

AN INVESTIGATION INTO THE IMPACT OF PERFORMANCE MANAGEMENT
SYSTEM ON SERVICE DELIVERY: A CASE STUDY OF THE OFFICE OF THE PRIME
MINISTER, NAMIBIA

A THESIS SUBMITTED IN PARTIAL FULFILMENT OF MASTER OF BUSINESS
ADMINISTRATION – MANAGEMENT STRATEGY OF THE UNIVERSITY OF NAMIBIA

BY

STUDENT'S NAMES : RICHARD LIFASI LUBINDA

STUDENT NO : 200926331

SUPERVISOR : PROF. STEWART KAUPA

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

APRIL 2023

DEDICATION

I dedicate this thesis to my four beloved people, who mean a great deal to me and still do. To my late mother Regina Mwaka Lubinda, who instilled in me the virtue of work ethic and whose love for me knew no boundaries. I truly appreciate it and I will never forget her.

Next, is my wife, Ruth Lubinda, who has been a steadfast supporter and whose words of inspiration and her drive for perseverance helped me through the challenges of education and personal life. I am very grateful to have you in my life.

This work is also dedicated to my children, Faith and Bronah Lubinda, who have always loved me without reservation and whose inspiration stimulated me to strive assiduously for the goals I hold dear. You have all been my biggest supporters, without your genuine love and assistance, I would not have been able to finish this thesis. I want to thank you all.

DECLARATION

I, Richard Lifasi Lubinda, hereby declare 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.

No part of this thesis/dissertation may be reproduced, stored in any retrieval system, or transmitted in any form, or by means (e.g. electronic, mechanical, photocopying, recording or otherwise) without the prior permission of the author, or The University of Namibia in that behalf.

I grant The University of Namibia the right to reproduce this thesis in whole or in part, in any manner or format, which The University of Namibia may deem fit.

Richard Lifasi Lubinda		02 April 2023
.....
Name of Student	Signature	Date

ACKNOWLEDGEMENTS

First and foremost, I give thanks to God, who is both my creator and my defender, for allowing me to live to complete this thesis. I want to express my gratitude to the members of my committee who gave so freely of their knowledge and priceless time. A special thank you to Prof Stewart Kaupa, my supervisor, for his patience throughout the process and for the countless hours he spent thinking, reading, suggesting changes and supporting me.

I would want to recognize and express my gratitude to my employer, the Office of the Prime Minister (OPM), for allowing me to conduct my research and for offering assistance I needed, one of which was granting me time off from work to focus on my thesis. I would especially want to thank the OPM employees who took part in the study and provided ongoing support. Special thanks go out to Dr. Greenfield Mwakipisele and his team for helping me finish this thesis. Your enthusiasm and openness as well as your suggestions made it a pleasure to complete this study.

Unfortunately, I cannot thank everyone individually because it would take a lifetime, but I simply want you to know how much I value each and every one of you. Thank you for your kind thoughts and prayers.

ABSTRACT

The study aimed to fill a gap in the existing literature by examining the impact of performance management systems on service delivery and employee performance. Utilizing a rigorous quantitative research design, a simple random sample of 198 employees from the Office of the Prime Minister was selected to respond to both printed and online questionnaires. The research objectives were to determine the impact of performance management systems on service delivery, examine the effects of PM systems on employee performance, and determine the relationship between employee performance and service delivery. The results of the study provide compelling evidence for the impact of performance management systems on service delivery and employee performance. The findings indicate that effective performance management systems have a significant impact on service delivery and employee performance, with improved employee performance leading to enhanced service quality delivery. The study also revealed a positive relationship between employee performance and service delivery, suggesting that organizations that invest in performance management systems can expect to see improvements in both employee performance and service delivery outcomes. The study provides a roadmap for organizations on how to design and implement effective performance management systems that can have a positive impact on employee performance and service delivery outcomes. This study will be of great interest to practitioners, policymakers, and academics in the fields of human resource management, service delivery, and performance management. The study's methodology, results, and conclusions will be of significant value to organizations looking to improve their performance management systems and enhance their service delivery outcomes.

Keywords: Employee Performance, Namibia, Office of the Prime Minister, Performance Management Systems, Service Delivery.

TABLE OF CONTENTS

<u>DEDICATION</u>	i
<u>DECLARATION</u>	ii
<u>ACKNOWLEDGEMENTS</u>	ii
<u>ABSTRACT</u>	iv
<u>TABLE OF CONTENTS</u>	v-vii
<u>LIST OF TABLES</u>	viii
<u>LIST OF FIGURES</u>	ix
<u>ACCRONYMS AND ABBREVIATIONS</u>	x
<u>CHAPTER 1</u>	i
<u>INTRODUCTION AND BACKGRUND OF THE STUDY</u>	1
<u>1.1 Introduction</u>	1
<u>1.2 Background of the study</u>	1
<u>1.2 Problem Statement</u>	5
<u>1.3 Research objectives</u>	7
<u>1.3.2 Sub research objectives</u>	7
<u>1.3 Hypotheses</u>	7
<u>1.5 Significance of the study</u>	8
<u>1.6 Limitations of the study</u>	8
<u>1.7 Delimitations of the study</u>	9
<u>1.9 Chapter Summary</u>	10
<u>CHAPTER 2</u>	11
<u>LITERATURE REVIEW</u>	11
<u>2.1 Introduction</u>	11
<u>2.2 Theoretical Framework</u>	11
<u>2.3 Definition of Terms</u>	13
<u>2.4 Empirical studies</u>	14
<u>2.5 African perspective</u>	19
<u>2.6 Namibian Context</u>	28
<u>2.7 Conceptual Framework</u>	35
<u>2.8 Research Gap</u>	37

<u>2.7 Chapter Summary</u>	39
<u>CHAPTER 3</u>	40
<u>RESEARCH METHODOLOGY</u>	40
<u>3.1 Introduction</u>	40
<u>3.3 Approach to theory development</u>	40
<u>3.4.1 Sample Size determination</u>	42
<u>3.4.2 Sampling Technique</u>	42
<u>3.5 Research instrument</u>	43
<u>3.6 Data Collection Procedure</u>	43
<u>3.6.1 Primary Data</u>	44
<u>3.6.2 Secondary Data</u>	44
<u>3.7 Data analysis</u>	44
<u>3.8 Validity and Reliability of the Research Instrument</u>	45
<u>3.8.1 Validity</u>	45
<u>3.8.2 Reliability</u>	46
<u>3.10 Chapter Summary</u>	48
<u>CHAPTER 4</u>	49
<u>RESULTS AND DISCUSSIONS</u>	49
<u>4.1 Introduction</u>	49
<u>4.2 Response rate</u>	49
<u>4.3 Demographic Profile of the Respondents</u>	50
<u>4.3.1 Gender</u>	51
<u>4.3.4 Participants employment position</u>	55
<u>4.3.5 Participant’s work experience</u>	56
<u>4.4 The effects of PMSs on employee performance in the Office of the Prime Minister in Namibia</u>	57
<u>4.6 The relationship between employee performance and service delivery in the Office of the Prime Minister in Namibia</u>	62
<u>4.7 Hypotheses Tests</u>	64
<u>4.7.1. The existing PMS has no effect on employee performance in the Office of the Prime Minister in Namibia</u>	64
<u>4.7.2. The existing PMS has no effect on service quality in the Office of the Prime Minister in Namibia</u>	66

<u>4.7.3. There is no relationship between employee performance and service quality in the Office of the Prime Minister in Namibia</u>	68
4.7 Chapter Summary	70
CHAPTER 5	71
<u>CONCLUSIONS AND RECOMMENDATIONS</u>	71
<u>5.1 INTRODUCTION</u>	71
<u>5.2 CONCLUSIONS</u>	72
<u>5.3 IMPLICATIONS</u>	74
<u>5.3.1 Implications for theory</u>	74
<u>5.3.2 Implications for practitioners</u>	74
<u>5.4 RECOMMENDATIONS FOR FUTURE RESEARCH</u>	75
<u>5.5 CHAPTER SUMMARY</u>	77
<u>REFERENCES</u>	78
<u>Annex A: NBS cover letter</u>	88
<u>Annex B: OPM permission letter to conduct study</u>	89
<u>Annex C: Language Editing certificate</u>	90
<u>Annex D: Questionnaire used (Printed and Online)</u>	91

LIST OF TABLES

	Page.
Table 3.1: Slovene's Sample Size calculation	42
Table 3.2: Cronbach's Alpha for employee performance	47
Table 3.3: Cronbach's Alpha for PMS effectiveness	47
Table 3.4: Cronbach's Alpha for service quality	47
Table 4.1: Response Rate	50
Table 4.2: Mean and SD of Employee Ratings of employee performance	57
Table 4.3: Mean and SD of Employee Ratings of service quality delivery impacted by PMSs	60
Table 4.4: Mean and SD of Employee Ratings of service quality delivery impacted by employee performance	62
Table 4.5: H1 Model summary	64
Table 4.6: H1 ANOVA	65
Table 4.7: H1 Coefficients of regression	66
Table 4.8: H2 Model summary	67
Table 4.9: H2 ANOVA	67
Table 4.10: H2 Coefficients of regression	68
Table 4.11: H3 Model summary	68
Table 4.12: H3 ANOVA	69
Table 4.13: H3 Coefficients of regression	69

LIST OF FIGURES

	Page
Figure 2.1 The performance Management Process	29
Figure 2.2: Conceptual Framework	36
Figure 4.1: Gender of participants	51
Figure 4.2: Age of participants	53
Figure 4.3: Highest level of education attained by participants	54
Figure 4.4: Job position of participants at the OPM	55
Figure 4.5: Years of work experience of participants	56

ACCRONYMS AND ABBREVIATIONS

MBO	Management by Objective
NDP	National Development Plan
OAG	Office of the Auditor General
OPM	Office of the Prime Minister
RCs	Regional Councils
PAS	Performance Appraisal System
PM	Performance Management
PMS	Performance Management System
PMSs	Performance Management Systems
SPs	Strategic Plans
TQM	Total Quality Management
WASCOM	Wages and Salaries Commission

CHAPTER 1

INTRODUCTION AND BACKGRUND OF THE STUDY

1.1 Introduction

This chapter presents a detailed background of the study by outlining what informed this study. The chapter further presents the problem statement, research objectives, research questions, as well as the rationale for the study and the conclusion.

1.2 Background of the study

The introduction of Performance Management Systems is understood to have been caused by pressure from domestic and global competitors, demand for quality and reliable products from customers, high expectations from stakeholders and usage of new and advanced manufacturing technology. All these factors contributed to the motivation for the development of a broader PMS for an organisation (Jusoh, Ibrahim & Zainuddin, 2016). According to the Office of the Prime Minister (2015), the government of Namibia introduced a new appraisal system, which is, the Performance Management System in 2010 as a means of monitoring and enhancing its service delivery. The Office of the Prime Minister (OPM) also adopted the new Performance Management System whose overall objective was to ‘promote a culture of enhanced performance across the public service and manage and improve service delivery against agreed objectives and targets’. The overall objectives of the PMS is in line with the study conducted by Boipono, Tsomele and Mogadime (2014) that submit that, the main aim of PMS in the public sector is to improve service delivery, with the focus on the improvement of accountability, performance, communication, efficiency and productivity among civil servants. Daoanis

(2012) alluded that PMS should pay more attention to team performance so as to be more effective. In addition, the Office of the Prime Minister (2011) indicated that the ultimate purpose of Performance Management is to ensure that the Public Service contributes to the realisation of Vision 2030. Therefore, the study investigated the impact of PMS on service delivery in order to identify shortcomings that can be addressed to improve its intended benefits.

However, it is important to understand the premise of the introduction of the Performance Management System (PMS). According to Jusoh, Ibrahim and Zainuddin (2006), pressure from domestic and global competitors, demand for quality and reliable products from customers, high expectations from stakeholders and usage of new and advanced manufacturing technology all contributed to the impetus for the development of a broader PMS for any organisation.

As stated by Srimai, Radford and Wright (2013), PMS evolved to create means to plan, implement and steer strategy by providing and sustaining long term competitive advantage of organisations through strategic alignment. Given the value of PMS in recent years, scholars are continuously defining and developing new innovative frameworks and models to increase benefits of organisational performance. Institutions generally strive to achieve their objectives through the use of several strategies, amongst others, Total Quality Management (TQM), Management by Objective (MBO) and the contemporary one that has dominated and spearheaded strategic issues under PMS. These models may be different in the application and features, nevertheless, all carry an ultimate aim, which is to achieve the objectives and goals of the organisation. The PMS holds employees accountable and allows activities to be aligned to overall objectives of the organisation. As with all organisations, the performance of Government Offices,

Ministries and Agencies (O/M/A) has also attracted attention of performance management measures (Armstrong, 2015).

In Namibia for instance, the long-term national goal, 'Vision 2030' is linked to the five-year National Development Plan (NDP). Vision 2030 is Namibia's long-term vision aimed at propelling the country into a prosperous and industrialised nation, developed by its human resources and enjoying peace, harmony and political stability. All government institutions are required to have five-year Strategic Plans (SPs) that are aligned to the objectives of NDPs. The progress and achievement of these goals are measured through individual employees' performance which is then aggregated and quantified to obtain organisational level performance (Ochurub, et al., 2012).

Over the past 20 years, performance management measures in Namibia have evolved. In 1996 for instance, a Wages and Salaries Commission (WASCOM) was used to evaluate all aspects of payments made to public servants in Namibia. One of the changes the commission recommended was to introduce a system that could appraise (evaluate) each public servant's performance in his/her job. This recommendation was implemented through the introduction of the Performance Appraisal System in 1997. In 1998 however, the government suspended the Performance Appraisal System because there were problems with the way it was being applied. Nonetheless, there was still a need to evaluate public servants' individual performance (Nelongo, 2016).

In 2001, the Performance Management System (PMS) project was introduced. The aim of this project was to develop principles that demonstrate the management and evaluation of the performance of each public servant and the creation of a framework within which each (O/M/A) can evaluate its own staff performance. This was to allow each O/M/As to reach its own strategic objectives and ultimately contribute to national goals. The PMS

was piloted in November 2009 in six (6) O/M/As (Public Servant Pocket Guide, 2011). As Boipono, Tsomele and Mogadime (2014) submitted, the main aim of PMS in the public sector is to improve service delivery. Specifically, the PMS proposes to improve accountability, performance, communication, efficiency and productivity among civil servants. Daoanis (2012) alluded that PMS should pay more attention to team performance so as to be more effective. After all, the Office of the Prime Minister (2011) highlighted that the ultimate purpose of Performance Management is to ensure that the public service contributes to the realisation of Vision 2030. It is thus important to continue research on PMS in government in order to identify shortcomings that can be addressed to improve its benefits.

The PMS is a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance (Baird, Schoch, & Chen, 2012). However, this unique system has some challenges and should be addressed if the system is to bear the desired results. The alignment of the organisation's overall goals with other strategic business units and individual goals is one of the essential aspects.

Individual employees' roles and goal clarity, team targets, designing performance benchmarks for different levels of employees, providing necessary human and technical support to employees and other related strategic and functional aspects are the challenging areas. Designing a suitable performance policy and its implementation ensures excellent employees' performances through periodical review, incorporation of rewards/recognition are certainly challenging functions for managers. Team management, recognition to the innovative contributor (employee) to the company, timely employee appraisals, payment of rewards and allied areas of PMS are relatively

delicate which make employee performance appraisals challenging. Sometimes lack of management commitment results in poor organisational performance (Panda, 2011).

1.2 Problem Statement

In 1997, the Government of the Republic of Namibia introduced the Performance Appraisal System (PAS) to evaluate individual public servants' performance in the country (Office of the Prime Minister, 2011). The Performance Appraisal System which was linked to monetary incentives was however suspended the following year in 1998 due to increased grievances among employees. Nonetheless, there was still a need to evaluate public servants' individual performance. In 2010, government introduced a new appraisal system, the Performance Management System as a means to monitor and enhance its service delivery.

The Office of the Auditor General (OAG), as with all other government offices, ministries and agencies adopted the new Performance Management System whose overall objective was to 'promote a culture of performance across the public service and manage and improve service delivery against agreed objectives and targets' (Office of the Prime Minister, 2015).

