

**AN ASSESSMENT OF THE PERFORMANCE APPRAISAL PROCESSES IN
THE HUMAN RESOURCES DIRECTORATE OF THE MINISTRY OF
AGRICULTURE WATER AND LAND REFORM HEAD OFFICE**

A THESIS SUBMITTED IN PARTIAL FULFILMENT

OF

THE REQUIREMENTS

FOR

**THE MASTER OF BUSINESS ADMINISTRATION MANAGEMENT
STRATEGY DEGREE**

OF

THE UNIVERSITY OF NAMIBIA

BY

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OCTOBER 2023

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ABSTRACT

This study assesses the performance appraisal processes as one of the most commonly used management tools in Namibia for assessing the performance of public sector employees. However, a few studies have been completed on how the performance appraisal processes can be improved. This study uses qualitative and quantitative methods to assess the performance appraisal processes in the Ministry of Agriculture, Water and Land Reform (MAWLR). The key areas investigated included employee participation, performance appraisal processes implementation, feedback and review sessions, linking performance appraisal to strategic objectives, fairness and rewards. The population of the study consisted of 30 Human Resource Department officials as the researcher used a purposive sampling procedure and questionnaires were used as the research instrument to collect data from both management and non-management personnel and the data was processed and analysed using thematic analysis. The respondents' opinions, experiences, knowledge, and understanding were compared with the information discussed in the literature review to identify gaps and shortcomings. The findings establish that, there is no defined or sound performance appraisal process that is effective in evaluating employee performance and the current process is disjointed which results in the whole process in the Ministry not to be effective. The study reveals that, monetary rewards and recognition in various forms might encourage the public service employees to work hard, which will lead to effectiveness of implementation of the performance appraisal scheme. On recommendations, the researcher recommends that, the Ministry's management through the Office of the Prime Minister should provide extensive education and training to all the public sector employees on the measures to be applied on the implementation of the performance appraisal processes and to introduce reward schemes to the appraisal system as an incentive for good performance.

TABLE OF CONTENTS

List of tables.....	vi
List of figures.....	vi
Abbreviations and Acronyms	vii
Acknowledgements.....	viii
Dedication.....	ix
Declarations	x
CHAPTER 1	1
1. INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the problem	4
1.3 Research objectives.....	6
1.4 Significance of the study.....	7
1.5 Limitations of the study	7
1.6 Delimitations of the study.....	8
1.7 Chapter summary	8
CHAPTER 2	9
2. LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Overview and definitions of Performance Appraisal System	9
2.2.1 Performance Management	9
2.2.2 Performance Appraisal.....	10
2.2.3 Performance Appraisal in the Public Sector	11
2.3 Theories Related to the study.....	12
2.3.1 European Foundation for Quality Management Model (EFQM).....	12
2.3.2 The Satellite Model of Organisational Performance Management.....	12
2.3.3 The System Model of Performance Management.....	13
2.4. The Role and Benefits of Performance Appraisal.....	13
2.4.1 The Role of the Appraise	13
2.4.2 The Role of the Appraisers	14
2.4.3 The Role of the Organisation in Performance Appraisal	14
2.5 The Objectives of Performance Appraisal	15

2.6 Participation of Employees in their Appraisals.....	16
2.7 Perceived Fairness, Motivation, and Performance.....	18
2.8 Institutional Arrangement for Performance Appraisal.....	20
2.8.1 Human Resource Management (HRM)	20
2.8.2 Organisational Culture	21
2.8.3 The Manager/Supervisor.....	22
2.9 Performance Appraisal Methods.....	23
2.9.1 Graphic Rating Scales	23
2.9.2 Peer Group Evaluation	23
2.9.3 Peer-Rating	24
2.9.4 Self-Rating	24
2.9.5 Multisource Assessment (MSA)	25
2.9.6 Behavioural Checklist Scale	25
2.9.7 Critical Incidents	25
2.9.8 Ranking.....	26
2.9.9 360-Degree Feedback Appraisal.....	26
2.9.10 Behaviour Anchored Rating Scale (BARS).....	26
2.9.11 Essay Report	27
2.9.12 Management by Objectives (MBO).....	27
2.9.13 Forced Choice Comparison.....	28
2.10 Potential Appraisal Problems.....	28
2.11 Challenges to Effective Performance Management Processes	29
2.12 Strategies to Effective Performance Management Processes	30
2.13 Theoretical framework of performance appraisal	31
2.13.1 Social Cognitive Theory	31
2.13.2 Goal Theory	31
2.13.3 Control Theory.....	32
2.14 Chapter summary	32
CHAPTER 3	34
RESEARCH METHODS	34
3.1 Introduction.....	34
3.2. Research Design.....	34

3.3. Population	35
3.4. Sample.....	35
3.5. Research Instruments	36
3.6. Procedure	36
3.7. Data analysis	37
3.8. Research Ethics	38
3.9 Chapter summary	39
CHAPTER 4	40
RESULTS AND DISCUSSION	40
4.1 Introduction.....	40
4.2 Data analysis and presentation of findings from data collected from the questionnaire....	41
4.2.1. Job designation level of the respondents.....	41
4.2.2. Years of experience worked at the Human Resource Directorate of the MAWLR ...	42
4.2.3. Gender representation of respondents	43
4.2.4. Education qualifications of the participants to the questionnaire	44
4.2.5 Performance Appraisal Process that is being used in evaluating employee performance in the MAWLR	45
4.2.6 Management appraise employees' performance.....	45
4.2.7. Performance appraisal process (PAP) that is followed in the MAWLR.....	46
4.2.8. Feedback and discussion between management and employees in the performance appraisal meeting	47
4.2.9. Do managers in the MAWLR use the agreed-upon future objectives as a reference point during the performance appraisal meeting.....	47
4.2.10. The performance appraisal process form updated in the MAWLR	48
4.2.11. Implementation of the Performance Appraisal Process enhance the overall performance of the MAWLR.....	49
4.2.12. Effectiveness of the implementation of the Performance Appraisal Process in the MAWLR	49
4.2.13. MAWLR management's commitment to the implementation of the Performance Appraisal Process	51
4.2.14. Opinion on the Performance Appraisal Processes more effective in the MAWLR .	52
4.2.15. Improvements proposed MAWLR to be made to the current performance appraisal processes	53
4.3 Discussions	54

4.4 Chapter Summary	57
CHAPTER 5	58
CONCLUSION AND RECOMMENDATION	58
5.1 Introduction.....	58
5.2 Conclusion	58
5.3 Recommendations.....	60
5.4. Areas for future study	62
REFERENCES	63
APPENDICES	68
Appendix A: Permission to conduct research study	68
Appendix B: Research Permission letter	69
Appendix C: Questionnaire.....	70
Appendix D: Summary Report Cover.....	75
Appendix E: Language Editing Certificate	

List of tables

Table 4.1: Performance Appraisal Process that is being used in evaluating employee performance in the MAWLR	45
Table 4.2: Response to how often management appraises employees' performance	45
Table 4.3: Performance Appraisal Process followed	46
Table 4.4 : Feedback and discussion between management and employees in the performance appraisal meeting	47
Table 4.5: Managers use the agreed-upon future objectives as a reference point during the performance appraisal meeting	47
Table 4.6: Response on how often the PAP form is updated.....	48

List of figures

Figure 4.1: Job designation level of the respondents	41
Figure 4.2: Years of Experience in Human Resources Directorate MAWLR	42
Figure 4.3: Gender	43
Figure 4.4: Level of Education.....	44

Abbreviations and Acronyms

BARS - Behaviour Anchored Rating Scale

BPM - Business Performance Management

CPM - Corporate Performance Management

EPM - Employee Performance Management

HR – Human Resources

MAWLR - Ministry of Agriculture, Water and Land Reform

MBO - Management by Objectives

MSA - Multisource Assessment

OMA - Offices, Ministries, and Agencies

PA - Performance Appraisal

SPM - Strategic Performance Management

Acknowledgements

First and foremost, I would like to thank the Almighty God for His grace and wisdom given upon me throughout this journey. Apart from making it through this journey, by His grace, He has been protecting and blessing me since my first day of enrolment at school.

Secondly, my sincere gratitude goes to my supervisor, Dr Samuel Gumbe for his continuous guidance of my thinking, which transformed me into a better researcher. His views and guidance have been highly insightful throughout the development of this research.

To my first born Shiwa, you deserved countless attention from me since day one but due to the demands of my research, I often neglected you. Thank you for being woman enough to understand my situation.

I would also like to thank the Executive Director of the Ministry of Agriculture, Water and Land Reform (MAWLR), Ms Ndiyakupi Nghituwamata for granting me permission to carry out my study and using the Ministry as a case study. Also, to thank all the respondents at the MAWLR, Head Office, Windhoek, Human Resource Directorate who participated in responding to the questionnaire that I provided during the study.

I remain grateful to my grandmother (Meekulu Hambeleleni Nghitwikwa), you are such a prayer warrior, family and friends for their patience and psychological encouragement throughout my academic journey. Above all, I am greatly privileged to the Almighty God for the strength, moral and mental health to carry out this research.

May the Lord bless you all abundantly! Amen!

Dedication


I dedicate this study to my daughter Hendrina Shiwaovanhu Ndeulita, to be a source of inspiration in her future endeavours, to my grandmother, Hambeleleni Nghiitwikwa, for raising me and for her wise teachings, and to my family, Research Supervisor and friends for their support during my study. To God be the glory!

Declarations

I Helen Ndapandula Haipinge hereby declares that this study is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

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CHAPTER 1

1. INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 BACKGROUND OF THE STUDY

Managing employee performance is a critical focus of any human resource activity in any organisation. Well-designed strategies to recognise and improve performance and focus individual effort can have a dramatic effect on the organisation's bottom line. Performance management is an essential ingredient for service improvement and maintaining high-quality services for local people. Many organisations have found that improving their performance management system has helped them to achieve real breakthroughs in both the performance management processes and incremental improvement in their delivery of core services.

Performance management is an action taken in response to actual performance to ensure improved outcomes. Performance management is a strategic organisational performance monitoring management tool. It includes operating performance management and monitoring methods, processes, systems, matrices, and the application software. Business Performance Management (BPM), Strategic Performance Management (SPM), Employee Performance Management (EPM), Corporate Performance Management (CPM), and other forms of appraisal are all constituents of the concept of performance management.

Performance appraisal is a crucial aspect of performance management, which usually results in a serial impression of worker efficiency and effectiveness, often operating satisfactorily in small public sector institutions where the management knows and interacts with all employees (Robbins & DiCenzo, 2008). The information generated

through an unsystematic informal evaluation has limited value for making valid and justifiable human resource management decisions in the larger institutional context. In such a context, accurate performance management data obtained through a standardised process is required for activities such as human resource planning, training and development, compensation, career development and succession planning. Therefore, most public sector institutions need a formal performance appraisal system to play a leading role in the areas of development, implementation, and maintenance (Erasmus, 2005). However, it is difficult to determine what the processes, tools, and delivery mechanisms are that will improve performance in an organisation. In essence, performance management is not an end in itself; it is one of a set of tools, a way of working that helps organisations to identify what needs to be done, and a means to deliver improvement and maintain high-quality services.

