions for 9 years. The DOH document does stipulate how the information in a performance management system needs to be cascaded down right down to the employee level.

Elg (2013:1624) noted that it is important at a managerial level, to have a suitable delegation of responsibility and accountability for the implementation of a performance management system as this can help ensure that employees have an awareness on why and how the EPMDS would function in an organisation moreover it can help reduce any stress or tension occurring in a work environment.

However when one views the results, it has been noted that 54% of employees surveyed felt that the management style was not conducive to the development and implementation of an appropriate EPMDS policy. An appropriate management system makes the awareness of a

performance system much easier. Many performance management systems, as noted by Leggat, et al (2011) have failed due to poor management skills.

A poor management system or inappropriately trained managers would fail in the alignment of the organisational structure to the broader vision statement of the organisation as discussed by Peter and Yuen (2012). This failure can lead to a decrease in motivation in performance and can have a detrimental effect on the quality of service being provided by the employees. This could be the basis of the negative emotions felt by the participants at KEH.

Moreover the results have indicated that 71% of the participants felt that the working conditions occurring at King Edward V111 hospital does not allow the time required understanding the EPMDS policy accurately, thus leading to a low level of awareness.

If the process of implementation and training on the EPMDS is rushed, it has shown to lead to an unsuitable management style being developed and no benefit being gained from the system and this was highlighted by de Waal and Counet (2009) whom emphasized that an organisation needs to be ready to embrace a performance management system in order for it to be successfully applied but this seems to be lacking at King Edward V111 hospital.

The results have shown that the participants are not aware that time needs to be allocated to the incorporation of the EPMDS into the organisation and the organisational framework needs to well-structured prior to the implementation of a complex system such as an EPMDS

Employees in the management positions need to make the time within their time restricted schedules to fit the training and educating of their employees on the EPMDS. This would help ensure the EPMDS is successfully integrated at all levels in an organisation.

An ideal EPMDS is a fair system and that allows for the proper evaluation of employees thereby enabling the management of the organisation to find areas of weakness and vulnerability, this idea was supported by Fyer (2009) whom emphasized that a performance management system needed to be an open communication between management and employees. Management would then develop new strategies to try to overcome the problems employees might be experiencing in the work environment.

The understanding and the awareness on how the performance should work provides employees with a sense of direction when the employees start to incorporate these systems into their personal working environment.

Conversely, 70% of participants in the study have expressed negative feeling towards the EPMDS system as being a fair and accurate system to evaluate an employee performance. How fair can a system be if employees do not even understand or are even aware of what the system means? Moreover time is a limited factor in KEH and it does not allow for the appropriate orientation of the EPMDS to the employees. This lack of fairness has been viewed by Costello (2011) as a reason on why employee resistance develops towards performance management systems and thereby leading to a negative culture forming in the organisation. This is what appears to be occurring at KEH.

Furthermore 63% of participants disagree that there was a link between EPMDS and a reward system. The DOH policy for EPMDS does allow for a performance bonus should an employee exceed their pre required performance level. This highlights the lack of awareness these participants have of the EPMDS policy issued by DOH or it could be related to the fact that pay progression in government institution has just become a norm, all employees receive the same progression of notch irrespective of whether they are satisfactory or not.

In the policy document of the DOH it does allow for the recognition of employees that excel. However there are two committee, the Intermediate Review Committee (IRC) and the Moderating Committee, that an employee needs to be assessed by before the accelerated pay progression can happen. Even if the IRC has assessed the employee as a deserving employee that should be recognized, the Moderating committee brings a whole different perspective thereby ultimately making the whole rewards system with regards to EPMDS far too rigid and complex to derive any true value furthermore should an employee actually be successfully approved by both committees, budgetary constraints makes payment difficult.

Thus the perception that have been created within the KEH employees' working environment is that there is not any really need for them to perform beyond their scope of practice as every employee gets a pay progression, irrespective of their job performance. Employees fail to realise that a pay progression is a privilege and not a right and that it should be based on their actual performance.

This lack of awareness on such a key facet of a performance management system seems to explain why the participants do not feel that EPMDS is not an effective tool to bring about better quality of care and efficiency in the hospital environment as they fail to see the link between their annual pay progression and their performances.

