

**AN EVALUATION OF THE EFFECTIVENESS OF THE PERFORMANCE
MANAGEMENT SYSTEM IN ENHANCING PUBLIC SERVICE DELIVERY IN
THE OFFICE OF THE AUDITOR GENERAL, NAMIBIA**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE MASTERS IN BUSINESS ADMINISTRATION
MANAGEMENT STRATEGY DEGREE**

OF

THE UNIVERSITY OF NAMIBIA

BY

MATTY DONS SHANGADI

201310746

SEPTEMBER, 2019

**SUPERVISOR: PROF. JOSEPHAT MBOYA KIWEU (MACHAKOS
UNIVERSITY KENYA)**

ABSTRACT

The Performance Management System (PMS) has evolved to enhance the performance of individuals and subsequently the entire organisation. The Government of the Republic of Namibia introduced the Performance Appraisal System in 1997. However, it was suspended in 1998 because of various problems. Nevertheless, there was still a need to evaluate employees' performance, therefore, in 2010 the Performance Management System (PMS) was introduced in the Public Service including the Office of the Auditor-General. The system was fraught with various challenges that necessitated this study. The overall objective of this study was to evaluate the effectiveness of the Performance Management Systems in enhancing public service delivery in the Office of the Auditor-General in Namibia. The study applied a Case Study Research design and a Mixed Method Approach using both the Quantitative and Qualitative Methods to collect data with structured and non-structured questions. The population was composed of employees of the Office of the Auditor-General as well as employees of the Office of the Prime Minister who were responsible for the Performance Management Systems and served as informants. Stratified Random Sampling was used to select the participants. The data was captured and analysed using the Statistical Package for the Social Sciences (SPSS). The study found out that the Performance Management System is effective in the Office of the Auditor-General. This was supported by the fact that the system motivates employees, makes employees understand what is expected of them and improved job performance. Moreover, the study managed to identify the challenges faced with the implementation of an effective Performance Management System. Some of the significant challenges were the manual nature of the system and lack of incentives linked to the system. Universally, challenges have to be eliminated in order for the system to run smoothly and yield desired results. The success of an institution lies on the shoulders of its employees, therefore, employees' attitudes towards service delivery were also tested during the study and revelations were that the employees were optimistic. Specifically, it was determined that there is dedication, effort and interest in service delivery. Furthermore, the study outlines the success of the system. Amongst others, it enhances the achievements of targets and forms a basis of the Strategic Plan. The study recommended that the Office of the Auditor-General must

advocate the automation of the system and link it to rewards. It was deemed important to invest in training and the creation of awareness. The study recommended that top leadership support is essential, and timely feedback and communication were inevitable.

TABLE OF CONTENTS

ABSTRACT	i
List of Tables.....	ix
List of Figures	x
LIST OF ACRONYMS.....	xii
ACKNOWLEDGEMENTS	xiii
DEDICATION	xiv
DECLARATION	xv
CHAPTER 1.....	1
1. INTRODUCTION.....	1
1.1. Orientation of the Study	1
1.2. Statement of the Problem	6
1.3. Objectives of the Study	8
1.4. Significance of the Study.....	8
1.5. Limitation of the Study.....	9
CHAPTER 2.....	11
2. LITERATURE REVIEW.....	11
2.1. Introduction	11
2.2. Effectiveness of the Performance Management Systems.....	11
2.3. Performance Management System (PMS) Processes.....	12

2.4.	Strategic Plan and Prerequisites Stage	15
2.5.	Annual Plan Stage	16
2.6.	Performance Agreement and Performance Planning.....	17
2.7.	Performance Development Plan and Performance Execution.....	18
2.8.	Quarterly Reviews (One to One Feedback).....	18
2.9.	End of Year One to One and Report	20
2.10.	Conceptual Framework and the Fundamentals of the Performance Management System	21
2.10.1.	Performance Appraisal and Administrative Practices	22
2.10.2.	Performance Management System, Rewards and Incentives	24
2.10.3.	Training and Development	25
2.10.4.	Performance Management System and Organisational Culture.....	26
2.10.5.	Performance Communication	27
2.10.6.	Employee Motivation	28
2.10.7.	Management Commitment	28
2.11.	Benefits and Challenges of Performance Management Systems (PMS)	29
2.12.	Contribution of the Study.....	36
CHAPTER 3.....		38
3.	METHODOLOGY	38
3.1	Introduction	38

3.2	Research Philosophy	38
3.3	Research Design	38
3.4	Population.....	40
3.5	Sample and Sampling Frame.....	40
3.6	Research Instruments.....	42
3.7	Procedure	42
3.8	Data Analysis.....	43
3.9	Research Ethics.....	44
CHAPTER 4.....		45
4	RESULTS AND DISCUSSION	45
4.1	Introduction	45
4.2	Data Preparation	45
4.3	Internal Reliability	46
4.4	Effects on Service Delivery	48
4.5	Descriptive Statistics	51
4.5.1	Gender	51
4.5.2	Education.....	52
4.5.3	Job Designation.....	53
4.5.4	Employee Tenure	53
4.6	Objective 1: The Effects of the PMS on Individual Employees Performance ...	54

4.6.1	Motivation after One on One Performance Reviews	55
4.6.2	Performance Management System Reviews and Employees’ understanding of their Tasks.....	57
4.6.3	Performance Management and Employee Development	58
4.6.4	Performance Management System and Job Performance	60
4.6.5	Performance Management System and Timely Feedback	61
4.6.6	Performance Management System and Communication between Supervisors and Subordinates	63
4.6.7	Performance Management System and its role in Day to Day Duties	64
4.7	Objective 2: Barriers to the Effectiveness of PMS.....	65
4.7.1	Difficulty in Aligning Outputs to Overall Objectives and Goals of the Office.....	66
4.7.2	Time Required For PMS	67
4.7.3	Effects of PMS on Relationships between Supervisors and Subordinates..	69
4.7.4	The Manual Nature of the PMS	71
4.7.5	Lack of Incentives Linked to PMS.....	72
4.7.6	Management Commitment.....	74
4.7.7	Communication among Employees	75
4.8	Objective 3: Investigation of the Effects of PMS on Service Delivery at OAG 76	
4.8.1	Dedication to the PMS	78
4.8.2	Interest to Improve Performance.....	79

4.8.3	Responsiveness towards Stakeholder Requests	80
4.8.4	Effort to Ensure Accuracy.....	81
4.8.5	Resistance of PMS Activities among Employees	82
4.8.6	Performance Culture at OAG.....	84
4.8.7	Encouragement by Supervisors.....	85
4.9	Success and Improvements to the PMS.....	86
4.10	Responses from the Office of the Prime Minister	90
4.11	Summary of Chapter 4.....	95
CHAPTER 5.....		98
5.	CONCLUSIONS AND RECOMMENDATIONS	98
5.1.	Introduction	98
5.2.	Summary of the Chapters	98
5.2.1.	Chapter 1: Introduction and background of the study.....	98
5.2.2.	Chapter 2: Literature Review and Theoretical framework.....	99
5.2.3.	Chapter 3: Research Methodology	100
5.2.4.	Chapter 4: Results and Discussion.....	100
5.3.	Summary of the main findings	101
5.3.1.	Objective 1: Assessing the effects of the PMS since its implementation in 2010 on individual employees' performance.....	101

5.3.2.	Objective 2: Identifying barriers to the effectiveness of the PMS in the Office of the Auditor General.....	102
5.3.3.	Objective 3: Investigate employee’s attitudes towards service delivery as results of the implementation of the PMS in the Office of the Auditor General	103
5.4.	Conclusions	103
5.5.	Areas for Further Study	105
5.6.	Recommendations	105
6.	References	108
7.	APPENDICES.....	116
7.1	APPENDIX 1: AUTHORIZATION LETTER – OFFICE OF THE AUDITOR GENERAL	116
7.2	APPENDIX 2: AUTHORISATION LETTER - OFFICE OF THE PRIME MINISTER.....	118
7.3.	APPENDIX 3: QUESTIONNAIRE FOR THE OFFICE OF THE AUDITOR GENERAL	120
7.4.	APPENDIX 4: QUESTIONNAIRE OPM	126
7.5.	APPENDIX 5: RESULTS TABLES	129
7.6	APPENDIX 6: LANGUAGE EDITING CERTIFICATE	139

List of Tables

Table 2.1: Benefits of PMS	30
Table 2.2 Challenges and Weakness of Performance Management Systems	33
Table 4.1: Response Rate	45
Table 4.2 Reliability Statistics	46
Table 4.3 Item-Total Statistics	47
Table 4.4 Reliability Statistics: Before Deletion of Item 5	48
Table 4.5 Individual Item-Total Statistics before Item 5 was Deleted.....	48
Table 4.6 Reliability Statistics after Item 5 was Deleted	49
Table 4.7 Individual Item-Total Statistics after Item 5 was Deleted	50
Table 4.8 Statistics	55
Table 4.9 Statistics	66
Table 4.10 Statistics	77
Table 4.11 Success of Performance Management System.....	87
Table 4.12 Improvement on Performance Management Systems.....	89
Table 4.13 Opinions of Performance Management Systems	90
Table 4.18 Enhancement of Performance Management System to overall Government Performance	91
Table 4.19 Effectiveness of the Performance Management System.....	92
Table 4.20 Government Commitment to Performance Management System	93
Table 4.21 Barriers to Performance Management System.....	94
Table 4.22 Recommendations	95

List of Figures

Figure 2.1: Performance Management System Process13

Figure 2.2 The Performance Management Systems (PMS) Process – Government of the Republic of Namibia 14

Figure 2.3 Conceptual Framework for the Effectiveness of the PMS in Enhancing Service Delivery22

Figure 4.1 Gender.....51

Figure 4.2 Level of Education.....52

Figure 4.3 Job Designation.....53

Figure 4.4 Number of Years in Service.....54

Figure 4.5 Motivation after one on one performance reviews56

Figure 4.6 Performance reviews allow me to understand what is expected of me better 58

Figure 4.7 The performance management system allows employees to identify areas for development.59

Figure 4.8 The implementation of the performance management system has improved the job performance.....60

Figure 4.9 Supervisor does not provide me with clear and timely feedback on performance62

Figure 4.10 The performance management system has improved the communication between subordinates and supervisors63

Figure 4.11 The performance management system guides the day to day functions and duties65

Figure 4.12 Difficult to align outputs to overall objectives and goals of the Office.....67

Figure 4.13 Lengthy administrative work.....	68
Figure 4.14 Creates bad working relationship between subordinates and supervisors....	70
Figure 4.15 Effect of the PMS on manual nature of the system	72
Figure 4.16 Lack of incentive linked to the system	73
Figure 4.17 Lack of management commitment	74
Figure 4.18 Lack of communication among employees	76
Figure 4.19 The implementation of the Performance Management System at OAG is enabling the dedication of all energy to service delivery	78
Figure 4.20 Interest to improve performance at work.....	79
Figure 4.21 Never too busy to respond to stakeholders' requests.....	81
Figure 4.22 Putting in effort to ensure that work is accurate	82
Figure 4.23 Resisting Performance Management Systems related activities.....	83
Figure 4.24 I believe that there is a culture of high performance in our Office.....	84
Figure 4.25 My supervisor always encourages me to improve my performance at work.	86

LIST OF ACRONYMS

NDP	National Development Plan
PA	Performance Agreement
PAS	Performance Appraisal System
PDP	Personal Development Plan
PMS	Performance Management Systems
OAG	Office of the Auditor General
O/M/As	Office/Ministries/Agencies
OPM	Office of the Prime Minister
SP	Strategic Plan
WASCOM	Wages and Salaries Commission

ACKNOWLEDGEMENTS

I thank the Almighty God for giving me health and direction during this academic journey.

I am sure that it would not have been possible without his grace, power, wisdom and persistence.

I wish to express my profound gratitude and appreciation to my lovely wife Dr. Anna Tusiloshenda Kangombe – Shangadi for her unwavering coaching and mentoring throughout this study. You are a very intelligent woman with a lot of potential and great future ahead of you, may the Almighty God bless you abundantly!

My words of thanks go to my supervisor Prof. Josephat Mboya Kiweu for his professional support and guidance. It may be possible that your volume of academic work is quite substantial, nevertheless, your analytical inputs were always significant and impacted positively on my work.

Similarly, I wish to extend my appreciation to the Office of the Auditor-General for allowing me to conduct the study. The same goes to the Office of the Prime Minister, the staff members of the Division that deals with the Performance Management System (PMS) and served as informants. Staff members of both two institutions truly rendered their cooperation during the study.

Lastly, I would like to thank the employees of the University, fellow students and all those who made meaningful contributions towards the study in any format. We should all be part of the gesture of acquiring knowledge.

DEDICATION

I wish to dedicate this study to my three lovely daughters, my first born (Else Shangadi) and the little angels (Etuhole Ndeitunga Bright Shangadi and Martha Iyaloo Shangadi). I would like to remind them that education is the cornerstone for a better future. I would like to further emphasise that a Degree at Masters Level should be their minimum qualification in their lives.

DECLARATION

I Matty Dons Shangadi hereby declares that this piece of work is indeed my own exertion. All the contributions of others towards this thesis have been duly acknowledged. This document is submitted in partial fulfilment of the requirements for the Master of Business Administration (MBA): Management Strategy at the Namibia Business School (NBS) University of Namibia (UNAM). It has not been submitted for any other qualifications entirely or in part at any University or Institution of Higher Education before this.

No portion of this thesis may be reproduced, stored in any retrieval system or translated in any form or means (e.g. electronic, mechanical, photocopying and recording or otherwise) without the prior permission of the author or the University of Namibia on behalf.

I, being a student for the Masters of Business Administration: Management Strategy at the Namibia Business School, University of Namibia accept the requirements of the University of Namibia concerning the retention and use of Master's thesis deposited in the Library and hereby grants 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 for any person or institution requiring it for study and research, providing that the University of Namibia shall waive this right if the whole thesis has been or is being published in a manner satisfactory to the University.

.....

Signature

.....

Date

CHAPTER 1

1. INTRODUCTION

1.1. Orientation of the Study

Historically, the measurement of organisational performance was squarely based on accounting functions and received little academic interest (Unahabhokha, Platts and Tan, 2007). This traditional backward-looking accounting-based performance measurement view created a general dissatisfaction with scholars identifying its shortcomings and arguing for change. Authors such as Soderberg (2006) (as cited in Baird, Schoch and Chen, 2012) argued that the traditional financial measures used to assess the performance of the organisations were among the main weaknesses of the system as they primarily focussed on past performance rather than future performance.

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 an 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 spearhead the Strategic issues the Performance Management Systems (PMS). These strategies models may be different in the application and features, nevertheless, all carries an ultimate aims which is to achieve the objectives and goals of the organizations. The Performance Management System (PMS) holds employees accountable and allows activities to be aligned to overall objective of the organization. As with all organizations, the performance of Government Offices, Ministries and Agencies (O/M/A) has also attracted attention of Performance Management Measures.

There are many definitions of PMS ranging from earlier broader ones to contemporary more specific definitions. For instance, PMS is defined by Rao (2004) as a process that involves thinking through various facets of performance, identifying critical dimensions of performance, planning, reviewing, developing and enhancing performance and related competencies.

While Sahoo & Jena (2012) defined PMS as a science imbedded in application methods for managing both behaviour and results within an organisation. They further referred to PMS as a shared process of the day-to-day management of employees based on their performance agreements, knowledge, skills and competence requirements. Some authors

such as Nel, Werner, Haasbroek, Poisat, Sono, Schultz (2008) defined Performance Management as a holistic approach and process towards the effective management of individuals and groups to ensure that their shared goals, as well as the organisational strategic objectives were achieved. Other authors such as Poister (2003) and Daoanis (2012) used a process-based approach and defined performance management as an appraisal system used to bring a positive experience and contribute to the overall welfare of the organisation.

Despite the different definitions, there are commonalities that emerge. Firstly, the PMS is referred to as a process used to enhance the attainment of organisational goals. Secondly, there is emphasis on the fact that the implementation process is as important as the PMS itself, thus providing this study with scope to interactively apply different definitions from different authors without limitations. However, for clarity, this study defines PMS as a management tool specifically designed to enhance performance. As with all organisations, the performance of Government Offices, Ministries and Agencies (O/M/A) has attracted practitioners' attention to Performance Management Measures, specifically to achieve National Development Goals.

In Namibia for instance, the long-term national goal, "Vision 2030" is linked to the five-year National Development Programs (NDP) (Vision 2030 is Namibia's long-term vision aimed at propelling the country into a prosperous and industrialized 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.

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.

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 & Mogadime (2014) submitted, the main aim of PMS in the public sector is to improve service delivery. Specifically, the PMS intends to improve accountability, performance, communication, efficiency and productivity among civil servants. Daoanis (2012) alluded that PMS should pay more attention to teams'

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 is contributing 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 the benefits.

The PMS is a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance (Micheal & Baron, 2004). However, this unique system has some challenges and should be addressed if the systems is to bear the desired results. The alignment of the organizational overall goals with other Strategic Business Units and Individual goals is one of the essential aspects. Individual employees' role and goal clarity, team targets, designing performance benchmark for different level of employees, providing necessary human and technical support to employees and other related strategic and functional aspects are the challenging areas. Designing suitable performance policy and its implementation ensuring excellent employees' performance through periodical review, incorporation of rewards/recognition are really challenging functions for the managers. Team management, recognition to the innovative contributor (employee) to the company, timely employee appraisal, payment of rewards and allied areas of PMS are quite delicate which make employee performance appraisal challenging. Sometimes lack of management commitment results poor organizational performance (Panda, 2011).

1.2. Statement of the Problem

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 (*ibid.*).

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, 2015:2)

Despite its ability to link individual performance to organisational and national goals, the new system also came with countless challenges that had the potential to undermine its effectiveness. For instance, a study by Dien (2016) on the impact of the PMS on employee performance in the OAG found the absence of a reward system, lack of top management support and poor communication as the main weaknesses of the system. The Office of the Prime Minister (2016) in its performance report alluded to various challenges facing the Performance Management Systems which were:

- Absence of a dedicated Monitoring & 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 & 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).

Similarly, an analysis of the steps involved in the PMS as highlighted in the Office of the Prime Minister (2015) on the performance agreement process revealed that the process requires lengthy administrative procedures which consume a lot of time and lot of paper-work mostly because it is manual. These findings are consistent with arguments by Armstrong (2015) and, Kohli and Deb (2008) who submitted that Performance Management Systems are inherently complicated and time-consuming. They also argued that ambiguity of measurements and targets which are not always clearly defined, poor judgment by the appraiser, lack of performance feedback, inadequate resources, unrealistic expectations, failure to communicate the performance expectations, harassment, bias in ratings, lack of attention, unfair treatment of employees also contribute to the weak implementation of the PMS (*ibid.*).

With all the associated challenges mentioned above, there were concerns on the credibility of the PMS in promoting a culture of performance in OAG and improving service delivery. Thus, this study evaluated the effectiveness of the Performance Management System (PMS) in the Office of the Auditor-General in Namibia.

1.3. Objectives of the Study

The overall objective of this study is to evaluate the effectiveness of the Performance Management System (PMS) in enhancing Public Service delivery in the Office of the Auditor General (OAG), Namibia.

The specific objectives of the study are:

1. To assess the effects of the Performance Management System (PMS) since its implementation in 2010 on individual employee's performance in the Office of the Auditor General (OAG).
2. To identify barriers to the effectiveness of the Performance Management System (PMS) in the Office of the Auditor General (OAG).
3. To investigate employee's attitudes towards service delivery as results of the implementation of the Performance Management System (PMS) in the Office of the Auditor General (OAG).