Performance Appraisal (PA) is a critical building block of an effective performance management system to improve employee and organisational performance (Van Dijk, 2015). However, components of a performance appraisal process must be well-defined for the process to effectively function to have a positive impact on organisational performance (Tjivikua, 2017). For instance, the performance appraisal policy component provides the guiding principles upon which the appraisals are conducted, while the performance appraisal framework component outlines the methods and procedures to conduct the appraisals (Brudno, 2021). However, most organisations face the challenge of haphazardly implementing the performance appraisal process missing out on defining essential elements such as the PA policy and framework that outlines methods and procedures (Shafudah, 2011).

However, Brudno (2021) maintains that very little attention has been given to PA and related processes in many government institutions such as the (MAWLR) since independence. For instance, Shafudah (2011) focused on assessing the performance management process as a whole with little concentration on the appraisal process. Similarly, Mbangwa (2018) concentrated on the employee perception of the performance management system with a limited focus on performance appraisal. Therefore, this study seeks to narrow the focus on assessing the PA processes on organisational performance.

Performance appraisal, as an important evaluation system, has its roots in the early 20th century, stemming from Taylor's pioneering, time-and-motion studies. Performance appraisal, as a distinct and formal management procedure, which dates from the time of the Second World War, not more than 60 years ago, is used in the evaluation of work performance appraisal. It is a basic human tendency to make judgments about that one is working with, as well as about oneself (Dulewicz, 1989). Appraisal, it seems, is both inevitable and universal.

In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including that of subordinates, naturally, informally and arbitrarily. In a broad sense, in the bigger scheme of things, performance appraisal systems began as a simple method of income justification. This was used to decide whether or not the salary or wage of an individual employee was justified. Without these pressures, there is no incentive or reason for the public sector to perform. The relationship between the public and private sectors is not neutral, with strong feedback effects operating between the two. The rigidity of the centralised system of human resource regulation has resulted

in a significant deterioration in morale and capacity within all elements of the public sector.

1.2 STATEMENT OF THE PROBLEM

Over the years for the Public Service Offices, Ministries and Agencies (OMAs), performance has been not only been in the media but also in Parliament in the sense of audit queries and this has put great pressure on managers, practitioners and policymakers to review policies and challenges. One of the main challenges facing the Public Service Offices, Ministries and Agencies (OMAs) is the haphazard and disjointed implementation of the performance appraisal process which inhibits its positive effect on organisational performance (Shafudah, 2011). For instance, performance appraisal components such as the PA policy and PA framework should be well-defined to properly guide the performance appraisal process and help contribute to improved organisational performance. Njembo (2021) posits that there are no active PA processes in place that yield an ideal PA in the Public Service. As a result, challenges such as process incoherence, lack of policy guidelines and issues of over-scoring are prevalent in instances where performance appraisals are conducted (Njembo, 2021). Similarly, in the absence of a sound PA framework, Shafudah (2011) argues that OMAs rely on old public service staff rules for employee motivation.

Tjivikua (2017) posits that PA in the Public Service is not necessarily linked to employee performance and chances are that government ends up rewarding non-performing and undeserving employees based on personal relationships. The economic crisis is also hurting public finances and there are also ongoing reports of adverse events caused by

negligence of public office managers. Despite rising challenges in Public Service Offices, Ministries and Agencies, managers face difficult challenges and tasks to ensure that employees achieve the level of performance considered desirable for the organisation. For public service institutions to succeed, there is a need to comply with the standards that are set to improve employee performance in the face of limited resources.

The performance appraisal process is a process that evaluates employee performance, which lies at the heart of the performance appraisal system. It normally compares quality, quantity, time and cost. The performance appraisal process can play a remarkably powerful role in building employees, as well as their performance and productivity. A properly designed appraisal process can reflect the established performance standard, the performance measures and actual performance and communicate the standard and expectations. Despite decades of trial and error, overall “the outcome has been disappointing; a small incremental increase in what we know concerning the performance appraisal process” (Bernardin, Buckley, Tyler & Wises, 2000).

Concern about the usefulness of performance appraisal systems is shared by internal and external human resource consultants who often find themselves “in the awkward position of fiercely promoting performance management processes while privately fretting about their failure to work” (Stephen & Roithmayr, 1998). The main problem in most public service offices in Namibia is that, instead of building up adequate performance appraisal systems, they give lots of advice and suggestions on how to improve performance outcomes rather than considering the possibility of workable alternatives. The managers see the performance appraisal process as an administrative step that only brings along piles of paperwork. It consumes lots of time while producing little more than confrontation

and frustration. This negative attitude makes the managers react to the performance appraisal process as an isolated annual step that is separate from all other managerial responsibilities. The impression of performance appraisal on the part of most employees in local government is that it was undertaken lightly and haphazardly, and so they consequently take the process less seriously than they should. Performance appraisal nowadays is integrated year-round into the ongoing managerial function.

The research problem being assessed in this study is that an insufficient understanding exists of the performance appraisal process at the Ministry of Agriculture, Water & Land Reform. To ensure quality service, the performance of employees has to be monitored and assessed through a systematic performance management process. This process assists in establishing performance standards and evaluating performance, improving individual and organisational performance and also arriving at objective administrative decisions such as pay increases and training needs. For purposes of this study, the researcher was keen to assess the performance appraisal processes focusing on the PA policy and framework and how they relate to effective organisational performance. It also sought to delve deeper into scientifically investigating these flaws to find a solution.

1.3 RESEARCH OBJECTIVES

The main research objective is to assess the performance appraisal process in the Ministry of Agriculture, Water & Land Reform.

The specific objectives of this study are:

- To assess the level of understanding and knowledge on the process to be followed when implementing the performance appraisal system

- To examine the degree of adherence and consistency in all the steps of the process
- To evaluate the perception of employees in general, supervisors and managers regarding the possible improvements to the performance appraisal system
- To evaluate the current policies for performance appraisal processes and identify strategies to improve their current performance appraisal processes

1.4 SIGNIFICANCE OF THE STUDY

The significance of this study is to provide a better understanding to the researcher on the effectiveness of performance appraisal processes in the Public Service Sector in Namibia in context of the MAWLR. The findings of this study will be significant to the human resource department of MAWLR as it brings about a new view on PA and how best it can be managed and help policymakers in the Ministry to understand the benefits of PA. Finally, the study will contribute tremendously to the existing knowledge on performance management process used in the Public Sector in Namibia and serve as a good baseline for future researchers who might show interest in future studies on this topic.

1.5 LIMITATIONS OF THE STUDY

Face-to-face interviews might be affected due to COVID-19 restrictions; however, interviews will be conducted via online platforms like Microsoft Teams or Zoom. There could be resistance by MAWLR staff to divulge information that might be considered sensitive. Participants will be assured that there will be strict confidentiality regarding the

disclosure of information throughout and after the study. Also, the limitation that was related to this study is a lack of understanding by the participants of the Wages and Salary Commission (WASCOM) appraisal system however the researcher explained the system to the participants to ensure that they have better understanding.

1.6 DELIMITATIONS OF THE STUDY

The study only focuses on Ministry of Agriculture, Water and Land Reform head office, Human Resource Directorate but might be generalised at macro level.

1.7 CHAPTER CONCLUSION

In summation, the above discussion outlined and entailed the orientation of the study (background), the problem statement and the research objectives. It also, embraced the significance of the study and the limitations relating and pertaining to the study. The next chapter presents the literature reviewed for the study.

CHAPTER 2

2. LITERATURE REVIEW

2.1 INTRODUCTION

This chapter primarily focused on the relevant literature that is related to this study. It is composed of sources including theories and models which assisted the researcher to explore and provide theoretical support to the study under investigation. The sources that were cited are from different authors, published and relating to the study. All the sources that are cited are reviewed and their relevance to the study is discussed under the various headings. The sources were cited from academic journals, books and other credible internet sources.

2.2 overview and definitions of Performance Appraisal System

2.2.1 Performance Management

Armstrong (1998) defined performance management as “A strategic and integrated approach to increasing the effectiveness of companies by improving the performance of the employees and developing the capabilities of teams and individual contributors”. In linking performance with development, their view is that performance management is about learning at the organisational, team, and individual levels.

Swanepoel, Erasmus & Schenk (2014) defined performance management as a “process which significantly affects organisational success by having managers and employees work together to set expectations, review results, and reward performance”.

2.2.2 Performance Appraisal

Performance Evaluation has been characterized by diverse researchers and authors in several ways. A couple of definitions that are most prominent or critical to this study are briefly talked about below. Concurring with Swansburg and Swansburg (1999) performance appraisal may be a control process in which employees' performances are evaluated against standards. Standards are composed for a job and are utilized as a measuring tool for qualitative and quantitative evaluation of the performance of the person within the job. The authors characterized standards as a unit of estimation that can serve as a reference point for evaluating results.

Schuler (1981) depicts performance appraisal as a formal organized framework of measuring and assessing an employee's work, related behaviours, and results to find how and why the worker is presently performing on the work and how the employee can perform more successfully in future so that the employee, the organisation and society can all benefit. It is obvious from the above definition that Schuler's definition is more comprehensive and inclusive of what performance appraisal is all about and who benefits if viably executed because it too centers on the longer-term performance of the worker.

De Vries (1981) defined performance appraisal as the method by which an organisation measures and assesses an individual employee's behaviour and achievements for a limited period. The authors further emphasized that assessments are done every year by the employee's immediate manager. This definition includes all key factors that empower supervisors to create authoritative choices, such as maintenance, compensation increment, promotion, preparing, and development. Appraisals of employees' behaviour, as well as

achievements for a limited period, give data about the employee's viability, guaranteeing quality service.

Booyens (1999) depicts performance appraisal as a framework process whereby an employee's qualities and improvement needs can be assessed, and where different strategies can be utilized to upgrade the employee's efficiency. Performance appraisal or evaluation is the method of recognizing, watching, measuring, and developing human execution within the organisation (Cardy and Dobbins, 1994).

All definitions are explicit in terms of the systematic and objective way of judging the relative worth or value of others, identifying the good and the bad, and the wish of employees to know their position and contribution to their organisation. The definitions reflect fairness and objectivity when assessing the ability of employees in performing their tasks. They also highlight the need for identifying those who are performing their tasks well, those who are not, and the reasons for such performance, thus making it easier for the supervisor to make administrative decisions

2.2.3 Performance Appraisal in the Public Sector

According to Grossi (2012) performance in public administrations and services is a broad concept that includes not only costs, outputs and effects on outcomes, but also such things as appropriateness, due process, and trustworthiness. A public servant's performance involves not only working and delivering but also respect for the laws of the country, the democratic system, and the elected government during its term of office.

Similarly, Prowse and Prowse (2009) argued that performance appraisals in the public sector are the systematic evaluation of individual performance linked to workforce

behaviour and/or specific criteria. Appraisal often takes the form of an appraisal interview, usually annually, supported by standardized forms and paperwork. The key objective is to provide employees with feedback on their performance provided by the line manager.

2.3 Theories related to the study

Regarding the study, it is widely known that the performance appraisal process is not favoured by both managers, as well as employees; however, it is helpful to know that there are different models and theories available to choose from. This variety makes the process to be as flexible as possible for effective use. The following theoretical processes or models and theories that were found to be useful.

2.3.1 European Foundation for Quality Management Model (EFQM)

The model is a self-assessment framework that can be applied to any organisation to evaluate qualitatively the strengths of work performance and the areas for improvement across all of the activities. The model examines what the organisation is doing, looking at five themes: The first theme is about Leadership, People Management, Policy, and Strategy. The other four themes are for the results the organisation is achieving. They are Customer Satisfaction, People Satisfaction, Society Impact, and Key Performance Results.