Approximately 72% of participants felt that the current EPMDS has no effect on improving the service delivery at KEH. EPMDS is great tool to bring forth the greatest that employees have to offer, it is a tool that has shown great success rate at aligning organisation structure with strategies and objectives and this has been supported by the research done by Sahoo and Mishra (2015).

However this lack of awareness of the true benefit of the EPMDS in King Edward V111 hospital makes the EPMDS seem to be a wasted effort on the management side as employees seem to be truly ignorant of the overall benefit that the EPMDS can bring for them and the improvement to their quality of service delivery to the patients.

4.8. Objective 3: To examine the employee performance management and development system at KEH for any future improvements

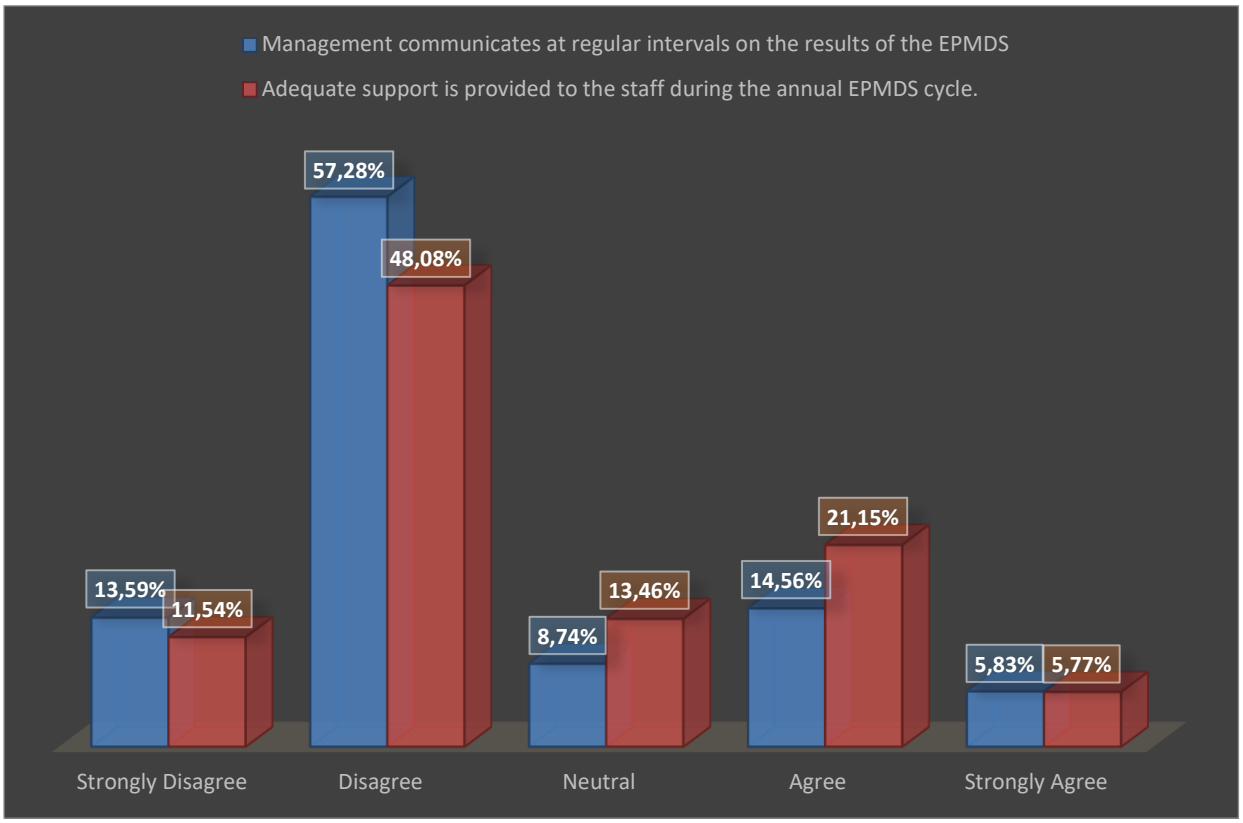


Figure 4.6: Frequency distribution with regards to improvement of EPMDS

The researcher used two statements in their questionnaire to examine if there were any noticeable gaps within the current EPMDS system. For improvement of EPMDS, very few participants positively reported that management communicates at regular intervals on the results of the EPMDS (20%), and 27% agreed or strongly agreed that adequate support is provided to the staff during the annual EPMDS cycle (Figure 4.6).