1.4. Significance of the Study

The study provides a better understanding of the PMS, provide information on its effects on service delivery and overall performance of the OAG. The study was conducted on the PMS in the OAG, hence, it is significant to close the gap as the other studies looked at the impact of PMS on employee performance, while this study evaluated the effectiveness of the PMS in enhancing Public Service delivery. In addition to the objectives outlined in

Section 1.2, the study sought to recommend how the PMS could be implemented to enhance employee performance at the OAG. The study further contributes to the body of knowledge concerning PMS in Namibia's OAG and serves as a source of secondary data to researchers and students alike.

1.5. Limitation of the Study

As with all research, this study faced a number of limitations. Firstly, lack of comprehensively documented information (reports) on OAG operations over the past years created a gap in comparing the performance before and after the implementation of the PMS in the Office. Secondly, some Managers and Staff Members did not have in-depth understanding of the PMS due to different areas of specialisation and this affected their responses. Thirdly, there was a possibility that some participants were not truthful in answering the questionnaire, a limitation that is common with opinion-based surveys. However, to mitigate the issue of truthfulness, respondents, both at the OAG and at the OPM were informed that permission was granted by the Accounting Officers for the study to take place. This allowed the respondents to be at liberty to answer without any fear, which would eventually contribute immensely to the correctness of information. Generally, all these issues compromised the quality and conclusions of the study.

1.6 Delimitations of the Study

The scope of this study was to evaluate the effectiveness of the PMS in enhancing Public Service delivery in the OAG only and no investigation was extended to other government institutions in Namibia's Public Sector. This study was cross sectional and only members that were employed at OAG at the time of the study had a chance to participate as

respondents. These parameters therefore framed the extent to which data for this research was collected, analysed and interpreted.

1.7 Definition of Key Terms

The following are definitions of some of the keywords and terms used. The researcher is cautioning the reader to use the meanings of the words that are defined for this study.

Effectiveness – the magnitude of something producing the expected or desired results.

Performance – the act of producing or performing a task or a function.

Performance Management System – a management tool specifically designed to enhance performance.

Public Service – refers to the Government of the Republic of Namibia

Public Servant – refers to the employees of the Government of the Republic of Namibia

Government – refers to the Government of the Republic of Namibia only.

CHAPTER 2

2. LITERATURE REVIEW

2.1. Introduction

Chapter 1 introduced the study and presented its justification in terms of the problem statement, the objectives as well as the scope to be explored. This Chapter frames the body of knowledge in which this study is premised, namely, the literature review. According to Bourner (1996), there are many good reasons for spending time and effort on the review of the literature before embarking on a research project. These reasons include: identification of gaps in the literature, avoiding repetition of what other authors have already researched on, ability to carry on from where others have ended with their investigations, identification of other researchers working in the same field, broadening one's knowledge of the subject area and discovering seminal work in one's area. It also include: provision of intellectual context for one's own work to position their research relative to other work, examination of opposing views, demonstration of one's ability to access previous work in an area, identification of information and ideas that may be relevant to the research project to identification of relevant methods. This Chapter is therefore a discussion, accounting for the knowledge that exists in effectiveness of the PMS in enhancing Service delivery.

2.2. Effectiveness of the Performance Management Systems

The overall objective of this study is to evaluate the effectiveness of the PMS in the OAG in Namibia. The challenge in measuring the effectiveness of the Performance Management is in deciding the criteria by which performance should be measured (Ingram and

McDonnell (1996). This hurdle is aggravated by the fact that performance can be measured using economic criteria i.e. productivity and profit or through the use of softer criteria measures such as attitudes and behaviour. Others such as the number of complaints received can also serve as softer performance indicators.

Clinquini and Mitchell (2005) argued that an effective PMS contributes to three key components. Firstly, PMS encourages goal congruence and can be used to communicate the strategy and goals of an organisation and align employees' goals with organisational goals. Secondly, an effective PMS provides accurate information to enable managers to track their own performance and evaluate employees' performance in a systematic manner. Finally, an effective PMS provides organisations with information relating to their current market position and assist them in developing future strategies and operations.

Previous research findings are unanimous in associating PMS with overall quality service or product offering by an organisation (see for instance Rao, 2004; Jusoh *et al.*, 2006; Baird *et al.*, 2012; Boipono *et al.*, 2014). This consistency has given impetus to increases in the use of PMS over the past few decades both in the public and private sectors (De Waal and Counet, 2009). Consequently, the need for understanding what constitutes an efficient and effective PMS has increased over the last decade.

2.3. Performance Management System (PMS) Processes

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 and shields, 2014; Armstrong, 2015). The literature reviewed on PMS processes is vast and provides for a wide analysis that results in two perspectives. The first perspective is primarily work that is informed by theory and is descriptive in nature. For instance, Aguinis (2014) provided a comprehensive PMS process which in his analysis has its foundations on the fact that, all six (6) steps are interrelated and cautions that negligence in applying these steps harmoniously can negatively affect the effectiveness of the entire process (See the Diagram below for the steps).

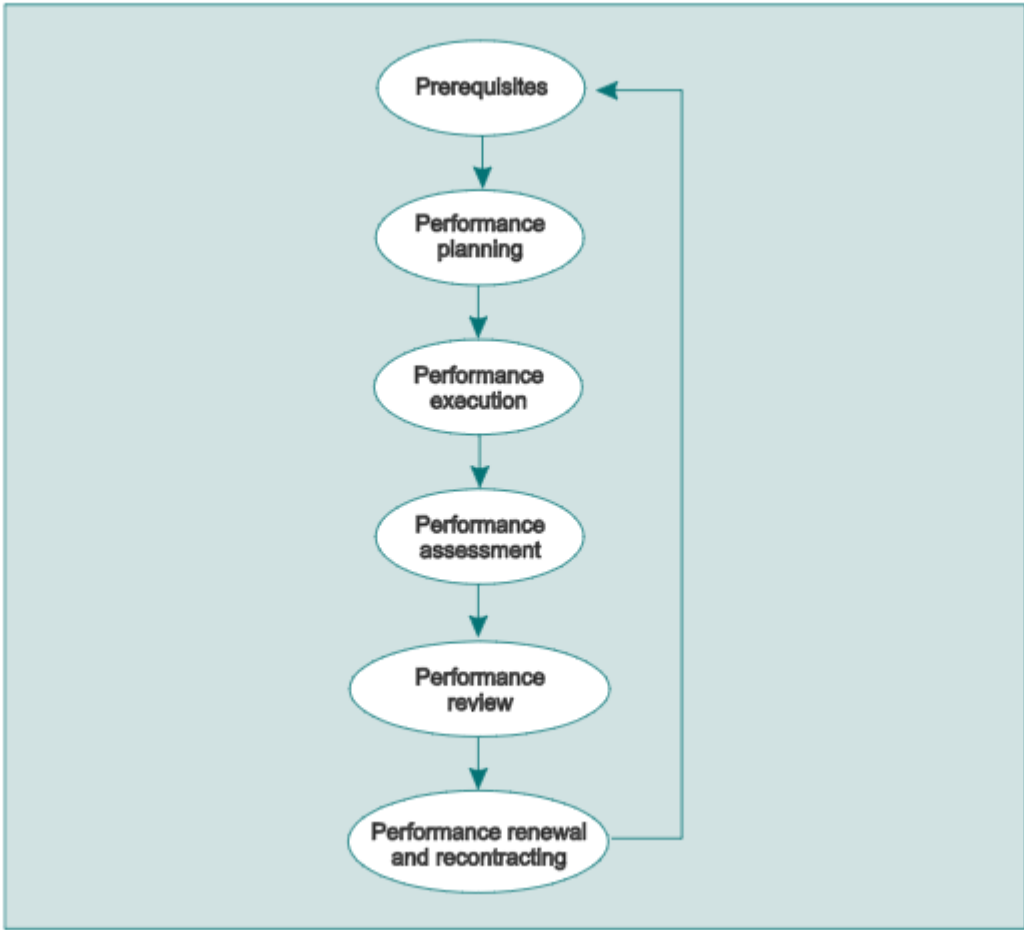


Figure 2.1: Performance Management System Process

Source: Aguinis (2014)

This approach is concerned with both the design and implementation of the PMS, with emphasis on understanding employees' behaviours, roles of employees and managers and their effect on the outcome of the process.

The second perspective stems from empirical work informed by both practical institutional assessments and theoretical studies (see for instance Hamumokola, 2013; Nelongo, 2016 and Dien, 2016). All these studies have examined PMS in Namibia's public sector looking at related but different factors through a more generic, yet prescriptive process adopted by the Government of Namibia. The PMS process in the Government of Namibia involves the following stages: Strategic Plan, Annual Plan, Performance Agreement, Personal Development Plan, Quarterly Reviews (One to one feedback), End of Year one to one and report.

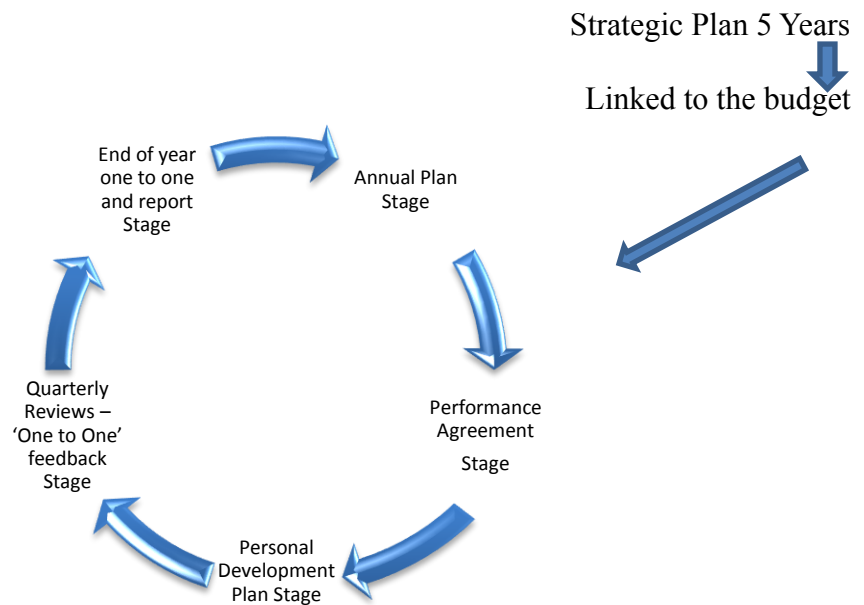


Figure 2.2 The Performance Management Systems (PMS) Process – Government of the Republic of Namibia

Source: Office of the Prime Minister (2011)

It is this process that guides the implementation of the PMS in the OAG 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 mimics 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.

2.4. Strategic Plan and Prerequisites Stage

A Strategic Plan as described by Bartol and Martin (1998) is “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 to take to create a unified and powerful organisation wide effort ultimately aimed at strategic goals. Strategic plan is generally developed by top management in consultation with the board of directors and with middle management. It typically covers 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 the tool that guides each Government Office in an organized, 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 set 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 is 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 plan serve the same purpose in the PMS.

2.5. Annual Plan Stage

According to the Office of the Prime Minister (2011) an Annual Plan outlines specifies 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) years plan. An Annual Plan is essentially a portion of the Strategic Plan. Bartol and Martin (1998) refer to this stage as 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) tend 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. Performance Agreement and Performance Planning

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.

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 strategic goals and objectives.

2.7. Performance Development Plan and Performance Execution

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 is his distinct analysis responsibilities between employees and employers.

2.8. Quarterly Reviews (One to One Feedback)

Performance review is 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 duly.

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 behavior, 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 behavior 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) aligns

Office of the Prime Minister (2011)'s performance review stage with two steps in his process analogy; namely, performance assessment and performance reviews.

2.9. End of Year One to One and Report

This is the last stage in the Performance Management System for Government process which ends with an overall annual review; before the information loop continuous. According to the Office of the Prime Minister (2011), during the annual reviews, the results of the quarterly/ bi-annual 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 member 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. This according to Aguinis (2014) is this stage where the appraiser and the staff member are merely confirming the review they have observed throughout the year and entering 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) refer 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 manager’.

2.10. Conceptual Framework and the Fundamentals of the Performance Management System

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 (2011:13–16), 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 2.3 below are further expounded on.

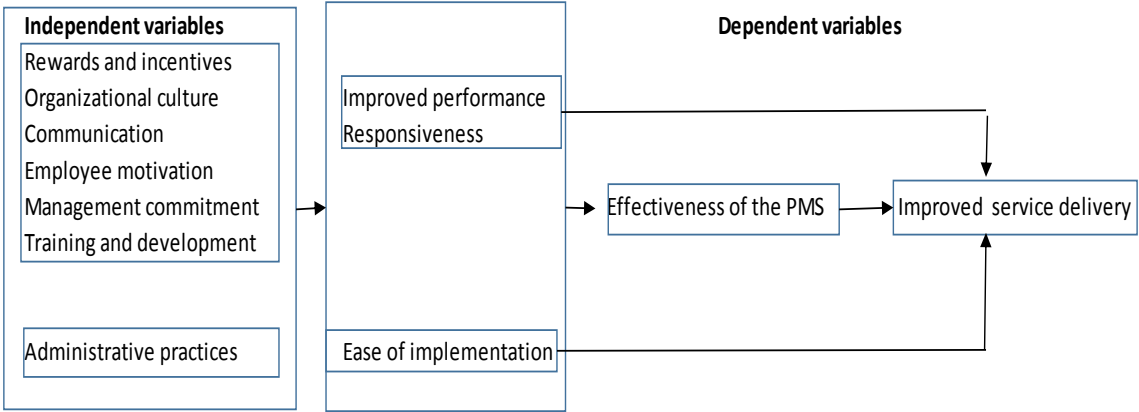


Figure 2.3 Conceptual Framework for the Effectiveness of the PMS in Enhancing Service Delivery

2.10.1. Performance Appraisal and Administrative Practices

Performance appraisal is one of the key functions of performance management and it is defined by Beach, 1980 (cited in Toppo & Prusty, 2012: 1) as “a systematic evaluation of the individual with regard to his or her performance on the job and his potential”. In its purest traditional form, performance appraisal was limited in its effectiveness as it lacked

the elements of ensuring that employees are adequately resourced to perform their tasks. Today, performance appraisal is an integral part of performance management system through which the manager/supervisor evaluates the performance of an employee/subordinates. There are several performance appraisal methods and organisations typically chose one to maintain consistency. These methods are discussed in Tool (2012) and the most commonly used methods in the public sector are presented below in no particular order.

The first method is a peer review approach through which every individual receives feedback from not only the supervisor but from several people at different levels within the organisation. The second method includes using a rating scale that consists of pre-defined elements against which an employee is measured, generally by the supervisor. The third method involves the use of a narratives where instead of using scales, an essay type write-up is used to describe in details, the employee's performance. This method justifies why a certain trend or the lack there of is observed.

The fourth most used appraisal method is a results-based approach where instead of using abstract pre-determine factors to assess performance, the employee and the supervisor have clear results that are being evaluated. For instance, one of the results could be to reduce the waiting period in a particular service delivery function from 5 to 3 days and that is what will be assessed during the appraisal.

It is during the performance appraisal stage where measures are collected, assessed and interpreted and there are some important universal elements. Key in this process is the

issue of feedback. Feedback plays a pivotal role and should not wait until the end. It should be integrated throughout the appraisal process regardless of the method used. Another embedded element that is key throughout this process is the importance of keeping and maintaining records. These records serve as the foundation for any action that may be required; i.e. evaluating employees' progress over a period, in cases where objectivity is needed such as dismissal and promotion (Boice & Kleiner, 1997). In practice, both employers and employees are required to produce records during arbitrations and labour court cases. In maintaining safe records, it is advised that this is done electronically for ease of retrieval. Manual record keeping is still the most commonly used method in the public sector but it can be cumbersome and subject to losses and damages (Nankervis *et al.*, 2014).

2.10.2. Performance Management System, Rewards and Incentives

The debate on whether PMS should be linked to incentives or not always makes for a good dialogue among academia and practitioners alike. According to Swiss (2005), performance management systems without performance-based rewards often breeds ground for inertia. Rewards, according to Gerhart and Rynes (2003) do not only motivate individuals based on their economic needs, but also contribute towards meeting psychological needs of individuals, such as security and status.

Earlier studies from the 60s and 70s have long resolved that people are motivated by different factors. According to Vroom (1964) motivation is a key element of performance in that; in his tabulation, performance is a function of ability and motivation as follows:

Performance = f (Ability x Motivation).

Employees need to have the ability to perform their tasks but they also need to have the desire to do it. Rewards of different types provide the motivation required to perform.

Rollins (as cited in Baird *et al.*, 2012) affirmed that high performers typically value performance - based rewards which act as motivation that averts them from leaving the organisation. These views are similar to Trevor *et al.*, 1997 (as cited in Baird *et al.*, 2012); Lawler (2003), and Wright and Davis (2003) who caution that not aligning incentives to performance can become an unintended retrenchment tool for high performers as they are most likely to seek alternative employment if they feel that their performance is not being sufficiently rewarded.

Those with contrary views such as Bruttel, 2005 (as cited in Sahoo and Jena, 2012) cite that aligning PMS to incentives creates pressure for all stakeholders in the system to focus on easy tasks while ignoring the bigger more challenging tasks just to be rewarded.

2.10.3. Training and Development

Performance Management System requires appropriate interventions to succeed. Emerson (2009) identify training and development as an important determinant factor that maintains the usefulness and effectiveness of performance management systems. They further indicated that performance management systems related training assist managers and employees in understanding performance management processes and objectives, and most importantly, how to implement it.

According to Aguinis (2014) employers, through supervisor should ensure that employees are well resourced and are provided with opportunities to participate in personal and professional developmental activities. As Smither and London (2009) detailed the roles of stakeholders in the PMS, supervisors and by extension, employers “should encourage (and sponsor) participation in training, classes, and special assignments. Overall, supervisors have a responsibility to ensure that the employee has the necessary supplies and funding to perform the job properly”. Employees also have a responsibility of not only participating and fully exploiting the capacity enhancement programs but also to identify such programs (*Ibid*).

2.10.4. Performance Management System and Organisational Culture

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 operationalization. According to (Henderson, 1984, p. 54) as cited by (Boice and Kleiner, 1997) 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’. Lye (2004) (as cited in Goh, 2012) and Thomas (2007) (as cited in Goh, 2012) has alluded to organisational learning culture as one of the elements that affect the successful implementation of PMS. In organisations where the culture is supportive of learning and personnel development, PMS is generally perceived as a positive process and is more likely to yield progressive results. As stated by Goh (2008), organisations “without the existence of strong evaluative and learning culture, PMS remains underutilised and does not improve performance”.

Nonetheless, all is not lost because while organisational culture is not easy to change, it can be managed through the introduction of policies and directives that discourage and or encourage certain behaviours and attitudes (Halachmi, 2005; Sanger, 2008). This change has to be driven by ‘committed and results-oriented leadership’ and in Namibia’s Public Sector, this change needs to be instituted at the Public Service level in the Office of the Prime Minister (Goh 2008; Office of the Prime Minister, 2011). These changes will ensure that PMS is being implemented in a supportive more innovative culture and the results will contribute to the improvement of the organisation as a whole (Kagaari, 2011).

2.10.5. Performance Communication

According to Zvavahera (2013) performance management system enhances communication process because it requires constant interaction between supervisors and employees. Sahoo and Jena (2012) also submitted that prompt and formal feedback as enablers of performance measurement contribute to improved communication among employees and their supervisors. This is because efficient communication and feedback system detects loopholes within the organization and would aid management to rectify it. Performance review interviews give managers the opportunity to discuss subordinates’ performance and explore areas of possible improvements and growth (Nankervis, 2014). This also provides an opportunity to identify subordinates’ attitudes and feelings more systematically and to improve communication.

Extant studies have shown that performance communication allows timely appropriate strategic adjustments to be taken, jointly by the employee and the supervisor (Robertson,

1992). This could for instance be, identifying and referring the employee for a development course and or amending performance measures in line with the prevailing context especially when there is a need to Robertson (1992). As Toppo and Prusty (2012) have concluded, people do not learn unless they are regularly given feedback on the results of their actions which is done through communication.