Although the system has the potential to link individual performance to organisational and national goals, the new system has also been viewed as having countless challenges that have the potential to undermine its effectiveness. The assumptions of these challenges were confirmed in, a study by Dien (2016) on the impact of the PMS on employee performance in the OAG which found the absence of a reward system, lack of

top management support and poor communication as the main weaknesses of the system. In addition, the Office of the Prime Minister (2016) in its performance report indicated various challenges facing the Performance Management Systems which include, absence of a dedicated monitoring and evaluation unit in the Office of the Prime Minister (skilled cadres validated OMAs and Regional Councils (RCs) Reports), absence of an automated Performance Management Monitoring and Evaluation System, reformed initiatives not budgeted for by OMAs and RCs, OMAs' non-adherence to guidelines, slow institutionalisation of the Reform Initiatives in OMAs and RCs, limited technical capacity of OPM to drive the reforms, absence of a Performance Reward Policy and lack of synergy in planning cycles/sequences (e.g. budgeting before the plans).

Despite the existence and OPM's awareness of these challenges, little has been done from the institutional perspective in the way of research to empirically investigate the root causes of the challenges. Moreover, there is limited research that has been conducted on the impact of performance management systems on service delivery in the Namibian context, specifically in the office of the Prime Minister. In Namibia, academic discourse has investigated the impact of PMSs on employee performance (Hamumokola, 2013; Tobias, 2019) and on job satisfaction (Hambuda, 2017), but the impact on service delivery has not been widely explored. Therefore, this research was conducted with the intention to contribute to filling this gap in the existing literature on the impact of performance management systems on service delivery in the OPM Namibia. Moreover, the study aims to recommend practical strategies that can be implemented by OPM to alleviate the above-mentioned challenges.

1.3 Research objectives

1.3.1 Main research objective

The main research objective of this study was to investigate the impact of PMSs on service delivery in the Office of the Prime Minister in Namibia.

1.3.2 Sub research objectives

The primary objective presented above was addressed by:

- Examining the effects of PM systems on employee performance in the Office of the Prime Minister in Namibia.
- Determining the effects of PM systems on service quality delivery in the Office of the Prime Minister in Namibia.
- Determining the relationship between employee performance and service delivery in the Office of the Prime Minister in Namibia.

1.3 Hypotheses

In this study the variables were tested for their relationship with each other. The following were the hypothesis formulated and tested for this study:

- H_0^1 : The existing PMS has no effect on employee performance in the Office of the Prime Minister in Namibia.
- H_1^1 : The existing PMS has a significant effect on employee performance in the Office of the Prime Minister in Namibia.

- H_0^2 : The existing PMS has no effect on service quality in the Office of the Prime Minister in Namibia.
- H_1^2 : The existing PMS has a significant effect on service quality in the Office of the Prime Minister in Namibia.
- H_0^3 : There is no relationship between employee performance and service quality in the Office of the Prime Minister in Namibia.
- H_1^3 : There is a positive relationship between employee performance and service quality in the Office of the Prime Minister in Namibia.

1.5 Significance of the study

The study unpacked the strengths and weaknesses of PMS impact on service delivery and recommendations were made to improve service delivery. This study aimed at providing new insights into the relationship between performance management and service delivery in the Office of the Prime Minister in Namibia. The goal was to understand better how performance management impacts service delivery. This may help policy making top level managers and executives in redesigning their policies and systems. Such critical information was acquired through this study, which may ultimately help in developing effective performance management strategies or policies and in reviewing the existing ones to improve service delivery.

1.6 Limitations of the study

The following restrictions were placed on the researcher: the first restriction was institutional because the study solely focused on the Office of the Prime Minister and not the whole Public Service of Namibia.

The second restriction was time; because the researcher worked full-time, it was difficult to balance work and studies. As a result, not all crucial topics that needed to be included in this study were covered. Cost restraints were also an obstacle, as the researcher required money for logistical needs including purchasing data to access the internet, making copies of the questionnaires and printing.

1.7 Delimitations of the study

The scope of the study was delimited to the impact of performance management system on service delivery in the Office of the Prime Minister in Namibia. The sample of this study was limited only to the employees of the Office of the Prime Minister in Namibia. This organisation was chosen for this study considering that the role of developing, implementing and reviewing of Performance Management System (PMS) is one of their core functions.

1.8 Organisation of the Study

This study is divided into five main chapters as follows:

Chapter One presents the introduction and background of the study and the research problem. The chapter outlines the research objectives, research questions and the significance of the research.

Chapter Two presents the literature review, which covers the relevant concepts, reviews the theories and the empirical studies related to the current study.

Chapter Three presents and describes the study's research methodology. It presents the research design, data sources and data description and the data analysis plan and continues to explain the details on reliability, validity and ethical considerations.

Chapter Four has the presentation, analysis and interpretation of the research findings. The chapter gives an interpretation of the results obtained from the analysis and discusses the findings in line with extant theory and empirical evidence.

Chapter Five presents a summary of findings, conclusions, recommendations emanating from the findings and recommendations for future research.

1.9 Chapter Summary

In conclusion, the chapter presented the background of the study, the problem statement, research questions and significance of the study, delimitations and limitations of the study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Literature review on Performance Management Systems was conducted and this chapter starts with the theoretical framework, definition of terms, empirical studies, conceptual framework, research gap and conclusion.

2.2 Theoretical Framework

The study is underpinned by Burns and Stalker's 1961 Contingency theory sometimes referred as Mechanistic and Organic Systems Theory, (Sibindi & Samuel, 2019). The Contingency theory is a management theory that suggests that the effectiveness of a particular management practice, such as a performance management system, depends on the fit between the practice and the context in which it is being applied (Sibindi & Samuel, 2019). The theory was developed as a response to the then-dominant theory of management, which held that there was a single best way to manage organizations and that this way could be applied universally (Onday, 2016). Burns and Stalker (1961, as cited in Sibindi and Samuel, 2019) challenged this view, arguing that the most effective management systems would depend on the specific conditions and constraints of the organization. The theory argues that there is no single best way to design or implement a management practice, and that the design must be tailored to the specific needs of the organization and its environment (Onday, 2016).

The contingency theory is based on the idea that organizations are complex systems, and that the most effective management systems will depend on the specific conditions and constraints of the organization (Onday, 2016). These conditions may include the size and structure of the organization, the technology being used, the culture and values of the organization, and the external environment in which the organization operates (Onday, 2016).

In the context of this thesis, the contingency theory would be useful because it allows for an examination of the fit between the performance management system in place at the office of the Prime Minister in Namibia and the specific conditions and constraints of that organization. The theory would provide a framework for evaluating the effectiveness of the performance management system in terms of its impact on service delivery and for identifying areas for improvement.

For example, the theory could be used to examine the role of the size and structure of the office of the Prime Minister in Namibia, the technology being used, and the culture and values of the organization, in shaping the effectiveness of the performance management system. This would provide insights into how the design of the performance management system could be modified to better fit the specific context of the office of the Prime Minister, and to improve its impact on service delivery.

The appropriateness of the contingency theory for this study is also underscored by the fact that the contingency theory remains a widely accepted and influential theory in management and organizational studies today. Scholars such as David Collis, Cynthia Montgomery, and Jay Barney have made significant contributions to the integration of the contingency theory with the resource-based view of the firm and the institutional

theory (De Gruyter, 2020). Researchers such as Bruce R. Scott, Julian Birkinshaw, and Henry Mintzberg have contributed to the extension of the contingency theory to dynamic and uncertain environments (Leweling, 2007). Scholars such as W. Chan Kim, Renée Mauborgne, and Michael E. Porter have extended the contingency theory to cover a range of management systems, including performance management systems, human resource management, and innovation management (Leweling, 2007).

In conclusion, the contingency theory of performance management provides a useful framework for examining the fit between the performance management system in place at the office of the Prime Minister in Namibia and the specific context of that organization. This could lead to insights into how the design of the system could be improved to enhance its impact on service delivery.

2.3 Definition of Terms

Performance management: Brudan (2010) defines performance management as “a discipline that assists in establishing, monitoring and achieving individual and organisational goals (p. 109).

Service delivery: Mare and Benington (2010) define service delivery as the provision of intangible experience that meets the intended benefits of the user. For the intangible experience to be rendered effective, it should be based on certain conditions (p. 45).

Performance Management Systems: Performance Management System is a continuous cycle-based process which consists of several stages that eventually manifest in performance evaluation of employees while providing feedback for improvement (Nankervis, Baird, Coffey & Shields, 2014; Armstrong, 2015).

Performance: Githinji (2014) defines performance as the measure of output vis-à-vis the inputs (p. 65).

2.4 Empirical studies

2.4.1 The effects of PMS systems on employee performance

The idea of Performance Management System (PMS) constitutes one of the important and positive developments that have gained momentum in the domain of Human Resource Management (HRM) (Armstrong, 2014, p.01). Performance Management (PM) includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance Management potentially makes the most significant contribution to individual and organisational learning and helps to raise organisational efficiency and promote growth (Adhikari, 2010). Performance Management has to be the core of all organisations since it gives strategic direction and how resources are going to be distributed towards the achievement of set goals and objectives. Performance Management is a tool meant to improve performance and productivity and it is yet to be fully institutionalised as the way of doing business. Effective performance management in the public service requires specific tools and deliberate measures (Olufemi). The aim of Performance Management is to improve service delivery through effective and efficient application of resources (Zvavahera, 2013). The essence of management as a set of complex procedures and activities is that it can influence a particular system in order to change the system towards achieving defined development objectives (Tomic, Tadic, & Sedlak, 2016). Performance Measurement System, as stated by Nelly et al. (2003), relates to the use of multidimensional set of indicators (financial, non-financial, internal, and external). The role of performance measurement system as a subsystem is

identified as part of the strategic performance management, whereby the performance management system is responsible for the implementation process (Rastislav & Petra, September 2016)

According to De Waal and Gerritsen-Medema (2006 p.26), both the structure of a performance management system and the performance-driven behaviour of an organisation should be incorporated in the performance management system during the design and implementation phases. Making both the structural and behavioural sides' part of the performance management system, which is key to its effective implementation. The structural side focuses on the structural components of the performance management system such as critical success factors, key performance indicators, and a Balanced Scorecard. On the one hand, the behavioural side revolves around employees of the organisation and how they use a performance management system (De Waal & Gerritsen-Medema, 2006 p. 26)

2.4.2 The effects of PMS systems on service quality delivery

While governments worldwide have wrestled with recent economic tumult and the need to make their public sectors more efficient and cost-effective, transitional countries in particular have meanwhile had to align their civil service systems with the requirements of a modern democratic society. Performance measurement in the public sector was initiated by the Anglo-Saxon (Anglo-American) countries of Western Europe and North America; other countries followed in their footsteps. Other studies show that other states in the Balkans have struggled to design performance measurement systems while concurrently undertaking major public sector reform. According to Šević and Rabrenović, (2012), significant problems remain as the performance systems are in the

very nascent phases of effective implementation. The same notion was also, indicated across the globe with emphasis on performance measurement system depending heavily on the administrative structure and seriously influenced by the politico-administrative interface in a country. This is an additional complicating factor in many countries around the globe, where in some countries fragile coalition governments hold power.

Further understanding of the effect of PMS on quality service was described in the 2004 World Development Report *Making Services Work for Poor People*. World Bank, (2013) defined a framework for analysing the accountability relationships between a triangle of policymakers, providers and citizens. Within this framework, policies can either be implemented through a long route of accountability, whereby citizens elect policy makers who in turn influence service delivery through providers, or a -short route of accountability, through which citizens may directly influence, participate in, and/or supervise service delivery by providers. In order for both accountability channels to work effectively, citizens 'levels of satisfaction with the quality and efficiency of public services are very important feedback mechanisms'. Countries have undertaken wide ranging service delivery reforms that have influenced institutional relationships, altered incentives for service providers at the institutional and individual levels and changed the ways in which citizens participate in and experience service delivery. Another study by Fiszbein, Ringold and Rogers (2011), provides a Serbian perspective on PMS implementation, the study aims to identify and analyse important factors and variables that influence PMS implementation in transitional countries and the importance of PMS implementation for success in transition. Obstacles for PMS implementation are connected with a misunderstanding of the need for performance measurement for

employees on the lower level, unwillingness for sharing data on the top management level and available resources for PMS implementation.

2.4.3 The relationship between employee performance and service delivery

Public sector managers around the globe now face a common set of challenges when it comes to meeting the increased expectations of their customers (Dalton, 2013). While these challenges may be consistent in the way they come, the ways in which they are being confronted and the results that are being achieved vary considerably. One of these common challenges faced by every organisation is how to service its customers better. Luthuli (2009) argued that most people are accustomed to the very good or enhanced service delivery provided by the private sector and is worth their monies. The same people view the public sector as another provider of services, for which they also pay for but in this case in the form of taxes. In order to address this, the public sector must find ways to improve the efficiency and effectiveness of its service delivery.

It must be kept in mind that the public sector does not choose its customers. What is required is to serve them and their diverse requirements are another factor driving the need for improving service delivery. To deliver on the customer's promise, public sector organisations must build a connected government. A connected government is one with seamlessly aligning multiple government departments that have employee performance journey needs. The employee performance is part of the inherent agenda of governance for the public sector and sets out the standard of service that government is required to provide to its customers (Bayat & Meyer, 2014).

Mann and Harter (2016) established that by linking employees' performance, by having them participate in judgment making, by making the place of work more self-governing and by empowering employees, there are certain outcomes such as attitudes and efficiency thus leading to improvement. Kariuki and Makori (2015) found that employee engagement has a positive effect on such employees as well as inspiration. Furthermore, and the effort they put into their jobs and the engagement lead to optimistic members of staff which leads to better performance. Employee participative decision- making empowers employees to attain their full performance, hence fostering a culture of competitive advantage within the firm (Gilkar & Darzi, 2012). Organisations are interested in employee participation because these programs can bring many possible benefits to the organisations. The greatest benefit is that the employee identifies himself or herself with the work and this leads to improved performance and job satisfaction. Improved performance manifests itself through increased output and improved quality (Schmit & Allscheid, 2017). Employees can contribute to a number of decisions, for example, setting work goals, choosing their own benefit packages, solving productivity and quality problems etc. Employee participation will help build ownership and help employees identify with the whole change process (Sharma & Garg, 2017). Sharma and Garg (2017) further reported that employees unsuited for a particular job find it difficult to deliver quality services, whilst having the right and motivated employees enhances the likelihood of quality service delivery and organisational success. Likewise, Babakus et al. (2018) further reported that if an organisation is committed to delivering quality services, it is important to understand employees' demands, wishes and needs and make an effort to meet or satisfy them.

2.5 African perspective

2.5.1 The effects of PMS systems on employee performance

Performance management system effectiveness is the measure of alignment between employee and organisational objectives (Armstrong, 2015). Studies (Kolich, 2009; Tan & Smyrnios, 2006) substantiated that a careful implementation of an effective PMS ensures consistency. An effective PMS implementation process necessitates that employees eagerly accept and effectively participate in the goal-setting process. In addition, literature shows that majority of studies have focused on performance management systems' effectiveness in the context of organisational performance only (Elliot, 2016; Payambarpour & Hooi, 2016; Thursfield & Grayley, 2016), while ignoring the employees' perception completely. Furthermore, recently, literature has attempted to address this aspect and recommended exploring performance management systems' effectiveness on the employees' performance and such studies recommended the exploration of performance management systems in terms of its impact on employees' motivation, work engagement, performance and retention (Audenaert et al., 2019; Sharma et al., 2016).

According to, Simmons, (2013), for the PMS systems to be effective, employees should be role players in the development and implementation of a performance management system. This approach is supported by the Stakeholder Systems Model that is relevant for an effective performance management system in public sectors in the sense that the communities have to ascertain that the representatives they elected are held accountable for finances and authority bestowed upon them. Communities should be involved in the evaluation of their representatives to investigate whether their actual performance

matches the performance targets. The communities should be provided with information about the performance of employees and the overall performance of employees so that appointed officials and managers should account for their behaviours. In this regard, “information is the impetus for public officials to justify decisions and shape future states and thus placing information into the public domain for scrutiny completes the accountability circuit” (Shane, 2010).

Performance management in the Malawian public service involves a structured but flexible approach to improving the performance of employees and the organisation as a whole. However, the system had several limitations as it did not serve any useful purpose of improving individual, team and organisational performance. The Civil Service Review Commission of 1985, Civil Service Reform Programmes (1994-2001), the Public Sector Management Reform Programme (2002-2006) and the Malawi Poverty Reduction Strategy all pointed to the need for an objective and open performance management system (Lekorwe, 2010).