Any performance management system can be viewed as a continuing evolving concept. Demands on organisations change daily and organisations need to ensure that these changes are met with the suitable corrective action.

Jefferson-Falardeu, et al (2013) viewed performance management system as a tool in developing country healthcare system to help achieve their desired goals. This idea was supported by Elg, et al (2013) whom saw a performance management system as being a

preferred system due to its versatility and its ability to adapt to almost any organisational environment.

The changing and adjusting of an EPMDS is only successful if the employees of an organisation are communicated to about the changes and are provided the support to adopt such a dynamic system. This apparent failure in support and communication could explain why the participants have developed such an unfavourable attitude toward the process of EPMDS.

A performance management system should be an ongoing assessment in an organisation as noted by Nestian (2012). The constant monitoring and communication to employees about their performance level is how employees are able to find out the areas where they are lacking and thereby enable them to work on these areas for improvement. Yet the poor level of communication at KEH seems to illustrate that employees are not accurately aware of any areas they might be lacking and thus they continue to provide the same quality of services to patients.

Performance management systems are complex hence support by management is essential to its successful integration into an organisational matrix. The lack of apparent support and communication in KEH could provide the reasons on why the participants do not have a proper understanding of the EPMDS. It could also explain why there is a negative attitude during the EPMDS assessment cycle, employees do not feel supported, and they might feel over looked as they do not understand the overall system. Moreover the lack of communicates from management can lead to a poor feedback mechanism being developed within the EPMDS thus the likely hood of developing new innovated strategies within the organisation to meet objectives, would fall short.

Communication and supports system are building blocks to an effective employee performance management and development system and these elements have been incorporate into the UK public sector performance management system as discussed by Northcott and Taulapapa (2012). The apparent lack of suitable communicating networks and support structures is something that KEH needs to look into as a way to try to improve the overall effectiveness of the EPMDS.

4.9. The overall effectiveness of the EPMDS in King Edward V111 hospital

To investigate the overall effectiveness of the EPMDS, factor analysis was conducted to find the redundancy of the statements. KMO and Bartlett's Test showed that the data were adequate to run the factor analysis (Table 4.9.1).

Table 4.2: Sampling adequacy for factor analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.709
Bartlett's Test of Sphericity	Approx. Chi-Square	169.636
	df	15
	Sig.	.000

Table 4.2 shows that there was no redundancy among all the six statements as they all fit into two dimensions. This means that all the six statements significantly contribute to the overall effectiveness of the EPMDS.

Table 4.3: Component matrix from factor analysis for effectiveness of EPMDS

Component Matrix[a]		
	Component	
	1	2
The annual EPMDS has been explained to you as an employee	.620	-.409
Employees at KEH have been included in the development of the EPMDS	.770	-.011
There is collaboration from both subordinates and management when objectives and critical areas of the EPMDS have been developed	.733	-.349
The EPMDS of each employee category at KEH is easily accessible and available	.438	.786
There is a positive attitude during the annual EPMDS cycle	.690	.323
There has been proper training on the EPMDS at KEH to ensure management has developed the proper skills necessary for a flawless implementation	.804	-.060
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

Based on the table 4.3, the scores for all the six statements were added. Finally, the final scores were categorized into two groups such as effective and not effective. Participants scored 24 or more from six statements fall into effective group and the rest into non-effective group. According to Figure 16, the most of the participants (87%) reported that the EPMDS was not effective.