2.10.6. Employee Motivation

Employee motivation is the extent to which staff members willingly perform their tasks and responsibilities to the best of their abilities. Philosophers, such as Schoch and Chen (2012) observed that performance management system can be used to improve employee involvement, commitment and motivation and act as a communication tool to provide feedback on employees' contribution to achieve organizational goals. Furthermore, as asserted by Vroom (1964), motivation is a key determinant factor of performance which means that employees need both ability and motivation to perform well, and if their ability or motivation is zero, there will be no effective performance.

Receiving feedback about one's performance increase the motivation for future performance (Aguinis, 2014). Knowledge about how one is doing and recognition about one's past successes provide the fuel that motivates them for future accomplishments.

2.10.7. Management Commitment

A number of studies (see for instance De Waal and Counet, 2009; Namkervis (2014) have argued 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 organization are an important part of PMS that should always be present (Sahoo & Jena, 2012). Similarly, the involvement of all employees towards achieving established performance parameters is essential for improved performance and accountability.

Commitment, encouragement and support of senior management as well as the behavior of management is an indication of how important the performance management system to the organization (Lawler & McDermott, 2003). Top management play a crucial role and influences how the PMS is implemented (Mone & London, 2010). Their commitment is what demonstrates the belief and conviction that performance management is an integral part of the organization and it displays good management practices.

According to Armstrong (2005), commitment and involvement of all parties, especially at design stage in the process of Performance Management System is crucial. Similarly, buy-in from senior managers was considered essential to ensure that all aspects of the process received high level of support within the organization.

2.11. Benefits and Challenges of Performance Management Systems (PMS)

Benefits of the PMS are widely discussed throughout the literature review. It is because of these benefits that the call for organisations to implement the PMS continue to gain momentum at various workshops, seminars and at other important gatherings both local

and at international levels. Globally, the PMS is presented as a unique model that enhances performance, prevent wastage and avoid corruption practices and advance economic growth.

In his study on the *Evaluation of the Effectiveness of Performance Management Systems on Service Delivery in the Zimbabwean Civil Service*, Zvavahera (2013) found that employees tend to take ownership of goals and objectives as outlined in their plans. The study also found additional benefits associated with the MPS; namely: performance-based rewards, identification of relevant training and development programs. This, in addition to enhancing communication between supervisors and employees owing to required constant interaction. Below is a tabulated list of some of the new and old; empirical and conceptual studies that have identified the benefits of PMS.

Table 2.1: Benefits of PMS

Author(s) & Year	Study	Benefits of PMS
Martinez and Kennerly (2005)	What is the value of using performance management systems.	Increase in productivity; Alignment of operations with strategy; Improvement in business; Customer satisfaction; Employee satisfaction; Improved company reputation; and Continuous improvement culture.
Armstrong, M. (2015).	Armstrong's Handbook of Performance Management: An evidence-based guide to delivering high performance.	Improving individual and team performance; Support human capital management; Enhance levels of engagement; talent management; learning and development and Performance based rewards; Act as a lever to achieve cultural change and focus on performance; and Increased dialogue in the organisation.
Aguinis, H. (2014).	Performance Management.	Increase motivation for future performance; Knowledge about one's own performance; recognition of one's past successes; Clarification of both organisational and departmental goals; and

		Performance management systems can help improve employee acceptance of these wider goals (i.e., organisational and unit levels).
Baird, Schoch and Chen (2012)	Performance Management System Effectiveness in Australian Local Government.	Improve employee involvement; commitment and motivation; and Acts as a communication tool to provide feedback on employees' contributions.
Halachmi (2005)	Performance Measurement is Only One Way of Managing Performance.	Improve employee performance solid foundation for helping employees become more successful.
Brown (2005)	Implementing performance management in England's primary schools.	Provides information on organisational effectiveness; Provide information on employees' effectiveness; Improve organisational effectiveness; Improve employees' effectiveness; Provide information on organisational efficiency; Provide information on employees' efficiency; Improve organisational efficiency; Improve employees' efficiency; Focus employees' attention on areas deemed to be of greatest priority; Improve employees' levels of motivation; Link employees' pay with perceptions of their performance; Improve the quality of employees' training and development; Raise levels of employee accountability; Align employees' objectives with those of the organisation as a whole; Improve customer service; and Facilitate the implementation of an organisation's mission and/or strategy; and Act as a lever of change in developing a more performance-oriented culture.
Lawler (2003)	Reward, Practices and Performance Management System Effectiveness	Motivating performance; Helping individuals develop their skills; Building a performance culture; Determining who should be promoted; and Eliminating individuals who are poor performers and helping implement business strategies.

Source: Author's compilation

The table above present numerous benefits of the PMS to an organisation and to individuals in the organisation. In summary, PMS provides an understanding and

appreciation of employee's contribution to overall organisational goals and through this, employees feel motivated, there is improved vertical communication (between managers and employees), transparency in rewards systems and improved overall performance. While PMS has emerged as a progressive and dynamic approach for managing performance of individuals and teams, the system also has inherent challenges that if not addressed, can negatively affect desired results.

Critics such as Cook (1995) have argued that, despite PMS maturity and its global usage, the system's performance rating suffers from biases like organisational and individual goal alignment, age, ethnicity, gender, physical appearance, attitudes and values, in-group/out-group, personal like/dislike and so on. For instance, the PMS states that alignment of the organisational overall goals with other Strategic Business Units and Individual goals is one of the essential aspects. However, individual employees' role and goal clarity, team targets, designing performance benchmark for different level of employees, providing necessary human and technical support to employees and other related strategic and functional aspects are challenging areas in practice.

Designing suitable performance policy and its implementation ensuring excellent employees' performance through periodical review, incorporation of rewards/recognition have also emerged as challenging functions for managers. Team management dynamics, inability to recognize the innovative contributor (employee) to the company, delays in employee appraisal, not linking performance to rewards or not extending rewards can make employee performance appraisal challenging. Sometimes, the lack of management

commitment may also result in poor organisational performance (Panda, 2011). Below is an account of some of the challenges identified by critics

Table 2.2 Challenges and Weakness of Performance Management Systems

Authors and years	Study	Challenges / Weakness
Gabris (1986)	Can Merit Pay Systems Avoid Creating Discord between Supervisors and Subordinates? Another Uneasy Look at Performance Appraisal.	Takes employees away from their actual responsibilities.
Kaplan and Norton (1996)	The balanced scorecard: translating strategy into action.	Non-selection of right and critical measure; Non-alignment with strategy; Lack of senior management commitment; and Poor organisational communication and limited application in compensation management.
Bourne and Neely (2000) (as cited in De Waal & Counet, 2009)	Lessons learned from performance management systems implementations.	Design, implementation and maintenance of performance measurement systems are seen to be time consuming activities.
Goh (2012)	Making Performance Measurement Systems more effective in Public Sector Organisations.	Setting undemanding targets and working only just to achieve them; Performance clustering around the target either through deliberately underperforming or manipulating the data; and Concentrating on meeting targets at the expense of other (unmeasured) factors Choosing indicators and targets to influence the results of the measures.
Bititci, Nudurupati and Turner (2002)	Web enabled performance measurement systems.	Few performance measurement systems have an integrated IT infrastructure; Cumbersome and time-consuming data collection, sorting, maintenance and reporting; and Companies cannot justify further investment of already stretched resources in data collection, sorting, maintenance and reporting type activities, which have low perceived values.
Bouckaert and Peters (2002)	Performance measurement and management: The	Costs associated with producing performance information are often opaque; and

	Achilles' heel in administrative modernization.	The costs associated with performance measurement are often immediate while the benefits of it are realized after a long period of time or sometime are even uncertain.
Martinez and Kennerly (2005)	A framework of the factors affecting the evolution of performance measurement systems.	Time consuming; Considerable invest; Bureaucratic; Over-complicated measures; Misleading prioritization; and Mechanistic and monotonous.
Soderberg (2006) (as cited in Baird, Schoch and Chen, 2012)	Performance management system effectiveness in Australian local government.	The traditional financial measures have also been criticized for focusing mainly on what has transpired in the past rather than what needs to be done in the future.
Kohli (2008)	Performance Management.	Poor judgment by the appraiser; Lack of performance feedback; Inadequate resources; Unrealistic expectations; Failure to communicate the performance expectations; Harassment; Biasness in rating; Lack of attention; and Unfair treatment to employee/s.
De Waal and Counet (2009)	Lessons learned from performance management systems implementations.	Management puts low priority on the implementation; Implementation requires more time and effort than expected; Insufficient resources and capacity available for implementation; Puts employees in an unstable situation; The PMS implementation does not always have clear goals; Lack of management commitment; Lack of a positive attitudes among employees towards the PMS; Insufficient commitment from staff for PMS implementation and use; The ICT system does not always adequately support the PMS; Difficulty in decomposing goals and KPIs for lower levels in the organisation; There is resistance from organisational members towards the PMS and implementation is imposed; Insufficient link between the PMS and the reward system; The PMS lacks cause and effect relations or is over-complex due too many causal relations; Lack of performance management culture;

		<p>The PMS is not used for the daily management of the organisation;</p> <p>The PMS is not regularly updated and maintained after implementation;</p> <p>There is no organisational member appointed to take ownership of the PMS;</p> <p>There are difficulties in getting the data to calculate the performance indicators; and</p> <p>The organisation does not see (enough) benefit from the PMS.</p>
World at Work and Sibson Consulting (2010)	Study on the State of Performance Management.	<p>Managers lack courage to have difficult performance discussions;</p> <p>Performance management is viewed as an HR process instead of as a business-critical process;</p> <p>There is poor goal setting; and</p> <p>Too much attention has been placed on the design of a performance management system and not enough on how it works when implemented.</p>
Mishra (2014)	A Comparative Study of Perceived Satisfaction of Employees Regarding Performance Management System in Context of IT Organisations.	To synchronize the individual goals with that of organisational goals and enhance both individual and organisational performance.
Nankervis, Baird, Coffey & Shields (2014)	Human Resource Management: Strategy and Practice (8 th edition).	<p>Lack of top management support;</p> <p>Lack of job-relatedness standard;</p> <p>Rater bias;</p> <p>Excessive paperwork; and</p> <p>Use the program for conflicting purposes</p>
Armstrong (2015)	Armstrong's Handbook of Performance Management: An evidence-based guide to delivering high performance (5 th ed.)	<p>Measurement and targets were felt to be unclear and/or not relevant;</p> <p>The system is too complicated and time consuming;</p> <p>Managers avoid performance management activities, especially providing development feedback to employees because they do not want to risk damaging relationships with the very individual, they count on to get work done; and</p> <p>Employees avoid performance management activities, especially discussing their development needs with managers because they do not want to jeopardize their pay or advancement.</p>

Source: Author's compilation

Even though the weaknesses of the PMS seem insurmountable, they can be summed up in three areas as follows: (i) inability to clearly and correctly align organisational goals to individual key performance measures; (ii) the cumbersome nature of the system, and (iii) management commitment being diverted to other areas. Despite all these weaknesses, the PMS remains popular because its benefits outweigh the challenges associated with its implementation.

2.12. Contribution of the Study

As evidenced in the literature reviewed, 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. These studies further made recommendations on how the PMS could be implemented so that it positively impacts the performance of employees' the Government of the Republic of Namibia.

Notwithstanding the results of the previous studies, the current study had a different focus with the overall objective to evaluate the effectiveness of the PMS in enhancing Public Service delivery in the OAG. The focus is predicated on the fact that, one of the core values of Namibia's Public Service Charter is service delivery yet, there is no study that has evaluated and measured how the implementation of the PMS contribute to service delivery in the Public Service.

To strengthen its assertion, the study assessed the effects of PMS on individual employee's performance, the effects that the PMS has on individual employees' attitude towards service delivery and lastly, identified barriers to the effectiveness of the PMS.

From the literature reviewed, a number of key variables that contribute towards filling the research gap have been identified. The first set of variables are independent variables and include:

- Rewards and incentives;
- Organizational culture;
- Communication;
- Employee motivation;
- Management commitment;
- Training and development; and
- Administrative practices.

The second set of variables consist of two depended variables which are

- The effectiveness of the PMS; and
- Service delivery in the OAG.

The items for measuring each variable are reflected in the questionnaire and the development of the research tools is described as part of the study's research method in the next Chapter.

CHAPTER 3

3. METHODOLOGY

3.1 Introduction

This chapter presents the approach of the study and presents the design, population, the sampling method applied, the types of instruments used to collect data, data collection procedure and data analysis, reporting methods and ethical considerations. Ngulube (2015:127) describes the methodology as “the lens through which a researcher looks at when making decisions on acquiring knowledge about social phenomenon and getting answers to the research questions”. It provides a blue print or a plan of how the research was undertaken to for instance allow for replicability.

3.2 Research Philosophy

By design, the study leaned more towards the Interpretivism research philosophy where individual perceptions of respondents and informants from AOG were used to create meaning of the PMS as a phenomenon. The study also adopted the interpretivism approach in the analysis where data was disaggregated in order to understand how employees at different job designations and different tenure experience the effects of the PMS.

3.3 Research Design

Researchers often confuse “research design” and “research methodology” but these are two very different aspects of a research project (Mouton, 2001:55). This study applied a mixed method approach using both the quantitative and qualitative methods to collect data.

Maree (2013) stated that in a mixed methods research, the researcher constructs knowledge about real-world issues based on pragmatism, which places more emphasis on finding the answers to research questions than on the methods used. Furthermore, it has been stated that the mixed methods researchers are able to combine quantitative and qualitative strategies within one study, collect both numeric (numbers) data and text (word) data concurrently or in sequence, and choose variables and units of analysis which are most appropriate for addressing the study's purpose and finding answer to the research questions.

Cooper and Schindler (2003) specify that mixed method approach associates quantitative and qualitative data collection methods in one study. Saunders, Lewis & Thornhill (2008) described quantitative method as a systematic empirical investigation of social phenomena via statistical, mathematical or computational techniques which looks into numerical aspects. Whereas Maree (2013) indicated that quantitative research is a process that is systematic and objective in its ways of using numerical data from only a selected subgroup of a universe (or population) to generalise the findings to the universe that is being studied. This would help the researcher to generate the numerical data and transform them into usable statistics. While, Rajasekar & Lakshman (2006) described qualitative method as non-numerical, descriptive, using words and applying reasoning, this would help the researcher to gain the fundamental details, opinions and motivations on the effectiveness of PMS at the OAG. In addition, Maree (2013) described qualitative research as research that attempts to collect rich descriptive data in respect of a particular phenomenon or context with the intention of developing an understanding of what is being observed or studied.

This study therefore used the mixed method approach to benefit from both numerical data obtained from employees at OAG which is enriched with a detailed narrative of the PMS from the experience of the staff at the Office of the Prime Minister. Given that the staff at the Office of the Prime Minister are charged with providing oversight to the implementation of the system, they have more insight on the implementation of the system throughout Namibia's Public Sector.

3.4 Population

The population of a study encompasses the total collection of all units that are within the researcher's interest and on which the researcher wishes to make specific conclusions about (Welman, Kruger & Mitchell, 2007). The population of this study were employees of the OAG.

The OAG had a staff compliment of one hundred and seventy-six (176) employees and this was the total population. Twelve (12) were managers (senior and middle), while one hundred and sixty-four (164) were ordinary staff members. There were seven (7) employees working for the Office of the Prime Minister in the Division: Performance Management System and they all formed part of the population for this study.

3.5 Sample and Sampling Frame

Sampling is a process used to select a predetermined number of respondents from the larger population. The researcher used Stratified Random Sampling because it gives a smaller error in estimation and helps divide the population into important categories relevant to the research interest. Stratified Random Sampling differs from Random Sampling in that with Random Sampling the sample items or respondents are chosen from the entire

universe. With this method the sample is designed so that a predetermined number of items are chosen from each stratum or section (Struweg & Stead, 2001: 113).

The sample of the current study was drawn from the OAG staff list that consisted of all staff members at the OAG. At the time of the study, the list was up to date and approximately 70 staff members of the OAG who were employed permanent were included in the sample through the application of the stratified random sampling. Using the afore-mentioned sampling technique means that every employee in each job category had an equal chance of being selected and that the sample number at each category is representative of its population. This study drew the sample of 70 using the Central Limit of Theorem which states that as the sample increases, the distribution of their mean or the variance of their means also approach normal distribution (Norman, 2010; Nixon, Wonderling & Grieve, 2010; Kwak & Kim, 2017). The study specifically based its decision on the golden rule of the Central Limit Theorem which states that, samples larger than 30 are considered to have a normal distributed mean (Hill, 1998; Dinov, Christou & Sanchez, 2008) Given that the sample of 70 is larger than 30 and at 95% confidence level, this considered sufficient for the current study.

As for the informants of the study, given that the Performance Management System Division in the Office of the Prime Minister only consisted of 7 employees, no sample was drawn and all 7 employees were approached to participate in the study.

3.6 Research Instruments

Research instruments are tools used to collect information. The study used a questionnaire with both structured and non-structured questions which were administered to the employees of the OAG at all levels. Approximately 70 employees at the OAG – as described in Section 3.4 were administered with the questionnaire.

The qualitative approach used an interview guide presented as non-structured discussion questions, specifically administered to the staff of the Division of Performance Management in the Office of the Prime Minister. The division of Performance Management in the Office of the Prime Minister served as informants because they are the body that provides guidance on PMS to the entire public service of Namibia including OAG.

These instruments were administered by the researcher himself to remain focused and avoid diversion from the topic. It also allowed the researcher an opportunity to clarify questions that the respondents and informants had.

3.7 Procedure

Seventy (70) staff members in OAG were given the questionnaire on an individual basis. Staff members were not allowed to influence each other because the questionnaire was administered to them separately by the researcher. The same procedure was applied to staff members at the OPM, Division: Performance Management System.

Secondary sources were also used to obtain other necessary information. This was in the form of various publications such as policies, textbooks, and previous studies on the topic as well as the grey unpublished literature that consist of operational reports.

3.8 Data Analysis

The researcher first developed a code book and the questionnaires were coded. After coding, questionnaires were screened for accuracy and completeness. Thereafter, both descriptive and inferential analyses were performed. Descriptive statistics were applied using tables and graphs for ease of data presentation while inferential statistics were used to: (i) test for data reliability based on Cronbach's alpha, and (ii) analyze the difference between the performance and the attitude of employees in different categories towards service delivery through the Analysis of Variance (ANOVA) test.

The data was presented in graphs, tables and charts. For Qualitative data, a combination of content & thematic analysis was employed. The OPM data was also analysed though a combined content and thematic method using Excel spreadsheet which according to Amozurrutia, and Servós (2011) has emerged as one of the most commonly used application for analysing qualitative data. The data from OPM was specifically used for triangulation. According to Maree (2013) triangulation is critical in facilitating interpretive validity and establishing data trustworthiness and could require researchers to check the extent to which conclusions based on qualitative sources are supported by the quantitative perspective, and vice versa. However, Richardson (as cited in Janesick, 2000: 392) proposed the use of the term “crystallization” rather than “triangulation” in qualitative

research, because “crystallization is a better lens through which to view the components in qualitative research”. In practice however, the two terminologies are used interchangeably.

The internal reliability of the data and the presentation of its validity is illustrated and discussed in detail in Chapter 4 Sections 4.2 and 4.3.

3.9 Research Ethics

The respondents for this study were not required to indicate their names on the questionnaires. Numeric pseudonyms were entered on the questionnaires for administrative purposes and for following up on answers that were not clear. The researcher was granted written permission from the OAG and the OPM for their employees to participate in the study. Participants were not forced to participate in the study, but were encouraged to do so willingly.