In Ethiopia, there are some developments for the benefit of performance management. More and more Ethiopian enterprises are expressing a strong interest in performance management techniques, their managers are starting to acknowledge the importance of regular formal and informal performance review meetings, communication about results is being improved by applying modern means of communication like the intranet, people are willing to train in the use of performance management, and government is fostering the improvement of performance (Tessema, 2015).

An effective implementation of performance management requires that the mission and objectives of a specific organisation should be clearly spelt out. The performance targets should be known upfront before the performance period. The knowledge of the mission,

objectives and performance targets provides direction to employees as to the route the organisation is taking and an understanding of their own operations (Deakin's & Dillon, 2006). Knowing performance targets in advance makes employees responsible and accountable in their operations (Andersen et al., 2006). In organisations where the mission is known, and the objectives, including performance targets, are clearly spelt out, the performance of individuals, teams and the overall organisation can be measured and improved (Sole, 2009).

Amaratunga and Baldry (2012 p. 218) contend that it is through a performance management system that organisations are able to improve their performance. In organisations where performance management is implemented effectively, managers and subordinates receive feedback on the attainment of specific objectives and not just generalised feedback (Amaratunga et al., 2012: 179). The common problem in performance management is the overemphasis of measurement and rewards over learning and improvement. The focus on measurement and rewards and disregard of learning and development results in a negative effect in performance management (Brudan, 2010 p.109).

2.5.2 The effects of PMS systems on service quality delivery

Performance management systems are tools meant to improve performance and productivity in the public service. In Africa, performance management systems are yet to be fully institutionalised as the way of doing business in the public sector compared to what is obtainable in the west and other advanced countries like China. Though remarkable attempts have been made but a lot remains to be done to address organisational, technical and behavioural factors that determine its success. Effective

performance management systems in the public service require specific tools and deliberate measures. Africa has not made significant achievements in recognizing the need to ensure that performance in the public service institutions is monitored and evaluated by using a number of management tools and installing them in all government departments. Much as installation of the performance management is important, it is also imperative to ensure that the performance management systems is continuously institutionalised in the public service in order to pave the way for creating and attaining a performance culture in the entire public service (Bana, 2009:16).

In Nigeria a major component of the reform programme was the need to transform the Nigerian public service into a performance and results-oriented service. Some key features of the Nigerian performance management system included periodic ministerial press briefings at stakeholder fora to enable stakeholder assessment of the achievements of various ministries, and monitoring of project implementation and annual institutional performance reporting. Individual performance appraisals are considered to be subjective and focused on promotion rather than on measuring outcomes as it excludes performance assessment of directors and permanent secretaries (Obasan & Sotunde, 2011).

Performance Management in the Botswana Public Service was premised on Vision 2016, which recognises the importance of improving the performance of the public service in the implementation of policies as well as reforming the public service. A holistic performance management system was introduced around 1999 as an instrument to enable the whole of government ministries and departments to work towards optimum delivery of services to the nation (Seychelles, 2009).

In Zimbabwe, all government departments, local government institutions and most private companies are using zero-based budgeting systems. Zimbabwe is trying its best

to catch up with the rest of the world in the area of leading-edge performance management systems. The country has the advantage that it hosts many transnational companies which are already applying the latest performance management systems. These companies can serve as an example for Zimbabwean organisations (Zungura, 2014).

The Government of South Africa considers performance management as an instrument for service delivery and for facilitating achievement of national development priorities. The need for fundamental change in the South African Public Service was identified at independence in 1994. As noted by Seychelles (2009), the major lessons learnt from the South African experience with performance management are:

- Performance by and large is linked to the behaviour and attitudes of the employees and the focus of any performance management system should be to change such attitudes and behaviours which do not enhance performance.
- The dominance of the monetary issue in performance management is viewed as one of the major contributing factor to the absence of a strong performance culture.
- The introduction of foreign and complex performance management system and tools like the Balanced Scorecard and other technology-driven systems have produced little in the way of outcome improvements. The development of appropriate home-grown methodologies which speak to the contextual factors of countries may provide the solution.
- Departments with strong leadership and management had stronger stability in staff retention and organisational culture and were also the ones doing well in

performance management and the application of the Performance Management and Development System.

It is therefore not the performance management system that improves performance but rather sound management systems and sound performance management that focuses on improving the application of skills and competencies as well as relevant behaviour and attitudes towards work.

In addition, the study conducted in South Africa by Kihn (2010) indicated that by and large, adopting a systematic approach to performance management would lead to this process being implemented effectively. A systems approach to performance management concentrates on the definition of the performance management system and describes specific objectives to be achieved by the performance management system. The systems approach integrates all components of a performance management system and the perspectives of the Balanced Scorecard to ensure that they are related to one another. The study also acknowledges the establishment of the new public management (NPM) philosophy that gave rise to a result of an accent on effectiveness and quality in the service delivery. The new public management also places much emphasis on efficiency in service delivery (Deakins & Dillon, 2012).

It is important to note therefore that performance management systems in Africa are more or less obsolete; as a result, there is little or no accountability of staff with regard to their performance which makes it difficult to be able to measure the overall performance in relation to its strategic objectives. The challenges facing the Africa region on the socio-economic and political fronts clearly point to the need for sustained effort in the area of performance management. This is inevitable considering the growing popular dissatisfaction with government performance. It is now generally believed that

government should work like a business and there should be proper accountability, that is, if government programmes are not working, we should get rid of them. Thus, there is a growing interest in “evidenced-based” government in developing countries, including Africa. Naser, Abolhassan and Mohammad, (2013) identified four key challenges of performance management systems in Africa as:

- lack of a common vision or lack of communication of a leadership vision;
- non-alignment of people management strategies to organisational strategy;
- managers focusing on short-term issues rather than long-term issues; and
- failure of public sector organisations to link budgets to strategy

2.5.3 The relationship between employee performance and service delivery

An effective performance management system could deal with multiple challenges that are encountered by municipalities. If effectively implemented, performance management helps “to cut through red tape; it minimizes waste and adds value to the delivery of services” (Greiling, 2016).

In South Africa, municipal service delivery is characterised by a low level of motivation amongst employees, poor service quality and a high level of citizen dissatisfaction, often resulting in violent protests. Research indicates that it is vital for organisations to be consistent in satisfying its customers if they are to efficiently delivery good service (Deng et al. (2017). According to a study conducted by Twala (2014), employee’s performance is essential for service-oriented public-sector entities, such as municipalities that must ensure citizens receive quality services that meet or exceed their expectations. Consequently, municipalities are mandated to use available resources to deliver quality

services. Employees in service-oriented municipalities frequently interact with customers, during which they represent both the municipalities and services provided (Jerry, 2014). Given the critical role of employees in meeting the expectations of the public during service experience, it is essential for municipalities to implement systems and strategies that ensure employees are motivated and satisfied in order to deliver quality service.

Likewise, Luddy (2015) identified inefficiency and ineffectiveness as major problems affecting the ability of the South African public sector to offer high-quality services. Challenges associated with many South African municipalities include poor governance, poor monitoring and accountability, lack of proper financial management, high backlogs and high turnover rates amongst officials occupying critical positions (Pretorius & Schurink, 2017). Inability to provide basic municipal services effectively and efficiently to the satisfaction of citizens characterises many municipalities. Shaidi (2018) added that employee motivation is central to the delivery of quality services and problematic in municipalities across South Africa.

The relationship between employee performance and service delivery was also a matter of discussion in South Africa in terms of the legislation governing the performance management system and the application of the Balanced Scorecard at the City of Johannesburg. The pieces of legislation that regulate the manner in which the performance management system is operationalised and how the Balanced Scorecard is utilized include the Constitution of the Republic of South Africa of 1996, the White paper on local government, the Municipal Systems Act 32 of 2000, and the Municipal Financial Management Act 56 of 2003. The “passing of legislation in respect of local government was made to foster consistency of application of PMS across municipalities and to

ascertain the effective and efficient service delivery to communities” (Municipal Performance Management Framework, 2009).

The study also followed the implementation of the performance management system in City of Johannesburg in order to comply with the constitutional requirements for implementing the system for improved delivery of services at grass-roots level. Performance management is defined, in local government, “as a strategic approach which provides a set of tools and techniques to plan regularly, monitor, measure and review performance of the organisation and individuals” (Municipal Performance Management Framework, 2009 p. 6).

Njeri (2016) conducted a study in Nigeria and highlighted that employees are employed to work in an organisation on various terms either contract, temporary or permanent and pensionable. Following the definition of employees, employee performance shows the effectiveness and efficiency that serves as incentives to organisational goals that is dependent on factors such as performance appraisals, employee motivation, employee satisfaction, compensation, job security, organisational structure among others. Employee performance involves the work related activities that organisations expect from employees as to their service output of how well they execute those tasks assigned. Employee performance also refers to the individual behaviours that are relevant to achievement of organisational goals and which are under the control of individual employees themselves (Swabra, 2014).

Measuring employee performance involves the evaluation of the main tasks completed and compliments of the employee in a given period in comparison with the goals set at the beginning of the period. Shaout and Yousif (2014) indicated that there are several appraisal methods used for employee performance including and not limited to

traditional and modern methods. Traditional methods refer to the older methods of performance appraisal such as ranking methods, graphic rating scale, the critical incident method etc. (Dessler & Gary, 2011). Modern measurement of employees performance include Balanced Score Card (BSC), Six Sigma, Management By Objectives (MBO), 360 Degree and 720 Degree method of evaluation (Michael et al., 2014).

With increased competition on services offered by OPM, for the purpose of this study measuring of service quality through the SERVQUAL model against employee performance will help the organisation determine its level of motivation to its employees, noting the gaps or areas for improvement, increasing productivity and delivering effective services to its customers and instituting modern methods of improving the quality of service delivery for long term commitment, loyalty and retention of potential customers.

2.6 Namibian Context

Performance management system in Namibia was introduced soon after independence in 1990, with *Merit Assessment* used to evaluate the performance of junior officers and efficiency rating used to evaluate performance of senior officers. This was replaced by a Performance Appraisal System in 1996, which was suspended in 1998 due to lack of supporting organisational culture and insufficient training in the system. To ensure successful implementation of the new performance management system, between 2005 and 2007, the Government of Namibia trained senior managers, ministerial implementation teams and facilitators who were responsible for training the rest of public servants.

2.6.1 The effects of PMS systems on employee performance

The PMS process in the Government of Namibia involves the following stages, in figure 2 below: Strategic Plans, Annual Plans, Performance Agreements, Personal Development Plans, Quarterly Reviews (One to one feedback), End of Year one to one and reports. It is this process that guides the implementation of the PMS in the Office of the Prime Minister (OPM) and provides the framework for this study. The stages in the Government PMS process differ in terminology as well as in sequencing from those of Aguinis (2014) but analytically imitates them. The similarities and differences in the stages of the PMS as adopted by Namibia’s Public Sector and by Aguinis (2014) are described below:

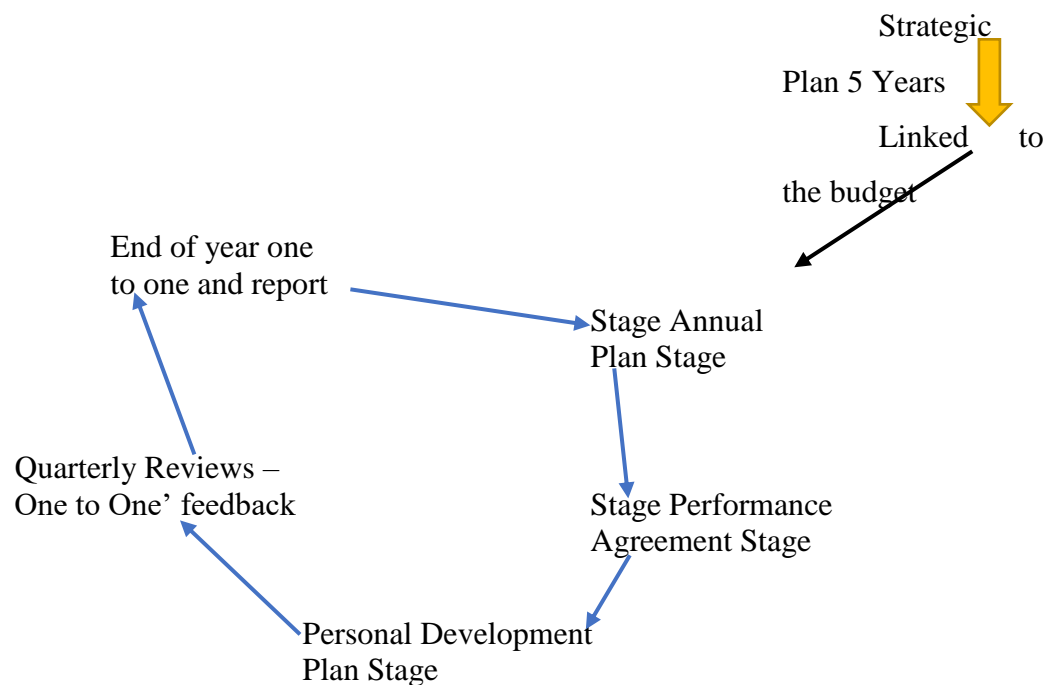


Figure 2.1: The performance Management Process
Source: Office of the Prime Minister, PMS Policy Booklet (2011)

A strategic plan is a tool that supports the performance management process as described by Bartol and Martin (1998) as the “detailed action steps mapped out to reach strategic

goals. The plan addresses issues such as how to respond to changing conditions, how to allocate resources and what actions should be taken to create a unified and powerful organisation wide effort ultimately aimed at strategic goals. Strategic plans are generally developed by top management in consultation with the board of directors and with middle management. These typically cover a relatively long-time horizon, often extending 3 to 5 years or more into the future” (p. 204).

In the Government of Namibia, a strategic plan is adopted as a tool that guides each government office in an organised, structured and systematic manner to inform and accomplish the desired outcomes so as to meet customer and stakeholder needs and expectations (Office of the Prime Minister, 2011). The plan also sets out the strategic direction for different OMA in alignment with high level national initiatives contained in Vision 2030, Sustainable Development Goals and National Development Plans (Office of the Prime Minister, 2011). It is one of the initial planning steps that catalyse the implementation of developmental initiatives in Government. The strategic plan is similar to Aguinis (2014) first step which are called prerequisites. Prerequisites are also referred to as strategic knowledge of the organisation’s mission and goals which sets the direction for the company. Thus, pre-requisites and strategic plans serve the same purpose in the PMS.

The Performance Agreement is an agreement entered into between the employee and employer / subordinate and supervisor which must be aligned to the strategic plan of the institution (Office of the Prime Minister, 2011). The performance agreement sets the objectives at individual employee levels and stipulates outputs which each staff member agrees to achieve within a specific time.

2.6.2 The effects of PMS systems on service quality delivery

According to the Office of the Prime Minister (2011), an annual plan outlines specific projects and activities that each government office will undertake in order to achieve the strategic plan objectives. An annual plan covers the period of one (1) year and it's derived from the strategic plan which is a five (5) year plan. An annual plan is essentially a portion of the strategic plan. Bartol and Martin (1998) refer to this stage as the tactical plan which is a tool charted to support the implementation of the strategic plan and the achievement of tactical goals. The plan at this stage (annual or tactical) tends to focus on intermediate time frames, usually encompassing one (1) to three (3) years.

Generally, tactical planning is more specific and concrete than the strategic plan. Tactical plans outline the major steps that particular departments will take to reach their tactical goals. In comparison, Aguinis (2014) has included this phase prerequisites, outlining that at this level, departments cascade their goals down as they derive such from the organisational level goals. This stage also includes understanding job tasks and requirements for different departments and individuals.

2.6.3 The relationship between employee performance and service delivery

According to Armstrong (2015) "a performance agreement is the outcome of the decisions made jointly by the manager and the individual during the planning part of the performance sequence. It provides a foundation for managing performance throughout the year and for guiding improvement and development activities. It is used as a reference point when planning and reviewing performance and is therefore a key component of a performance management system. It contains agreements on expectations in the form of

the results, competencies and actions required, defined as performance and learning goals, and on action plans to develop performance and abilities” (p. 19). Aguinis (2014) refers to this stage as performance planning and submits that, at this stage, expected results, behaviours and the employees’ development plan (performance agreement) should be congruent with the unit and organisation’s strategy. The alignment enables individual employees to identify their own contribution to the organisation’s strategic goals and objectives.