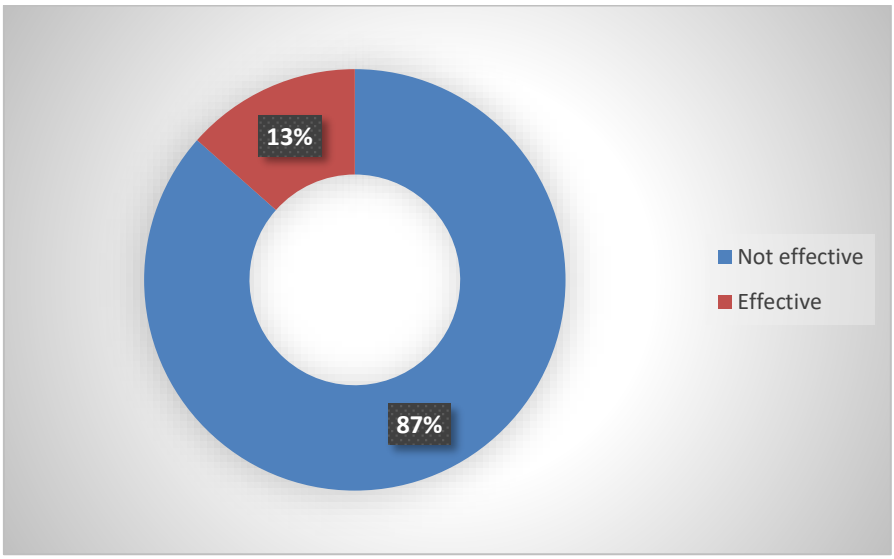


Figure 4.7: Overall effectiveness of EPMDS

The figure 4.7 is a graphic representation of the overall assessment of the effectiveness of the EPMDS policy at King Edward V111 hospital. 87% of participants overall agreed that the EPMDS policy is not effectively applied when one looks at the different aspects used by the researcher to assess the effectiveness of the EPMDS policy. The policy is failing to achieve its desired outcome of improving service delivery at the institution.

4.10. The overall awareness of EPMDS at King Edward V111 hospital

To investigate the overall awareness of EPMDS, factor analysis was conducted to find the redundancy of the statements. There were eight statements posed to the participants to investigate the overall awareness regarding awareness of EPMDS. KMO and Bartlett's Test showed that the data were adequate to run the factor analysis (Table 4.10.1.).

Table 4.4: Sampling adequacy for awareness of EPMDS

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.858
Bartlett's Test of Sphericity	Approx. Chi-Square	407.067
	df	28
	Sig.	.000

Table 4.4 shows that there was no redundancy among all the eight statements as they all fit into one dimension. This means that all the eight statements significantly contribute to the overall awareness of the EPMDS.

Table 4.5: Component matrix from factor analysis for awareness of EPMDS

Component Matrix[a]	
	Component 1
The management cycle occurring at KEH allows for an appropriate environment for the development and implementation of the EPMDS	.682
The working conditions at KEH allows for time to understand the EPMDS	.802
EMPDS offers clear tasks and responsibilities to all the KEH category of staff	.750
Training programs and workshops have been started to allow for an easy transition for new employees for the EPMDS	.679
The EPMDS criteria are easy to understand	.786
There is a link between the EMPDS and reward system at KEH	.712
The EPMDS is a fair and accurate system to rate employees performance	.782
EPMDS has resulted in improved service delivery throughout KEH	.809
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Based on the table 4.5 above, the scores for all the eight statements were added. Finally, the final scores were categorized into three levels of awareness such as poor, moderate and good. Participants scored 16 or less as poor, 17 to 31 as moderate and 32 or more as good level of awareness. According to Figure 17, only 10% of the participants' awareness level was good regarding EPMDS.