2.3.2 The Satellite Model of Organisational Performance Management

Hersey and Blanchard's (1996) illustrates the model of organisational performance management as affected by a series of factors such as organisational culture, knowledge, human resources, non-human resources, and strategic positioning.

2.3.3 The System Model of Performance Management

Spangenberg and Theron (2011) proposed that in this model, performance management can be viewed as a system that comprises inputs, processes, outputs, and linkage to other systems. A statement is also made that the model illustrates the connections and that performance from an organisational perspective, has a direct link with the individual aspect of performance.

2.4. The role and benefits of Performance Appraisal

In the first instance, the benefits of performance appraisal form part of the functioning of performance management, and the facilitation of the process provides a basis for the assessment of the performance of the individual with the opportunity for review and achieving improvement. A well-planned and carefully designed review stimulates the employee's interest and improves job performance.

2.4.1 The Role of the Appraisee

Concurring to Sullivan and Decker (1992) as described the appraisee is an individual whose performance is assessed. They find what is anticipated of them and can set objectives. They also pick up better understanding of their issues and qualities and can alter their behaviour accordingly. In expansion, appraisals create a helpful forum for giving criticism to specialists around individual behaviour, and, for permitting specialists to supply input to their managers. Finally, appraisee are helped in making plans to improve behaviour and can get better grasp on the objectives and needs of the company.

2.4.2 The Role of the Appraisers

Sullivan and Decker (1992) depicted an appraiser as somebody predominant who gauges the esteem or quality of a subordinate's performance. They can successfully recognize and degree patterns within the performance of their workers, and precisely compare subordinates. They also get a better understanding of their workers' needs and expectations, as well as their roles and obligations. Managers can use the data to help their subordinates in arranging long-term and short-term objectives and career goals and to tailor their work obligations to create fuller use of their aptitudes. Further, the evaluation helps supervisors to make educated authoritative choices about promotions and assignments, based on pertinent and objective truths.

2.4.3 The Role of the Organisation in Performance Appraisal

Concurring to Johnson (2004) workers are not working in a vacuum, and one of the major criticisms of performance appraisals is that they don't usually take into consideration how the environment influences the performance of employees. The appraisal process progresses organisational communication, which results in more participation and superior choice making, greater staff inspiration, and a more educated and profitable workforce which leads to a more prominent organisational focus on comprehensive goals. The process also permits the organisation to attain a more profitable division of labour, create training and instruction programs, dispense with predisposition and insignificant information from assessments and choices, and plan viable remuneration and reward systems.

2.5 The objectives of Performance Appraisal

Performance appraisal is regarded by many as one of the most valuable tools to control and manage employees' performance and ensure productivity. Understanding what performance appraisal is requires recognition of its complexity which includes various four key areas as presented. (Nel, Werner, Haasbroek, Poisat, Sono & Schultz. 2008).

i) Alignment with business strategies, ii) alignment with departmental goals, iii) determining employee goals, and iv) determining the parameters of an action plan. Employees demand greater control over their lives, and this is something that cannot be overlooked. Employees have to be informed of what is expected of them, how well they are doing, and how can they improve where there is a need. From a control point of view, it is essential to establish a range of reflecting acceptable performance at this stage.

Considering the stages indicated by Nel *et al.* (2008), the manager or supervisor discusses the expectations of the job, the mission, and the goals of the organisation are clarified and their alignment with the employee's job content. Objectives are set and activities proposed by the employee, are discussed with the manager. Goals and objectives express what should be achieved during the evaluation period and are usually stated as a result and an end state. They present a statement of purpose and direction and form a common starting point for a development plan. What is to be done and how the performance will be measured against the standards with what ratings, are also discussed during these stages. Both the employee and the manager agree on how the process will unfold. It is during these stages that a performance development plan is designed and signed for by both the employee and the manager. In Step 3 the manager shares the ratings and assessment with the employee. It is at this stage that employees would want to know how well they are

doing toward achieving the organisational goals. Normally, self-assessment ratings and ratings of managers are compared and discussed. The outcome of the evaluation and how well the employee has accomplished specific sets of objectives are discussed at this stage.

The obstacles encountered and how they can be resolved are finalized and a plan of action is put in place. Regular feedback from the manager is important rather than waiting for the annual performance review period. The pro-active feedback process consists of four manageable steps: self-assessment, external feedback, absorbing the feedback, and taking action toward change. In Step 4 of the above model, the manager announces administrative decisions. Effective implementation of performance appraisal, assist managers in making sound administrative decisions, such as training and development, career management, remuneration, relationship management, as well as performance management.

The major objective of performance appraisal is to improve the performance of employees and to increase productivity. It is also used to provide feedback on an employee's performance during the review. The review is useful to both the organisational management and the employee who is assessed. Regardless of how organisations use performance appraisals, it is essential that they accurately reflect the employee's actual job performance (Sullivan & Decker, 1992).

2.6 Participation of employees in their appraisals

The importance of involving employees in the performance appraisal process cannot be overlooked or underestimated. Employees need feedback about their performance and want to know how well or bad they perform in their job.

London (2003) states that receiving feedback on performance is generally considered a positive and motivating experience, especially in the context of constructive feedback. Goulding and Harris (1997) suggest that employers should make the performance appraisal process as transparent as possible. They further state that familiarity with the process helps to alleviate anxiety and to increase the effectiveness of any tool that is used. Employees should have the opportunity to provide input in formatting the evaluation and restructuring the process to ensure that the standards for success are both objective and attainable. Involving employees in the appraisal process generates an understanding of its true purpose and encourages willing participation.

According to Holcomb (2006) supervisors who keep their employees informed of their performance as the year progresses, help to eliminate the fear of the unknown. Providing continuous feedback, rather than a single nerve-wracking session, highlights the performance partnership between manager and employee. He further asserted that consistent feedback also provides employees with the chance for continuous improvement and regular communication which contributes to a conducive work environment. Furthermore, Holcomb (2006) states that the positive effects of constructive feedback are numerous and provide employees with an important source of personal and professional satisfaction. A closer and more understanding relationship between manager and subordinate on a one-to-one, face-to-face basis are crucial for the successful implementation of the performance appraisal process. It is a relationship that includes not only formal review sessions but also daily contacts that involve the exchange of information and discussion of progress and problems.

2.7 Perceived fairness, motivation, and performance

Smither (2016) defined fairness as the extent to which procedures and outcomes are seen as just, consistent or appropriate. He further indicated that with performance appraisals, fairness perceptions arise from evaluations of the ratings received and rewards tied to those ratings, the appropriateness and consistency of the appraisal process, and the explanations and feedback that accompany the communication of performance ratings. If the performance appraisal process is perceived by employees as arbitrary and unfair, it will not meet the needs of employees or that of the organisation.

On the same note, if employees do not agree and accept the performance appraisal process and outcome, e.g., ratings, then that performance management system is not meeting the needs of the line managers and supervisors, because the system will result in conflict, dissatisfaction, and lack of commitment. Incorporating fairness into the performance management system process through practices such as self-appraisal enhances employees' perceptions that the performance is fair. Perceptions of fairness, in turn, lead to positive outcomes such as increased commitment to the organisation (Taylor *et al.*, 1995). In addition to the determinants of perceived fairness, managers are provided with insight into how they can utilize motivation techniques to maximize employee behaviour in the work environment.

Maslow's Hierarchy of Needs Theory (Booyens, 1999) states that, within every human being, exists a hierarchy of five types of needs: physiological, safety, social, esteem and self-actualization; as each need becomes satisfied, the next need becomes dominant. From the motivation viewpoint of this theory, no need is ever fully gratified, and substantially satisfying needs no longer motivate. Therefore, according to Maslow, managers need to

understand where the employee is in the hierarchy and focus on satisfying needs at or above that level.

McGregor's Theory X and Theory Y propose two distinct views of the nature of human beings coding to the negative view of managers which he labelled Theory X and the positive view of the managers, labelled Theory Y. About Maslow's theory, Theory X assumes that the physiological and safety needs dominate the individual. Theory Y assumes that social and esteem needs dominate the individual. The Y Theory assumption is that the manager views the employees as creative, seeking responsibility, and can exercise self-direction. The manager, therefore, proposed participation in decision making, responsibility, challenging jobs, and good group relations would maximize work effort (Robbins, 2008).

Vroom's Expectancy Theory was introduced in 1964 to explain work motivation. Expectancy theory asserts that individuals are motivated by their expectancies (beliefs) about future outcomes (consequences of behaviour) and by the value, they place on those outcomes. To predict what a person chooses to do and how much effort the person will put forth in doing it, three components are important: expectancy, instrumentality, and valence. Expectancy (E) is the perceived probability that effort will lead to a specific performance level or behaviour. Instrumentality (I) is the belief that a given performance level or behaviour will lead to some outcome (reward or punishment). Valence is the perceived value (attractiveness or unattractiveness) of an outcome (Sullivan and Decker, 1992).

Herzberg's Motivation-Hygiene Theory states that the attitude of an individual towards his or her work can determine success or failure. According to Herzberg, intrinsic factors, such as achievement, recognition and responsibility, advancement, and growth are related to job satisfaction. Extrinsic factors such as company policy, administration, supervision, interpersonal relationships, and working conditions tend to cause dissatisfaction. To motivate people in their jobs, Herzberg suggested emphasising intrinsic motivators; those factors that increase job satisfaction (Robbins S.P, 2008).

2.8 Institutional arrangement for Performance Appraisal

2.8.1 Human Resource Management (HRM)

According to Smither (2016), Performance appraisal is an important process in human resource management, due to its effect on the financial decision and program components in an organisation. Tying compensation to performance appraisal is a method that has to be established by human resource management to reward performance that meets or exceeds expectations.

The strategy, implementation, and effective functional steps of the performance management system and the appraisal as one small part of the entire system, rest entirely on the human resource department. Human resource managers have a responsibility to determine the level of performance standards and salary increases for various performance levels. However, the HRM function is a supportive function to line management.

Smither, (2016) further indicated that the key roles of human resource management are leadership trainings for supervisors and managers on how to properly evaluate employees and give periodic feedback. The performance of employees is also a function of human

resource management. Performance issues such as poor performance that require demotion, suspensions, termination, or advice to recommend ways to solve matters related to employees' beliefs about unfair ratings, need the intervention of the human resource department.

2.8.2 Organisational Culture

Organisational culture largely determines and governs employees' behaviour and conduct in an organisation. The performance of employees has a great influence on the performance of an organisation. Furthermore, the conduct and behaviour of employees are influenced by the leadership style and the expectations of the organisation, taking into consideration the history and background of the organisation.

Williams (2002) highlights the importance of organisational culture and cultural values and norms of an organisation as reflected in policies and practices which also affects organisational goal alignment. Martin (1995) highlighted the characteristics that characterize a strong culture, that is, consistency, organisation-wide consensus, and clarity. In instances where the cultural norms of the organisation differ greatly from the personal values and norms of employees; conflict may occur and as such interfere with the effective implementation of the performance appraisal.

Del Bueno and Vincent (1986) define organisational culture as a pattern of basic assumptions of behaviour that has worked in the past and is taught to new members as the correct way to perceive, think, feel, and act. This is also true in the case where a strong culture that encourages participation and the involvement of employees in decision-making affecting an organisation's output positively.