According to the Office of the Prime Minister (2011), a personal development plan identifies the actions to be taken during the period of the performance agreement to support the staff member in achieving the results agreed to in the performance agreement. The support relates to developmental training/developmental coaching and other interventions the staff member requires to capacitate him/her to execute the function competently. The kind of support is also agreed to between the staff member and the manager/supervisor as part of the performance agreement process. It is the understanding of this study that the Performance Development Plan (PDP) stands as a psychological contract where employers expect employees to carry out duties and responsibilities as outlined in the performance agreement where the employees also indicate training needs required to enable them to carry out those functions successfully.

Aguinis (2014) refers to this stage as performance execution where the employer lays out resources and provides ground for task implementation while the employee takes responsibility for delivering on the results as agreed up on in the performance agreement. Key to Aguinis (2014), analogy of this stage includes a distinct analysis of responsibilities between employees and employers.

Performance reviews are part of the performance management system cycle where an assessment is done and corrective action is taken when necessary. As per the Office of the Prime Minister (2011), quarterly and half-year reviews are opportunities to review the progress a staff member has made on the outputs agreed to in the performance agreement.

Consideration is also given to training and development interventions in the performance development plan. This is done through “one to one” discussions between supervisors and their staff members. Review sessions must take place every three (3) months. According to Armstrong (2015), the performance review meetings are an important means of ensuring that the five primary performance management elements of agreement, feedback, assessment, positive reinforcement and dialogue are used accordingly.

Linking performance agreements to organisations’ strategic plans is one way of ensuring that performance review takes on an essential strategic perspective. Reviews are critical in the system because they have the capability to influence employee behaviour, thereby contributing to improved organisational performance. For the individuals, reviews provide feedback which influences actions to yield good performance.

A development approach to performance review recognizes the role of a manager to include improvement of job behaviour traits and not merely to evaluate past performance. In organisations where performance review is a once-a-year activity where the manager evaluates the employee’s past performance, the review interview becomes a source of friction for both appraisers and employees (Nankervis et al., 2014). To this end, the principle of continuous feedback and employee coaching should instil positivity in performance and explore areas of possible improvements and growth (Nankervis et al.,

2014). Moreover, performance reviews are opportunities to identify subordinates' attitudes and feelings towards their work and to improve communication. Aguinis (2014) concurs with the Office of the Prime Minister (2011)'s performance review stage with two steps in his process analogy; namely, performance assessment and performance reviews.

This is the last stage in the performance management system for government processes which ends with an overall annual review before the information loop continues. According to the Office of the Prime Minister (2011), during the annual reviews, the results of the quarterly/ bi-annual reports are considered in order to arrive at a final assessment. The final assessment is used to compute the performance rating of staff members. In the same manner as during quarterly/bi-annual reviews, managers/supervisors and staff members will have one to one discussions of the overall performance of individual staff members and complete the annual review report form. At this stage, performance is assessed, results confirmed and where necessary reasons identified for shortfalls and what remedial action must be taken in the next year to mitigate it.

Aguinis (2014) refers to this stage as performance renewal and re-contracting phase. According to Aguinis (2014), this is the stage where the appraiser and the staff member are merely confirming the review they have observed throughout the year and then enter into another performance contract. Armstrong (2015) submits that a culture of continual performance management as opposed to an annual appraisal avoids surprises when it comes to ratings and it encourages individuals to focus on performance throughout the year. This approach assures that paperwork (hardcopy or electronic) does not drive the process. For the entire process to be effective, managers need to have skills to engage in

difficult conversations and staff members need to be able to give and receive feedback. As per Rao and Pareek (2006), at this stage, the system appraisal should help employees to overcome weaknesses and help identifying employees that require different types of motivation as well as training and development. Another consideration is that the process needs to be simple and not crowded with too many requirements and filling of many forms as this can become what Armstrong (2005) refers to as “an annual chore” rather than a useful focusing on the fact that it is a tool to motivate and engage both staff and their line managers.

2.7 Conceptual Framework

A performance management system as a concept cannot be understood in isolation from implementation and results. Essentially, a performance management system is only as good as its implementation process. Aguinis (2014) asserts that the performance management process “starts much earlier, because unless specific conditions are present before the system is implemented, the system will not achieve its multiple results. These results include the achievements of organisational goals, fulfilled employees and managers, a learning improved service delivery, innovative and progressive organisation. Notwithstanding the history of PMS as described by Mutahaba (2011 p.13–16), rapid expansion of PMS over the past few decades has developed the need for a conceptual framework that provides structure and understanding of the phenomenon from different perspectives. For this study, most conceptual fundamentals are discussed in the Section on *Performance Management System Processes*, however, a brief overview of key

fundamentals of PMS in the public sector as presented in Figure 3 below form the basis on the research findings.

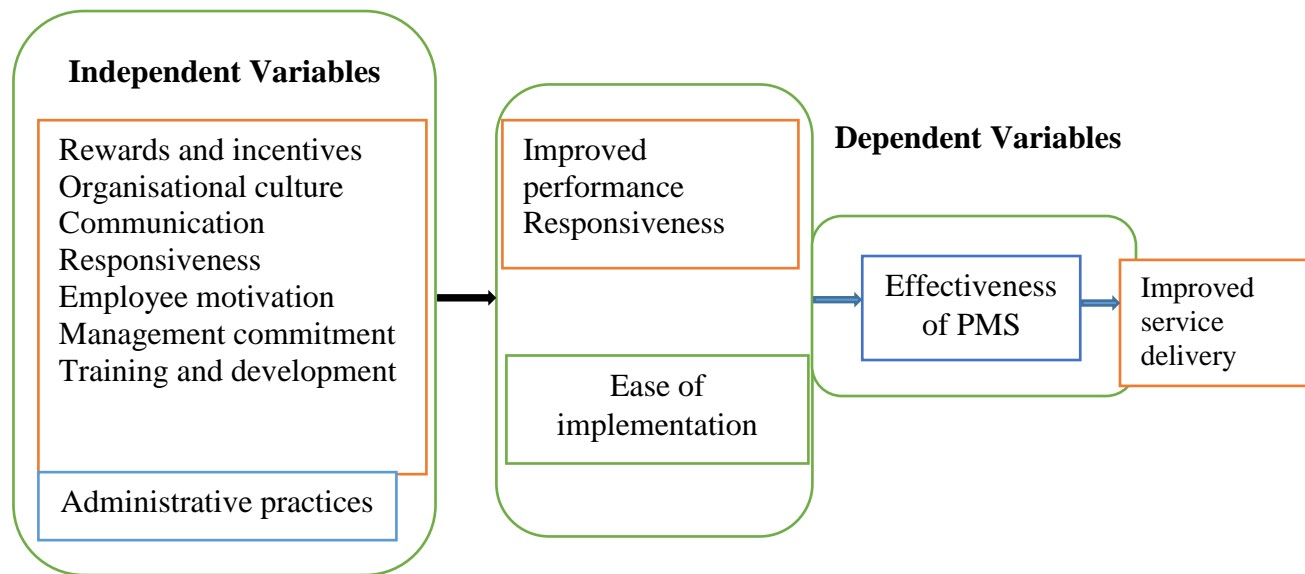


Figure 2.2: Conceptual Framework
Source: Researcher 2022

The conceptual framework provides the notion whether PMS should be linked to incentives or not and this has always been debated by researchers. According to Swiss (2005), performance management systems without performance-based rewards often breeds ground for inertia. The next independent variable provides that performance management system requires appropriate interventions to succeed, as Emerson (2009) identifies training and development as an important determinant factor that maintains the usefulness and effectiveness of performance management systems. The variable provides that performance management systems related training assist managers and employees in understanding performance management processes and objectives and most importantly, how to implement it.

Organisational culture provides that the performance management system is a complex process and its application, while the steps may appear universal, there are a lot of organisational nuisance that influences its eventual operationalisation. According to Goh (2012), performance management systems are not generic and can therefore not be easily 'passed' from one company to another; their design and administration tend to 'match employee and organisational characteristics and qualities' and this alludes to organisational learning culture as one of the elements that affect the successful implementation of PMS.

The framework also adopts the position of Zvavahera (2013) who posits that performance management system enhances communication process because it requires constant interaction between supervisors and employees. Employee motivation is also important for this study as the extent to which staff members willingly perform their tasks and responsibilities to the best of their abilities is critical. (Schoch & Chen, 2012) Furthermore, a number of studies postulate that lack of management commitment is the biggest obstacle impeding effective implementation of the PMS. Clear agreements and commitments among top management on strategy, goals, measures and performance targets to be implemented within the organisation are an important part of PMS that should always be present (Namkervis, 2014).

2.8 Research Gap

Previous studies on PMS in Namibia's public sector focused on examining the impact of the PMS on employee performance, how the PMS is being implemented in the public sector, and determined employee's perception of the PMS (Hamumokola, 2013; Tobias,

2019). These studies further made recommendations on how PMS could be implemented so that it positively impacts the performance of employees. Others studies investigated challenges in the implementation of performance management system in Namibian public sector (Kaupa & Atiku, 2020).

Performance management systems are widely used in organizations as a means of improving the efficiency and effectiveness of service delivery (Kaupa & Atiku, 2020). Despite the widespread adoption of these systems, there remains a gap in our understanding of how they impact service delivery in practice. This gap is particularly pronounced in the context of government organizations, where the nature of service delivery is often complex and subject to a range of political, economic, and social constraints.

In the case of the office of the prime minister in Namibia, there is a lack of empirical research into the impact of performance management systems on service delivery. This research gap is significant because the office of the prime minister is a critical component of the Namibian government and plays a key role in shaping national policy and delivering key services to citizens. Given the importance of this organization, it is crucial that we gain a deeper understanding of the impact of performance management systems on its service delivery capabilities.

The theoretical foundations of the relationship between performance management systems and service delivery are also poorly understood. The contingency theory of management provides a useful framework for exploring the relationship between

management systems and organizational performance (Sibindi & Samuel, 2019). However, there has been limited research into the application of this theory to the specific context of performance management systems and service delivery in government organizations.

In light of these research gaps, the proposed thesis aimed to contribute to our understanding of the impact of performance management systems on service delivery in the office of the prime minister in Namibia. By using a case study approach and applying the contingency theory of management, the thesis provided valuable insights into the design and implementation of performance management systems in this context and their impact on service delivery. This research also contributed to the broader literature on performance management systems and service delivery, helping to bridge the gap in our understanding of this critical issue.

2.7 Chapter Summary

The chapter focused on reviewing the literature related to the study concentrating on the theoretical framework that guided the study, the empirical studies on the global perspective, African perspective and Namibian perspective. The chapter also developed a conceptual framework and established the gap that necessitated the need for this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research design and methodology which was employed in this study. It begins by defining the research design and draws on the research approach, by applying quantitative research methods. The chapter also describes the population of the study, sample size and the sampling technique, how the data were collected and analysed. Finally, it highlights the validity and reliability of the research instrument and discusses ethical considerations.

3.2 Research Design

A research design is an outline of the structure that best meets the job of attaining the study's goal and answering its questions (McCombes, 2019). This study utilizes a quantitative research which is a study strategy set up to methodically analyse occurrences by gathering quantifiable data and utilizing statistical and/or mathematical tools to analyze it (Bhat, 2020). With this understanding, the researcher utilised the quantitative research design by making use of structured questionnaires when gathering data. The quantitative research design was found appropriate in determining the relationship between independent and dependent variables. The quantitative aspect of the design has to do with quantitative data from the questionnaire.

3.3 Approach to theory development

The appropriate approach to theory development for any study depends on the specific research questions and objectives of the study (Saunders et al., 2019). In general, there are two main approaches to theory development: deductive and inductive.

Deductive theory development involves starting with a well-established theoretical framework and using it to guide the data collection and analysis in a systematic and structured way (Saunders et al., 2019). Inductive theory development, on the other hand, involves collecting data from empirical observations and using this data to develop new theories or extend existing theories (Saunders et al., 2019). The authors further explained that the purpose of this approach is to build theories that are grounded in the data and reflect the complexity of the real world.

The purpose of the deductive approach is to test and refine existing theories in a specific context. This approach was suitable for this thesis since the research objective were to test various hypotheses on the impact of performance management systems on service delivery in the office of the prime minister in Namibia. In this case, the deductive approach involved stating several hypotheses and tested their predictions about the impact of performance management systems on service delivery through a case study analysis.

3.4 Population of the study

The population is “typically a total of individuals that the researcher intends to learn about” (McBride, 2010, p.114). It is “the larger group, whether individuals, objects, of events which could also be referred to as the target population” (McMillan, 2004 p. 107). In this study, the population constituted 394 permanent employees in the Office of the Prime Minister. All these employees have been using PMS since its introduction.

3.4.1 Sample Size determination

Considering the challenging survey environment, the sample size was determined by using Slovenes Sampling formula for determining sample size. With the confidence level of 95%, margin of error of 5% and with a targeted population of (N=394), the sample size was computed as 198.

Table 3.1: Slovene’s Sample Size calculation

Formula:	$n = N/(1+N(e^2))$	
Where:	N = Population	
	n = Sample Size	
	$e = (1-0.95)^2 = (0.05^2)$ margin of error	
Confidence level = 95%		
Margin of error = 5%		
N = 394		
E = 0.0025		
	Sample Size(n) =	198

Source: Created by the Author

3.4.2 Sampling Technique

Considering that the researcher adopted a quantitative study, the suitable sampling method in selecting the sample was the probability sampling method particularly random sampling. The probability sampling method ensures that every item in the population has an equal chance of being included in the sample. The researcher therefore used random sampling to select the sample. This method allowed the researcher to confidently generalize the study to a larger population because the selection was objective and not based on the researcher’s personal preferences.

3.5 Research instrument

This study employed a quantitative research design; using structured questionnaires to collect primary data for this study which comprised of 5-point Likert Scale. Secondary data, on the other hand, was collected from scholarly publications, books and reports produced by the Office of the Prime Minister. Secondary data was used to contextualise the research problem and the majority of the secondary data was used to develop the literature review thus providing a basis for the formulation of the hypotheses and identifying the literature gap.

3.6 Data Collection Procedure

After obtaining an introductory letter from the University of Namibia, the researcher sought permission from the Office of the Prime Minister to conduct the study in the organisation. Secondly, experts with a related field or background on the subject under study were given the questionnaire to complete as a pre-test. Thereafter questionnaires were distributed to the respondents as selected from the Office of the Prime Minister in Namibia. Since the target was 198 respondents, the researcher distributed questionnaires through a *Google* form and walk-in where possible. Based on the time required to complete the questionnaire as determined during the pilot study, respondents were informed about the duration to complete the questionnaire and thereafter, the researcher collected the questionnaires.

3.6.1 Primary Data

Primary data can be defined as fresh information gathered for the first time and happens to be original in character. Kothari (2012) describes primary data as the original work of research or raw data without interpretation or pronouncements presented in official opinion or position. According to the nature of the study, structured questionnaires were used as the tool for collecting primary data.

A questionnaire is “a self-report data collection instrument that each research participant fills out as part of a research study (Bradburn, 2014). Closed ended questionnaires were employed in the study as they are easier and more convenient to be filled by respondents.

3.6.2 Secondary Data

Secondary data are those data obtained from a literature source. It was used to develop the literature review thus providing a basis for the formulation of the hypotheses and identifying the literature gap. Secondary data consists of data from research has already been conducted by other researchers for some other purposes. This includes second hand information and published ones (Sunders et al., 2019). The study also used secondary data was used to contextualise the research problem by reviewing the OPM annual reports, performance reports and various other reports related to performance management as well as availability, accessibility and affordability of services delivery in Namibia.

3.7 Data analysis

The data collected through the questionnaire was analysed using the Statistical Package for the Social Sciences (SPSS) software version 25. Descriptive statistics, including

frequency distributions and measures of central tendency (mean and median), were used to summarize the data. To test the hypotheses, regression analysis was conducted. The purpose of the regression analysis was to examine the relationship between the performance management system and service delivery outcomes. The independent variable in this analysis was the performance management system, and the dependent variable was service delivery outcomes, as measured by service quality and employee performance. The regression analysis also produced an ANOVA table that was then used to analyse the significance of the relationship between the performance management system and service delivery outcomes. The demographic data was visualized using bar graphs and pie charts graphs in SPSS to provide a clear and easy to understand representation of the results. These figures provide a visual representation of the demographic information of the study's participants and help to communicate the findings to a wider audience.