Maree (2013) stated that an essential ethical aspect is the issue of the confidentiality of the results and findings of the study and the protection of the participants’ identities. This could include obtaining letters of consent, obtaining permission to be interviewed, undertaking to destroy audiotapes, and so on (*ibid.*). This study gained permission, explicitly indicated on the questionnaire that participation is voluntary and ensured that no names are used. The information gathered during the research is being kept in a lockable safe accessible only to the researcher and will be destroyed after 5 years.

CHAPTER 4

4 RESULTS AND DISCUSSION

4.1 Introduction

This chapter reveals the findings of the study. The chapter first highlights the response rate, data preparation, internal reliability and reliability statistics. Thereafter, demography descriptive information on participants is presented. Afterwards, the chapter presents the findings on the evaluation of the effectiveness of the PMS in Namibia's Public Service delivery, a case study of the OAG. The findings of the study are harmonised with the literature review.

Table 4.1: Response Rate

	Number Respondents	Percentage (%)
Total sample population	70	100
Total questionnaires received	47	67.14
Incomplete questionnaires	0	0
Usable questionnaires (response rate)	47	67.14

Source: Research Findings

4.2 Data Preparation

All variables in the questionnaires were pre-coded as follows: Variable 1 is a categorical variable coded 1= Male and 2= Female. Variable 2 is the Level of Education coded from 1= Grade 12 or Lower to 6= Masters' Degree or higher. Variable 3 is the Job Designation level coded from 1= Senior Management to 3= Below Management level. Variable 4

relates to the period respondents have been at OAG and is coded from 1- (representing those that have been at OAG for between 1-3 years) to 4= above 10 years. Section B variable 1 to 7 are a Rating Scale coded 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree. Sections C variable 1 to 7 are ranking items from 1= not relevant to 3 very relevant. Section D variable 1 to 7 are also a Rating Scale coded 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree. Section E consists of Qualitative questionnaires aimed at gaining detailed information from respondents. Missing data was coded using a discrete code 99. Variable B4, B5 and variable D 5 were reverse coded.

4.3 Internal Reliability

To ensure the internal consistence of items on the measurement scale, reliability test was conducted. The measurement scale consisted of seven items measuring the effectiveness of the PMS and other items measuring employees' attitudes towards service delivery as a result of PMS. The non-scale items which consisted of non-structured questions looked at assessing barriers, success of the PMS and improvements required.

The first items measuring the effects of the PMS on employee performance loaded above 0.373 on the reliability test with only one item loading at 2.96. The composite score of items under this measure is 0.736 which is above the recommended 0.70 Cronbach's alpha.

Table 4.2 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.736	.755	7

Table 4.3 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I often feel motivated after my one on one performance reviews.	22.43	8.918	.689	.520	.654
Performance reviews allow me to understand what is expected of me better	21.91	10.437	.498	.328	.705
The performance management system allows me to identify areas for development.	22.22	10.307	.373	.356	.721
The implementation of the performance management system has improved my job performance.	22.76	8.319	.515	.419	.690
My supervisor does not provide me with clear and timely feedback on my performance	22.59	9.759	.373	.218	.722
The performance management system has improved the communication between me and my supervisors	22.63	9.705	.296	.274	.748
The performance management system guides my day to day functions and duties.	22.37	9.127	.530	.383	.685

The next 7 items measuring the effects of PMS on service delivery have a composite score of 0.691 which is slightly below the 0.70 acceptable Cronbach's alpha from these items. All items under this measure loaded above 0.39 with the exception of item number 5 which had a negative loading of -0.330. Given the improved Cronbach's alpha if this item was to be deleted, the item was then eliminated from the scale. Consequently, section D of the questionnaire has 6 items instead of 7 items.

4.4 Effects on Service Delivery

Below is the demonstration of the effects of all scale items on service delivery. Table 4.4 shows the composite loading before item 5 was deleted while Table 4.5 depicts the individual loading of each item before the deletion.

Table 4.4 Reliability Statistics: Before Deletion of Item 5

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.374	.541	7

Table 4.5 Individual Item-Total Statistics before Item 5 was Deleted

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The implementation of the Performance Management System at OAG is enabling me to dedicate all my energy to service delivery.	23.77	4.970	.414	.259	.195
I am always interested to improve my Performance at work.	23.11	5.498	.549	.507	.212
I am never too busy to respond to stakeholders' requests.	23.39	4.754	.408	.244	.182
I always put in effort to ensure that my work is accurate.	22.98	5.744	.339	.491	.273
I never resist Performance Management Systems related activities.	23.98	7.837	-.330	.268	.670
I believe that there is a culture of high performance in our Office.	23.64	5.353	.197	.198	.318
My supervisor always encourages me to improve my performance at work.	23.45	5.789	.146	.373	.348

Table 4.6 below shows the composite loading after item 5 was deleted followed by Table 4.7 which shows individual loading of each item after the deletion.

Table 4.6 Reliability Statistics after Item 5 was Deleted

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.691	.719	6

Table 4.7 Individual Item-Total Statistics after Item 5 was Deleted

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The implementation of the Performance Management System at OAG is enabling me to dedicate all my energy to service delivery.	20.47	5.891	.457	.258	.638
I am always interested to improve my Performance at work.	19.80	6.482	.576	.513	.627
I am never too busy to respond to stakeholders' requests.	20.07	5.655	.441	.260	.645
I always put in effort to ensure that my work is accurate.	19.67	6.636	.413	.477	.657
I believe that there is a culture of high performance in our Office.	20.31	5.765	.359	.205	.680
My supervisor always encourages me to improve my performance at work.	20.13	5.936	.399	.255	.659

4.5 Descriptive Statistics

The section below descriptively presents the composition of the participants of the study. The section specifically focuses on demographic descriptive categories.

4.5.1 Gender

One of the questions to understand the demographic composition of the sample sought to present the gender of participants of the study.

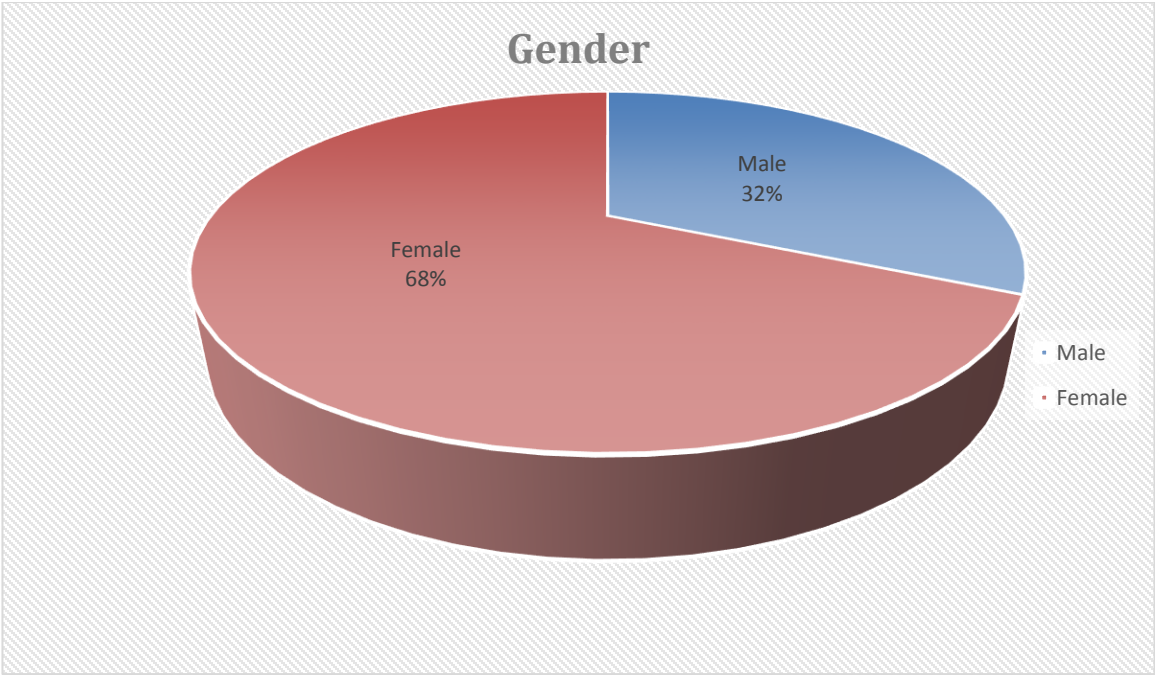


Figure 4.1 Gender

Figure 4.1 above illustrates that 32 out of 47 (68%) of the participants were females while 15 out of 47 (32%) were males. More females than male participated in the study. The gender representation in this study is reflective of the staff compliment at the OAG where more than 60% of all employees are females.

4.5.2 Education

The second component of the demographic composition for this study was the level of education for participants in the sample.

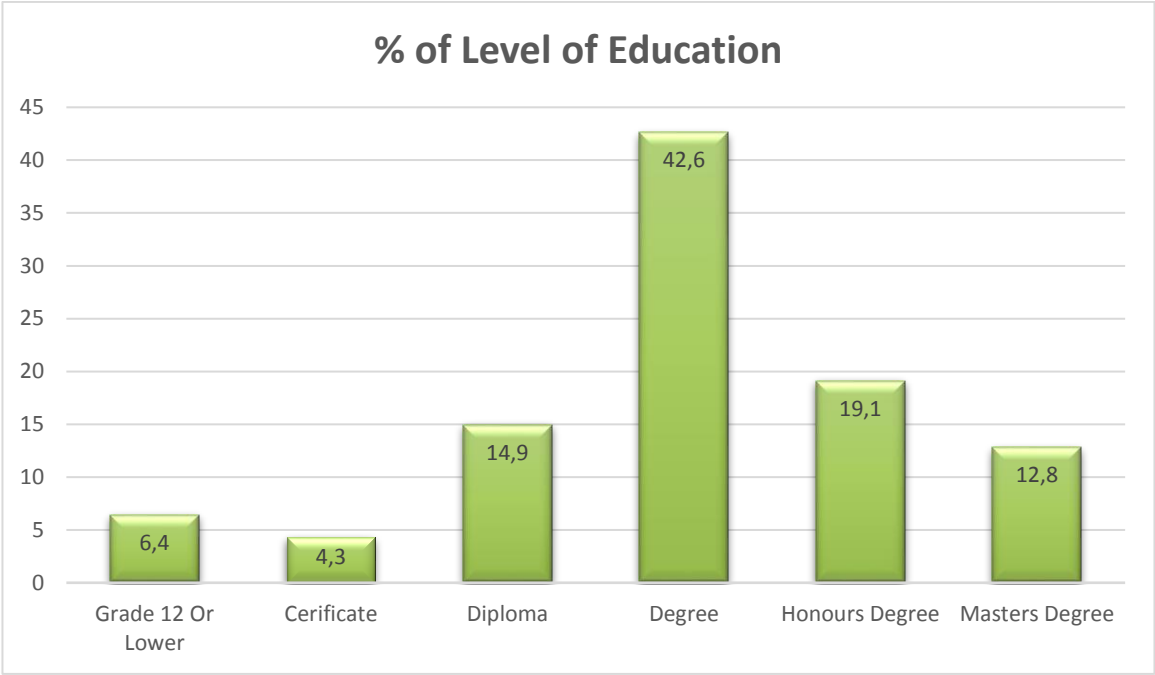


Figure 4.2 Level of Education

Figure 4.2 above depicts the level of education of the participants of the study. Majority of the participants, approximately 20 out of 47 (42.6 %) of the participants possess a first Degree with 15 out of 47 (31.9%) having an honours degree or higher. Only 12 (25%) of the employees had a diploma or less. Those that do not have a tertiary education level were only 3 and included 2 cleaners and a gardener.

4.5.3 Job Designation

Job designation was also a descriptive variable to categorise participants of the study. The job designation variable was not characterised by function but by levels, namely, senior management, middle management and below management level.

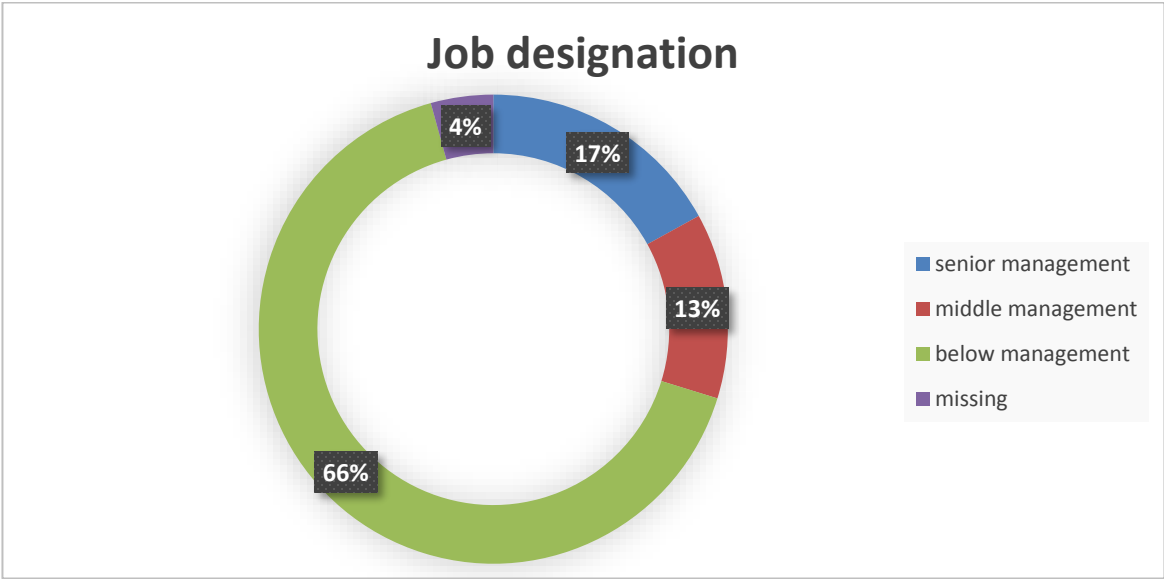


Figure 4.3 Job Designation

As depicted in Figure 4.3 above, 8 out of 47 (17%) of the respondents are Senior Management while 6 (12.8%) are middle managers. The majority of respondents, 31(66%) are below management. This representation is also relatively reflective of the OAG where close to 70 % of the staff establishment are below management level.

4.5.4 Employee Tenure

The tenure of employees was measured using the number of years that respondents have been working at OAG.

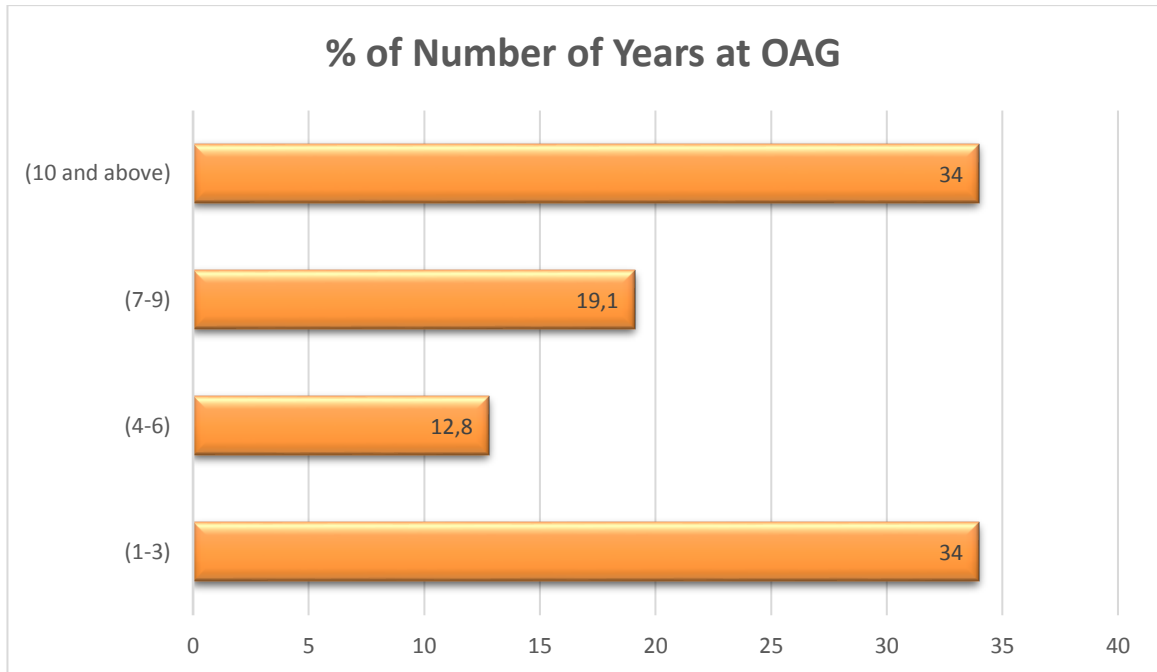


Figure 4.4 Number of Years in Service

Figure 4.4 above indicates that 16 out of 47 (34 %) of the respondents have been working at the OAG for 10 years or more while the same number has been with the OAG for between 1 to 3 years. Approximately 25 (31.9 %) of respondents are those who have worked at the OAG for more than 3 years, but less than 10 years.

4.6 Objective 1: The Effects of the PMS on Individual Employees Performance

The information below aims to address objective one (1) of this project which is “To assess the effects of the PMS since its implementation in 2010 on individual employee’s performance in the Office of the Auditor General”.

This objective was measured using 7 items that are associated with improved performance and are derived from the literature reviewed. These items are: (i) motivation; (ii) understanding; (iii) identification of development areas; (iv) improvement of job performance; (v) effective feedback; (vi) improved communication and (vii) improved execution of daily functions.

The table below presents the response rate on each item and only item 1 has a missing value where one of the respondents did not answer that question.

Table 4.8 Statistics

		I often feel motivated after my one on one performance reviews.	Performance reviews allow me to understand what is expected of me better	The PMS allows me to identify areas for development.	The implementation of the PMS has improved my job performance.	My supervisor does not provide me with clear and timely feedback on my performance.	The PMS has improved the communication between me and my supervisors.	The PMS guide my day to day functions and duties.
N	Valid	46	47	47	47	47	47	47
	Missing	1	0	0	0	0	0	0

4.6.1 Motivation after One on One Performance Reviews

The first question on this objective aimed to investigate the extent to which individual employees felt motivated after their one on one performance reviews with their supervisors.

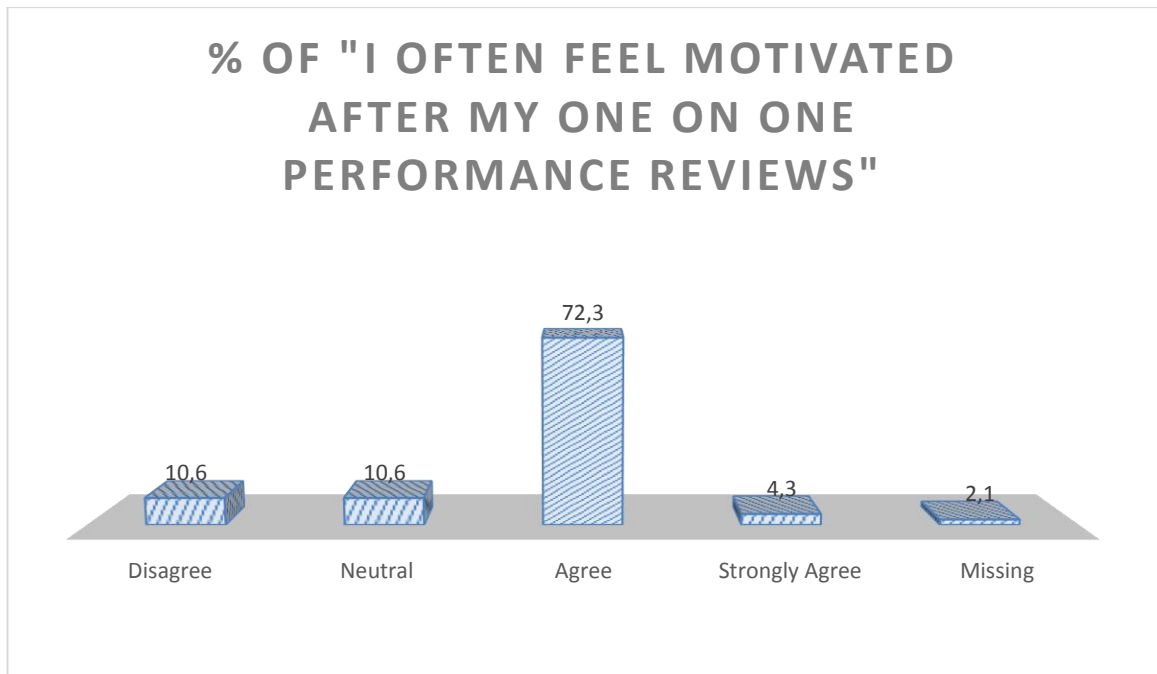


Figure 4.5 Motivation after one on one performance reviews

Figure 4.5 above presents the feedback from 46 out of the 47 respondents. One (1) participant did not respond to this item and it is recorded as missing. In total, 36 (74.4 %) of the respondents either strongly agreed or agreed that they felt motivated after their one on one performance reviews with their supervisors. This was followed by 5 (10.6 %) of study participants who were neutral and could not attribute their motivation to the activity. An additional (10%) did not feel like the one on one performance review had any effect on their motivation and thus, disagreed.