2.8.3 The Manager/Supervisor

According to Blackwell (2009), indicated that the manager/supervisor of the employee is the person that is responsible to make administrative decisions that affect the subordinates. He or she is seen as the most appropriate person to make judgments on which to base the decisions. Though this traditional approach is still practiced to date, the following problems have been pointed out by some authors where the supervisor is the sole appraiser:

- The manager may not be in the best position to assess the employee, due to physical distance from the employee, unfamiliarity with the job requirements, or lack of opportunities to observe the employee at work. A combination of these can result in inaccurate performance ratings.
- The manager may be interested only in certain aspects of the employee's performance such as technical knowledge, and dependability, and overlook other aspects. Therefore, the perspective of the supervisor may narrow the performance picture.
- The most common and significant problem is for managers to make administrative decisions (salary increase, promotions) and then manipulate the performance ratings to correspond with those decisions. Explanations for the incompetence of managers at conducting Performance Appraisal include inadequate cognitive ability, lack of training, and role conflict. However, according to Blackwell (2009), if performance ratings will be used for decision-making, managers should provide the final evaluation. They must serve as gatekeepers, judge the credibility and quality and balance it against other available information.

2.9 Performance appraisal methods

There are varieties of methods for the appraisal of employee performance that human resource managers can select from. After an organisation has determined its human resource needs, based on tasks to be performed, formulation of a specific strategy for measuring performance within the organisation follows. Numerous techniques can be used; however, consideration must be taken that an appropriate method is chosen. Formal evaluations are carried out as highlighted below:

2.9.1 Graphic Rating Scales

Graphic rating scales are the most commonly used system in Performance Appraisal. A linked-type graphic scale measurement is used to measure work performance. For example, on a scale from 1 to 5, where 1 is equal to minimal work performance and 5 is equal to maximum work performance. The evaluator must indicate where she feels that the employee's conduct should be placed on the scale (Booyens, 1999). On several different factors, subordinates are judged on how much of that factor or trait they possess. What this implies is that employees are judged against pre-established criteria.

2.9.2 Peer Group Evaluation

According to Booyens (1999), in this method, people at the same level of employment evaluate one another and compare their performance. Employees are compared with one another. The rank-order method has raters ranking subordinates from 'best' to 'worst'. The paired-comparison method requires raters to select the two best subordinates out of a group on each dimension, then rank individuals according to the number of times each subordinate was selected as one of the 'best.' The technique is also referred to as personnel

comparison systems, and in addition to paired comparison, they include rank-ordering and forced distribution methods.

2.9.3 Peer-Rating

Swansburg and Swansburg (1999), state that peer review is a performance appraisal process among persons with similar competencies who are in active practice. The purposes are to measure accountability, evaluate and improve the delivery of care, identify workers' strengths and weaknesses, develop new or altered policies, identify a worker's need for more knowledge, increase workers' self-awareness from feedback and increase professionalism. This method rests on the concept that individuals who perform similar work are the best to judge one another 's performance. Peers understand the nature of the job, are familiar with the worker's activities, share common concerns, and are unencumbered by issues of power, dominance, and control. An assessment is done by members of a group to evaluate and appraise the performance of their fellow group members. Research on the peer rating technique affords extensive evidence in support of its validity and reliability. Close contact among group members over some time is central to the validity of their appraisal.

2.9.4 Self-Rating

Swansburg and Swansburg (1999) cited that, self-rating is another method of performance appraisal that is used. In self-assessment, individuals assess and evaluate their behaviour and job performance, though positive leniency tends to be a problem. The advantage of this assessment is that it gives the individual the opportunity to introspect and therefore be able to identify their strengths and weaknesses, thus judge oneself in terms of

performance and work towards change and improvement. This works well with highly motivated, self-directed, and career-focused employees. Employees like self-appraisal because they can articulate their interests and goals and explain how they think they have performed, without being encumbered by their supervisor's judgment or conclusions. The disadvantage of this assessment, according to Smither (2016) is that self-raters look at their behaviour in terms of skills and competence rather than of the level of performance it represents. He further states that self-raters are more likely to compare their performance to that of others rather than to objective standards.

2.9.5 Multisource Assessment (MSA)

According to Robbins and DiCenzo (2008), multisource assessment has a variety of names that include 360-degree feedback, multirotor assessment, and three-dimensional or full-cycle appraisal. The assessment elicits specific objectives, and constructive feedback from a variety of sources, to assess how the employee is doing. MSA relies on information gained from written forms that contain a series of statements or questions to which raters respond. It opens a dialogue between raters and rates thus enhancing career growth.

2.9.6 Behavioural Checklist Scale

A checklist contains all activities expected of an employee. The appraiser marks the yes or no column to indicate whether a task has been carried out. Space may be provided to comment on any aspect of performance (Booyens, 1999).

2.9.7 Critical Incidents

According to Robbins and DiCenzo (2008), the use of critical incidents focuses the evaluator's attention on those critical or key behaviours that separate effective from

ineffective job performance. The appraiser describes whatever the employee did that was especially effective or ineffective. The key is to cite specific behaviours and not personality traits. The critical incident method consists of collecting reports of behaviours that are considered 'critical' in the sense that they make a difference in the success or failure of a particular work situation.

2.9.8 Ranking

In this method, the employee is measured against the performance of his/her co-workers in terms of whether he/she does his/her work just as well, better, or poorer than his/her colleagues. The evaluator ranks the evaluation from high to the lowest. Ranking takes into account the different aspects of the job which are to be evaluated (Booyens, 1999).

2.9.9 360-Degree Feedback Appraisal

Numerous authors propose definitions of the 360-degree feedback process. Yukl and Lepsinger (1995) cited that feedback from multiple sources or 360-degree feedback is a performance appraisal approach that relies on the input of an employee's superiors, colleagues, subordinates, sometimes customers, and suppliers. Jones and Bearley (1996) refer to 360-degree feedback as the practice of gathering and processing multi-rater assessments on individuals and feeding back the results to the recipient. According to Tornow (1993), in 360-degree feedback programs, feedback about a target individual is solicited from significant others, using a standardized instrument.

2.9.10 Behaviour Anchored Rating Scale (BARS)

BARS combines major elements from the critical incident and graphic rating scale approaches. The appraiser rates an employee according to items along a numerical scale,

but the items are examples of actual behaviour on a given job rather than general descriptions or traits. (Robinson & DiCenzo, 2008). The Behaviourally Anchored Rating Scale combines the critical incidents method with rating scale methods by rating performance on a scale, but with the scale points being anchored by behavioural incidents. BARS are described as graphic rating scales with specific behavioural descriptions utilizing various points along each scale. Each scale represents a dimension or factor considered important for work performance.

2.9.11 Essay Report

Booyens (1993) states that the evaluator writes her own opinion without predetermined guidelines and that the method is not always reliable as a considerable amount of subjectivity is involved. The author further explained that the writing ability of the evaluator could make the report unreliable, not because the evaluator intended it, but because the writing is vague to the extent that the report's meaning could be ambiguous. The method is to be used in combination with other evaluation formats and the report should be based on the job description.

2.9.12 Management by Objectives (MBO)

Robinson and DiCenzo (2008) defined MBO as a system in which specific performance objectives are jointly determined by subordinates and their supervisors, progress toward objectives is reviewed, and rewards are allocated based on that progress. The authors further stated that the MBO appeal lies in its emphasis on converting overall objectives into specific objectives for organisational units and individual members. The objectives in MBO are concise statements of expected accomplishments. Desires for service delivery

need to be converted into tangible objectives that can be measured and evaluated because each objective has a concise period in which it is to be completed. Goulding and Harris (1997) also stated that predetermined objectives for every job title and employee, help to ensure that appraisers are properly trained in performance appraisal techniques and appraisee need to feel that they are evaluated according to fair and equitable standards.

2.9.13 Forced Choice Comparison

According to Booyens (1993) the evaluator selects the descriptive statement that best describes the employee or the statement that describes him/her at least well from several descriptions. Both positive and negative items are grouped according to certain statistical properties, which forces the evaluator to choose from both to describe the employee's behaviour. In this method, raters have difficulty distorting ratings in favour of, or against particular individuals, because they have no idea which statements of each group will ultimately result in a higher or lower rating. This rating technique is designed, specifically to increase objectivity and decrease biasing factors in ratings. The discussion provided a brief description of available methods that can be used to evaluate employees' performance. It is therefore in the best interest of the employees that the method of choice by the supervisor or manager be as objective as possible and be free of bias, leniency, and unfairness, to name a few. If the performance appraisal process is not executed fairly and objectively, this may lead to grievances and dissatisfaction.

2.10 Potential appraisal problems

Performance appraisals are to provide accurate and relevant ratings of an employee's performance. However, even when performance evaluation programs are structured

appropriately, their effectiveness is diluted by the improper use of subjective use of measures. According to Sullivan and Decker (1992), no matter what type of appraisal device is used, problems that lessen the accuracy of the performance rating can arise. The most potential appraisal problems are:

- Leniency error, where managers tend to overrate employees' performance;
- Recency error, the evaluator recalls recent performance and tends to forget more distant events;
- Halo error, some employees are rated above average across dimensions, others are rated average and a few are rated below average on all dimensions;

Ambiguous evaluation standards occur when appraisal forms use rating scales that include words those different managers attach different meanings to. Context-bound judgments consist of those aspects that rely on job or organisation-specific information to define performance levels. For example, performance evaluation cannot proceed without knowledge of the tasks, activities, and responsibilities involved in the job performed. It also includes guidelines defining effective and ineffective performance. (Murphy *et al.*, 1985).

2.11 Challenges to effective performance management processes

Burs (2010) states that the PMS success is depended upon the development of an environment of mutual trust and respect between managers and supervisors, and their staff at all levels. It is further stated that the process is carried out objectively, openly and honestly. The challenge in the researcher's opinion is how to determine that the process was carried out in an honest manner and it also requires some skills on the part of

employee and that of the manager to create an environment of mutual trust. Another challenge is to ensure that everyone's performance is managed in all areas of their work, finds equally unsatisfactory the day-to-day crisis management where targets are set daily and feedback is expected on those targets. The challenge is that not all organisations are led by democratic leaders where all employees are treated with trust. Cultural diversity management, management styles especially if it is automatic can impede performance of employees. Change management is a challenge in itself, to manage performance one has to be mindful of changes in the environment and to adapt to it by managing the change. Effective communication is a two-way traffic and plays an important role in performance management. The challenge is who is the leader at the time and what management style does he/she applies during the process? Can it be changed to allow for flexibility? The researcher is of a view that challenges will always be there and it is the responsibility of managers to ensure that they are converted into opportunities.

2.12 Strategies to effective Performance Management Processes

Shafudah, (2011), highlighted most of the views in the literature provided in the previous sections of this study suggest the adoption of following strategies for effective performance management: development of the strategic management plan, performance plan linked to an annual action plan, staff members' involvement in the planning process for buy-in, rotation of staff for exposure and regular on job training. Most of the views in the literature provided in the previous sections of this study suggest the adoption of following strategies for effective performance management: development of the strategic management plan, performance plan linked to an annual action plan, staff members' involvement in the planning process for buy-in, rotation of staff for exposure and regular

on job training. Shafudah (2011) further indicate that developing a training programme that facilitate for the involvement of staff in decision making will result in effectiveness of the Performance Management System, recognise effective communication between managers and employees as a tool for effective performance and introducing a non-monetary incentive system to encourage improved employee performance.