3.8 Validity and Reliability of the Research Instrument

Both reliability and validity are discussed in this section.

3.8.1 Validity

Butler-Kisber (2010 p. 14), defines validity as “the degree to which a study actually measures what it purports to measure whether the truth is accurately identified and described.” The different kinds of validity are discussed below.

3.8.1.1 Face validity

Face validity refers to “the extent to which an instrument looks valid. In other words, does the instrument appear to measure what it is supposed to measure?” (Leedy &

Ormrod, 2010 p. 98). Face validity was achieved by asking other research experts in the field of study to evaluate the instruments.

3.8.1.2 Content validity

Content validity connotes “the extent to which the research instrument sufficiently or completely covers the content of an abstract which it intends to measure” (Gibson & Brown, 2009 p. 60-61). In this thesis, content validity can be assessed by conducting a thorough review of the literature to ensure that the measures used to assess performance management systems and service delivery are appropriate and relevant.

3.8.1.3 Criterion validity

Criterion validity is conceptualised as “a measure that has some relationship with some outcome or criterion” (Goodwin, 2008 p. 126). Criterion validity was assessed by comparing the results of the study to previous research on the same topic. Since the results of the study were consistent with previous research on performance management systems and service delivery, this provided evidence for the criterion validity of the measures used.

3.8.2 Reliability

Reliability refers to the extent to which “the study of some phenomenon yields approximately the same results across repeated trials” (Saville, 2008:74). Cronbach's alpha is a statistical measure that is used to assess the internal consistency reliability of a survey or questionnaire (Creswell, 2020). It measures the extent to which the items in a survey or questionnaire are related to each other, and provides an estimate of the reliability of the scale (Creswell, 2020).

In other words, Cronbach's alpha measures the degree to which the items on the questionnaire are measuring the same underlying construct. If the items on a survey are highly related to each other, then the internal consistency reliability of the survey is high with Cronbach's alpha being greater than 0.7 (Creswell, 2020), and it is likely that the results of the survey are valid and reliable.

For this study, the questionnaire was divided into sections that measure a different construct for each section. Section B measured employee performance, Section C PMS effectiveness and service quality and section D measured service quality. Therefore, three Cronbach Alpha outputs were computed.

Table 3.2: Cronbach's Alpha for employee performance

Reliability Statistics

Cronbach's Alpha	N of Items
.795	7

Source: Created by the Author

Table 3.3: Cronbach's Alpha for PMS effectiveness

Reliability Statistics

Cronbach's Alpha	N of Items
.813	5

Source: Created by the Author

Table 3.4: Cronbach's Alpha for service quality

Reliability Statistics

Cronbach's Alpha	N of Items
.733	7

Source: Created by the Author

Table 3.1, Table 3.2 and Table 3.3 all show that the computed Cronbach Alphas are above 0.7 thus showing that the items used to measure the relationship between PMS and employee performance, the relationship between PMS and service quality and the relationship between employee performance and service quality were all reliable.

3.9 Research Ethics

In this study, participants were debriefed about the purpose of the study, their roles and expected behaviour during the study. No names of the participants were written on research instruments. Strict confidentiality and anonymity was adhered to. When reporting the findings, pseudo names were used. Participants were told that they have the right to withdraw at any stage of the study without being asked why they have decided to withdraw from the study. Sensitive and personal information was not asked to avoid harming the participants.

3.10 Chapter Summary

In summary, the chapter has presented the methodology that was followed in the collection as well as the analysis of data for this study. The manner in which the questionnaire was piloted was explained. An exhaustive discussion on the target population, the determination of the sample size, the sampling procedure, the determination of the relevant sample size, the data collection methods was engaged upon. In respect of quantitative research design, a questionnaire was utilised to collect data, from the employees of the Office of the Prime Minister.

CHAPTER 4

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter covers data analysis that interprets and answers the research questions of the study. The response rate was presented first to indicate the level of participation of the participants from the sample size selected. Following this, the chapter presented the results of the biographical information with use of visual aids in the form of figures produced in SPSS. The chapter then discussed the results by following the order of the research objectives. Finally, the chapter presented the results of the regression analysis used to test the hypothesised relationships.

4.2 Response rate

It was intended that data be collected from 198 respondents, being the sample size. A total of 198 questionnaires were distributed to the employees in the Office of the Prime Minister both by hand and online. One hundred and fifty questionnaires were printed and distributed by hand and the other forty-eight were distributed online. Of the 150 hand distributed questionnaires, only 103 questionnaires were received back, while 38 respondents completed and submitted the online questionnaires. All questionnaire were fully completed and usable with no missing data from the received questionnaires. Table 4.1 shows the response rate which was calculated as the percentage of returned and usable questionnaire to the distributed questionnaires.

Table 4.1: Response Rate

Distribution Mode	Number Distributed	Number Returned and usable	Response Rate
By Hand	150	103	68.7%
Online	48	38	79.2%
Total	198	141	71.2%

Source: Created by the Author

Table 4.1 shows that the Online distributed questionnaires achieved a slightly higher response rate than the questionnaires distributed by hand. This could be because respondents found handwriting cumbersome compared to those who were simply clicking and typing on the online survey platform. Moreover, online questionnaire could be completed even on the cell phone thus making it a more convenient mode of data collection. The implication of this result is that future studies can enhance their response rate by adopting online questionnaire distribution. Despite the slight edge of the online distribution, overall, the study achieved a considerably high response rate of 71.2% which is supported by Johnson and Christensen (2017), who state that the average and reasonably acceptable response rate is 60% +/-20 and that a response rate below 40% is not reasonably acceptable and would generate validity issues.

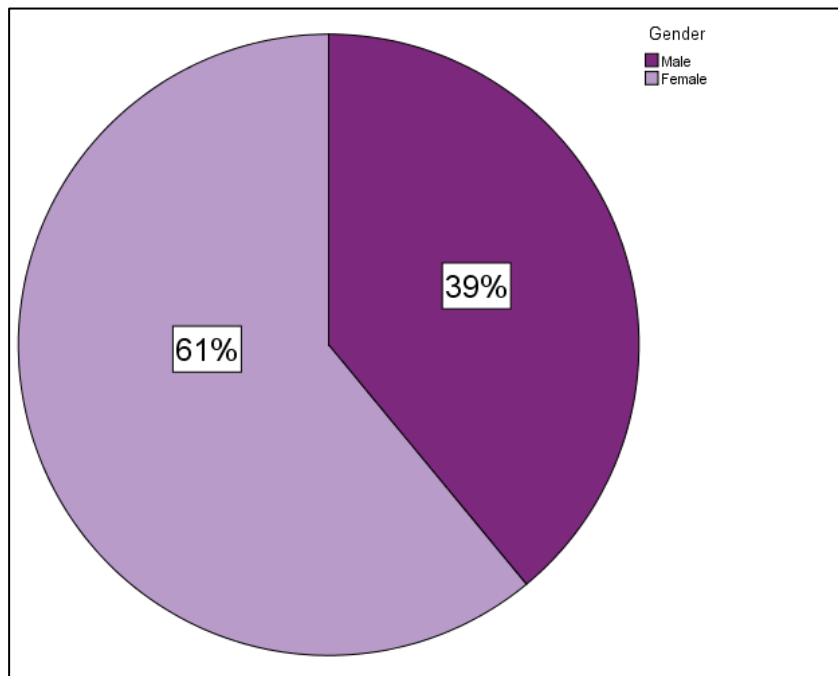
4.3 Demographic Profile of the Respondents

The demographic profile of the study includes gender, age, and level of education, employment position and work experience. The section below describes each of the demographic profile of the respondents' using figures and tables.

4.3.1 Gender

The biographical data of gender of participants in the study was analyzed to provide insight into the gender distribution of the sample. In Figure 4.1, the data indicates that 61% of the participants were female and 39% were male. This information shows that the sample is representative of the population of interest because the latest national population statistics for Namibia shows that 55% are female while 45% are male (Statistics Times, 2022). However, the higher proportion of female participants may introduce gender-based biases or disparities in the results and this could limit the generalizability of the results.

Figure 4.1: Gender of participants

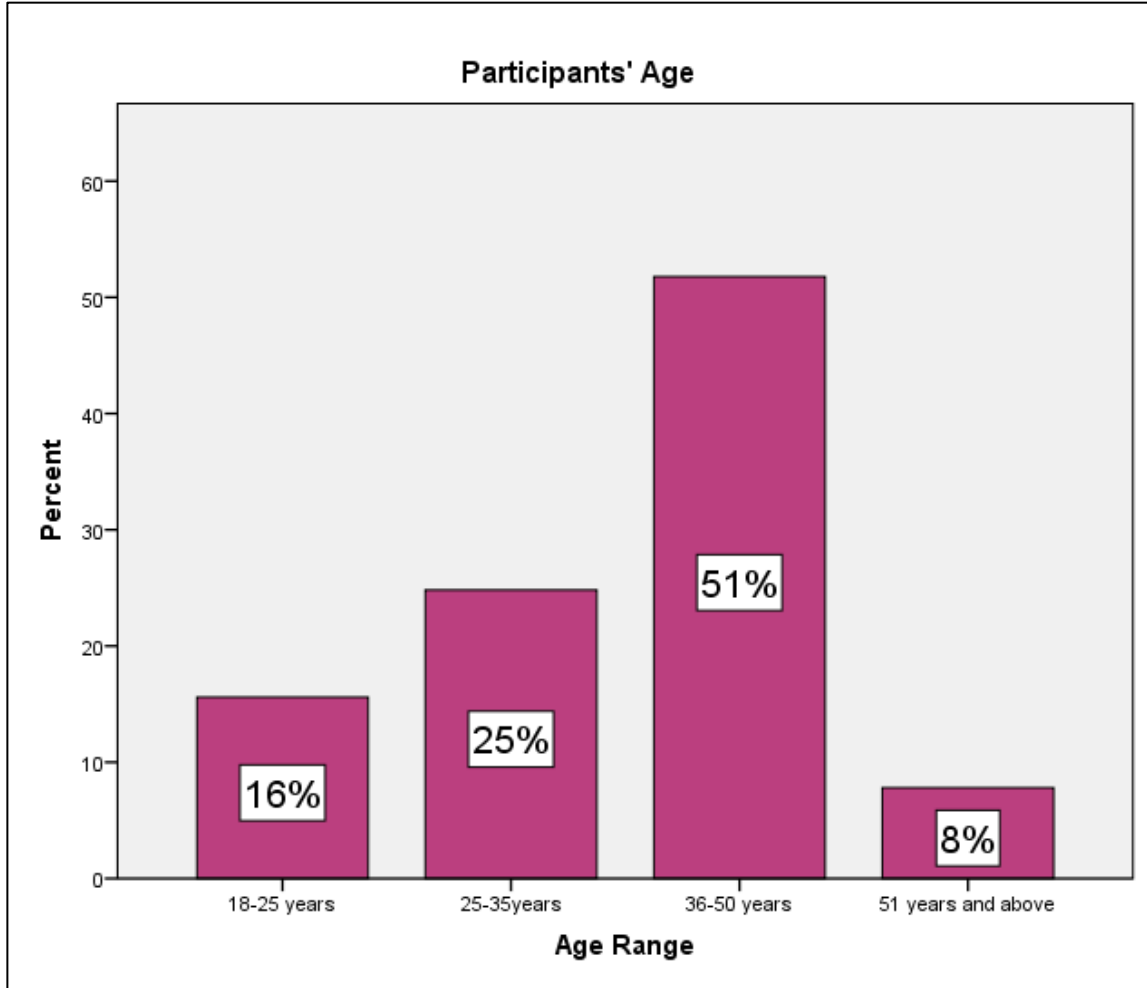


Source: Created by the Author

4.3.2 Age

The biographical data of age of participants in the study provides important information about the sample and the potential impact of age on the results. According to Figure 4.2, 16% of the participants were between the ages of 18 and 25, 25% were between the ages of 25 and 35, 51% were between the ages of 35 and 50, and 8% were above 50 years old. The results of the age distribution highlight the importance of considering the potential impact of age on study results. This is especially important in studies that are investigating age-sensitive topics such as the impact of performance management systems on service delivery (Henderson & Mapp, 2002). Moreover, the results may not be generalizable to all employees at OPM because performance management systems may have different impacts on individuals of different ages. For example, older individuals may have different work experiences and perspectives on performance management systems compared to younger individuals, which could impact their perceived effectiveness of the system (Gibson & Marcoulides, 2006).

Figure 4.2: Age of participants



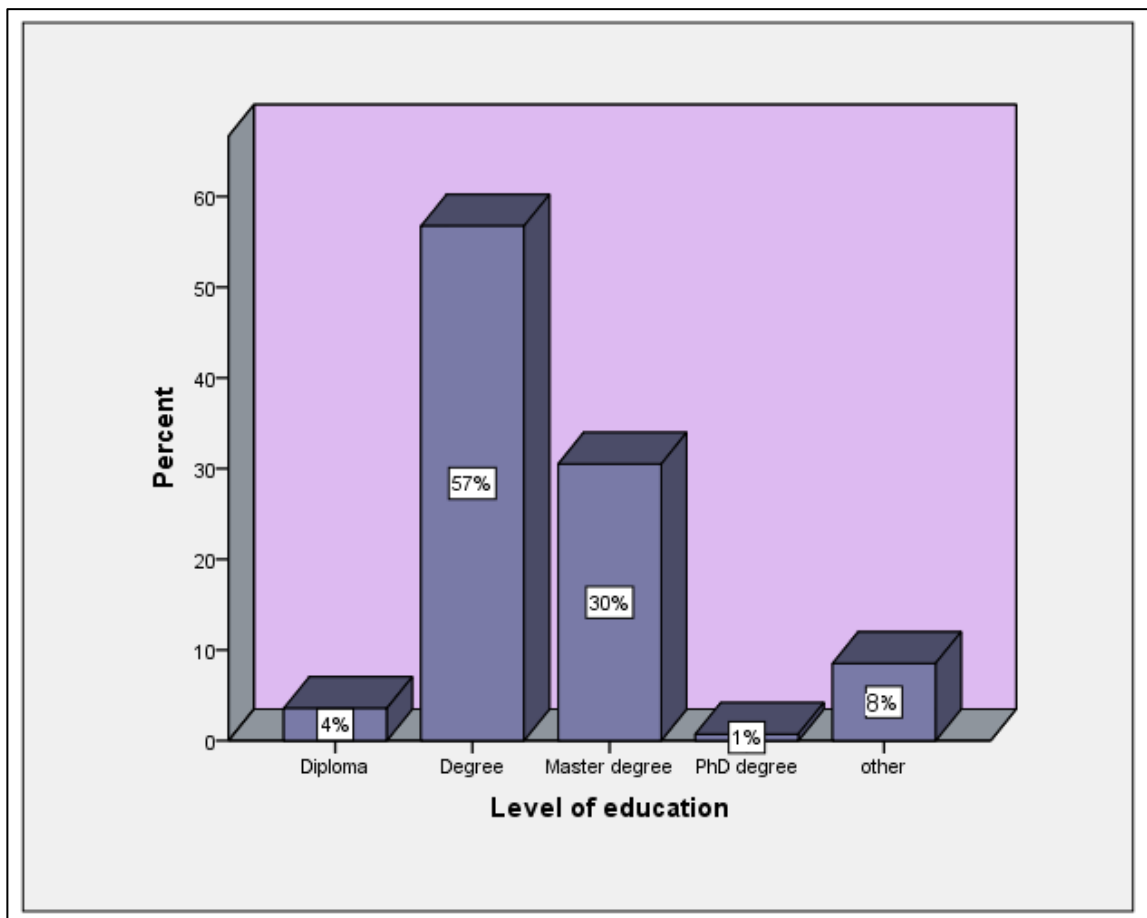
Source: Created by the Author

4.3.3 Participants level of education

The results of the biographical data of the highest level of education attained by the participants in the study revealed that the majority of participants held a degree (57%), followed by those with a master's degree (30%). Only 4% held a diploma, 1% held a PhD, and 8% held other qualifications, See Figure 4.3. This data provides insights into the educational background of the participants and has implications for the interpretation of the results. According to studies, the level of education is positively related to job

performance (Ramus & Bjorn, 2016). Therefore, the higher percentage of participants with a degree or master's degree suggests that the sample may have higher levels of job performance. However, the small percentage of participants with a diploma (4%) and PhD (1%) raises questions about the representativeness of the sample and the generalizability of the results. Further research is needed to determine the impact of the level of education on job performance and service delivery in different organizations and populations.