From the results above, it is evident that majority of the staff members tend to feel motivated after their one on one performance reviews as demonstrated by 72.3 % of the respondents. These findings concur with Aguinis (2014) who stated that receiving feedback about one's performance increases motivation for future performance. The finding also supports, Schoch and Chen (2012)'s observation who reported that

performance management system can be used to improve employee involvement, commitment and motivation and act as a communication tool to provide feedback on employees' contribution to achieve organisational goals.

Furthermore, as asserted by Vroom (1964), motivation is a key determinant factor of performance as shown in the formula: $\text{Performance} = f(\text{Ability} \times \text{Motivation})$. This affirms the fact that employees need both ability and motivation to perform well, and if their ability or motivation is zero, there will be no effective performance.

4.6.2 Performance Management System Reviews and Employees' understanding of their Tasks

One of the benefits of PMS as argued by scholars such as Aguinis (2014) is that the performance reviews allow employees to better understand what is expected of them. It allows them to position their contribution to the overall goals of the company. As for the OAG, the results as indicated in Figure 4.6 below show that 95.8 % of the respondents are in agreements with the motion (66 % agree and 29.8 % strongly agree). Only 4.3 % of the participants were neutral.

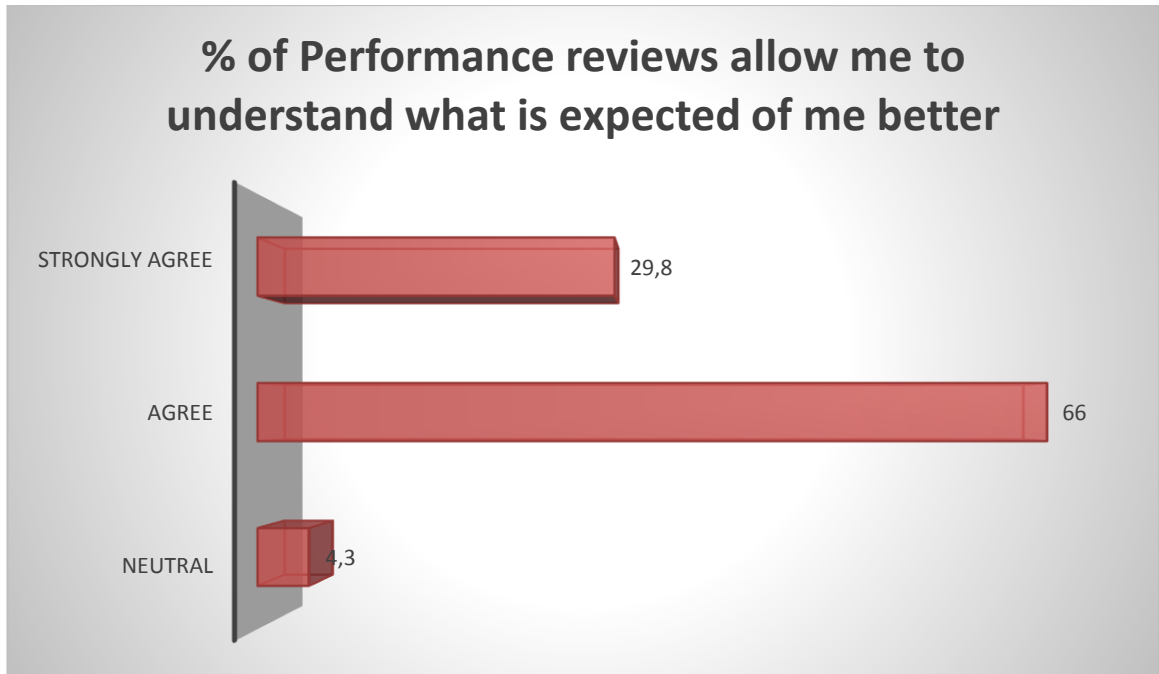


Figure 4.6 Performance reviews allow me to understand what is expected of me better

The findings of AOG clearly demonstrate that performance reviews allow staff members to better understand what is expected of them as part of their contribution to the organisation. This may be attributed to the fact that performance agreements are structured in such a way that they clearly outline the initiatives and expectations to be carried out during each period under review. This outcome corresponds with Armstrong (2015) who attest that as people receive feedback, they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome the discrepancy.

4.6.3 Performance Management and Employee Development

As the literature reviewed maintains, performance management is as much an organisational development tool as it is an assessment tool. This is because the outcome of

every assessment is often followed by development measures aimed at enabling employees to improve in areas where they are lacking in capacity.

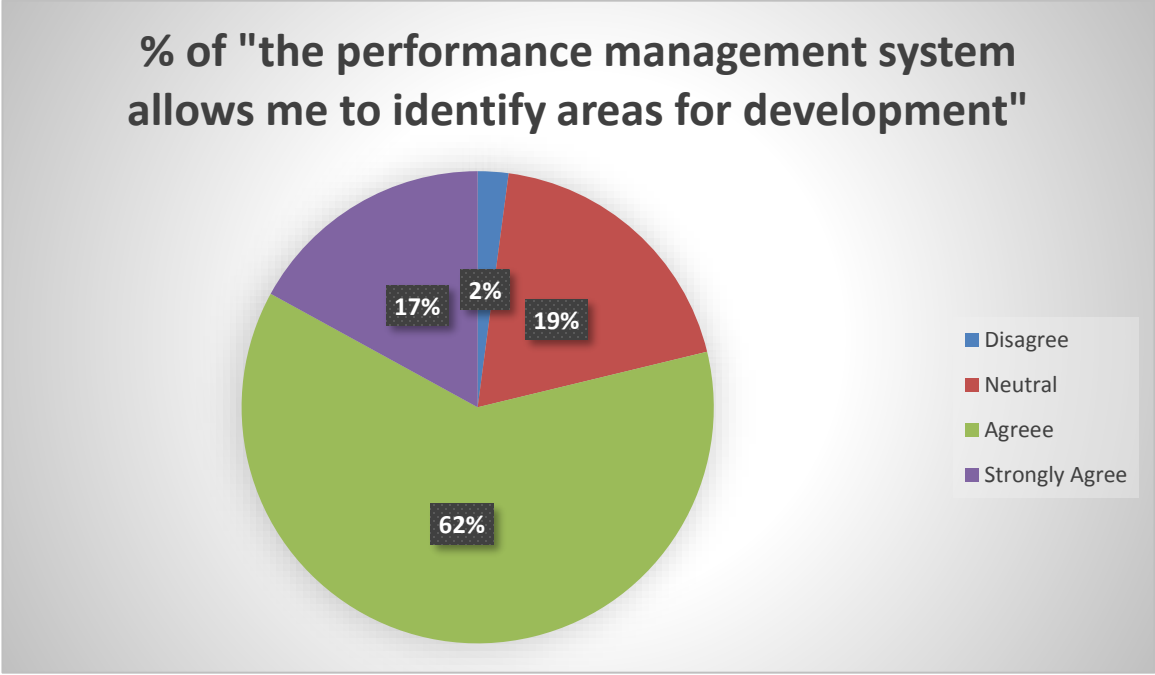


Figure 4.7 The performance management system allows employees to identify areas for development.

The pie chart above, Figure 4.7 exhibits the views of the respondent when they were asked if PMS allow them to identify areas of capacity development. Approximately 37 out of 47 (79 %) of the respondents are in agreements with the statement i.e. (62 % agree and 17 % strongly agree). This was followed by 9 (19 %) of the respondents who remained neutral while 1 (2 %) responded disagreed.

It is essential that PMS allow staff members to identify areas for development. As observed in the Office of the Prime Minister (2011), PMS includes an area of Personal Development Plan (PDP) where the needs of employees are outlined and also the communication that

exist in the system promote developmental issues. The results of the current study correlate with Armstrong (2015) who indicated that feedback which is a sub process of PMS is positive in the sense that it aims to guide and direct further development and improvement.

4.6.4 Performance Management System and Job Performance

One of the widely debated elements of the PMS is its contribution to job performance. For instance, according to Waal and Counet (2009) the use of a performance management system improves the performance and overall quality of an organisation. However, critics such as Gabris (1986) believe that performance measurement takes employees away from their actual responsibilities and engages them in lengthy administrative processes. Both these views are reflected in the results of the current study.

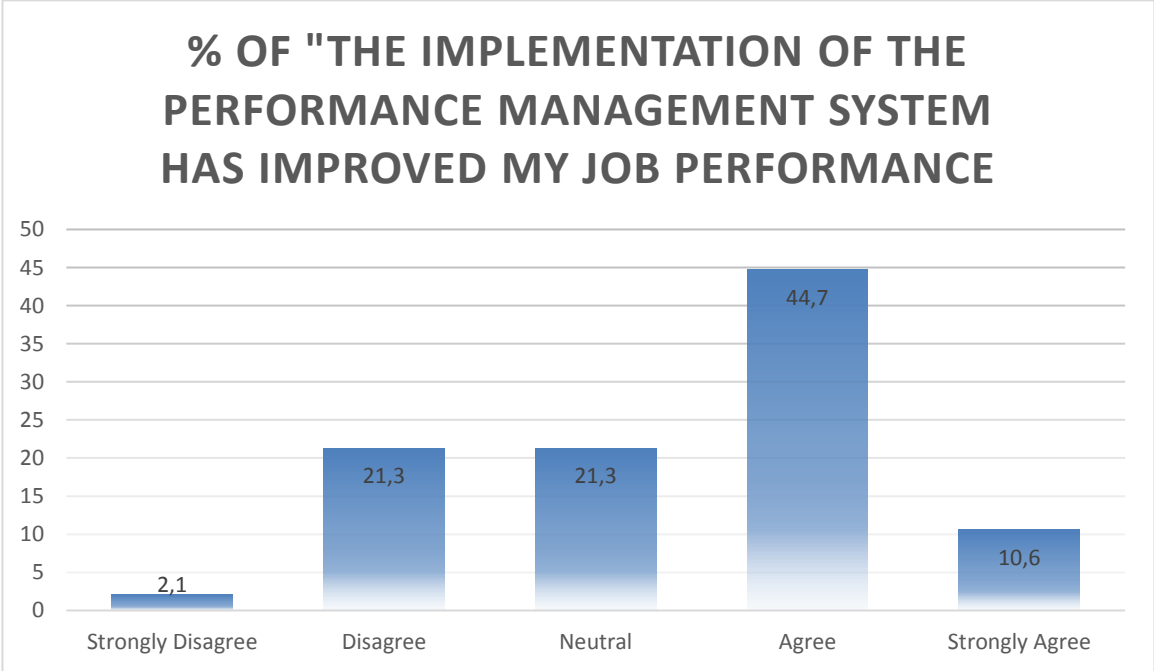


Figure 4.8 The implementation of the performance management system has improved the job performance

Figure 4.8 above demonstrates that 26 out of 47 (55.3 %) are in agreement with the fact that implementation of the PMS has improved their job performance (44.7 % agree and 10.6 % strongly agree). Of importance is the near equal amount that was either, neutral (21.3%) or did not agree with the sentiment (21.3%) or strongly disagree at 2.1%.

Thus, while the current study may suggest, through the data that PMS improve job performance, the overwhelming proportion of study participants who do not believe that PMS improve performance raises questions on the overall effectiveness of the system to the organisation. This conclusion serves as an area that requires further investigation.

4.6.5 Performance Management System and Timely Feedback

The importance of timely and regular feedback in the PMS process is one area where there appears to be consensus among scholars. Aguinis (2014) affirms that supervisors should always provide adequate feedback to their subordinates. This, according to Biswajet (2009) allow for corrective actions to take place and it should register both successes and failures. Furthermore, Sahoo and Jena (2005) stated that efficient communication and feedback system would detect any loopholes in the process which can be addressed to improve job performance.

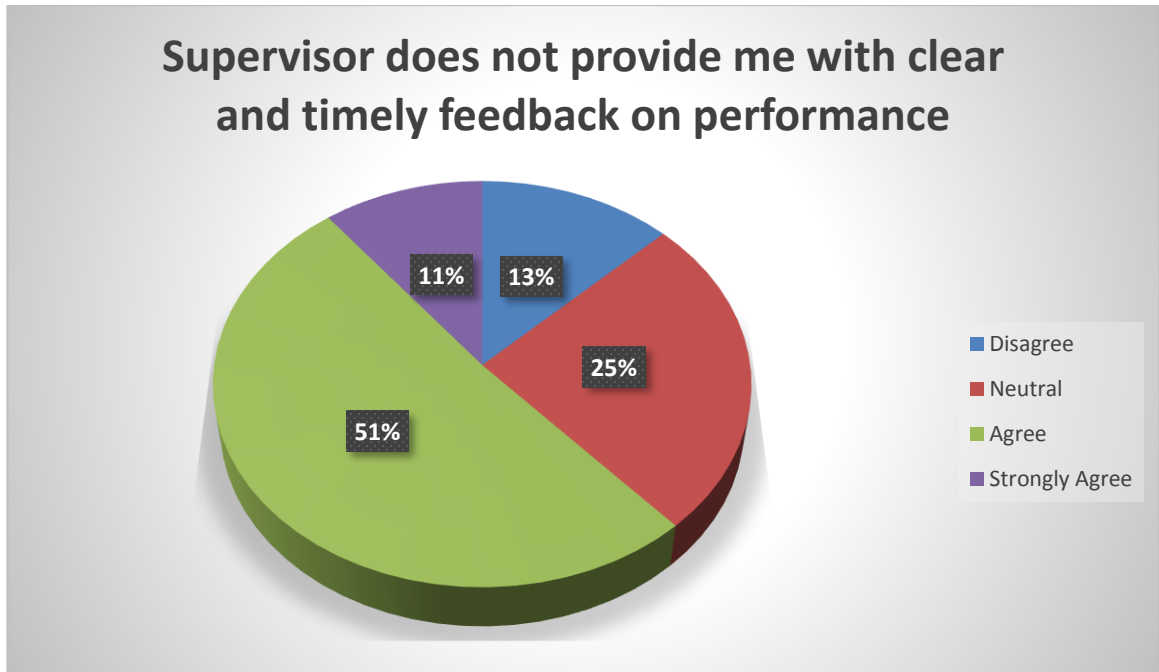


Figure 4.9 Supervisor does not provide me with clear and timely feedback on performance

The results of the current study, as indicated in the pie chart above (Figure 4.9) shows that 29 out of 47 (62 %) of the respondents do not receive clear and timely feedback on performance from their supervisors. This leaves a cumulative percentage of 38% of respondents who feel like their feedback is timely and clear or they could not express an opinion and thus remain neutral.

This feedback could be corroborated by the fact that at OAG, as it is common with the most government OMA, performance reviews are often conducted late and lack of honesty from the supervisors in the face of avoiding conflicts.

4.6.6 Performance Management System and Communication between Supervisors and Subordinates

One of the observations from previous studies is that a performance management system contributes to improved accountability, performance, communication, efficiency and productivity among civil servants (Boipono *et al.*, 2014). According to the results of the current study, shown in Figure 4.10, approximately 30 out of 47 (59.6%) of participants believe that the PMS has improved communication between them and their supervisors (55.3 % agree and 4.3 % strongly agree). Another high percentage of participants 21.3 % were not able to provide an opinion on the effects and remained neutral, while 10.6 % of the participants disagree with 8.5 % of the participants strongly disagreeing.

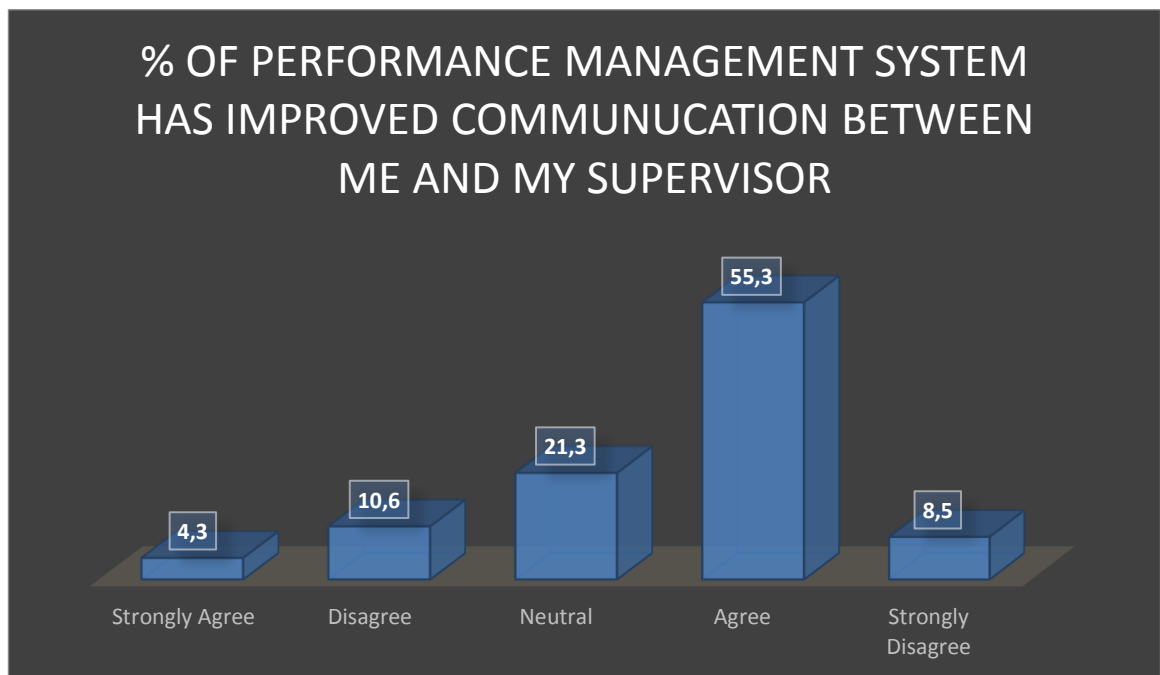


Figure 4.10 The performance management system has improved the communication between subordinates and supervisors

This study results have verified that majority of employees at OAG perceive the effect of PMS to have improved the communication between them and their supervisors although the diverse opinions also present a significant representation. This might be attributed to the fact that in terms of the system design, it is a requirement for the subordinates and supervisors to have formalized communication during their one on one sessions.

The current findings correlate with Zvavahera (2013) who stated that performance management system enhances communication process since there is constant interaction between supervisors and employees.