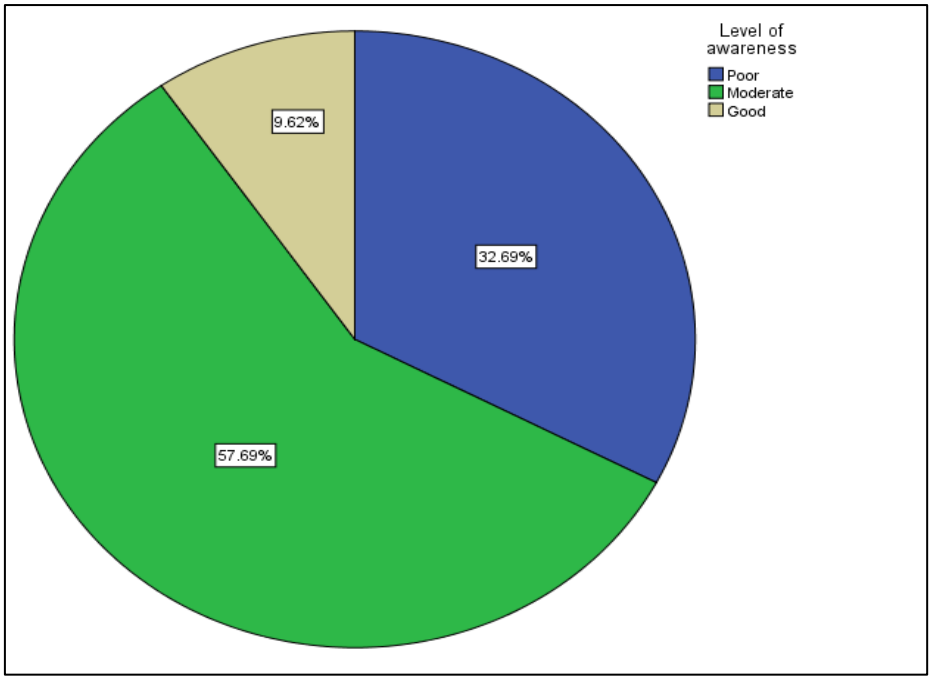


Figure 4.8: Overall participants' level of awareness regarding EPMD

To test for redundancy among the statements the researcher used the Kaiser-Meyer-Olkin measure of sampling adequacy and the Bartlett's of Sphericity to analyze the effectiveness of the EPMDS and to analyze the awareness level of the employees to the EPMDS. Both the analysis techniques showed the data from both statements were adequate to run a factor analysis.

A factor analysis enables the researcher to assess for redundancy in their data. The results have indicated that the statements used in the questionnaire were one dimensional and the statements significantly contributed to the objectives it was to achieve moreover it provided the overall answer to the objectives of the researcher.

4 .11. The relationship between effectiveness of EPMDS and level of awareness

This study also wanted to investigate the relationship between effectiveness of the EPMDS and the level of awareness by the employees. Before conducting the correlation analysis, the overall scores for effectiveness and awareness were tested for normality. The normality test showed that the data for effectiveness and awareness were not normally distributed (Table 4.9.1.). Therefore, Spearman's correlation test was carried out. The correlation test showed a significantly strong positive correlation exist between effectiveness and awareness ($r=0.766$, $p<0.01$) (Table 4.9.1).

Table 4.6: Normality test outcome

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Total score for effectiveness	.148	104	.000	.942	104	.000
Total score for awareness	.138	104	.000	.943	104	.000
a. Lilliefors Significance Correction						

Table 4.7: Spearman's rho correlation output

Correlations				
			Total score for effectiveness	Total score for awareness
Spearman's rho	Total score for effectiveness	Correlation Coefficient	1.000	.766**
		Sig. (2-tailed)	.	.000
		N	104	104
	Total score for awareness	Correlation Coefficient	.766**	1.000
		Sig. (2-tailed)	.000	.
		N	104	104
**. Correlation is significant at the 0.01 level (2-tailed).				

A spearman's roh analysis was done to assess the relationship existing between the two variables i.e. level of effectiveness of the EPMDS and the level of awareness of the EPMDS. These two variables, awareness and effectiveness, are important components to an EPMDS have been shown by the researcher to have a strong positive correlation relationship.

These two variables move in tandem i.e. if the awareness level of EPMDS was low then the effectiveness of EPMDS would also be low and this was proven by the results that were obtained. This analysis further strength the discussion made by the researcher that EPMDS system was not effective until the level of awareness of the employees on the EPMDS policy has increased. And this level of awareness can only increase if the management changes their communication techniques with the employees and also to provide a better support structure for them to rely on.

The results have indicated that the statements used in the questionnaire were one dimension and the statements significantly contributed to the objectives it was to achieve. Moreover it provided the overall answer to the objectives of the researcher.