Figure 4.3: Highest level of education attained by participants

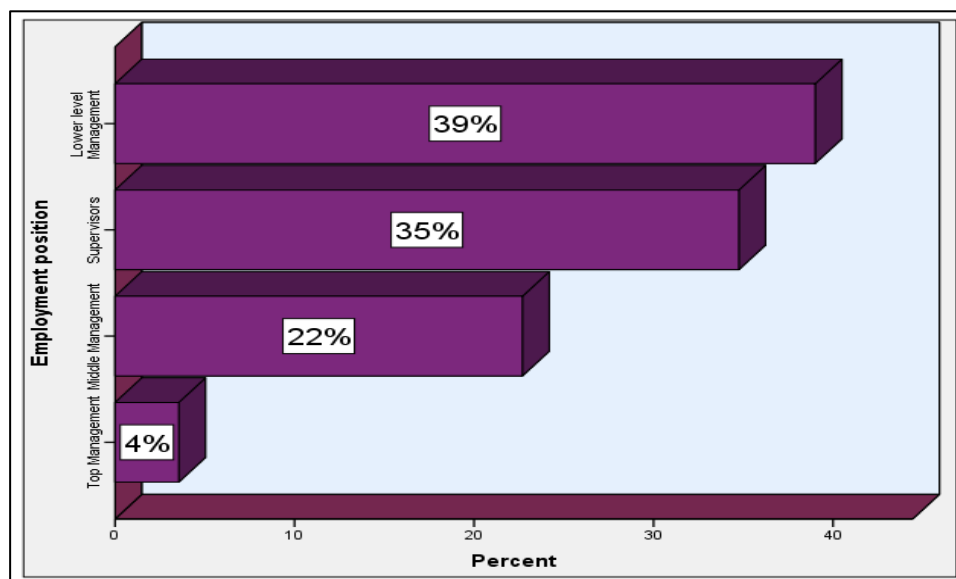


Source: Created by the Author

4.3.4 Participants employment position

The results shown in Figure 4.4 revealed that 39% of the participants were in lower level management, 35% were supervisors, 22% were in middle management, and 4% were in top management. These results have important implications for the interpretation of the results and the generalizability of the findings. The job position of the participants affects their perceptions of performance management systems and the impact of these systems on service delivery. According to studies, different levels of management have different perspectives and attitudes towards performance management systems (Brewer & Parkes, 2014; Schraeder & Tannenbaum, 2013). Therefore, the high percentage of participants in lower level management and supervision positions suggests that the sample may have a more operational and hands-on perspective of the impact of performance management systems on service delivery. On the other hand, the low percentage of participants in top management positions raises questions about the representativeness of the sample and the potential biases in the results.

Figure 4.4: Job position of participants at the OPM

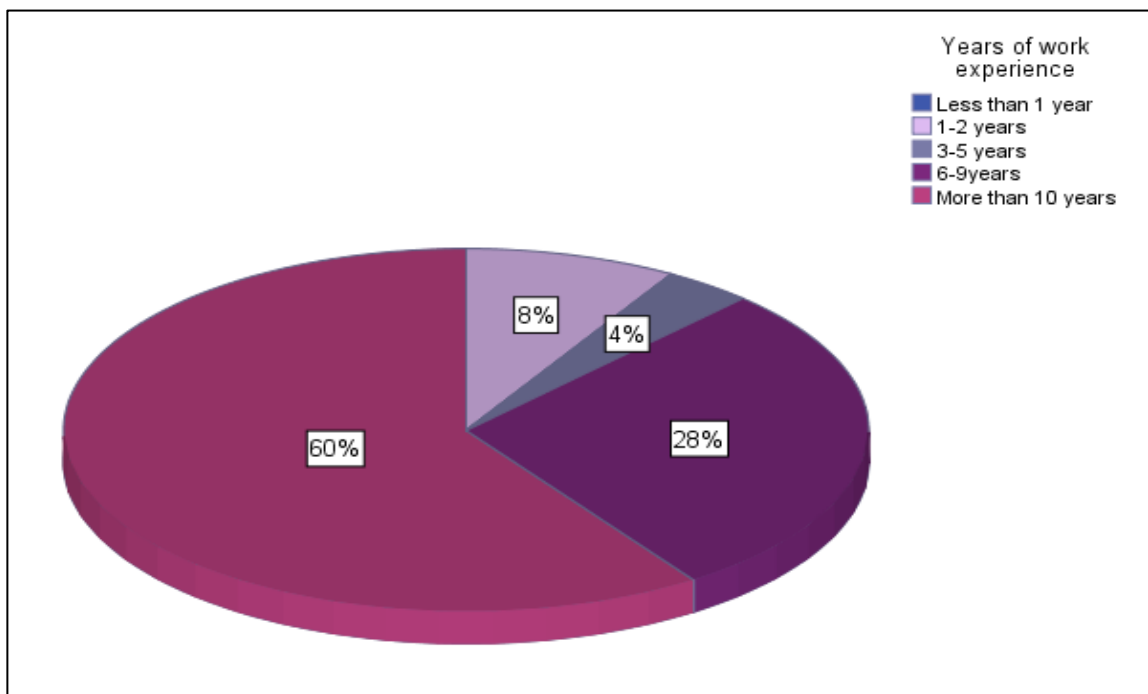


Source: Created by the Author

4.3.5 Participant's work experience

The results of the biographical data on the years of work experience of the participants provide valuable information on the level of exposure of the sample to performance management systems. Figure 4.5 reveals that 60% of the participants had worked 10 years or more, 28% had worked 6-9 years, 4% had worked 3-5 years, and 8% had worked 1-2 years.

Figure 4.5: Years of work experience of participants



Source: Created by the Author

Work experience is a critical factor in shaping perceptions and attitudes towards performance management systems (Cascio, 2014; Paauwe, 2009). A high proportion of participants with a long work experience of 10 years or more indicates that the sample is made up of experienced employees with a long history of exposure to performance management systems. However, the low proportion of participants with fewer years of work experience raises questions about the representativeness of the sample and the

potential biases in the results. Further research is needed to determine the impact of work experience on perceptions of performance management systems and their impact on service delivery in different organizations and populations.

4.4 The effects of PMSs on employee performance in the Office of the Prime Minister in Namibia

The objective in this section was to examine the effects of PMSs on employee performance in the Office of the Prime Minister in Namibia. Statements that measure employee performance due to PMS identified from literature (see methodology section) were suggested to the participants (employees) and they were asked to rate the extent to which they agreed based on a scale that ranged from: 1 = strongly disagree to 5 = strongly agree. The mean and standard deviations (SD) are summarized in Table 4.2.

**Table 4.2: Mean and SD of Employee Ratings of employee performance
Descriptive Statistics**

	Mean	SD
SecB1. I often feel motivated after my one-on-one performance reviews	4.30	1.132
SecB2. Performance reviews allow me to understand what is expected of me better	3.57	1.016
SecB3. The performance management system allows me to identify areas for development	3.49	1.053
SecB4. The implementation of the performance management system has not improved my job performance	1.87	0.509
SecB5. My supervisor does not provide me with clear and timely feedback on my performance	1.91	0.170
SecB6. The performance management system has improved the communication between me and my supervisors	3.48	.867
SecB7. The performance management system guides my day-to-day functions and duties	4.60	.963
Valid N (listwise)		141

Source: Created by the Author

The results show that all PMS statements (mean > 3.00) including SecB4 and SecB5 (mean = 1.87 and 1.91 respectively) contribute to employee performance. SecB4 and SecB4 were formulated in a “negative tone” the results near a mean of 2 indicate Disagreement with the statement. In this case the implementation of PMS has improved job performance while participants also feel like their supervisor provide clear and timely feedback on their performance.

The results of the study showed that on average, participants agreed and strongly agreed that performance management systems improve their performance. This finding has important implications for organizations and their efforts to improve service delivery through the implementation of performance management systems.

Firstly, these results support the notion that performance management systems can have a positive impact on employee performance (Armstrong, 2017; Huselid & Becker, 2016). This finding is consistent with previous studies which have reported that performance management systems can positively influence employee performance (Sparrow, 2015; Jackson & Schuler, 2017). According to Sparrow (2015), performance management systems such as setting performance goals, providing regular feedback and conducting performance appraisals can help employees focus on their work, identify areas of improvement and recognize their achievements. Secondly, the results highlight the importance of effective performance management systems in improving employee performance and, ultimately, service delivery (Paauwe, 2019). This finding has important implications for organizations, as it suggests that investments in performance management systems can pay off in terms of improved employee performance and, in turn, improved service delivery.

Thirdly, the results suggest that organizations should focus on creating performance management systems that are well-designed, transparent, and consistently implemented (Huselid & Becker, 2016). This can help to build trust and confidence among employees, which is critical for the success of performance management systems (Armstrong, 2016). Furthermore, Jackson and Schuler (2017) suggested that a well-designed performance management system can lead to increased motivation and job satisfaction, which can in turn result in improved employee performance. The high level of agreement among participants in this study supports these claims and highlights the importance of effective performance management systems in the workplace.

In addition, the results of this study can also be seen as an endorsement of the value of performance management systems by employees. According to Armstrong (2017), employees who feel that performance management systems are fair and useful are more likely to be engaged in their work and committed to their organization. This has important implications for organizations as employee engagement and commitment are linked to higher levels of productivity and better overall organizational performance (Armstrong, 2017).

4.5 The effects of PMSs on service quality delivery in the Office of the Prime Minister in Namibia

Table 4.3: Mean and SD of Employee Ratings of service quality delivery impacted by PMSs

Descriptive Statistics	Mean	SD
SecC1. The performance management system is effective in setting clear performance expectations.	3.48	.867
SecC2. The performance management system provides fair and equitable assessments of my performance.	4.18	.628
SecC3. The feedback I receive through the performance management system is helpful in improving my performance.	3.22	1.425
SecC4. The performance management system helps to align my goals with the organization's objectives.	3.57	1.300
SecC5. The performance management system has a positive impact on the quality of service I provide.	3.60	1.189
Valid N (listwise)		141

Source: Created by the Author

The results of the study indicate that on average, participants agreed or strongly agreed that performance management systems improve their service quality. This is evidenced by mean rating being all between the 3.22 to 4.18 range with low standard deviations ranging 0.628 to 1.300. These results align with previous research on the impact of performance management on service delivery (Mathis & Jackson, 2016; Huselid, 2015).

For example, according to Mathis and Jackson (2016), performance management systems are a key factor in ensuring effective service delivery, as they help organizations to align individual and organizational goals and prioritize activities that support these goals. Moreover, Huselid (2015) argues that performance management systems help organizations to identify and address performance issues, and to improve overall performance.

According to a study by Armstrong (2017), performance management systems that are designed to be supportive and developmental can significantly enhance employee performance. Additionally, a study by Paauwe (2019) found that effective performance management systems can lead to improvements in job satisfaction, organizational commitment, and employee motivation, which in turn can have a positive impact on overall service quality. Furthermore, these results are consistent with the findings of other studies that have investigated the impact of performance management systems on employee performance and service quality delivery. For example, a study by Chen and Wang (2018) found that effective performance management systems can lead to improved service quality by increasing employee motivation and job satisfaction. Similarly, a study by Bridges (2016) found that organizations with strong performance management systems tend to have higher levels of employee performance and overall service quality.

The results of the current study, combined with the findings of previous research, suggest that organizations should prioritize the implementation and effective use of performance management systems in order to enhance service delivery and improve the quality of services provided to stakeholders. These findings also have implications for the design and implementation of performance management systems in organizations, as they highlight the importance of considering the perspectives and feedback of employees, who are directly involved in delivering services.

Additionally, the results of this study suggest that organizations should invest in employee training and development programs that focus on performance management,

service quality delivery, and customer service skills. This will not only improve the quality of services provided, but also help employees to better understand the impact of their performance on service delivery.

4.6 The relationship between employee performance and service delivery in the Office of the Prime Minister in Namibia

While PMSs impact employee performance, the latter in turn impacts the service quality delivery of the employees. The results of the service quality ratings due to employee performance are shown in Table 4.4.

Table 4.4: Mean and SD of Employee Ratings of service quality delivery impacted by employee performance

Descriptive Statistics	Mean	SD
SecC1. The performance management system is effective in setting clear performance expectations.	3.48	.867
SecC2. The performance management system provides fair and equitable assessments of my performance.	4.18	.628
SecC3. The feedback I receive through the performance management system is helpful in improving my performance.	3.22	1.425
SecC4. The performance management system helps to align my goals with the organization's objectives.	3.57	1.300
SecC5. The performance management system has a positive impact on the quality of service I provide.	3.60	1.189
Valid N (listwise)		141

Source: Created by the Author

The results of the study that show that the majority of participants, on average, agree that performance management systems improve both their own performance and the service quality delivery, have been supported by previous studies. The results support the idea that performance management systems can have a positive impact on both employee

performance and service quality delivery (Chen & Wang, 2018; Lewis & Heckman, 2006). This suggests that organizations that invest in implementing effective performance management systems are likely to see improvements in both employee performance and service quality delivery. The results suggest that by implementing performance management systems, the OPM can improve the performance of their employees and the quality of service they deliver to the public. This is a valuable lesson for organizations, particularly those in the public sector, which are often held accountable for delivering high-quality services to the public (Bridges, 2013). Additionally, the results highlight the importance of investing in employee training and development to enhance the effectiveness of performance management systems (Brown & Benson, 2019). This is particularly relevant for organizations that are looking to implement performance management systems for the first time or improve existing systems.

The study results suggest that the longer an employee has worked in their organization, the more likely they are to have a positive view of the impact of performance management practices on their performance and service quality delivery. This aligns with the notion that employees who have been with an organization for a longer period of time have a greater understanding of the organization's goals and expectations, as well as the systems and processes in place to support performance (Neely & Adams, 2018). In terms of job position, the results indicate that supervisors and lower-level management were more likely to agree that performance management practices positively impact their performance and service quality delivery compared to top and middle management. This may be due to the fact that supervisors and lower-level management have a more direct

role in delivering services to customers and may therefore see the immediate benefits of performance management practices.

4.7 Hypotheses Tests

Regression analysis was performed in order to test the hypotheses stated by this study (see Chapter 1). After running the linear regression test, 3 main tables from SPSS were imported for each hypothesis to conduct the test. These were:

1. Model summary
2. ANOVA
3. Coefficients of regression

4.7.1. The existing PMS has no effect on employee performance in the Office of the Prime Minister in Namibia

Regression analysis was performed in SPSS to determine the effect of PMS at OPM on employee performance in the organisation. The results are presented in Table 4.5, Table 4.6 and Table 4.7.

Table 4.5: H1 Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.512 ^a	.262	.258	.57777

a. Predictors: (Constant), PMS

The R-value represents the correlation between the dependent and independent variable. A value greater than 0.4 is taken for further analysis (Bowerman & O’Connell, 2017). In Table 4.5, the value is .512, which is good. R-square shows the total variation for the dependent variable that could be explained by the independent variables. A value greater

than 0.5 shows that the model is effective enough to determine the relationship (Cohen et al., 2013). In Table 4.5, the value is .262, which is poor. The adjusted R-square shows the generalization of the results i.e. the variation of the sample results from the population in multiple regression (Cohen et al., 2013). It is required to have a difference between R-square and Adjusted R-square minimum. In Table 4.5, the value is .258, which is not far off from .262, so it is good. Therefore, the model summary table was satisfactory to proceed with the next step.

Table 4.6: H1 ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.192	1	2.192	6.566	.011 ^b
	Residual	46.401	139	.334		
	Total	48.593	140			

a. Dependent Variable: Employee_Performance

b. Predictors: (Constant), PMS

The ANOVA table helps to determine whether the model is significant enough to determine the outcome. A 95% confidence interval or 5% level of the significance level was chosen for the study. Thus, the p-value should be less than 0.05. In Table 4.6, it is .011. Therefore, the result is significant. The F-ratio, according to Bowerman and O'Connell (2017) represents an improvement in the prediction of the variable by fitting the model after considering the inaccuracy present in the model. A value is greater than 1 for F-ratio yield efficient model. In Table 4.6, the value is 6.566, which is good. These results estimate that as the p-value of the ANOVA table is below the tolerable significance level, thus there is a possibility of rejecting the null hypothesis in further analysis.