4.6.7 Performance Management System and its role in Day to Day Duties

Recalling the PMS process from the literature reviewed, both the Office of the Prime Minister (2011); Aguinis (2014) demonstrate the link between employees' day to day activities with the organisational overall strategic plans as well as the annual plans. The duo also illustrates the integrative nature of PMS in bringing all these elements together. As shown in Figure 4.11 below, 72.3 % of the participants of the current study are convinced that PMS guides the day to day functions and duties (57.4 % agree and 14.6 % strongly agree). About 19.1 % of the participants are neutral while 8.5 % of the participants disagree.

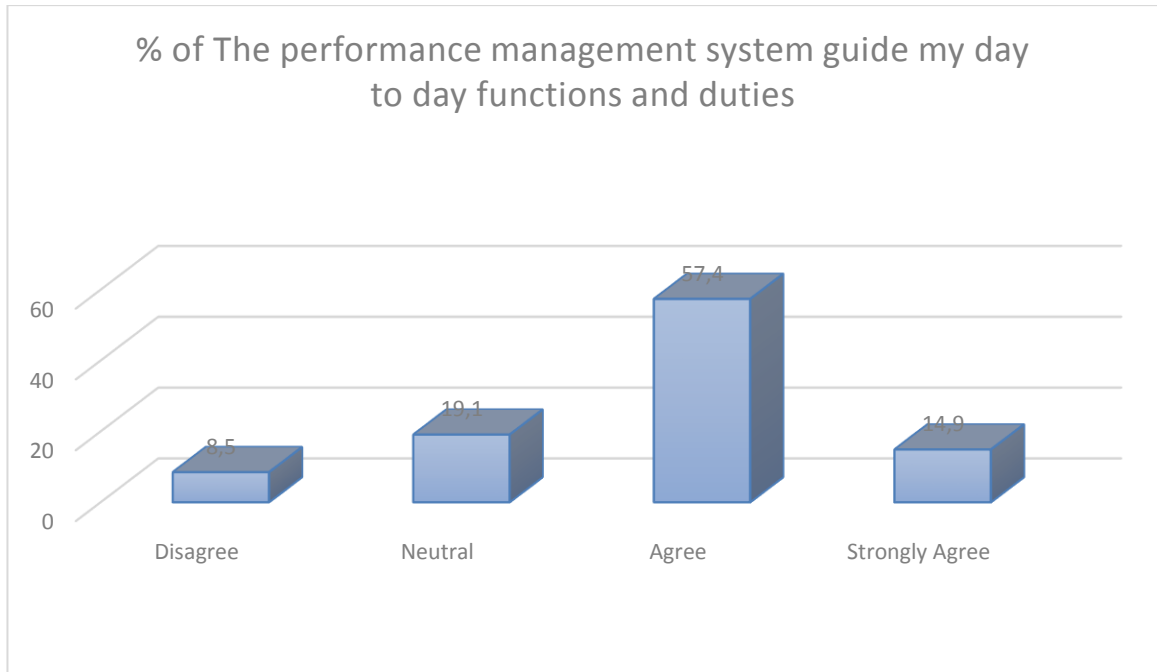


Figure 4.11 The performance management system guides the day to day functions and duties

This means that, convincingly, the high percentages of employees at OAG perceive the PMS as a guide for their day to day functions and duties. This can be accredited to the fact that due to the introduction of the PMS, the performance agreements which are a component of the PMS have become daily guides in conjunction with the already existing job descriptions.

4.7 Objective 2: Barriers to the Effectiveness of PMS

The information below in a form of descriptive statistics, figures, tables and analysis aim to address objective two (2) of this study which is “To identify barriers to the effectiveness of the PMS in the Office of the Auditor-General”.

As indicated in the table below; there were some variances observed in the responses to items on this objective. From the seven items used to measure this objective, 3 had all 47 respondents answering while the other 3 items had one response missing. One item had 2

responses missing and that is item five. All missing values have been accounted for in the tabulation of the results.

Table 4.9 Statistics

		<i>Item 1</i> Difficult to align outputs to overall objectives and goals of the Office.	<i>Item 2</i> Lengthy administrative work.	<i>Item 3</i> Creates bad working relationship between subordinates and supervisors.	<i>Item 4</i> The manual nature of the system.	<i>Item 5</i> Lack of incentive linked to the system.	<i>Item 6</i> Lack of management commitment	<i>Item 7</i> Lack of communication among employees.
N	Valid	47	46	47	46	45	46	47
	Missing	0	1	0	1	2	1	0

4.7.1 Difficulty in Aligning Outputs to Overall Objectives and Goals of the Office

The first item sought to determine if employees at OAG perceived the difficulty of aligning expected individual outputs to overall office goals and objectives as a barrier to the effectiveness of the PMS. This item is informed by scholars such as De Waal and Counet (2009) and Marsha (2014) who observed in their studies that one of the barriers to the effectiveness of PMS is synchronizing individual goals with that of the organisation and enhancing both individual and organisational performance.

The results from the OAG see Figure 4.12 shows that, only 12 out of 47 (25.5%) felt that there is no difficulty in aligning individual outputs to overall objectives and goals of the Office. An overwhelming 35 out of 47 (74.5%) expressed that they found aligning

individual outputs to overall Office objectives and goals as either somewhat difficult 19 (40.5%) or very difficult 16 (34%).

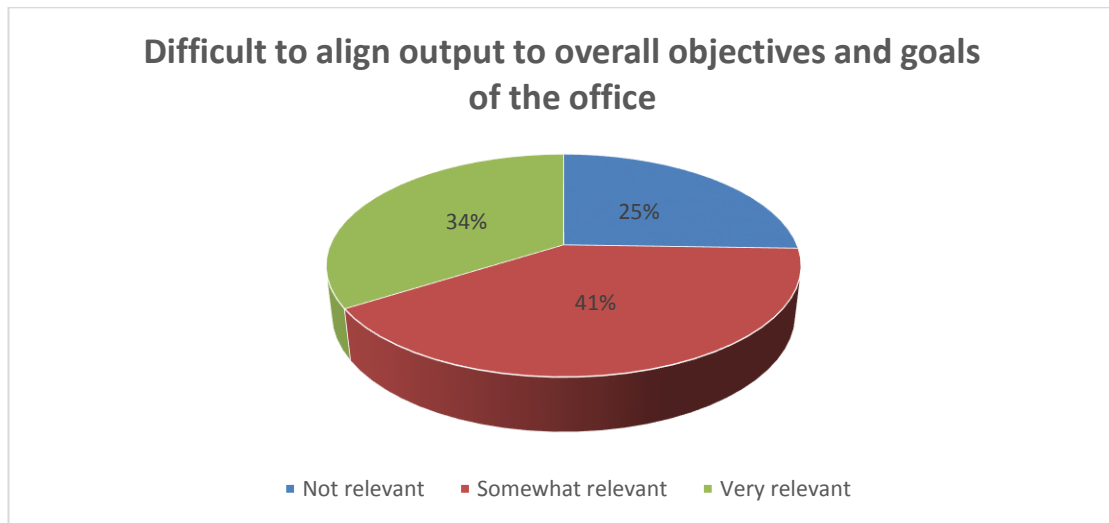


Figure 4.12 Difficult to align outputs to overall objectives and goals of the Office

This finding is of importance to the OAG to review the implementation of the PMS. The finding may mean that there is a need for OAG to have frequent trainings on different aspects of the PMS. The need for the OAG to consider addressing the perceived difficulty for employees to align individual outputs to overall objectives and goals of the Office is supported by previous studies. For instance, according to Clinquini and Mitchell (2005), effective PMS encourages goal congruence and align employees' goals with organisational goals. Aguinis (2014) also states that individual goals which are outlined in the performance agreement must be aligned with unit and organisational goals. Additionally, Brown (2005) further stated that the effectiveness of the PMS can be observed in how employees' objectives are aligned with those of the organisation as a whole.

4.7.2 Time Required For PMS

One of the criticisms of the PMS according to scholars such as Martinez and Kennerly (2005); Armstrong (2015) is that the system is complicated, lengthy, time consuming and

it takes away employees from their core tasks as they have to attend to administrative requirements. The current study assessed this variable and found that only 8 out of 46 (17%) respondents felt that the PMS is not administratively lengthy. The majority of respondents, 38 out of 46 (83 %) felt that the PMS was either somewhat lengthy and time consuming (44.7%) or very lengthy and time consuming (36.2%) see Figure 4.13 below.

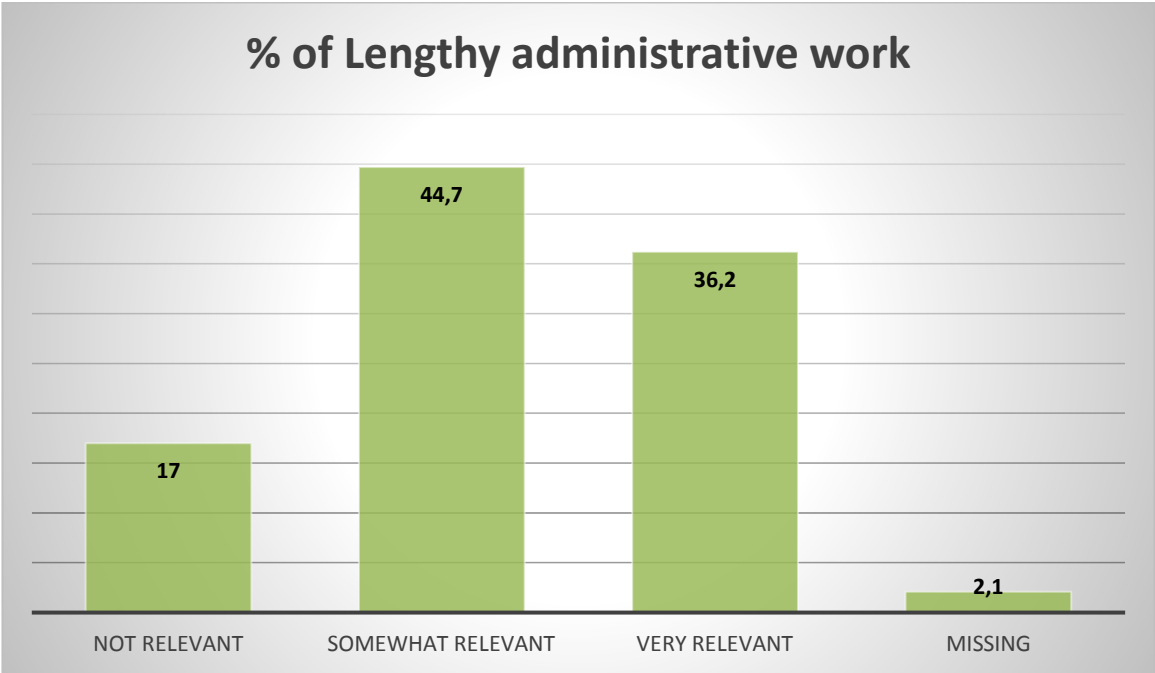


Figure 4.13 Lengthy administrative work

The results indicated that one of the barriers to effectiveness of the PMS at OAG is the lengthy administrative work. As such, one of the intervention areas for the OAG to ensure that the PMS is more effective is to, through the OPM, make recommendations and suggest ways to simplify the implementation of the system. De Waal and Counet (2009) have argue that one of the problems with PMS is that the implementation often requires more time and effort than it is expected.

As Armstrong (2015) emphasised, the PMS implementation process should be straightforward because if it is complex, line managers may not be fully engaged as they have to attend to other strategic activities. Also, Nankervis (2014) stated that achieving an effective performance review can be difficult and requires that the system be as less complicated as possible.

4.7.3 Effects of PMS on Relationships between Supervisors and Subordinates

The PMS, and most specifically, performance reviews have been found to improve relationships between supervisors and subordinates if the PMS is correctly and systematically implemented. However, if performance reviews are not well managed, they can negatively affect relationships and that can be a barrier to effective implementation of the system. As Figure 4.14 below shows, majority 30 out of 47 (63.8%) of respondents' perception is that PMS does not create bad relationships between subordinates and their supervisors at the OAG while 17 (36.2%) feel like PMS creates bad relationships between employees and their subordinates - i.e. 25% indicated that it somewhat creates a negative relationship while 11% said it significantly contribute to the creation of bad relations.

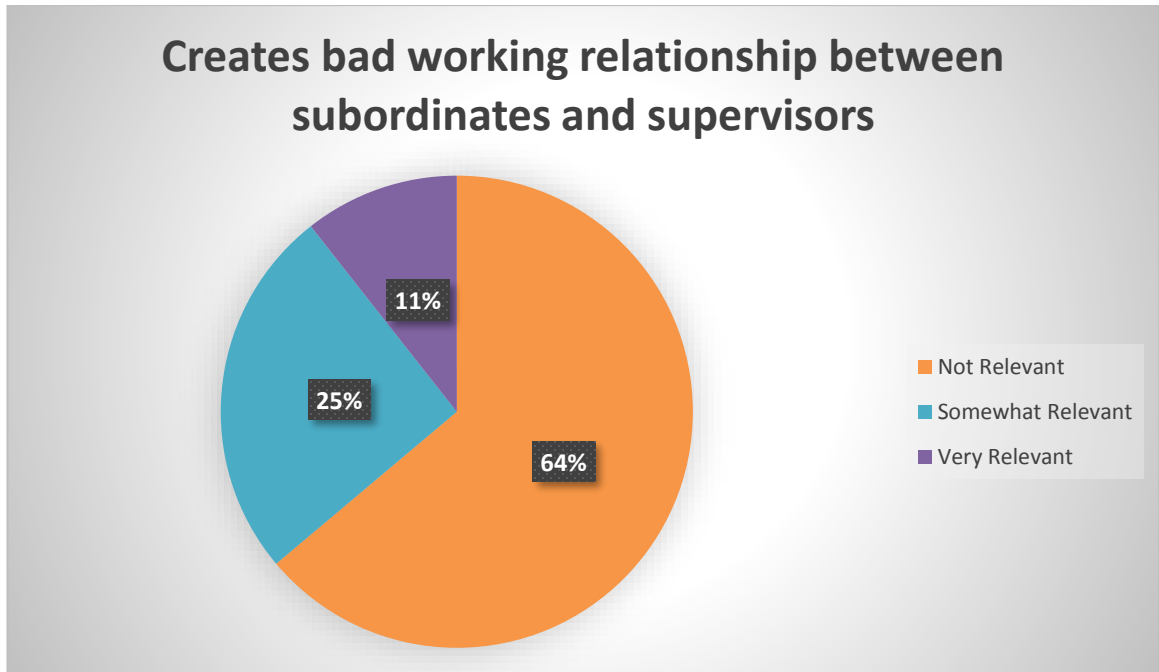


Figure 4.14 Creates bad working relationship between subordinates and supervisors

Truman & Park (2016: 1) assert that when employees perceive their job performance ratings by their supervisor as being unfair, it can be ‘detrimental’ to their relationship. While the results of the current study show that majority of the employees (64%) do not believe that PMS contributes to a bad relationship with their supervisors, there is a worrying trend from 36% of the respondents that have reported a negative association of PMS on their relationship with their supervisors. The trend is worrying because it hinders the implementation of the PMS for a significant number of employees.

The literature reviewed has revealed that there is, in every PMS setting an element of bad working relationships created by the system. A survey by World at Work and Sibson Consulting (2010) established that one of the top three performance management challenges is that managers lack courage to have difficult performance discussions with their subordinates, fearing the negative effect on relationships. According to Armstrong

(2015) Managers avoid performance management activities, especially providing development feedback to employees because they do not want to risk damaging relationships with the very individual, they count on to get work done. Employees avoid performance management activities, especially discussing their development needs with managers because they do not want to jeopardize their pay or advancement.

4.7.4 The Manual Nature of the PMS

One of the most commonly reported barriers to the effective implementation of the PMS, more especially in the public sector is its manual nature. The fact that it is not automated and employees have to complete and submit manual documentation. Not surprisingly, the current results show that 35 out of 46 (74.4 %) of the respondents found the manual system to be an obstacle to effective implementation at OAG. Specifically, 34% found the manual nature of the system to be somewhat an obstacle while 40% found it to be a very significant obstacle. Only 23% of the respondents felt that the manual nature was not an obstacle, see Figure 4.15.

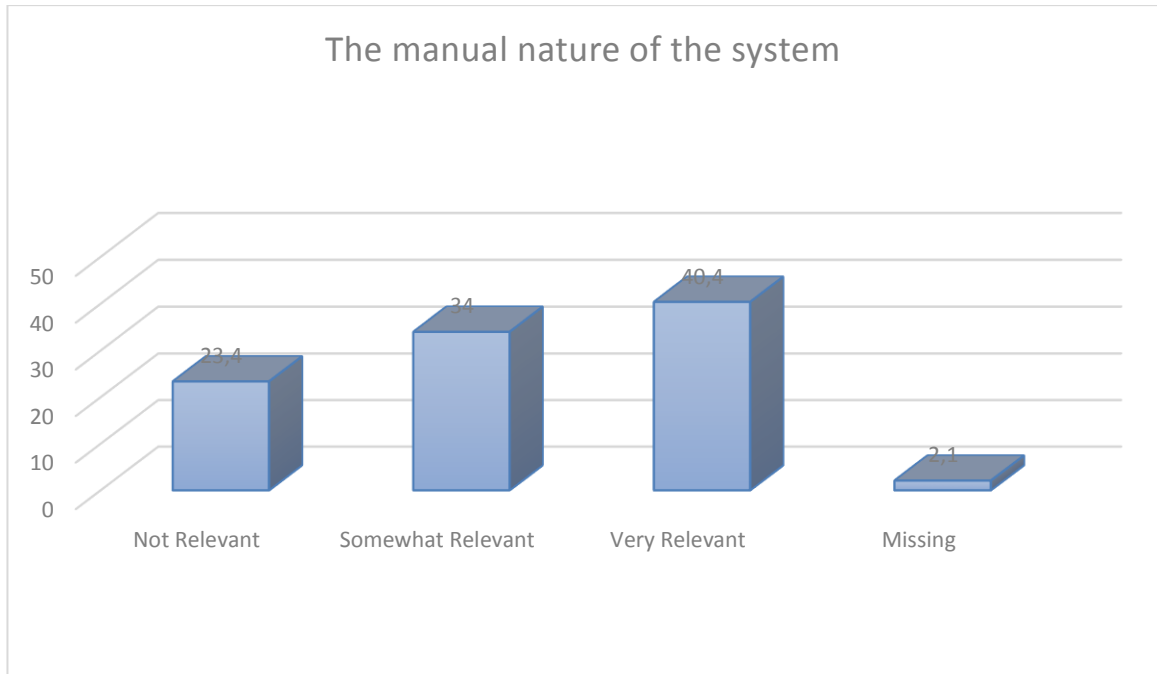


Figure 4.15 Effect of the PMS on manual nature of the system

The results which establish the manual nature of the system as one of the barriers to effectiveness of the PMS concur with Nankervis (2014) who stated that excessive paperwork is one of the primary obstacles to effective implementation causes of problem in the system is and one of the greatest frustrations with manual systems is keeping track of where they are within the process.

4.7.5 Lack of Incentives Linked to PMS

One of the most commonly debated obstacles to effective implementation of the PMS is the lack of incentives. Results from the current study as indicated in Figure 4.16 shows that 25 out of 46 (53 %) of the participants believe that lack of incentives linked to the system negatively affect the effectiveness of the implementation of the PMS, while 11 (23.4 %) participants think lack of incentives does not negatively impacts the effectiveness of the PMS. About 19 % of the participants somewhat believe that lack of incentives

hampers the effectiveness of the system and 4 % of the respondents did not respond to this question.