2.13 Theoretical framework of Performance Appraisal

Armstrong (2011) identified three theories that underpinning performance appraisal. The three theories of performance management include (1) social cognitive theory (2) goal theory and (3) control theory.

2.13.1 Social Cognitive Theory

The social cognitive theory is anchored in the concept of self-efficacy. This implies that what people can or cannot do has an impact on their performance. Therefore, developing positive thinking and boosting the self-confidence of employees may help them improve their performance.

2.13.2 Goal Theory

According to Armstrong (2011), goal theory highlights mechanisms that connect develop goals to performance outcomes. These mechanisms are as follows:

- Goals direct attention towards priorities
- Goals stimulate effort
- Goals challenge people to bring their knowledge and skills in order to improve performance.

2.13.3 Control Theory

Control theory is crucial to performance management and it centres on feedback a determinant behaviour. When people receive feedback on their behaviour, they are made aware of the differences between their actual performance and expected performance. This assists them to take corrective actions where necessary.

The significance of the above cited theoretical framework on the performance appraisal is that, it is based on the issues raised on the proposed theories. The study established that due consideration was given to the issues raised when conducting performance appraisals processes in the Ministry of Agriculture, Water and Land Reform and public sector at large in Namibia.

2.14 Chapter conclusion

This chapter concentrated on the review of various literature sources which informed this study. The researcher used a range of sources such as textbooks, past researchers' work, journals, policy documents and related legislation which are significant to the study. The literature has provided an insight into the performance management process and the performance metrics. What is common in the theories reviewed is that at the centre of the management process are human beings. For the process to make sense, there should be an employee and a supervisor, there is a need for some leadership/management skills to be applied as well as the consideration of personal attitude and behaviour.

Theories on performance management processes are quite rich but the researcher is of the view that they should be applied with caution as situations differ from one organisation to another and/or even within an organisation. The researcher agrees with the literature that

Strategic Plans have to be cascaded to all units in an organisation and that requires effective communication, feedback on results and intervention for improvement when needed. The literature brought out some Performance Management Process Frameworks that are quite useful to both employees and organisations as they establish the role of employees in the sustainment of organisational goals. The next chapter presents the Research Methods applied in the study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter discusses the methods and the procedures that the researcher adopted and used during the study to collect data from the participants of the study and how it was analysed. This embraces the research design, the target population of the study, sample size and technique used to identify the target population, the researcher's instruments used to collect the data and procedures. It also includes data analysis methods and the ethical considerations of the study.

3.2. RESEARCH DESIGN

A case study research design was adopted. Creswell (2017) explains that it is a design of inquiry derived from philosophy and psychology, whereby the researcher explores and describes the lived experiences of participants involved in the performance appraisal as defined by the participants themselves. The researcher used mixed methods, both qualitative and quantitative research approach to acquire the data during the study. Wurtz (2012) stated that, mixed methods are given priority in research because the integration of both qualitative and quantitative results occurs in the research process and allows for more divergent finding. Creswell (2014) emphasised that, mixed methods research is an approach to inquiry involving collecting both qualitative and quantitative data and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem

than either approach alone. Therefore, the research based on the above developed institutional questionnaires comprising both non-structured and structured questions to provide both qualitative and quantitative aspects in the form of responses from the respondents.

3.3. POPULATION

The population of the study is thirty (30) employees and it is centered at one location at the Ministry of Agriculture, Water and Land Reform, Head Office, Human Resources Directorate. The senior and junior staffs within the Ministry were able to provide information regarding the study area. Burns and Grove (2007) defined the population in a study as all components that meet the measure for consideration in the study from which the example is chosen.

3.4. SAMPLE

For the purposes of this study, the sample was drawn from the entire population of the HR department of the Ministry of Agriculture, Water and land reform, Head Office in Windhoek. Neuman (2014) mentions that, a sample size is a small set of cases a researcher selects from a large pool and generalises to the population. For the purposes of this study, the sample consisted of the entire population of thirty (30) employees of the Human Resources Directorate which is thirty (30) employees: twelve (12) officials holding management positions and eighteen (18) officials below management position. According to Bazen *et al.* (2021) the objective of sampling is to target participants who are fitting the nature of what is to be investigated by providing in-depth descriptions of experiences and

behaviours. The researcher as a Human Resource Official sought to use the purposive sampling technique.

3.5. RESEARCH INSTRUMENTS

The researcher used questionnaires as the data collection instrument. Maree (2011) stipulates that, in a survey, the researcher selects a sample of respondents from a population and administers a standard questionnaire to them. The aim of the approach was to ensure that each participant was presented with exactly the same questions in the same order. Creswell (2017) stressed that, in mixed methods research questions is a special question posed in a mixed methods study that directly addresses the mixing of qualitative and quantitative strands of the research. This is the type of questions of that were answered in the study based on the mixed methods used.

The questionnaire was compromised of both structured (qualitative) and non-structured (quantitative) questions. The purpose of using of non-structured questions was that, they created room for participants to provide independent views and information of the study under assessment based on the participant's experiences, and structured questions gave the participants the opportunity to provide possible answers and create quantitative responses that could be measured.

3.6. PROCEDURE

The researcher made the participants aware of the research and got them to agree to be part of the study. The participants were contacted through email/phone calls to book for the handing out and completion of the questionnaire. The researcher handed out the questionnaire to the participants, comprising twelve top officials and eighteen (18) lower-

level employees at the Human Resources Directorate at the Ministry of Agriculture, Water and Land Reform. The participants were given two weeks to complete the questionnaire and the researcher was present, on appointment to clarify all queries, concerns and misunderstandings pertaining to the research questions.

Questions were formulated to provide the information required for each objective and were specific to ensure validity and reliability. The questions also enabled the researcher to obtain complete and accurate information as possible within a reasonably limited time.

3.7. DATA ANALYSIS

Snyder (2019) states that, there is no strict standard claimed to offer a self-proof solution. Therefore, the general aim of data analysis is to offer an integrative review by critically analysing similarities and examining differences as claimed by other scholars in the literature. This is done to grasp the main ideas and identifies relationships and contributing factors to the given problem or issue. According to Mouton (2001), data analysis includes two steps which are reducing gathered data to controllable sizes and classifying patterns and themes.

Atlas.ti software was used to process data and thematic analysis technique to analyse the data by grouping similar content into themes. The study employed thematic analysis as it is effective in detecting, analysing and reporting themes from the data collected (Braun & Clarke, 2006). Data was organised and displayed as themes and categories (Creswell, 2017). The six-step thematic data analysis process outlined by Creswell (2014) was used to analyse the data. The steps followed are as follows: (1) Data was organised and prepared for analysis, which involved verbatim typing, (2) The researcher read carefully and

reviewed all the data from participants, (3) The researcher in this step started to generate codes of all data, (4) The researcher began to work on the coding process and generated a detailed description, (5) The researcher in this step started to plan how the themes were going to be organized and presented narratively, (6) Interpreting the findings of the study.

Coding proceeds in the direction of the development of initial categories, which become the tools to sort and clarify succeeding information for analysis. Babbie (1998) states that the coding procedure is involved when conducting quantitative analysis after data collection if other research methods have been employed. Raw data is systematized into conceptual categories and themes of concepts are formed which will be utilized to analyse data. Coding is not just a simple clerical task but an integral part of data analysis. The process frees the researcher from entanglement in the details of the raw data Neuman (2014). Data were converted into numerical codes, representing attributes composing of variables being investigated.

3.8. RESEARCH ETHICS

The researcher obtained permission from UNAM's ethical committee. The researcher guaranteed the participants' anonymity, to keep participants safe from harm, embarrassment, or repercussions from the employer (Leavy, 2017). The respondents participated in the study out of their own will and were assured that they would be allowed to withdraw from the study at any point of the study should they feel like doing so (Saunders, Lewis & Thornhill, 2019). The participants were assured that the data collected would solely be used for this study and would remain confidential (Leavy, 2017). The data is being kept on a hard disk and it is encrypted with a password that is only known

by the researcher. The collected data is being stored in a locked safe for five (5) years and thereafter the researcher will destroy it by shredding and burning (Leavy, 2017).

3.9 CHAPTER CONCLUSION

The above discussion outline entailed the methods and procedure that the researcher used and adhered to during the study to collect data and how the data was analysed. It comprises of the research design, the target population, the sample size and the techniques, the research instrument used to collect data, the procedures to collect data and the data analysis methods, and the ethical considerations adhered to during the study. The next chapter focusses on the results and discussions of study.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS OF THE FINDINGS

4.1 INTRODUCTION

The chapter presents the results and discussions of the study. The data was collected from the twelve (12) management personnel and eighteen (18) non-management personnel who were all employees at the Human Resources Directorate at the Ministry of Agriculture, Water and Land, Head Office in Windhoek, (30 in total). The researcher used questionnaires as the research instrument for both management and non-management personnel. All the questionnaires were collected after two weeks. Qualitative and quantitative data analysis techniques were used by the researcher in the study and presentation of the results as it made possible for the researcher to visually represent the findings in tables and pie charts that included descriptive statistics and percentage ratings, which were then backed up by qualitative information that was presented using codes and themes in narration.

The findings from the data were analysed under the research objectives to be addressed as follows:

- To assess the level of understanding and knowledge on the process to be followed when implementing the performance appraisal system
- To examine the degree of adherence and consistency in all the steps of the process

- To evaluate the perception of employees in general, supervisors, and managers regarding the possible improvements to the performance appraisal system.
- To evaluate the current policies for performance appraisal processes and identify strategies to improve their current performance appraisal processes

4.2 DATA ANALYSIS AND PRESENTATION OF FINDINGS FROM DATA COLLECTED FROM THE QUESTIONNAIRE

4.2.1. Job designation level of the respondents

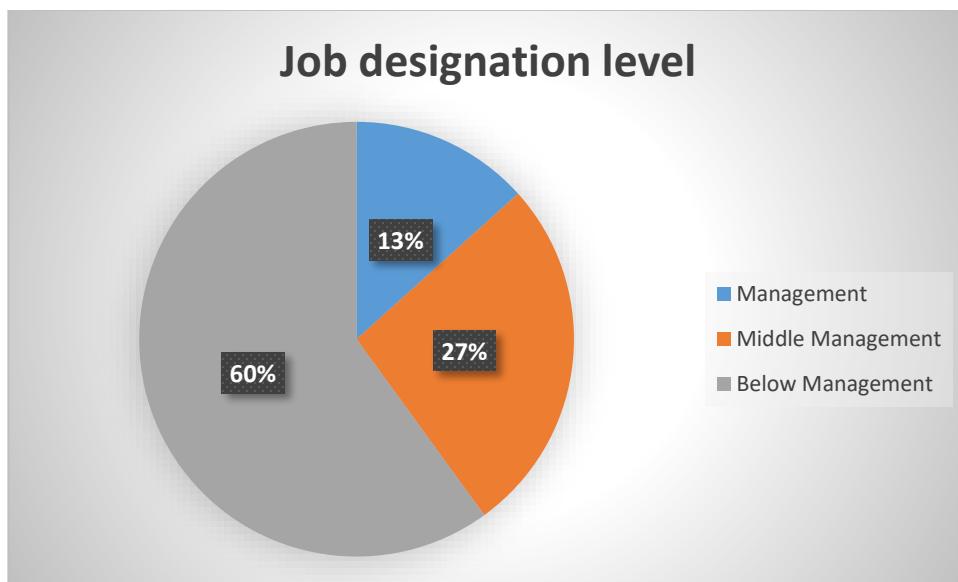


Figure 4.1: Job designation level of the respondents

The pie chart in figure 4.1 above shows that the study reached three employee levels of Management, Middle Management, and below Management. Most of the respondents were at the level Below Management (60%). Middle Management were next with 27%

and 13% consisted of Management personnel. The findings show that a highest percentage 60% of the employees at the Human Resource Directorate at the Ministry of Agriculture, Water and Land Reform hold below management position.