Table 4.8: Comparison of median for effectiveness and awareness among different job categories

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The medians of Total score for effectiveness are the same across categories of Job Category.	Independent-Samples Median Test	.169	Retain the null hypothesis.
2	The distribution of Total score for effectiveness is the same across categories of Job Category.	Independent-Samples Kruskal-Wallis Test	.020	Reject the null hypothesis.
3	The medians of Total score for awareness are the same across categories of Job Category.	Independent-Samples Median Test	.237	Retain the null hypothesis.
4	The distribution of Total score for awareness is the same across categories of Job Category.	Independent-Samples Kruskal-Wallis Test	.022	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Table 4.9: Comparison of median for effectiveness and awareness among participants' years of experience

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The medians of Total score for effectiveness are the same across categories of Length of service .	Independent-Samples Median Test	.071	Retain the null hypothesis.
2	The distribution of Total score for effectiveness is the same across categories of Length of service .	Independent-Samples Kruskal-Wallis Test	.033	Reject the null hypothesis.
3	The medians of Total score for awareness are the same across categories of Length of service .	Independent-Samples Median Test	.020	Reject the null hypothesis.
4	The distribution of Total score for awareness is the same across categories of Length of service .	Independent-Samples Kruskal-Wallis Test	.007	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Since the data were not normally distributed, median test was carried out to compare the medians among different categories. Comparing the median scores with regards to participants' job category for overall effectiveness and awareness, the study found the medians were similar among all the different professionals ($p>0.05$) (table 4.8) but were different when compared among the different years of experience ($p<0.05$) (Table 4.9).

The EPMDS policy is applied unanimously to all the employees of King Edward V111 hospital, the results have shown that even though the participants were from different categories of staff, their level of awareness and perception of effectiveness of the EPMDS policy were the same. This indicates that the lack of awareness and the ineffective application of the EPMDS were not limited to only one category of staff but rather all the category of employees.

These results have further highlighted that the EPMDS policy has not been full intertwined with the organisational matrix at King Edward V111 hospital. The failure to successfully integrate a performance management system into an organisation has been noted by Costello (2011) to result in the development of dysfunctional management system that becomes more

of a liability to the organisations than an asset. Employees become resistance towards the policy and the EPMDS policy becomes insignificant and of no value to the employees.

With regards to the comparisons of medians to the length of service, it was noted to have different results. This was an expectation by the researcher, as the longer an individual's hold a position in an organisation, the more knowledge they have retained. The participants had varying degrees of experience thus the employees whom held their position longer were more likely to have a greater understanding on how the EPMDS policy was to be used and they would have had a greater opportunity to learn from previous years errors and improve on their short falls.

4.12. Chapter summary

Chapter four has analyzed the data and has provided a discussion on the results that has been analyzed. The data collected by the researcher was reliable and the questionnaire developed was aligned appropriately to obtain the information required to meet the researcher's objectives.

The discussion has highlighted the reasons on why the EPMDS policy has not been effectively applied at KEH and the discussion has shown the reasons on why there is low level awareness on the EPMDS policy.

Moreover it has been shown that there is a positive correlation relationship occurring between the level of awareness on the EPMDS and the level of effectiveness. Thus by improving the awareness level of the EPMDS policy amongst the employees, the effectiveness of the EPMDS would improve.

The next chapter presents the researcher's key finding in their review of literature and the key findings for this study, it also provides the researcher's recommendations on improving the EPMDS policy at King Edward V111 hospital furthermore it offers suggestions of possible research that can be developed from this study and lastly the overall conclusion that has reached in this study.

CHAPTER FIVE

CONCULSIONS AND RECOMMENDATIONS

5.1. Introduction

The key lessons learnt from this research was concluded and summarized in this chapter five. The researcher has put forward recommendations on how the overall effectiveness and awareness levels and the gaps occurring in the implementation process of the EPMDS at King Edward V111 hospital can be improved to allow for a more efficient organisation to be developed. This chapter also highlighted some limitation of the study and put forward recommendations for further future research.

The objective of the research was formulated as: to investigate how effectively the EPMDS was applied at King Edward V111 hospital and to assess the level of awareness the management employees had on the EPMDS policy and lastly to gauge if the implementation process of the EPMDS had any gaps.

The next section in this chapter summarised the key findings from the literature reviewed.

5.2.1. Key findings of literature

The literature reviewed, started by synthesizing the different definitions of an employee performance management and development system. The definition utilized by the researcher was performance management is an absolute process that helps organisations to highlight the overall performance of an organisation to each specific area and employee.

The literature reviewed has illustrated the importance of ensuring employees of an organisation are incorporated in the process of implementing and developing an EPMDS policy. It has also highlighted that an EPMDS policy needs to be a flexible and fluid system thereby enabling the policy to adjust quickly as strategies within an organisation change to achieve their new objectives and targets.