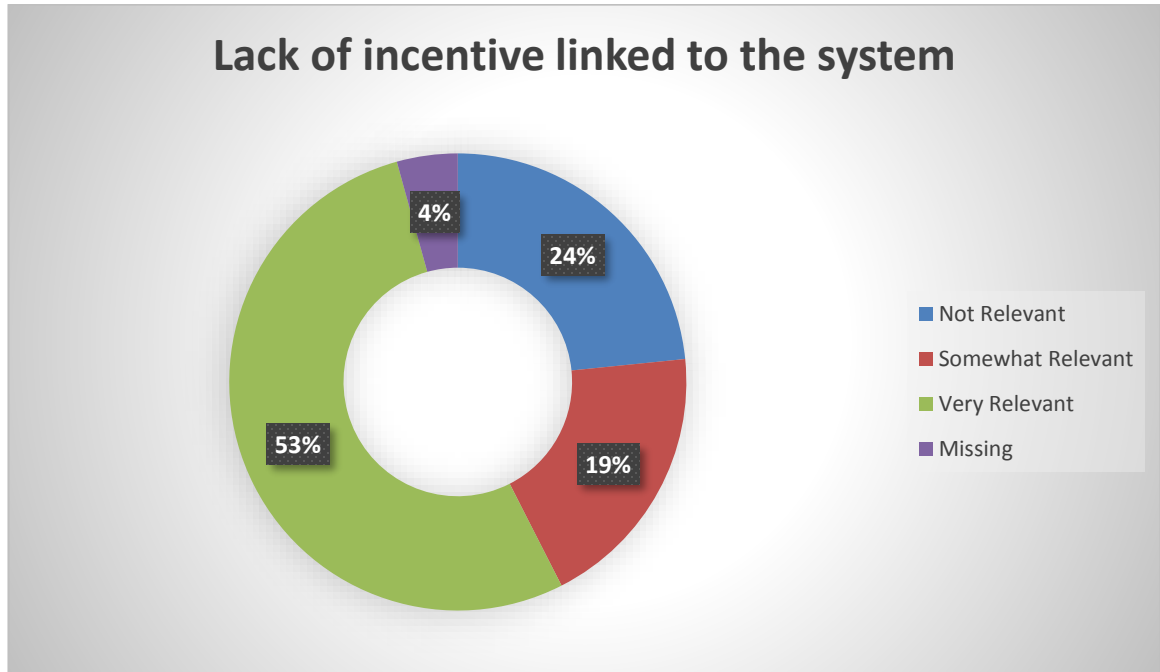


Figure 4.16 Lack of incentive linked to the system

In retrospect, these results have established that lack of incentives linked to the system is one of the barriers to effectiveness of the PMS at OAG. These findings support the results of previous findings. For instance, Swiss (2005) state that a PMS without performance-based rewards will often lead to inertia. Rollins (as cited in Baird, Schoch and Chen, 2012) also highlighted that superior performers will feel valued if they are equitably compensated. Equally, Wright and Davis (2003) submit that aligning incentives to performance can serve as a staff retention strategy.

Critics such as (Bruttel, 2005) (as cited in Sahoo and Jena, 2012) and Goh (2012) do not support the alignment of PMS to incentives as it is associated with the pressure to focus

on solving easy problems while ignoring more challenging problems. In other words, linking incentives to PMS can cause employees to set easy un-demanding targets in their performance agreements just so that they can receive incentives, whether monetary or not.

4.7.6 Management Commitment

A number of studies (see for instance De Waal and Counet, 2009; Nankervis (2014) have found lack of management commitment to be one of the biggest obstacles impeding effective implementation of the PMS. The current results illustrated in Figure 4.17 below show that majority of respondents 36 out of 46 (68%) found lack of management commitment to be an obstacle to effective implementation of the PMS. Only 29.8% of respondents felt that the variable is not an obstacle to effective implementation of PMS.

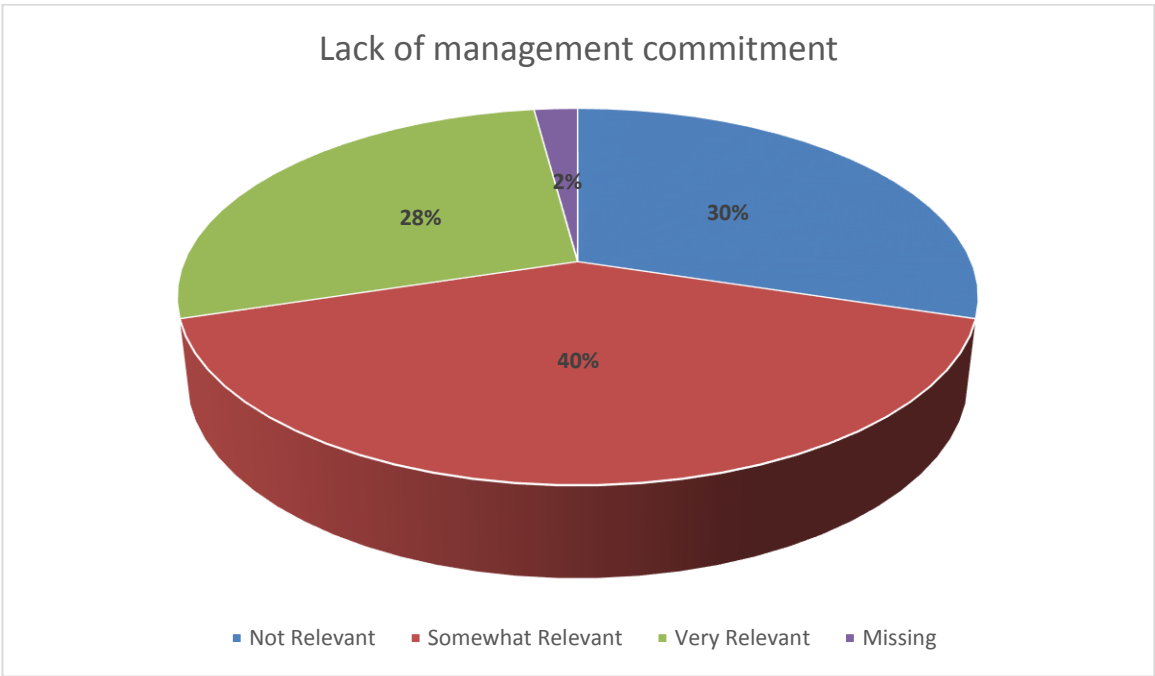


Figure 4.17 Lack of management commitment

The results essentially confirm that, as with previous findings, lack of management commitment is also one of the barriers to the effectiveness of the PMS at OAG. As Armstrong (2015) has concluded, involvement in the design stage of the process of PMS is crucial and buy-in from senior managers is important to ensure that all aspects of the process receive managerial support.

4.7.7 Communication among Employees

The PMS is inherently engaging and requires effective communication between employees, and especially within reporting structures. This means that effective communication should not only be effective between subordinates and immediate supervisors but also with the upper echelon of management.

The results, as indicated in Figure 4.18 below shows that 30 out of 47 (63 %) of respondents felt that lack of communication compromises effective implementation of PMS. Specifically, 34% of respondents found the lack of communication to be a somewhat relevant barrier, 29.8% felt it was an absolute relevant barrier and 36.6% felt that it was not at all a barrier.

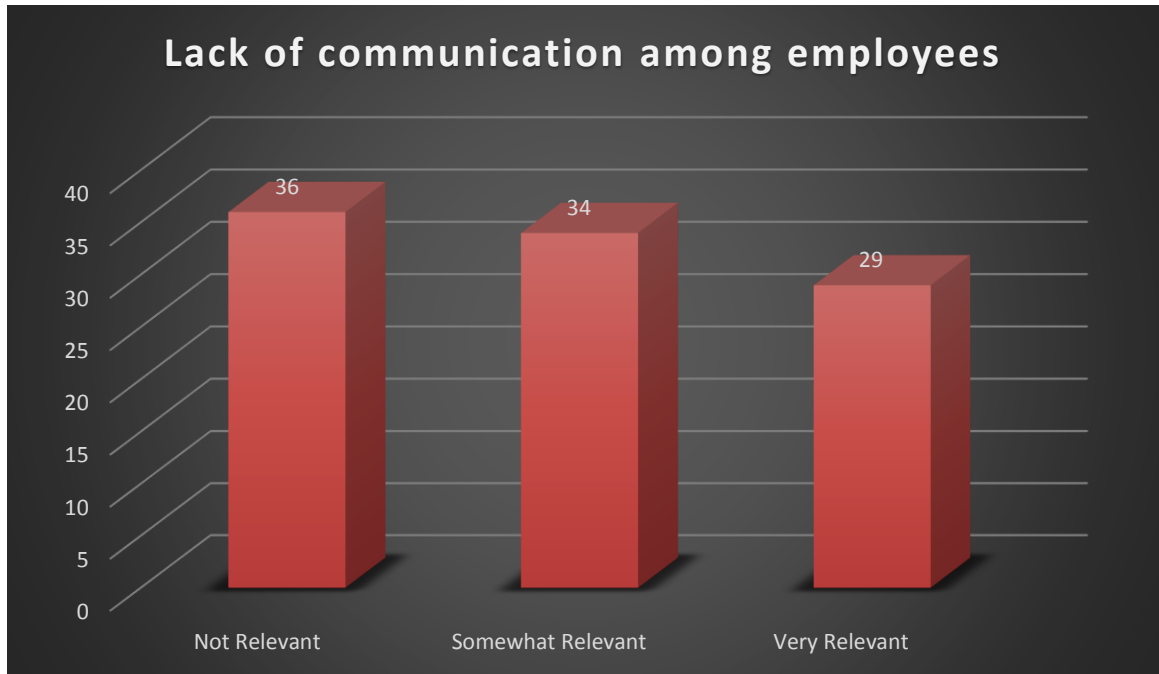


Figure 4.18 Lack of communication among employees

The results above have therefore revealed that one of the contributing factors hampering the effectiveness of the PMS is lack of communication among employees at OAG. This finding correlate with Cheng, Dainty and Moore (2007) who stated that PMS is an important tool for communicating priorities and for providing feedback to stimulate employees to meet new expectations.

4.8 Objective 3: Investigation of the Effects of PMS on Service Delivery at OAG

The information below is presented in the form of descriptive statistics and interpretations are aimed to address objective three (3) of this study which is “To investigate the effects of PMS on service delivery in the Office of the Auditor General”. Specifically, the objective derived the items used to assess this variable through employees’ attitudes from

the literature reviewed and includes (i) dedication towards service delivery; (ii) increased interest in improving ones’ performance; (iii) improved responsiveness towards stakeholders; (iv) increased effort in ones’ performance; (v) Presence of a high-performance culture; and (vi) increased performance drive by supervisors. These constructs are referred to as items on the questionnaire.

The table below, Table 4.10 shows that there were some variances observed in the responses to items on this objective. From the six items used to measure this objective, five of the items had at least one respondent who did not respond to one of the items while one item had at least two people not responding to it. None of the items had all 47 respondents providing answer. Consequently, the missing values have been accounted for in the tabulation of the results.

Table 4.10 Statistics

		<i>Item 1</i> The implementation of the Performance Management System at OAG is enabling me to dedicate all my energy to service delivery.	<i>Item 2</i> I am always interested to improve my Performance at work.	<i>Item 3</i> I am never too busy to respond to stakeholders' requests.	<i>Item 4</i> I always put in effort to ensure that my work is accurate.	<i>Item 5</i> I believe that there is a culture of high performance in our Office.	<i>Item 6</i> My supervisor always encourages me to improve my performance at work.
N	Valid	46	46	45	46	46	46
	Missing	1	1	2	1	1	1

4.8.1 Dedication to the PMS

One of the most important factors of PMS, as argued by Brown (2015) is that it allows employees to be more dedicated to service delivery. Baird, Schoch and Chen (2012) commend this dedication and associate it with employees' commitments to service delivery. As indicated in Figure 4.19 below, 28 out of 46 (60 %) of the respondents from OAG agree that the PMS allow them to be dedicated to service delivery with 21 % of the respondents being neutral while 17 % of the respondents either disagree or strongly disagree with the item.

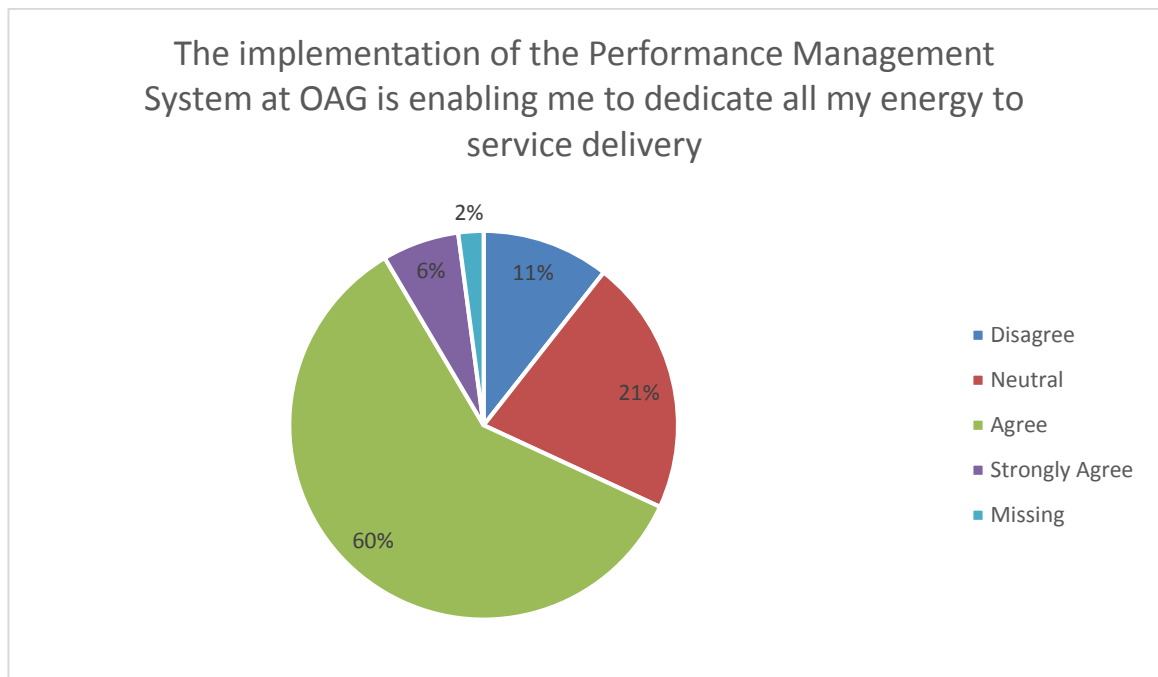


Figure 4.19 The implementation of the Performance Management System at OAG is enabling the dedication of all energy to service delivery

The pie chart above depicts results when the participants were asked if the implementation of the PMS at the OAG is enabling them to dedicate all their energy to service delivery.

The results above show that, there is an overwhelmingly high perception that the implementation of the PMS enables employees at OAG to dedicate their energy to service delivery. These findings correlate with Brow (2005) who stated that organisations implement PMS for various purposes, including improvement of customer service. And as Boipono et al. (2014) further submit, within the public service, the main aim of PMS to improve service delivery.

4.8.2 Interest to Improve Performance

Employees typically work in groups which may be task teams or functional teams by virtue of being part of a certain division that is tasked with a certain function. As Tool (2012) has found, it is important to maintain the interest of employees both in their individual capacity and in team settings. If the PMS is not responsive to work dynamics, tasks that are performed at group level can be appraised at individual level and vice versa. This may lead to employees losing interest in their own performance if group scores affect their effort.

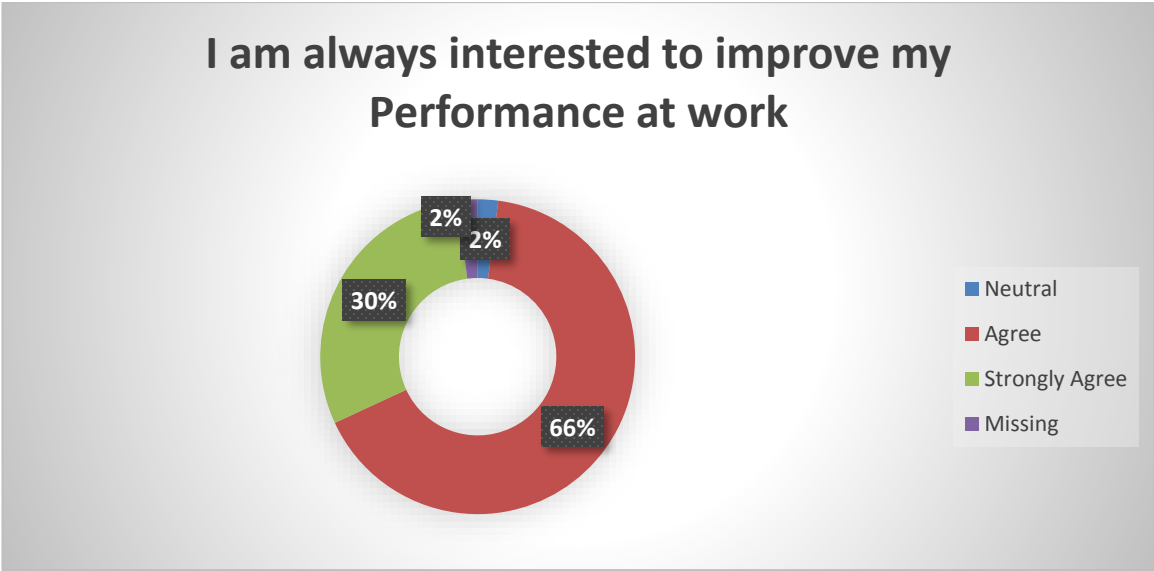


Figure 4.20 Interest to improve performance at work

In the case of the current study, the results in Figure 4.20 show that 45 out of 46 employees either strongly agree or agree that they are always interested to improve their performance at work and only one respondent was neutral.

This revelation serves as evidence that is associated with the introduction of the performance management system, leading employees to always be interested to improve their performance at work. This finding supports Lee-Ross (2005) who reported that in reality, the goal of any PMS should be performance enhancement and this can be achieved by employees who are interested to keep getting better at their jobs.

4.8.3 Responsiveness towards Stakeholder Requests

Attending to stakeholder's requests in Namibia's Public Service is guided by the Public Service Charter's 11 general principles. Two of the principles that emphasize attitude and behavior are courtesy and helpfulness as well as information (Office of the President, N.d). The courtesy and helpfulness principle are described as 'providing cautious and helpful service suitable to the convenience of those entitled to service' (Ibid). Information on the other hand is presented in the charter as the act of 'providing information about public service in a prompt straightforward and open manner that is readily understandable'. These two principles speak to speedy and accurate response as key determinants for effective service delivery; hence the need for public servants to be responsive to the requests from the people. In this study, a variable to assess if employees at OAG are responsive to the

requests that they receive from their stakeholders was presented to the respondents.