4.2.2. Years of experience worked at the Human Resource Directorate of the MAWLR

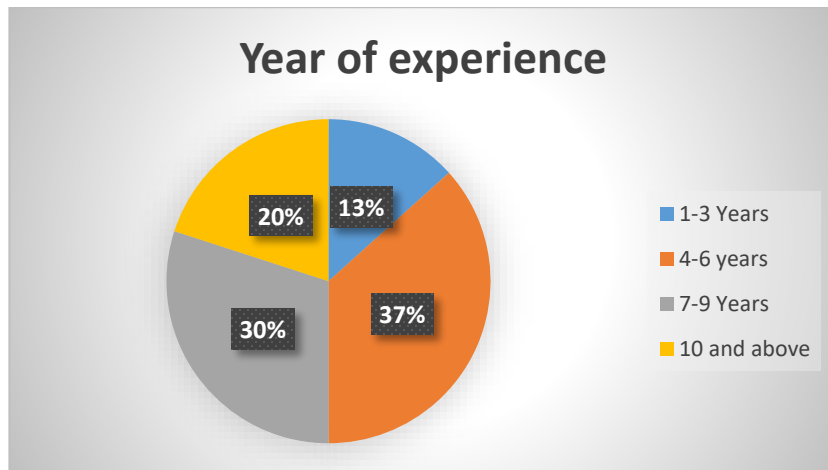


Figure 4.2: Years of Experience in Human Resources Directorate MAWLR

It was found that the majority 37% of the respondents had been employed for a period of 4-6 years. Respondents employed for 7-9 years were 30% followed by 20% which categorized by those participants who had been employed for more than 10 years. The study also reveals that only 13% of the surveyed respondents had indicated that they had been employed with the Ministry for less than 1-3 years. It was important for the study to establish the work experience of the surveyed participants as it would describe the respondents' experience and familiarity with the subject under investigation. The study showed that a highest percentage 30% of employees has 4-6 years' experience of being working in the directorate of human resource at the Ministry of Agriculture, Water and

Land Reform Head Office, Windhoek. This means that responses can be relied on as they are coming mainly from respondents who have served the Ministry for a relatively long time.

4.2.3. Gender representation of respondents

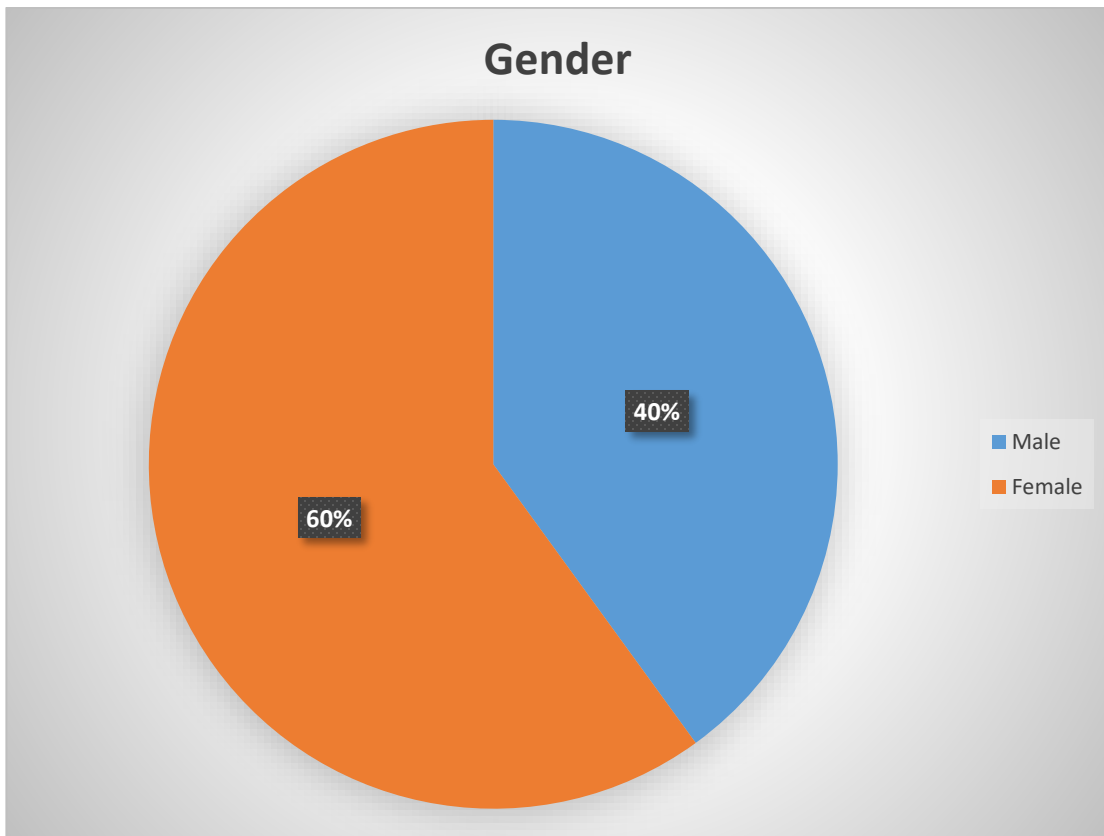


Figure 4.3: Gender

The figure 4.3 showed the gender representation of respondents on the questionnaire. The figure showed that 60% of the participants who participated in the study were female and 40% of the participant were males. The finding revealed that female's employees were more than their male counterparts at the Human Resource Directorate at the Ministry of Agriculture, Water and Land Reform. This shows that the Ministry has made significant

strides in empowering women as envisaged in the United Nations Sustainable Goal Number 5.

4.2.4. Education qualifications of the participants to the questionnaire

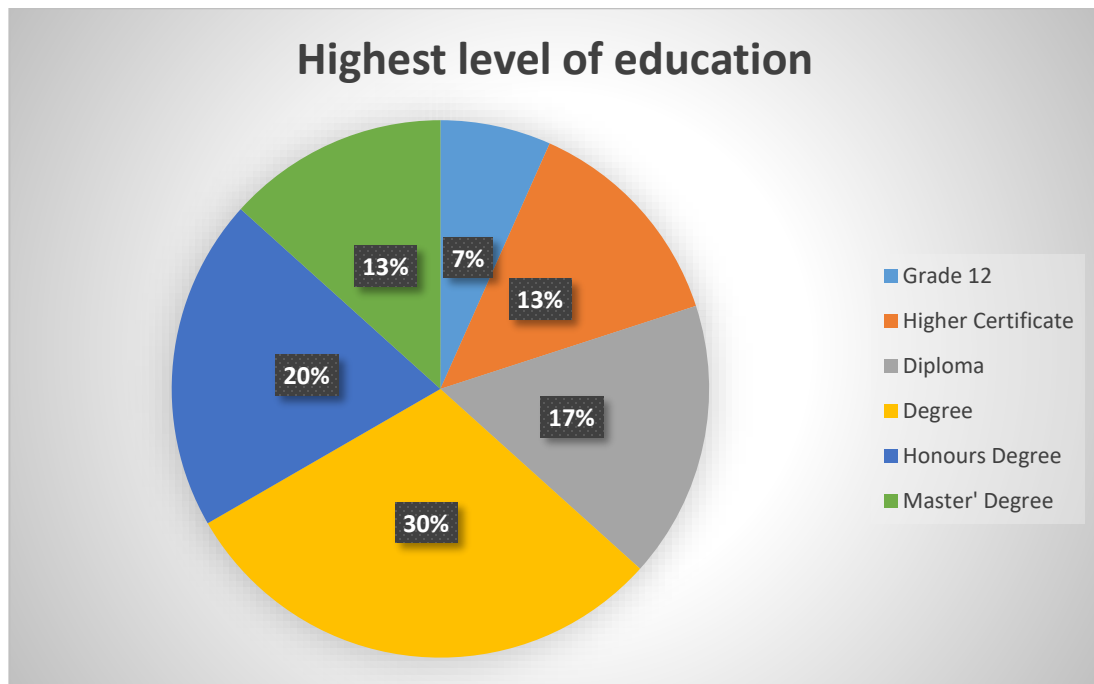


Figure 4.4: Level of Education

The level of education of the participants was sought to establish the level of literacy of employees. Figure 4.4 shows that 30% of the respondents had attained a Degree. Those who were in possession of Honours Degree were 20% and Diploma were 17% whereas 13% had Master's Degree and Diploma. 13% attained higher certificate whereas 7% has Grade 12 qualifications. The findings show that a highest percentage 30% of the employees at the Ministry of Agriculture, Water and Land Reform Head Office, Windhoek possessed a Bachelor Degree. The quality of staff in the Directorate of Human Resource in terms of qualification has a greater impact on the level of understanding of the Performance

Management process. The findings also confirm that respondents were literate to understand the questions.

4.2.5 Performance Appraisal Process that is being used in evaluating employee performance in the MAWLR

Table 4.1: Performance Appraisal Process that is being used in evaluating employee performance in the MAWLR

Rating	No of Respondents	Percentage %
Yes	29	96.66
No	1	3.33
Don't Know	0	0
Total	30	100

The study found that 96.66% agreed and acknowledged that there is a Performance Appraisal Process within their Ministry to evaluate their performance. 3.33% of the respondents said there are not aware that there is Performance Appraisal in their Ministry to evaluate them. The finding reveals that 29 of the participants indicated that there is Performance Appraisal process that is being used in evaluating employee performance in the Ministry of Agriculture, water and Land Reform.

4.2.6 Management appraise employees' performance

Table 4.2: Response to how often management appraises employees' performance

Period	No of Respondents	Percentage %
Monthly	0	0
Quarterly	7	23.33
Bi-Annually	0	0
Annually	22	73.33
Never	1	3.33

Total	30	100
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The study found that 23.33% of the respondents acknowledge that their performance is appraised quarterly, 73.33 % of the respondents acknowledge that they are appraised annually and 3.33 % of the respondents said they are never appraised. According to the results, it shows that the highest percentage 73.33% of management in the Ministry of Agriculture, water and Land reform appraise employee's performance on an annual basis.

4.2.7. Performance appraisal process (PAP) that is followed in the MAWLR

Table 4.3: Performance Appraisal Process followed

Type of PAP	No of Respondents	Percentage %
Complete PAP	11	36.66
Incomplete PAP	17	56.66
Non-PAP	2	6.66
Total	30	100

The study found that 36.66% of the respondents agree that there is a complete performance appraisal process in the Ministry, 56.66% agree that the performance appraisal process is incomplete and 6.66% disagree that there is no performance appraisal process being followed in the Ministry. Based on the finding, it shows that the majority of respondents are of the view that the Ministry of Agriculture, Water and Land Reform used an incomplete performance appraisal process as a form of appraising employees.