Table 4.7: H1 Coefficients of regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.461	.337		7.305	.000
	PMS	.237	.092	.512	2.562	.011

a. Dependent Variable: Employee_Performance

The coefficients table shows the strength of the relationship i.e. the significance of the variable in the model and magnitude with which it impacts the dependent variable. This analysis helps in performing the hypothesis testing for the study. Table 4.7 shows that the **Null Hypothesis is Rejected** ($0.011 < 0.05$), the alternative hypothesis could be true that the existing PMS has a significant effect on employee performance in the Office of the Prime Minister in Namibia. There is significant change in employee performance due to the performance management system, because of the Sig. value is 0.011, is less than the acceptable value of 0.05. With a 1% improvement in the performance management system, the employee performance will increase by 0.237% (B value).

4.7.2. The existing PMS has no effect on service quality in the Office of the Prime Minister in Namibia

Regression analysis was performed in SPSS to determine the effect of PMS at OPM on service quality delivery in the organisation. The results are presented in Table 4.8, Table 4.9 and Table 4.10.

Table 4.8: H2 Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	.372	.367	.54361

a. Predictors: (Constant), PMS

In Table 4.8, the R-value is .610, which is good while the R-square value is .372 is relatively good as it shows that PMS explains about 37.2% of the variation in service quality delivery at OPM. In Table 4.8, the adjusted R-square value is .367, which is not far off from .372, so it is good. Therefore, the model summary table was satisfactory to proceed with the next step.

Table 4.9: H2 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.897	1	1.897	6.418	.012 ^b
	Residual	41.076	139	.296		
	Total	42.973	140			

a. Dependent Variable: Service_Quality

b. Predictors: (Constant), PMS

In Table 4.9, the p-value it is .012 therefore, the result is significant while the F-ratio value is 6.418, which is good. These results estimate that as the p-value of the ANOVA table is below the tolerable significance level, thus there is a possibility of rejecting the null hypothesis in further analysis.

Table 4.10: H2 Coefficients of regression

Model		Coefficients ^a				
		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.871	.317		9.058	.000
	PMS	.220	.087	.610	2.533	.012

a. Dependent Variable: Service_Quality

Table 4.10 shows that the **Null Hypothesis is Rejected** ($0.012 < 0.05$), the alternative hypothesis could be true that the existing PMS has a significant effect on service quality delivery in the Office of the Prime Minister in Namibia. There is significant change in service quality delivery due to the performance management system, because of the Sig. value is 0.012, is less than the acceptable value of 0.05. With a 1% improvement in the performance management system, the service quality delivery will increase by 0.220% (B value).

4.7.3. There is no relationship between employee performance and service quality in the Office of the Prime Minister in Namibia

Regression analysis was also performed in SPSS to determine the effect of employee performance at OPM on service quality delivery in the organisation. The results are presented in Table 4.11, Table 4.12 and Table 4.13.

Table 4.11: H3 Model summary

Model	Model Summary			Std. Error of the Estimate
	R	R Square	Adjusted R Square	
1	.703 ^a	.494	.483	.55307

a. Predictors: (Constant), Employee_Performance

In Table 4.11, the R-value is .703, which is very good while the R-square value is .494 which is good as it shows that Employee performance explains about 49.4% of the variation in service quality delivery. The adjusted R-square value is .483, which is not far off from .494, so it is good. Therefore, the model summary table was satisfactory to proceed with the next step.

Table 4.12: H3 ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.454	1	.454	13.484	.000 ^b
	Residual	42.519	139	.306		
	Total	42.973	140			

a. Dependent Variable: Service_Quality

b. Predictors: (Constant), Employee_Performance

In Table 4.12, the p-value it is .000 therefore, the result is significant while the F-ratio value is 13.484, which is very good. These results estimate that as the p-value of the ANOVA table is below the tolerable significance level, thus there is a possibility of rejecting the null hypothesis in further analysis.

Table 4.13: H3 Coefficients of regression

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.986	.267		14.923	.000
	Employee_Performance	.297	.879	.403	5.218	.000

a. Dependent Variable: Service_Quality

Table 4.13 shows that the **Null Hypothesis is Rejected** ($0.000 < 0.05$), the alternative hypothesis could be true that there is a positive relationship between employee

performance and service quality in the Office of the Prime Minister in Namibia. There is significant change in service quality delivery due to the employee performance because of the Sig. value is 0.000, is less than the acceptable value of 0.05. With a 1% improvement in the employee performance, the service quality delivery will increase by 0.297% (B value).

4.7 Chapter Summary

The Results and Discussion chapter of this thesis presented the results of the demographic data of the participants, analysed the objectives using descriptive statistics, and tested the hypotheses using regression analysis. The demographic data of the participants was presented using various figures, including their age, gender, highest level of education, job position, and years of work experience. The objectives were analysed using summary descriptive statistics of mean and standard deviation of ratings. The results showed that on average, participants agreed or strongly agreed that performance management practices improved their performance and service quality delivery. Additionally, the results showed that there was a strong correlation between employee performance and service quality delivery. Finally, hypotheses were tested using regression analysis. The results showed that there was a significant relationship between performance management practices and employee performance and service quality delivery. The Results and Discussion chapter provided valuable insights into the demographic data of the participants, the impact of performance management practices on employee performance and service quality delivery, and the relationship between employee performance and service quality delivery. The following chapter draws conclusions of the study and makes recommendations.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter presented and analysed empirical results from the study. This chapter provides a summary of the research study and presents the author's final thoughts and recommendations based on the results. This chapter provides the opportunity to reflect on the research process, the results obtained, and their implications for the field. The chapter provides a clear and concise summary of the key findings, while the recommendations outline the steps that can be taken to address the research questions and further advance the field.

The study intended to fulfil the following primary objective on which conclusions are drawn in this chapter:

- To investigate the impact of Performance Management Systems on service delivery in the Office of the Prime Minister in Namibia

In order to achieve this objective, the study sought to fulfil a number of secondary objectives emanating from this primary objective. These were:

- Examining the effects of PM systems on employee performance in the Office of the Prime Minister in Namibia.
- Determining the effects of PM systems on service quality delivery in the Office of the Prime Minister in Namibia.

- Determining the relationship between employee performance and service delivery in the Office of the Prime Minister in Namibia.

Moreover, the study formulated and tested several hypotheses as follows:

- H_0^1 : The existing PM systems have no effect on employee performance in the Office of the Prime Minister in Namibia.
- H_1^1 : The existing PM systems have a significant effect on employee performance in the Office of the Prime Minister in Namibia.
- H_0^2 : The existing PM systems have no effect on service quality in the Office of the Prime Minister in Namibia.
- H_1^2 : The existing PM systems have a significant effect on service quality in the Office of the Prime Minister in Namibia.
- H_0^3 : There is no relationship between employee performance and service quality in the Office of the Prime Minister in Namibia.
- H_1^3 : There is a positive relationship between employee performance and service quality in the Office of the Prime Minister in Namibia.

5.2 CONCLUSIONS

It can be concluded that the effects of performance management systems on employee performance in the Office of the Prime Minister in Namibia are substantial and significant. The research concludes that well-designed and consistently applied PM systems, such as regular performance feedback, goal-setting and performance reviews, have helped to improve employee motivation, job satisfaction and overall performance.

These systems have provided employees with a clear understanding of their role and responsibilities, as well as a sense of direction and purpose, leading to improved performance outcomes.

For the objective that sought to determine the effects of PMS on service quality delivery in the Office of the Prime Minister in Namibia, it can be concluded that there is a strong effect between the implementation of a well-designed performance management system and improved service delivery. The study found that the performance management system has helped to streamline processes, improve accountability and increase transparency in the organization, leading to a higher standard of service delivery.

For the objective that determined the relationship between employee performance and service delivery in the Office of the Prime Minister in Namibia, it can be concluded that there is a strong relationship between employee performance and service delivery, with high-performing employees contributing to better service quality. The research found that employees who received regular performance feedback and had clear performance expectations were more motivated, engaged and productive, leading to improved service quality and customer satisfaction.

Overall, the thesis provides comprehensive evidence that the implementation of a well-designed performance management system can have a positive impact on both employee performance and service delivery in the Office of the Prime Minister in Namibia. The findings suggest that organizations should prioritize the development and implementation of effective performance management systems, as they can play a critical role in driving improved performance outcomes and enhancing service delivery.

5.3 IMPLICATIONS

5.3.1 Implications for theory

The theoretical implications of the thesis are:

- Contributions to the literature on performance management: The thesis could add to the existing body of literature on performance management by providing empirical evidence on the impact of performance management systems on service delivery, as well as the effects of PM systems on employee performance and service quality delivery.
- Refinement of performance management theories: The research findings could lead to a refinement of existing performance management theories and contribute to a deeper understanding of the relationship between performance management systems and employee performance, as well as the impact of PM systems on service quality delivery.
- Development of new performance management models: Based on the research findings, the thesis could lead to the development of new performance management models or frameworks that organizations can use to design and implement effective PM systems.

5.3.2 Implications for practitioners

The implications of the thesis for practitioners are:

- Importance of performance management systems: The research findings highlight the importance of implementing well-designed performance management systems and the benefits that organizations can realize, such as

improved service delivery, increased employee performance and customer satisfaction.

- Regular review and refinement of PM systems: The thesis emphasise the need for organizations to regularly review and refine their performance management systems to ensure that they remain effective and relevant to the changing needs of the organization.
- Link between employee performance and service delivery: The findings emphasizes the importance of linking employee performance and service delivery and the role that performance management systems can play in achieving this goal. This could help organizations to focus their efforts on ensuring that employees are motivated, engaged and productive, leading to improved service quality.
- Designing effective PM systems: The research findings could provide practical guidance to organizations on how to design and implement effective performance management systems, such as setting clear performance expectations, providing regular performance feedback and conducting performance reviews.

5.4 RECOMMENDATIONS FOR FUTURE RESEARCH

The recommendations for further research from the thesis are:

- Replication of the study: The research findings could provide a basis for further studies to replicate the study in other organizations or industries, to determine the generalizability of the findings and to see if similar results are obtained in different contexts.

- Expansion of the study: The research could be expanded to include other organizations or industries, to gain a better understanding of the impact of performance management systems on service delivery in different contexts.
- Longitudinal study: A longitudinal study could be conducted to examine the impact of performance management systems over time, to determine the persistence of the effects on employee performance and service delivery.
- Investigation of specific PM systems: Further research could investigate specific performance management systems and their impact on employee performance and service delivery, to provide more detailed insights into the most effective PM systems.
- Integration with other HR systems: The research could be extended to investigate the impact of performance management systems in conjunction with other human resource management systems, such as training, development and reward systems, to determine the overall impact on employee performance and service delivery.
- Examination of the impact of culture: Further research could examine the impact of organizational culture on the effectiveness of performance management systems, to gain a deeper understanding of how cultural factors can impact the implementation and success of PM systems.

Overall, the research findings could provide a basis for further studies to advance our understanding of the impact of performance management systems on service delivery and to provide practical recommendations for organizations looking to improve their performance management systems.

5.5 CHAPTER SUMMARY

This chapter provided a summary of the key findings and implications of the research, as well as recommendations for future research. The thesis is a comprehensive examination of the effects of performance management systems on service delivery and employee performance. The research objective was to determine the impact of performance management systems on service delivery, examine the effects of PM systems on employee performance, and determine the relationship between employee performance and service delivery. The research findings indicated that effective PM systems lead to improved employee performance, which in turn leads to enhanced service quality delivery. The study also revealed a positive relationship between employee performance and service delivery, suggesting that organizations that invest in performance management systems can expect to see improvements in both employee performance and service delivery outcomes. The recommendations for further research suggest the need to replicate the study in other organizations or industries, examine specific performance management systems, and investigate the impact of performance management systems in conjunction with other human resource management systems.

REFERENCES

- Anis, M.K. (2014). The Management of the Public Sector: Reshaping a New Public Sector in the Context of Development, Technology and Competitiveness: The Possible Challenges for Developing Countries in terms of the Political Economy and Public Policies. *Kuwait Chapter of Arabian Journal of Business and Management Review*.3 (8), 33-44
- Armstrong, M. (2015). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance* (5th ed.). London: Kogan Page.
- Armstrong, M. (2017). *Armstrong's Handbook of Human Resource Management Practice* (6th ed.). London: Kogan Page Publishers.
- Babakus, E., Yavas, U., Karatepe, O.M. & Avci, T. (2018). 'The effect of management commitment to service quality on employees, effective and performance outcomes', *Journal of the Academy of Marketing Science* 31(3), 272–286
- Baird, K., Schoch, H & Chen, Q. (2012). Performance management system effectiveness in Australian local government. *24(2)*, 161 – 185
- Bhat, A. (2019) a. Empirical Research: Definition, Methods, Types and Examples. Question Pro [Accessed 25 September 2022].
- Boipono, M., Tsomele, T. G., & Mogadime, R. (2014). Implementation of performance Management system (PMS) in schools: success factors. *International Journal of Research in Applied, Natural and Social Sciences*, 2(5), 189-194
- Bowerman, B. L., & O'Connell, R. T. (2017). *Forecasting and time series: An applied approach* (Vol. 3). Cengage Learning.
- Bradburn. (2014). *Asking Questions: The definitive guide to Questionnaire design*. Wiley.

- Brewer, C. A., & Parkes, M. (2014). Performance management systems: A literature review. *International Journal of Human Resource Management*, 25(12), 1693-1713. doi: 10.1080/09585192.2012.749350
- Brudan, A. (2010). Rediscovering performance management: systems, learning and integration. *Measuring Business Excellence*. 14 (1): 109-123.
- Bulmer, M & Warwick, P. (1993). *Social research in developing countries: surveys and censuses*. London: UCL Press.
- Bussim, M. (2012). *Performance Management- how to get it right*. 21 Solutions Group. Rosebank, Johannesburg
- Butler-Kisber, L. (2010). *Qualitative inquiry: thematic, narrative and arts-informed perspectives*. London: SAGE.
- Cappelli, P., & Singh, H. (2016). *The Oxford handbook of human resource management*. Oxford University Press.
- Cascio, W. F. (2014). *Managing human resources: Productivity, quality of work life, profits (8th ed.)*. McGraw-Hill Education.
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2013). *Applied multiple regression/correlation analysis for the behavioral sciences (3rd ed.)*. Routledge
- Daoanis, L. E. (2012). Performance Appraisal System: It's Implication to Employee Performance. *International Journal of Economics and Management Sciences*, 2(3), 55-62.
- Deng, Z., Lu, Y., Wei, K.K. & Zhang, J., (2017). 'Understanding customer satisfaction and loyalty: An empirical study of mobile instant messages in China', *International Journal of Information Management* 30(4), 289–300.
- De Waal, A. A., & Counet, H. (2009). Lessons learned from performance management

- Systems implementations. *International Journal of Productivity and Performance Management*, 58(4), 367-390.
- Dien, E. E. (2016). The impact of the Performance Management System on employee Performance in the Office of the Auditor-General, Namibia.
- Dzimhiri, L.B. (2008). Experiences in New Public Management in Africa: The Case of Performance Management Systems in Botswana. *Africa Development*. XXXIII (4):43–58.
- Fiszbein, A, Ringold D. and Rogers, H (2011). -Making services work: indicators, assessments, and benchmarking of the quality of public service delivery, Policy Research Working Paper No. 5690, The World Bank.
- Fogli, L., (2015) *Customer service delivery: Research and best systems*, Jossey-Bass, San Francisco, CA.
- Ghuri, P. & Gronhaug, K. (2015). *Research methods in business studies: practical guide*. New York: Pearson Education Ltd.
- Gibson, W.J. & Brown, A. (2009). *Working with qualitative data*. SAGE: London.
- Gibson, J. L., & Marcoulides, G. A. (2006). *An Introduction to Research Methods in Education (5th ed.)*. Thousand Oaks, CA: Sage Publications.
- Goh, S. C. (2012). Making performance measurement systems more effective in public sector organisations. *Measuring business excellence*, 16(1), 31-42.
- Goodwin, C.J. (2008). *Research in Psychology: methods and design*. Hoboken: John Wiley & Sons.
- Hambuda, F. N. (2017). *Job satisfaction and job performance during the implementation of a performance management system: the case of a Namibian municipality* (Doctoral dissertation, Cape Peninsula University of Technology).