It is a framework that consists of many attributes that helps to contribute to the successful performance of employees and therefore translates to better service delivery of that organisation. The EPMDS policies from literature have highlighted the common key area of

planning (improving), analysis and performing that need to found in a quality performance management policy framework.

It has emphasized the need for a well-developed feedback mechanism to ensure proper employee evaluation and career development. The performance measurement tools need to be linked with appropriate feedback structures that offer training and coaching to fill the gaps that been found in employees' development.

Furthermore it elaborated on how vital it is to include the employee when designing and implementing any performance management system. Employees need to have an understanding of what they are being measured on and what the expected outcomes are.

5.2.2. Key Findings from primary research

The results from the data of this research has indicated that the employees at KEH do not have the necessary time required to understand the full potential of an EPMDS nor are they communicated to on a regular bases on the advantages of an EPMDS policy. These are some of the contributing factors that have decreased the effectiveness of the application the EPMDS policy at KEH. Moreover the data has suggested that there was a poor foundation upon which the EPMDS was structured upon thereby leading to a negative perception of the EPMDS being developed by the employees at KEH. The findings have also shown that the EPMDS currently at KEH is a very generic concept and is not tailored to suit the dynamic hospital environment thus making the EPMDS policy not effectively applied or adopted by the employees.

The data collected has helped highlight the importance of understanding a policy prior to its implementation into an organisation and the important role that the management team plays in ensuring a successful integration of a policy into an organisational matrix. The apparent failure to appropriately communicate the true value of the EPMDS policy by the management employees has resulted in a low awareness level amongst the employees in KEH. Furthermore the poor management style at KEH was noted to be a contributing factor to the low level of awareness on the EPMDS.

The findings has also helped draw attention to the gaps that's exist in the current EPMDS policy at KEH that has lead to the low awareness level as well as the poor application of the

policy. It was noted by the researcher that the areas requiring improvements are the support system that management provides to employees to help understand the EPMDS and the communication techniques utilized to discuss the EPMDS policy to the employees is poorly designed.

5.3. **Conclusions based on findings**

From the data collected, analyzed and discussed by the researcher one can conclude the following:

The employee performance management and development system was not effectively applied in King Edward V111 hospital and that the level of awareness on the appropriate use of the EPMDS policy at King Edward V111 hospital was low additionally it was noted that the inadequacies in the communication methods between management and employees was a weak link in the implementation of the EPMDS at this institution.

Furthermore the apparent lack of support structure made the process of understanding the EPMDS difficult. Lastly the working environment at King Edward V111 hospital does not allow for the appropriate time allocation to enable employees to understand the policy to its true potential.

5.4. Recommendations for this research

The DOH policy for the EPMDS is a well written document that provides the proper description on what the ideal EPMDS should have. When applying the EPMDS policy in any organisation, the researcher suggests that the type of working environment the policy is applied in is taken into consideration. Different hospitals in the public sector have different demands applied to them and their level of services also differs thus it is imperative that management in these facilities makes the necessary adjustments to the DOH EMPDS policy to better suit their needs as an organisation.

The ability to transfer theory to working practice is not an easy achievement. It requires commitment and dedication by the employees in the management positions to go beyond their comfort zone and apply themselves fully to achieving the true potential of the EPMDS.

Management employees need to apply the concept of EPMDS within their own ranks. They need to evaluate themselves and realise areas of shortfalls which they can improve through training and development. Once management employees truly understand the idea behind the EPMDS, they would be more than capable of increasing its effectiveness throughout the organisation as they are now personally aware on how to apply the policy.

Moreover the workshops and training offered by the human resource department at KEH needs to be aligned with the employees working schedule thereby enabling the employees the opportunity to attend. The human resource department needs to make the attendance of new management employees compulsory for the training of the EPMDS system.

There also needs to be a greater accountability on how the EPMDS policy is being implemented within the public sector environment. Random audits need to be done to ensure management is up to the task of implementing the EPMDS policy as the DOH requires it to be.

Employees in the management positions at King Edward V111 hospital need to ensure that the correct inputs are being incorporated into their performance measurement system. This can be achieved through the development of better communication skills which would enable them to transfer the necessary knowledge about the EPMDS policy to the lower management level that would then cascade the information to the lower end employee. The cascading of information ensures that the entire organisation has a uniform knowledge of what the EPMDS entails and how it can be a valued tool in the organisation.