4.2.8. Feedback and discussion between management and employees in the performance appraisal meeting

Table 4.4 : Feedback and discussion between management and employees in the performance appraisal meeting

Rating	No of Respondents	Percentage %
Yes	6	20
No	24	80
Total	30	100

The study found that 20% of the respondents agree that there is feedback and discussion between management and employees in the performance appraisal meeting and 80% disagree. The finding show that a highest percentage 80% of the employees at the Ministry of Agriculture, Water and Land Reform agree that there is no feedback and discussion between management and employee in the performance appraisal meeting.

4.2.9. Do managers in the MAWLR use the agreed-upon future objectives as a reference point during the performance appraisal meeting

Table 4.5: Managers use the agreed-upon future objectives as a reference point during the performance appraisal meeting

Rating	No of Respondents	Percentage %
Agree	7	23.33
Disagree	23	76.66
Total	30	100

The study found that 23.33% of the respondents agree that managers in the Ministry of Agriculture, Water, and Land Reform use the agreed-upon future objectives as a reference point during the performance appraisal meeting and 76.66% of the respondents disagree. The finding show that, the highest percentage 76.66% of employee indicated that the Managers at Ministry of Agriculture, Water and Land Reform do not use agreed-upon future objectives as a reference points during the performance appraisal meeting.

4.2.10. The performance appraisal process form updated in the MAWLR

Table 4.6: Response on how often the PAP form is updated

Period	No of Respondents	Percentage %
Once a Year	2	6.66
Once in Two Years	0	0
More than two Years	1	3.33
Never	27	90
Total	30	100

The study found that 6.66% of the respondents agree that the PAP form is updated once a year, 3.33% agree it's updated once in two years and 90% agree that it is never updated. The finding shows that, the highest percentage 90% of employee indicated that the Managers at Ministry of Agriculture, Water and Land Reform does not update the performance appraisal process form at all.

4.2.11. Implementation of the Performance Appraisal Process enhances the overall performance of the MAWLR

According to the overall responses, 36.5% from the respondents indicated the implementation of the performance appraisal processes in the Ministry of Agriculture, Water and Land Reform, the majority do not agree that it effectively assess their performance or aid in personal development planning. Also, 63.5% of participants indicated that the appraisal is currently disjointed, and the process lacks alignment with the Ministry's overall strategy as the system is carried out randomly with a poor alignment. The PA can only enhance performance if personnel are held accountable for shortfall which result from lack of execution. The finding reveals that currently the implementation of the performance appraisal process does not enhance the overall performance of the Ministry of Agriculture, Water and Land Reform due to lack of alignment in the process, no accountability, and the process is currently not aligned to the strategic plan of the Ministry.

4.2.12. Effectiveness of the implementation of the Performance Appraisal Process in the MAWLR

During the study, the participants were asked to describe the effectiveness of the implementation of the PAP in the MAWLR. Different answers were provided. The 92.8% of the respondents who responded to the questionnaire indicated that the appraisal process in MAWLR is not effective at the moment due to its lack of support from management. Another reason is the lack of understanding of the Performance Appraisal processes from the side of the employees as they feel that much more can be done to improve and enhance the performance appraisal process for it to be highly effective. Most of the respondents

feel that the PAP in the ministry is just for procedure and record purposes. The process is not effective considering that it's not well-aligned to the Ministry's strategic plan and overall performance targets.

Another reason why it's not effective is that employees are not rewarded for their performance and their job description are not renewed to identify expected performance outcome. One of the respondents indicated that there is no clear alignment in a transparent goal-based framework to improve performance, there is no accountability for employee's actions to increase their productivity and staff are not motivated.

Also, the 92.8% of the respondents who stated the above, opined that, the appraisal system is not effective because it lacks targets and agreements and not all the employees are assessed. Besides, fear on the part of the employees because of biases and favouritism is causing resistance from staff members between the appraiser and the appraisee.

Only 7.2% of the respondents felt that the appraisal system in the MAWLR is effective because it improves accountability on the part of public service employees, staff members are aware of the significance of the appraisal system as it serves as a criterion for probation and provides guidelines for managing performance in the public sector. The data analysed, showed that, the appraisal system is not effective as employee's lacks knowledge in the implementation of the process and the system does not have a reward scheme to encourage the employees.

4.2.13. MAWLR management's commitment to the implementation of the Performance Appraisal Process

According to the overall responses from the respondents, 67.5 % indicated that management is not committed in the implementation of the Performance Appraisal Process as respondents feel that management simply undertakes the Performance Appraisal process since it is a standard procedure and allows them to file the paperwork as part of their job. There is very low commitment from management and lack of support and real understanding on why it needs to be implemented. The same 67.5% of respondents mentioned that the management is not committed to the implementation of PAP is that the Ministry need to make concerted effort to make sure the process is producing its intended result of improving performance and the Ministry should have the process independently evaluated to assess whether it is effective or not with a view to redesigning it to effectively appraise and improve employee performance.

Furthermore, the respondents indicated that there is a resource shortage to improve the employees identified Personal Development Plans and career development is not considered and this hampers training and development for employees to perform well in those identified areas of developments. The remaining 10 % of respondents indicated that the commitment of the management to the implementation of the process is average as some managers understand it and implement it as required while other are not taking it seriously which make the Ministry not providing the correct figure on implementation of the process. From the data analysed, it shows that management of the Ministry of Agriculture, Water and Land Reform are not committed to the implementation of the Performance Appraisal Processes as it shows 67.5% of the respondent mentioned that

there is lack of effort, shortage of resources, management do not understand the implementation of the whole process.

4.2.14. Opinion on the Performance Appraisal Processes more effective in the MAWLR

The 78 % of the respondents indicated that Performance Appraisal Process can only be effective if there is a comprehensive system then commitment from managers to enforce and take performance appraisal seriously, takes accountability and responsibility to fully implement the PAP. The appraisal process needs to be well structured to appraise employees' performance areas that contribute to the Ministry's strategic plan. It must also be carried out regularly in a way that promote dialogues between the employee and the supervisor. The same 78 % stressed that feedback should be provided to the employee and necessary measures should be taken to incorporate the outcome of the appraisal into relevant HR processes such as performance coaching, training and development, rewards among others.

The 78 % opined that there is a need to assess where employees lack in skills and efforts to achieve goals for better service delivery. 64 % respondent's state that Performance Appraisal can be more effective if the employees are rewarded based on their performance as incentive will motivate employees to do better since their effort is recognized and appreciated. Furthermore, the respondents indicated that communication and feedback can help to effective the performance appraisal process and the Ministry need to adopt it as effective communication and feedback can be a strong as part of motivation factors to the employees and this will also enhance leadership and managerial skills of the managers which is a driving engine to performance.

4.2.15. Improvements proposed MAWLR to be made to the current performance appraisal processes

The 66 % of the respondents indicated that the appraisal process needs to be evaluated to ascertain its effectiveness, the Ministry should integrate the output of the appraisal process with other HR system to ensure that the process is not isolated from other HR process. For Instance; training and development plans should be produced after the appraisal to train the employee on deficient areas, performance should be rewarded for the good performance which should be linked to the reward system and employee counselling and performance coaching should be part of the ministry's policy to support non-performing employees. Also 22% of the respondents proposed that the Ministry should establish performance standard by ensuring that a positive attitude is created and frequent feedback to the employee as this could improve and promote health communication between supervisors and employees. The same 22% of the respondents mentioned that the Ministry should pilot new approach to what is called "training assessment needs" and then roll it out within the regions. Performance appraisal must also be inclusive of all staff members' development of their abilities or behavioural changes that are required for their performance.

The remaining 12% of the personnel who also participated in the study and responded to the questionnaire answered that 360 Degree modern method of performance appraisal system be introduced in the public sector in Namibia since it will pave the way for the employees to assess each other during the time frame of the performance appraisal.

From the data analysed, it was uncovered that, monetary rewards and recognition in various forms mentioned above by the participant might encourage the public service

employees in Namibia, particularly MAWLR employees to work harder and this will lead to effective implementation of performance appraisal scheme and there is a need for strategic plan alignment.

4.3 DISCUSSIONS

This section discusses the findings of the study and how they address the research problem of a lack of an effective performance appraisal process at MAWLR. The discussion revolves around the study objectives with a view to;

- provide an in-depth understanding and knowledge on the process followed when implementing the performance appraisal process
- offer insight into the degree of adherence and consistency of the performance appraisal process
- provide insight regarding the staff members perception towards performance appraisal and the possible improvements to the process
- offer an understanding of the current policies for performance appraisal processes and identifying strategies to improve their current performance appraisal processes

The study found an overwhelming response confirming the lack of existence of a performance appraisal process at MAWLR with less than half of the respondents indicating they are only appraised on an ad-hoc and a random basis. This lack of a well-defined performance appraisal makes it difficult for MAWLR to periodically evaluate and measure employees' performance within a defined period and timeline as posited by De Vries *et al.* (1981). This finding revealed that MAWLR lacks adopting a clear-cut process

to be followed when implementing the performance appraisal process to ensure that employees are regularly appraised.

Having a well-structured performance appraisal process fulfils the objective of improving the employees' performance and increasing their productivity as postulated by Sullivan and Decker (1992). The foregoing, as it also serves as a means to provide employees with feedback on their performance for the period under review.

At the same time, the findings revealed an inconsistent conducting of performance appraisal at MAWLR as the respondents pointed out that sometimes the appraisals are not performed at all. This revelation points to a lack of adherence and commitment to a well-planned appraisal process conducted on a regular basis which is useful for the organisation to evaluate the employees' actual job performance as highlighted by Sullivan and Decker (1992). The authors further argued that performance review is useful for both the organisation and the employee being assessed to accurately reflect the employee's actual job performance with a view to measure their overall contribution to the organisation.

Besides the inconsistency of the appraisal, the respondents also lamented at the lack of defined performance targets that need to come from clear strategic plan and provision of adequate performance feedback after their appraisals have been conducted. This status quo is problematic as it implies that the existing performance appraisal at MAWLR does not adhere or conform with standard appraisal practice of setting performance targets and providing employee with feedback after conducting appraisals. Murphy *et al.*, (1985)

highlighted that performance evaluation cannot proceed without set targets as it creates ambiguity and lack of clarity in the manner which the appraisals are conducted.

Meanwhile, the respondents' perception towards the appraisal process at MAWLR is not a positive one. The researcher found this to be the case as the participants indicated that the process is disjointed and lacks aligning employees' performance output to that of the overall organisation and felt that the process should reflect a clear linkage to the organisation's goals. The poor employee perception is understandable as Nel *et al.* (2006) clearly pointed out that employee goals and performance should be aligned to that of their departments and ultimately to that of the organisation's with a clear and traceable line of sight. The lack of alignment could be attributed to the poor employee perception of the appraisal process.

Similarly, the findings further revealed that the respondents perceive the MAWLR not to be committed to the process as it is merely undertaken as a routine procedure allowing them to complete the exercise as part of the job without taking concerted effort to create an in-depth understanding and supporting the employees throughout the process. This unfortunate negative perception is consistent with Joel (2001), who asserted that many organisations only conduct performance appraisals as a justification to dismiss an employee and not as an essential process to evaluate and improve the employees' performance and that of the organisation.

However, the participants pointed to a lack of policies enabling the effectiveness of the performance appraisal indicating that full accountability and commitment is required to

overhaul the current process. The absence of an enabling performance appraisal policy renders it challenging to effectively implement the process without a sound policy in place to govern the process. The absence of a policy creates a vacuum and lack of guidance to provide direction in the manner the appraisals are conducted to avoid process incoherence, and other appraisal issues such as bias and favouritism during the appraisals as argued by (Njembo, 2021).