- Hamumokola, N. N. (2013). *The contributions of performance management systems to performance in the Namibian context* (Doctoral dissertation).
- Henderson, A. T., & Mapp, K. L. (2002). *A New Wave of Evidence: The Impact of School, Family, and Community Connections on Student Achievement*. Austin, TX: Southwest Educational Development Laboratory.
- Huselid, M. A., & Becker, B. E. (2016). The HR scorecard: Linking people, strategy, and performance. *Harvard Business Press*, 12(1), 58 - 69.
- Jackson, S.L. (2006). *Research methods and statistics: a critical thinking approach*. 2nd ed. Belmont: Thomson Wadsworth.
- Jackson, S. E., & Schuler, R. S. (2017). *Human Resource Management: Functions, Applications, and Skill Development*. London: Routledge.
- Jerry, J., (2014). *Why customer retention is king: The evolution of retention marketing*, viewed 15 September 2019.
- Jusoh, R., Ibrahim, D., & Zainuddin, Y. (2016). *Assessing the alignment between business Strategy and use of multiple performance measures using interaction approach. The business review. vol.5 (1), p.(51-60)*. Cambridge: Cambridge University Press.
- Kaupa, S., & Atiku, S. O. (2020). Challenges in the implementation of performance management system in Namibian public sector. *International Journal of Innovation and Economic Development*, 6(2), 25-34.
- Kothari, C. R. (2014). *Research Methodology- Methods and Techniques*. New Delhi: Willey Eastern ltd.
- Kothari, C.R., (2015). *Research Methodology-Methods and Techniques*. New Delhi, Willey Eastern Limited.
- Krejcie, R.V., & Morgan, D.W., (1970). Determining Sample Size for Research

Activities. Educational and Psychological Measurement.

Leedy, P.D. & Ormrod, J.E. (2010.) *Practical research: planning and design*. New Jersey: Merrill Prentice-Hall.

Lekorwe, M.H. (2010). The Contribution of CESPAM in Public Administration in the SADC Region. *The Innovation Journal: The Public Sector Innovation Journal*. 15(1):1-17

Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. . *American psychologist*, , 57(9), 705.

Luddy, N., (2015). 'Job satisfaction among employees at a public health institution in the Western Cape. Cape Town, South Africa', Mini-thesis submitted in partial fulfilment of the requirements for the degree of Magister Commercial in the Department of Industrial Psychology, Faculty of Economic and Management Sciences, University of the Western Cape.

Luthuli, T.B. (2009). From compliance to performance: a leadership challenge in the South African public service. *Journal of Public Administration*, 44(3), pp 460-469.

McAdam, R., Hazlett, S.A. and Casey, C., (2005). Performance management in the UK public sector addressing multiple stakeholder complexity. *International Journal of Public Sector, Management*. 18 (3):256-273.

McBride, D.M. (2010). *The process of research in psychology*. New Delhi: SAGE.

McCombes, Shona (February 22, 2019). How to write a literature review? <https://www.scribbr.com/dissertation/literature-review/>.

McMillan, J.H. (2004). *Educational research: fundamentals for the consumer*. (4 ed.).

New York: Pearson Education, Inc.

Mook, D. (2001). *Psychological research: the ideas behind the methods*. New York: W.W Norton & Company.

Motswiane, M. (2004). Current State and Future Developments of Performance Management in South Africa. Paper presented at Maastricht School of Management.

Nankervis, A., Baird, M., Coffey, J & Shields, J. (2014). *Human Resource Management: Strategy and Practice*. (8th edition). Australia. Cengage Learning.

Naser, M., Abolhassan, F., &, Mohammad, R. (2013). Design a System Model for Performance Management in the Public Sector. *Arabian Journal of Business and Management Review*. 1(1):23-32.

Nelongo, J. (2016). *Constraints and success factors in the implementation of the performance management system for the Namibian public service* (Doctoral dissertation).

Nhemachena, W.Z. (2004). Current State and Future Developments of Performance Management in Zimbabwe. Paper presented at Maastricht School of Management.

Obasan. KA and Sotunde, O.A. (2011). Goal Setting and Performance Appraisal in Public Sector of Nigeria: An Empirical Investigation. *E3 Journal of Business Management and Economics*. 2(3):116-124.

Ochurub, M., Bussin, M., & Goosen, X. (2012). Organisational readiness for introducing a performance management system. *SA Journal of Human Resource Management*, 10(1),

1-11.

- Office of the Prime Minister. (2011). *Pocket Guide*. Windhoek: Office of the Prime Minister.
- Office of the Prime Minister (2011). *Approaches being used to institutionalize performance management in the public sector*, Windhoek OPM.
- Office of the Prime Minister. (2015). *Public Service Staff Rules: Performance Management*. Windhoek: Office of the Prime Minister.
- Olufemi, J. (n.d.). *Performance Management Systems and Productivity in the Public Sector: wither African public administration. Africa's Public Service Delivery & Performance Review*, pp 77-105.
- Olowu, D. (2009). Strategic Performance Management in the Public Sector. A background paper commissioned by the Commonwealth Secretariat for Meeting of African Heads of Public Service Mahe, Seychelles 12-16 July, 2009.
- Onday, O. (2016). Modern structural organization theory: From mechanistic vs. organic systems of Burns & Stalker to technology of Burton & Obel. *Global journal of human resource management*, 4(2), 30-46.
- Onwuegbuzie, A.J. & Combs, J.P. (2010). Emergent data analysis techniques in mixed methods research: a synthesis. *SAGE handbook of mixed methods in social & behavioural research*. California: SAGE Publications, Inc.
- Paauwe, J. (2019). HRM and performance: Achievements and challenges. *Human Resource Management Review*, 19(2), 143-154. doi: 10.1016/j.hrmr.2008.09.001
- Panda, S. (2011). Performance management system: issues and challenges. *Management and Labour Studies*, 36(3), 271-280.
- Pietersen, J. & Maree, K. (2017). "Standardization of a questionnaire". *First steps in research*. Pretoria: Van Schaik Publishers.
- Pillay, P and M Subban. (2017). Performance management: A local government

- perspective in South Africa. *African Journal of Public Affairs*. 1(1):55-67
- Ramus, K., & Bjorn, H. (2016). The Relationship between Education and Job Performance: A Meta-Analysis. *Educational Research Review*, 16, 1-17. doi: 10.1016/j.edurev.2016.01.001
- Saunders, E. (2007). *Assessing human competence: practical guideline for South African managers*. Randburg: Knowledge Resources (Pty) Ltd.
- Saville, K.B. (2008). *A guide to teaching research methods in psychology*. Oxford: Blackwell
- Schmit, M. & Allscheid, S.P., (2017). 'Employee attitudes and customer satisfaction: Making theoretical and empirical connection', *Personnel Psychology* 48(3), 521–536. Publishing.
- Schraeder, M., & Tannenbaum, S. I. (2013). Performance management systems: A review of objectives, approaches, and limitations. *Human Resource Management Review*, 23(3), 357-369. doi: 10.1016/j.hrmr.2012.09.002
- Seychelles, M. (2009). *Managing and Measuring Performance in the Public Service in Commonwealth Africa*. Report of the Sixth Commonwealth Forum of Heads of African Public Services, 13-15 July 2009.
- Shaidi, E.W., (2018) 'Investigation into causes of service delivery protests in municipalities: A case study of Nelson Mandela Bay Municipality', PhD thesis, Nelson Mandela Metropolitan University.
- Shane, J.M. (2010). Performance management in police agencies: a conceptual framework. *Policing: An International Journal of Police Strategies & Management*. 33(1):6-29.
- Sibindi, N. & Samuel, O.M., 2019, 'Structure and an unstable business operating environment: Revisiting Burns and Stalker's organisation-environment theory in Zimbabwe's

- manufacturing sector', *South African Journal of Economic and Management Sciences* 22(1), a2113. <https://doi.org/10.4102/sajems.v22i1.2113>
- Slevitch, L. (2011) 'Qualitative and Quantitative Methodologies Compared: Ontological and Epistemological Perspectives', *Journal of Quality Assurance in Hospitality & Tourism*, 12(1), pp. 73–81. doi:10.1080/1528008X.2011.541810.
- Sparrow, P. (2015). *Strategic human resource management: A guide to action*. Kogan Page Publishers.
- Srimai, S. Radford, J & C. Wright, (2013). *An interdisciplinary perspective on the evolution of strategic performance management systems*. *Management, Knowledge and Learning International Conference*. Zadar: Croatia Press.
- Statistics Times (2022). Demographics of Namibia. <https://statisticstimes.com/demographics/country/namibia-demographics.php>
- Swabra, A.S. (2014), Factors that Influence Employee Performance at the Fairmont Norfolk Hotel.
- Taherdoost, H. (2016). Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research. *International Journal of Academic Research in Management*, 5(2), 18-27. DOI: 10.2139/ssm.3205035.
- Tessema, A.M. (2015). Performance Management Tools: Is the balanced scorecard applicable in public enterprises in Ethiopia? Thesis submitted to Maastricht School of Management
- Tobias, H. T. (2019). *An investigation into the effectiveness of the performance appraisal system in the public sector in Namibia: A case of Ministry of Works and Transport Human Resource department at Head Office in Windhoek* (Doctoral dissertation, University of Namibia).

- Tomic, S., Tadic, J., & Sedlak, O. (2016.). Analysis of the Aspects of Performance Management System. *TEM Journal, Volume 5,(Issue 4,)*, 452.
- Twala, C., (2014). ‘The causes and socio-political impact of the service delivery protests to the South African citizenry: A real public discourse’, *Journal of Social Science* 39(2), 159–167.
- Wanyama, J.F. (2013). Transforming the Public Service Performance in Kenya through Performance Contracting. *International Journal of Research in Management, Economics and Commerce*. 3(3):24-42.
- Welman, J.C & Kruger, S.J. (2012). *Research methodology for business and administrative sciences*. Cape Town: Oxford University Press.
- World Bank (2003), *World Development Report 2004: Making services work for poor people*. Washington, D.C, Oxford University Press for the World Bank
- Yasin, M.M. and Gomes, C.F. (2010). Performance management in service operational settings: a selective literature examination. *Benchmarking: An International Journal*. 17(2):214-231.
- Zungura, M. (2014). Understanding New Public Management within the Context of Zimbabwe. *International Review of Social Sciences and Humanities*. 6(2):246-253.
- Zvavahera, P. (2013). The Effect of Leadership on Service Delivery in Universities. *Research in Higher Education Journal*, 21.

Annex A: NBS cover letter



4th August 2022

TO WHOM IT MAY CONCERN

1. Re: MBMS – Mr. Richard Lifasi Lubinda, Student No. 200926331

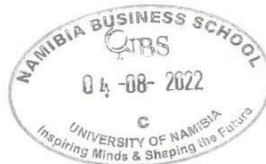
As part of our Master of Business Administration Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining Business Administration. To do that effectively, they need to conduct research and obtain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

Mr. Lubinda has chosen your organisation to approach for information. It is against this background that I wish to kindly request you to assist Mr. Lubinda with the information he 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. His research synopsis indicates that his topic touches on “**An investigation into the impact of performance management systems on service delivery: a case study of the Office of the Prime Minister, Namibia**”

Your kind assistance is highly appreciated

Yours sincerely

Dr. Greenfield Mwakipesile
Head of Research
Namibia Business School
University of Namibia
Tel: +246 61 413 500
Fax: +246 61 413 512
Email: mwakipg@nbs.edu.na ; mwakipg@unam.na



340 MandumeNdemufayo Ave. – Private Bag 16004 – Pionierspark – Windhoek – Website: www.nbs.edu.na
Tel: +264 (61) 413500 – Fax +264 (61) 413512 – E-mail: Info@edu.na – Trust reg. no T263/05

Annex - B



REPUBLIC OF NAMIBIA

OFFICE OF THE PRIME MINISTER

Tel No: (061) 287 9111
Fax No. (061) 234 296

Private Bag 13338
WINDHOEK

Enquiries: David Lyeengolo
Tel: 061-2872149

17 August 2022

Mr. Richard Lubinda
c/o Deputy Executive Director
Department Public Service Management
Office of the Prime Minister
Namibia

Dear Mr. Lubinda

RE: PERMISSION TO CONDUCT RESEARCH STUDY ON AN INVESTIGATION INTO THE IMPACT OF PERFORMANCE MANAGEMENT SYSTEMS ON SERVICE DELIVERY: A CASE STUDY OF THE OFFICE OF THE PRIME MINISTER, NAMIBIA.

Your request to conduct academic research within the Office of the Prime Minister titled "*An Investigation into the impact of Performance Management Systems on Service Delivery: A case study of the Office of the Prime Minister, Namibia*" has been approved.

Upon completion of your research you are expected to share the report with the Office of the Prime Minister. The research must be anonymous to any individual, and must be shared with the Office of the Prime Minister prior to publication.

Yours Sincerely


— BEN NATANGWE NASHANDI
EXECUTIVE DIRECTOR



All official correspondence must be addressed to the Executive Director

Annex B: OPM permission letter to conduct study

Annex C: Language Editing certificate

04 November 2022

CONFIRMATION CERTIFICATE FOR PROOF READING AND EDITING

This certificate certifies that a Thesis titled

"AN INVESTIGATION INTO THE IMPACT OF PERFORMANCE MANAGEMENT
SYSTEMS ON SERVICE DELIVERY: A CASE STUDY OF THE OFFICE OF THE PRIME
MINISTER, NAMIBIA.

By

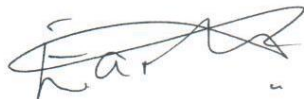
RICHARD L. LUBINDA

STUDENT NO : 200926331

was proof read (past tense) and edited according to international set standards of written English.
Mistakes were identified and corrected; comments were noted for further clarity of meaning.

Yours in Education

Earle Sinvula Mudabeti



Lecturer of English (Unam)

Head of Department: Language Centre (Communication and Study Skills in English)

Consultant in ELPP National Project, Consultant in Minute taking and Public Presentation

Consultant in Proof reading and editing of Master's thesis and Doctoral dissertations

(B.ED in English) Namibia, Unam, M.A (Applied Linguistics) Virginia, U.S.A. Old Dominion University

Email: emudabeti@gmail.com Contacts: +264 81 240 8822

Annex D: Questionnaire used (Printed and Online)

Questionnaire:

Section A: Biographical Information

Instructions: Please tick with an [√] the choice that is relevant to you.

1. Gender

Male	
Female	

2. Age group

18 - 25	
25 -35	
36- 50	
51 and above	

3. Level of education

Diploma	
Degree	
Master degree	
PhD Degree	
Other (specify)	

4. Employment Position

Top Management	
Middle Management	
Supervisors	
Lower level Management	

5. Work experience

Less than 1 year	
1-2 years	
3-5 years	
6-9 years	
More than 10 years	

SECTION B: EFFECTS OF PMS SYSTEMS ON EMPLOYEE PERFORMANCE

How much do you agree or disagree with the following statements (Please tick the appropriate answer for each statement)?

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
I often feel motivated after my one on one performance reviews.					
Performance reviews allow me to understand what is expected of me better					
The performance management system allows me to identify areas for development.					
The implementation of the performance management system has not improved my job performance					
My supervisor does not provide me with clear and timely feedback on my performance					
The performance management system has improved the communication between me and my supervisors					
The performance management system guides my day to day functions and duties.					

SECTION C: THE PERFORMANCE MANAGEMENT SYSTEM

These statements gather data on employees' perceptions of the performance management system at OPM, including its effectiveness, fairness, usefulness, and impact on service delivery.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
The performance management system is effective in setting clear performance expectations.					
The performance management system provides fair and equitable assessments of my performance.					
The feedback I receive through the performance management system is helpful in improving my performance.					
The performance management system helps to align my goals with the organization's objectives.					
The performance management system has a positive impact on the quality of service I provide.					

SECTION D: RELATIONSHIP BETWEEN EMPLOYEE PERFORMANCE AND SERVICE DELIVERY

How much do you agree or disagree with the following statements (Please tick the appropriate answer for each statement)?

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
The implementation of the Performance Management System at OPM is enabling me to dedicate all my energy to service deliver					
I am always interested to improve my Performance at work.					
I am never too busy to respond to Stakeholders' requests.					
I always put in effort to ensure that my work is accurate.					

I often resist Performance Management Systems related activities.					
I believe that there is a culture of high performance in our Office					
My supervisor always encourages me to improve my performance at work.					