When developing KRAs and GAFs it is important to communicate the task to the employees and explain why these areas have been singled out. This communication on the EPMDS needs to become a compulsory act done every quarter or during every staff meeting.

Management needs to set time aside to ensure that this aspect of the EPMDS is done properly and correctly the first time. This needs to be a mandated time that becomes compulsory for new employees in the organisation.

After the initial meeting between the supervisor and their subordinates on their task allocation, future meeting would be centred on areas of shortfalls and how employees can improve themselves.

Employees need to understand the benefits they can obtain from an appropriately incorporated EPMDS. A culture of highly committed employees needs to be generated at KEH to help build an enthusiastic attitude about the EPMDS; this would help diminish the negative attitude that is currently enveloping the organisation. This culture can be achieved by continuously engaging the management and employees to better understand the concept of EPMDS and to help provide feedback on any problems employees have with regards to the policy.

The DOH needs to look at possibly incorporating a balance scorecard to their policy on EPMDS. It provides the DOH with a quick overview on which areas needs improvement and development. Time is a very important asset in the public sector departments, even more so in hospital environments thus a balance scorecard would help direct management employees of the public institution on their areas of strengths and areas of weakness effectively and efficiently. A balance scorecard is unbiased and would provide an in depth analysis of the organisation under review.

5.5. Suggestions for future research

In research, the researcher does not have the ability to control all the elements under investigation. These elements can represent themselves as limitation of a study. They are the shortcomings, conditions or influences that place restrictions on the researcher's methodology and conclusions.

Although the researcher has been able to reach their objectives, there were some unavoidable limitations to this study.

Firstly, this research was done in a hospital environment with employees who held positions of authority. These employees had busy work schedule and their free time was limited. Thus the researcher chose to only do a quantitative study through the use of a survey as it was the quickest and easiest method to collect data from such a sample of employees.

The researcher was aware that there are weaknesses associated with the use of a survey, one being that it does not allow for an in-depth analysis of the problem occurring at King Edward V111 hospital. Furthermore there was a possibility of bias occurring during the handing out

the questionnaire through the possible self selecting nature of respondents, the period in time when the survey was conducted and in the design of the questionnaire by the researcher.

Another limitation is that only two demographic variables were considered, in order to keep the questionnaire short and encourage completion. It would have been interesting to have investigated the effects of other demographic variables, such as age and educational level on employees' responses.

The research was limited to only King Edward V111 hospital and is not a reflection of the opinions of other public hospitals in which the KZN Department of Health EPMDS policy is also applied. The researcher only provided the view from one public hospital institution. It was not a holistic view of the EPMDS in the health public sector.

The evaluation of the EPMDS at KEH can lead itself to a number of other studies that can be conducted at other public hospitals. The evaluation of the EPMDS policy can direct itself to the evaluation on how well the public sector hospital are applying the principles of Batho Pele which in itself is another tool to improve service delivery.

Future research should look at doing a more in-depth analysis of the entire EPMDS policy through the means of a qualitative methodology approach. The research should not limit itself to a regional hospital like KEH but should allow for an analysis of the EPMDS across the different levels of hospital in the public sector.

The sample frame could look to incorporating all the employees off the institution and thus give a more holistic view of the effectiveness and the awareness level of the EPMDS policy in KEH.

Moreover future research should look at other public hospital in South Africa, Africa and first world countries. It should look at the similarity between the employee performance management and development systems existing in these public institutions. The research should analyze the elements that contribute to the EPMDS being successfully implemented in these different government hospitals and analyze the shortfalls that have occurred and the strategies utilized to overcome them.

5.6. Conclusion

An employee performance management and development system can provide an organisation with essential tools that can enable the organisation to execute their strategies flawlessly. Growth and true value creation can only be achieved in an organisation if the employees and management understand the interrelationships happening between the different components found in a performance management system.

The EPMDS is a great system that has shown to improve organisation efficiency and effectiveness but a poor understanding and a failure to appropriately implement an EPMDS policy can make it a useless structure as no employees believes or trust a system that they have no understanding off or relationship with.

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