4.4 CHAPTER CONCLUSION

This chapter used documentary and thematic analysis together with feedback from questionnaires held by the researcher to analyse the available research data in line with the present research objectives. Comparisons with literature reviewed were done, where applicable so as to identify areas of agreement and disagreement to permit criticism of existing theory to create new knowledge. The next chapter presents findings in summary form and gives the research conclusions arrived at by the researcher as well as the recommendations from the research findings.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter focusses on the conclusions and recommendations after the study results were presented and discussed in the previous chapter.

5.2 CONCLUSIONS

The study aimed at assessing the effectiveness of the performance appraisal processes employed at the Ministry of Agriculture, Water and Land Reform with a special concentration on the Directorate of Human Resources in Windhoek, Head Office. In addressing the research problem, the study set out and fulfilled the following objectives:

- assessed the level of understanding and knowledge on the appraisal process followed at the Ministry;
- examined the degree of adherence and consistency of the appraisal process;
- evaluated the perception of employees and possible improvements to the process;
- evaluated the existing appraisal policies to improve the existing appraisal processes.

After carefully analysing the results and the evidence obtained from the respondents, the study concludes that there is no defined or sound performance appraisal process at MAWLR that is effective in evaluating employees' performance.

The employees fail to have a clear understanding and clarity on the appraisal process implemented at the Ministry with the majority believing that it is a disjointed process conducted on random basis for the sake of the completing the appraisal paperwork. A well-defined appraisal process is consistent and adhere to appraisal practices in conducting regular appraisals aimed at improving employees' performance and increasing their productivity (Sullivan & Decker, 1992) in a clear manner in which their performance can be linked to the organisation. However, it is regrettable that the evidence from the study indicated that such well-defined process is not implemented at MAWLR.

Hence, the study also revealed the negative perception that employees have towards the appraisal process at MAWLR considering that they do not have a complete understanding of the process or see its value, particularly owing to its disjointedness and lack of alignment. In the same vein, the researcher concludes that employees perceive the MAWLR not to be committed to the appraisal process besides it being undertaken as a routine exercise as it is not based on a well-defined policy and framework that guides the process.

The findings from this study support theory development in that performance management system are a unique tool for organisational performance improvement as it identifies the key areas where the organisation is falling short. Hence, it helps with the training and development needs of an organisation, when performance data are adequately utilized and communicated with high levels of emotional intelligence. These findings reveal that the absence of performance feedback leads to disintegration in employee attitudes towards organisational goals and objectives, which also lead to the inefficiency of the organisation.

Human Resources Practitioners and senior managers are beginning to realise that the management of employee performance need to take place within the pursuit of strategic business goals, as this will enhance the overall performance of employees as they will see how their efforts contribute to the goals and success of the organisation, this attitude will improve the performance of the employees and thus service delivery will improve. When the PMS is tied into the objective of the organisation strategic plan together with the benefits of knowledge management, the resulting performance is more likely to meet organisational goals.

Organisational culture is viewed as an important aspect as it leads organisations to succeed to a higher level of performance. If the culture is managed accordingly, it encourages employees to internalise corporate values and attitudes and strengthen their association with the organisation.

The finding of the study points out that, excellent, clear communication is vital during performance appraisal and in providing feedback to support employee in ensuring performance improvement, especially when the areas of weaknesses are identified. The support from management is important and may include the provision of training and development opportunities to improve level of employee engagement which is a key to boost employees work outcomes which will result in effective implementation of Performance Management Processes, this was attested by .

5.3 RECOMMENDATIONS

Based on the finding, this study recommends the following to address the lack of an effective appraisal processes at the Ministry:

- There is a need to implement an integrated performance management structure to connect business processes across all government and public enterprises,
- The Ministry through the Office of the Prime Minister should provide extensive education and training to the public sector employees in Namibia on performance management cycle in line with managers and employees key performance indicators,
- The Public Service Commission should provide active reward scheme to the appraisal system as an incentive for good performers across the public service sector,
- Modern methods of the performance appraisal system such as Management by Objectives (MBO) should be considered as it brings managers/subordinates together in decisions that affects departments and organisation as a whole,
- The office of the Prime Minister should issue clear guidelines periodic and annual reviews to all Ministries,
- The Ministry through the Office of the Price Minister should improve systems, rules and procedures to facilitate effective employee performance,
- To introduce new performance management structures that integrate monitoring and evaluation throughout strategic planning stages and strategic execution.
- Management must make it their priority to ensure that there is a supporting organisational structure, because one of objective of organisational culture is to encourage employees to internalise corporate values and attitudes and strengthen their association with the organisation, this will enhance employees to have a

feeling of belonging which gives them an organisational identity as this motivates employees.

- On poor communication of the performance feedback, the study recommends extensive communication and marketing of performance management system to employees and managers as effective communication results in both employees and managers understanding their expected levels of work outcomes within the public sector.
- Reviews on the current performance management system should be carried out as there are a number of issues that needs to be addressed for the PMS to be functional as currently the system is moving at a slow pace.

5.4. AREAS FOR FUTURE STUDY

The researcher recommends that, further studies must explore the role of management in the performance outcome of the Ministry and its employees. In addition, consideration to be made to assess on a large sample using different case studies and research methods.

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APPENDICES

Appendix A: Permission to conduct research study



24 May 2022

TO WHOM IT MAY CONCERN

Re: MBA Management Strategy , Student – Ms. Helen Haiping Student Number 219039453

As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

Ms. Haiping has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Ms. Haiping with the information she requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that her topic touches on "An assessment of the performance appraisal processes in the human resource directorate Ministry of agriculture, water and reform head office".

Your kind assistance is highly appreciated.

Yours sincerely


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Appendix B: Research Permission letter – Ministry of Agriculture, Water and Land Reform



REPUBLIC OF NAMIBIA

MINISTRY OF AGRICULTURE, WATER AND LAND REFORM

Tel.: (061) 208 7649
Fax: (061) 208 7227
Enquiries: I. Mathys
E-mail: ED@mawlr.gov.na

Government Office Park
Private Bag 13184
WINDHOEK

29 June 2022

Ms. Helen Haiping
P.O. Box 98103
Pelican Square
Windhoek

Dear Ms. Haiping,

SUBJECT: REQUEST TO CONDUCT RESEARCH STUDY AT THE MINISTRY OF AGRICULTURE, WATER AND LAND REFORM, HEAD

Your letter with the above subject dated 28 June 2022 has reference.

It is my pleasure to inform you that permission is granted to your request to conduct a research study at the Ministry of Agriculture, Water and Land Reform (MAWLR).

It will be an advantage to our Ministry if your study could include how we can improve on the current Performance Management system. Kindly share your findings to the Ministry on completion of your research study.

I wish you all the best with your studies.

Yours Sincerely,

Ndiyakupi Nghituwamanu (Ms)
Acting Executive Director



Appendix C: Research Questionnaire

My name is Helen Ndapandula Haipinge, a student at the University of Namibia, pursuing a Master of Business Administration. I am obligatory to conduct a research study as part of my graduation requirements. The topic is “An Assessment of The Performance Appraisal Processes in The Human Resources Directorate Ministry of Agriculture, Water and Land Reform Head Office”. To accomplish the above-mentioned task adequately, I need to gather data. In light of this, I have drafted a Questionnaire that I would gratefully like you to complete to help me obtain the data required to complete my research study. I would like to promise you that the information will be treated with high confidentiality. Thank you for your time and support.

SECTION A:

1. What is your job designation level?

Management	
Middle Management	
Below Management	

2. How long have you been working in the Human Resources Directorate Ministry of Agriculture, Water and Land Reform Head Office?

1-3	
4-6	
7-9	
10 and above	

3. Gender

Male	
Female	

4. Level of Education Grade 12 Diploma Degree Honours Degree Master's Degree?

Grade 12	
Higher Certificate	
Diploma	
Degree	
Honours Degree	
Master's Degree	

SECTION B:

1. Is there any Performance Appraisal Process that is being used in evaluating employee performance in the Ministry of Agriculture, Water and Land Reform?

Yes	
No	
Unknown	

2. How often does management appraise employees' performance?

Monthly	
Quarterly	
Bi-Annually	
Annually	

Never	
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3. What is the performance appraisal process (PAP) that is followed in the Ministry of Agriculture, Water, and Land Reform?

Complete PAP	
Incomplete PAP	
Non-PAP	

4. Is there any feedback and discussion between management and employees in the performance appraisal meeting?

Yes	
No	

5. Do managers in the Ministry of Agriculture, Water, and Land Reform use the agreed-upon future objectives as a reference point during the performance appraisal meeting?

Yes	
No	

6. How often is the performance appraisal process form updated in the Ministry of Agriculture, Water, and Land Reform?

Once a year	
Once in two years	
More than two years	

Never	
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SECTION C:

1. How in your opinion does the implementation of the Performance Appraisal Process enhance overall performance of the Ministry of Agriculture, Water and Land Reform?

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2. How will you describe the effectiveness of the implementation of the Performance Appraisal Process in the Ministry of Agriculture, Water, and Land Reform?

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3. Describe the Ministry of Agriculture, Water, and Land Reform management's commitment to the implementation of the Performance Appraisal Process?

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4. What in your opinion will make the Performance Appraisal Process more effective in the Ministry of Agriculture, Water, and Land Reform?

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5. What improvements would you propose to the Ministry of Agriculture, Water, and Land Reform to be made to the current performance appraisal process?

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Appendix D: Summary Report Cover



Document Information

Analyzed document	MBA- Management Strategy Helen N. Haipinge.docx (D150541604)
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SA	University of Namibia / Research Proposal.pdf Document Research Proposal.pdf (D142250340) Submitted by: nocky2014@gmail.com Receiver: moodle.unam@analysis.orkund.com		5
SA	Dissertation_Ng_Yan_Ting.doc Document Dissertation_Ng_Yan_Ting.doc (D24032863)		3
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SA	197180502020 Sandip.docx Document 197180502020 Sandip.docx (D106617089)		1
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AN ASSESSMENT OF THE PERFORMANCE APPRAISAL PROCESSES IN THE HUMAN RESOURCES DIRECTORATE MINISTRY OF AGRICULTURE, WATER AND LAND REFORM HEAD OFFICE

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A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (

MANAGEMENT STRATEGY)
OF
THE UNIVERSITY OF NAMIBIA
BY
HELEN NDAPANDULA HAIPINGE
201939453
OCTOBER 2022
SUPERVISOR: DR. SAMUEL GUMBE (UZ)
ABSTRACT

Appendix E: Language Editing Certificate



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LANGUAGE & COPY-EDITING CERTIFICATE

31st October 2022

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF HELEN NDAPANDULA HAIPINGE'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **HELEN NDAPANDULA HAIPINGE'S** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **AN ASSESSMENT OF THE PERFORMANCE APPRAISAL PROCESSES IN THE HUMAN RESOURCES DIRECTORATE OF THE MINISTRY OF AGRICULTURE WATER AND LAND REFORM HEAD OFFICE**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I have edited many Postgraduate Diploma, and Masters' Thesis, Dissertations for students studying with universities in Namibia. I have also copy-edited company documents and publications for Non-Governmental Organisations (NGOs) around the Southern African region.

Please feel free to contact me should the need arise.
Yours Sincerely,

Mr. Shonhiwa Bakare



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