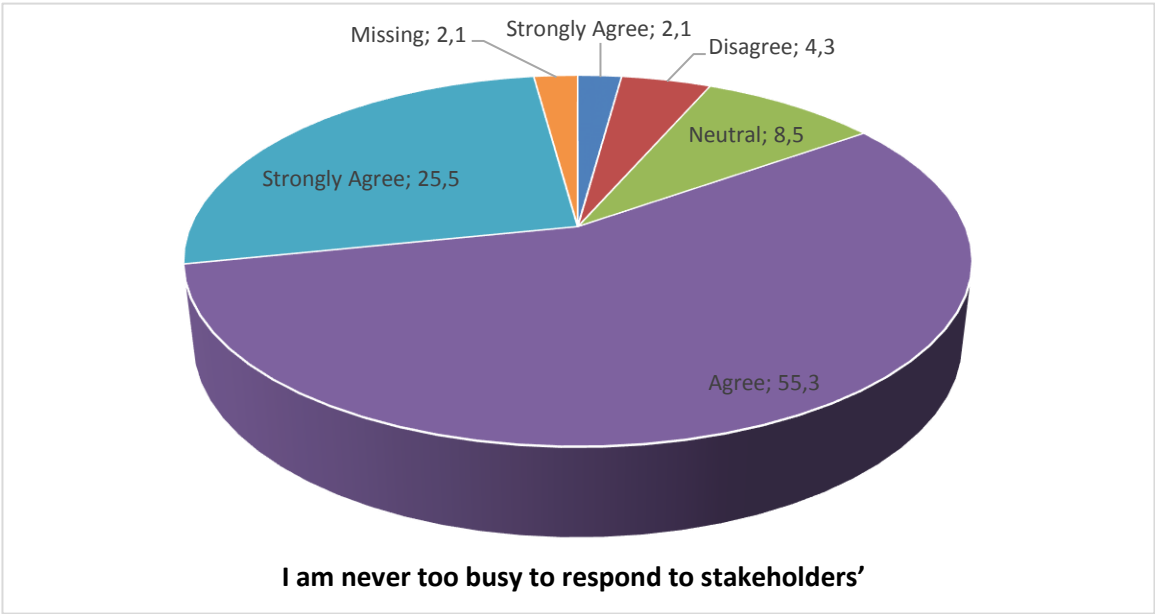


Figure 4.21 Never too busy to respond to stakeholders' requests

The pie chart above, Figure 4.21 shows that 38 out of 45 (80.9%) respondents either agree or strongly agree that they are never too busy to respond to stakeholders' requests while 8.5% were neutral and only 1 person indicated that they were often too busy to respond. The results therefore show that, there is a positive attitude in terms of employees' behaviour towards service delivery.

4.8.4 Effort to Ensure Accuracy

According to Office of the Prime Minister (2011); Office of the President (N.d), the PMS should promote the provision of accurate service across the public service and where errors are made, an apology must be provided followed by the correct outputs. This study sought to examine the efforts that employees at OAG put in to ensure that their work outputs are accurate.

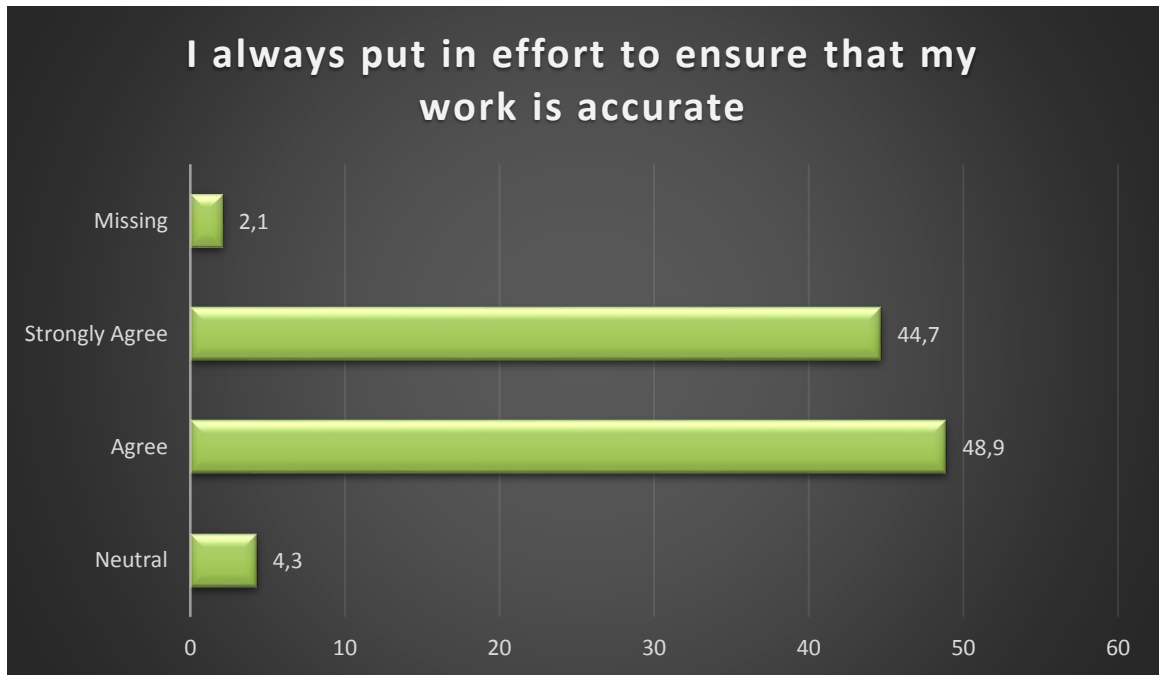


Figure 4.22 Putting in effort to ensure that work is accurate

The graph above Figure 4.22 shows that 44 out of 46 (93.6) % of the participants either agree or strongly agree that they always put in effort to ensure that work is accurate. None of the participants disagreed or strongly disagreed with the sentiment as 4.3 were neutral.

As Armstrong (2015) has indicated, performance management makes a vital contribution not only to improving individual and team performance but also to continuously develop them.

4.8.5 Resistance of PMS Activities among Employees

Even though the PMS is not a new system at OAG, its implementation, especially the review process requires employees to engage in extra activities that may be perceived as

non- core and might receive resistance. This variable assessed if there is resistance of PMS activities by participants of the study, and by inference, employees at OAG.

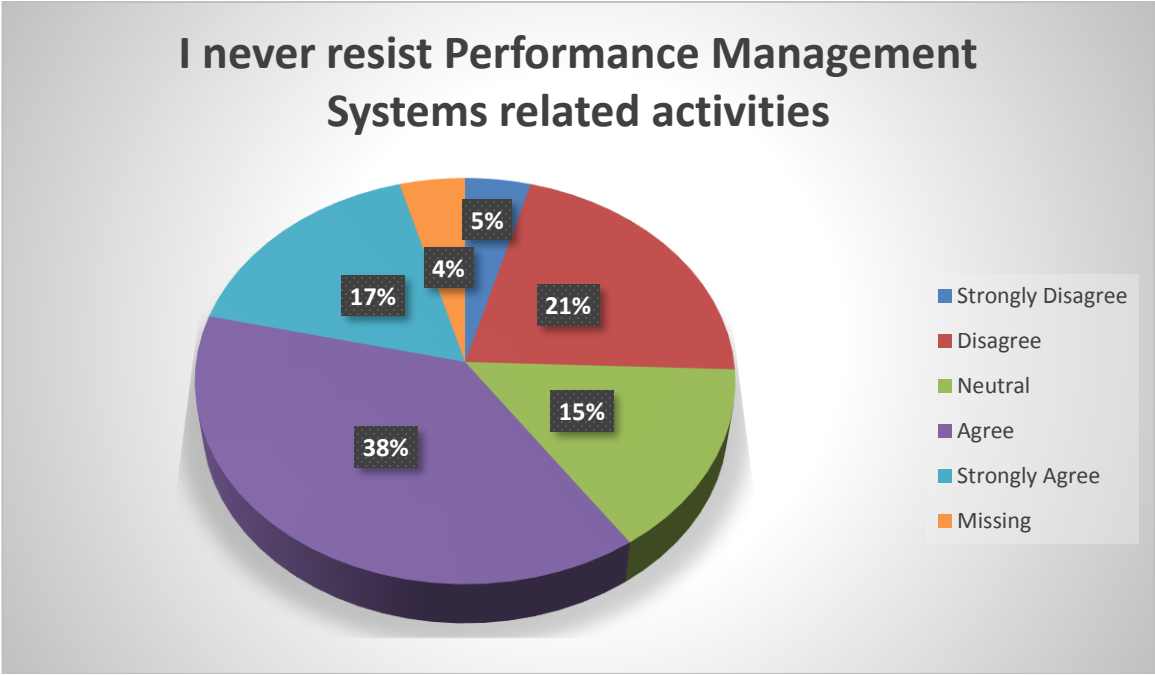


Figure 4.23 Resisting Performance Management Systems related activities

The results, as depicted in the pie chart, Figure 4.23 above show that only 26 out of 47 (55.3%) participants reported that they never resist PMS related activities and this is made up of 38% that agree and 17 % who strongly agree. Of the remaining participants, 15% were neutral with 5% strongly agreeing that they do refuse PMS related activities.

In their study on *Organisational Readiness for Introducing a Performance Management System*, Ochurub, Bussin and Goosen (2012) stated that while PMS is introduced in organisations as a measure to reduce resistance to change, the PMS itself also has indigeneity challenges and cultural resistance. The danger associated with resistance of the PMS is that employees end up putting in less effort in the implementation of the system.

As for the current study, the results show that there is a need for OAG to be cautious of resistance.

4.8.6 Performance Culture at OAG

Building a high-performance culture, as argued by Lawler (2003) is one of the objectives of performance management. As such, if the PMS is effective, one of the results will be observed in the performance culture. This study asked if employees believed that there is a high-performance culture at OAG.

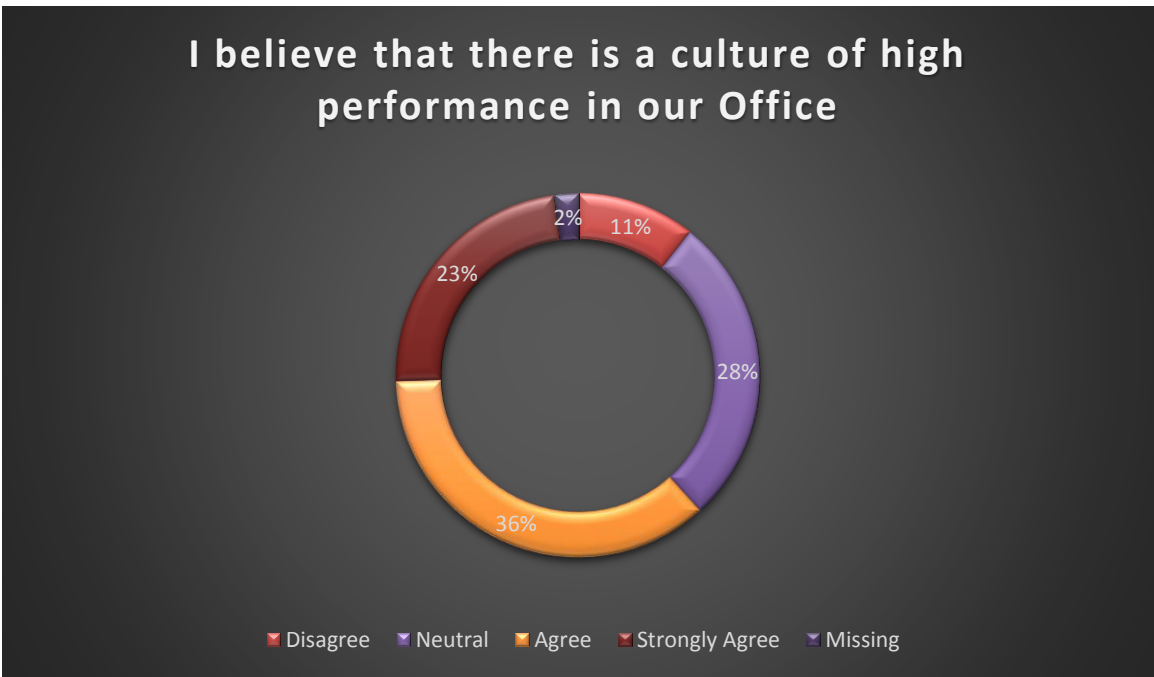


Figure 4.24 I believe that there is a culture of high performance in our Office

The pie chart above Figure 4.24 shows that 28 out of 47 (59%) respondents either agreed (36%) or strongly agree (23%) believe that there is a high-performance culture. About 28 % of participants were neutral while 11 % of the participants do not believe that there is a high-performance culture at OAG.

Even though majority of respondents (59 %) believe that there is a high-performance culture at OAG, more than 40% who are indifferent and or disagree constitute an important opinion. This means that the results of the current study at OAG do not strongly support what Brown (2005) believe in terms of the ability of the PMS to develop a more performance-oriented culture.

4.8.7 Encouragement by Supervisors

According to Aguinis (2014), supervisors play a very important role in the effectiveness of the PMS because they are the driving force behind the implementation. One of the functions of supervisors, as presented by (ibid) is to encourage their subordinates by providing them with resources and opportunities to participate in development activities. In the current study, an assessment of this variable was done and the results, as presented below in Figure 4.25 show that 33 out of 46 (72.3 %) of the participants have attested that their supervisors always encourage them to improve their performance at work (48.9 % agree and 23.4 % strongly agree). There is also a significant number of respondents (21.3 %) who were indifferent with 4.2 % of the participants submitting that their supervisor does not always encourages them to improve their performance at work.

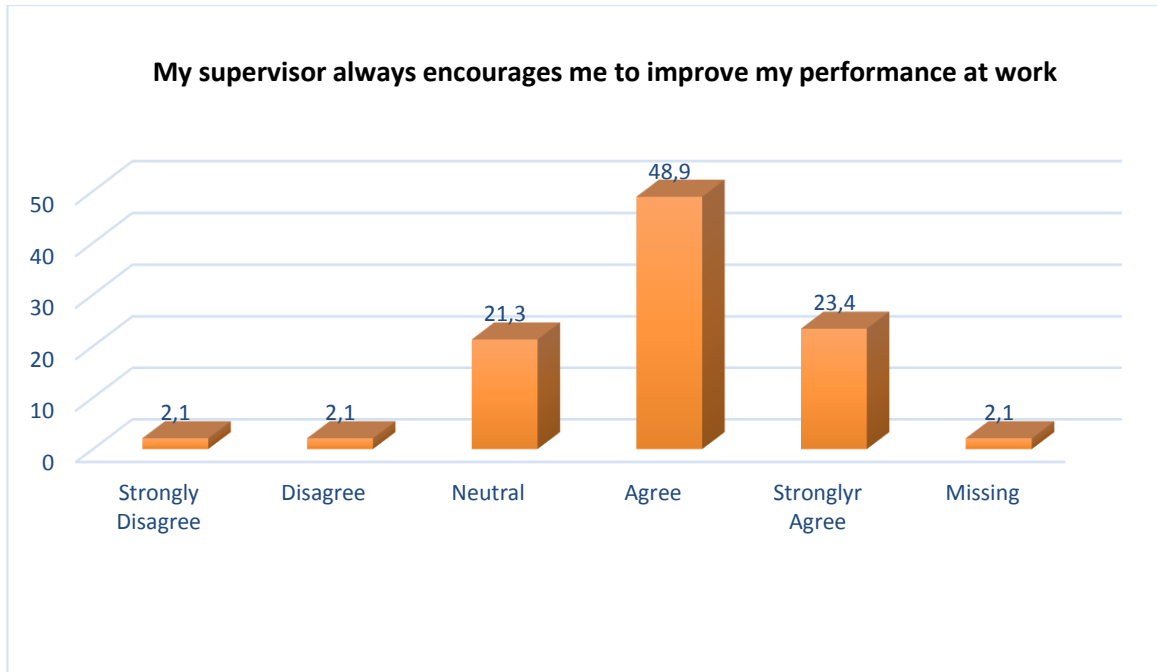


Figure 4.25 My supervisor always encourages me to improve my performance at work

These findings were supported by Aguinis (2014) who stated that supervisors must let employees know that their outstanding performance is noticed by reinforcing effective behaviours and progress towards goals.

4.9 Success and Improvements to the PMS

This section constitutes the analysis of the qualitative questions that aimed to find out in details, what respondents viewed as the successes of the PMS at OAG and what they think can be done to improve the successfulness of the System. The questions in this section were open ended and the last question afforded participants of the study to add any other comment, contribution or concern regarding the PMS at OAG and or related to the study process.

The results are content analysis which allows for different opinions to be extracted as themes from the narrative, and then those views are tabulated to see how many respondents had which views. The first of the qualitative questions asked participants what they viewed as the successes of the Performance Management System at OAG. The responses are as follows.

Table 4.11 Success of Performance Management System

Question	Responses	Percentages %
What are the successes of performance management system in the Office of the Auditor General?	Targets are achieved	8.9 %
	Enhance performance	28.3 %
	Dedication, motivation and commitment	14.9 %
	Promote Feedback and communication	10.4 %
	Work processed / completed timely	5.9 %
	Assigned HR staff facilitating PMS	2.9 %
	Identify / address poor performance	4.4 %
	Enhance the Strategic Plan	7.4 %
	Responsibilities and duties are clearly defined and shared	5.9 %
	Adherence and accountability	4.4 %
	Performance measured and staff developed	5.9 %

From the results obtained from the questionnaires, illustrated in Table 4.11 it shows that the majority of the participants (28%) think that PMS indeed enhances or improves

performance. Another significant success of the PMS identified by the respondents is dedication, motivation and commitment which constitute 14 % and that it promotes feedback and communication (10.4%).

The top 3 perceived successes of the PMS at OAG are consistent with those presented in the literature review (see for instance Martinez and Kennerly, 2005; Halachmi, 2005 and Baird, Schoch and Chen, 2012)

The second qualitative question sought to gauge the opinions of respondents on what they think can be done to make the PMS more successful at OAG. Majority of the respondents identified linking the system to incentives as the highest action that can make the PMS more successful. This was followed by training and competency building activities (18.4%) and then actions related to automating the process.

Table 4.12 Improvement on Performance Management Systems

Question	Responses	Percentages %
What in your opinion can be done to make performance management system more successful?	Link incentives / rewards to PMS	30.2 %
	Automate the system	10.5 %
	Provide Feedback and enhance communication	5.2 %
	Provide training and build competency	18.4 %
	Create awareness	6.5 %
	Align PMS to Strategic Plan	3.9 %
	Avoid ambiguous	2.6 %
	Top leadership involvement and support	1.3 %
	Clearly defined goals	1.3 %
	Address poor performance	5.2 %
	Monitoring and enhance performance	9.2 %
	Commitment and timely process	2.6 %
	Futuristic Review	1.3 %
	Evidence based review results	1.3 %

Most of the proposed opinions have generated interest and renewed debate throughout the literature review. For instance, there are authors who support linking rewards to PMS as it incentivizes employees to perform competitively. However, there are also authors that view linking rewards to PMS as promoting poor organisational performance as employees will be setting easy targets just to receive incentives.

The last question of the qualitative part sought for any other comments and drew a lot of interest from respondents. Two of the most outstanding comments which have not already been covered discussed earlier are: instead of introducing rewards for everyone that attains their targets, incentives should only be designated for the best performer. This according to the respondents will encourage competitiveness among employees. The second comment relates to conducting regular awareness of the PMS. This is important for both new and old employees because the PMS process is complex.

Table 4.13 Opinions of Performance Management Systems

Question	Responses	Percentages %
If there are any other comments that you would like to make on the performance management system in the Office of the Auditor-General, please write them down.	Rewards best performer	20.6 %
	Conduct training on PMS	10.3 %
	Create regular awareness	20.6 %
	PMS must be timely	10.3 %
	Simplify the PMS	3.4 %
	Automate the PMS	6.8 %
	Adhere to the due dates	3.4 %
	Monitor and avoid oversight	3.4 %
	Top leadership supports	3.4 %
	Align it to the budget	3.4 %
	Be Relevant and purposeful	3.4 %
	Cumbersome process	3.4 %
	Action for poor performance	3.4 %
	Customer service be part of output	3.4 %

4.10 Responses from the Office of the Prime Minister

The OPM is the custodian of the PMS across the entire Public Service. It provides supports, guidance, monitoring of the system in all government agency. These duties are carried out by the Division: Performance Improvement within OPM and its staff members participated in the study as informants. The information received in this part of the study serves for the

triangulation purposes. A qualitative questionnaire was designed consisted of five (5) open ended questions. The questions were as follows: (i) How in your opinion does the performance management systems enhance overall performance of the Government Offices; (ii) How will you describe the effective of the implementation of PMS in Government; (iii) Describe Government’s commitment towards the implementation of the PMS; (iv) What are the barriers affecting the effectiveness of the PMS in Government; (v) What in your opinion will make PMS more effective in Government.

Table 4.14 Enhancement of Performance Management System to overall Government Performance

Question 1	Responses	Percentages %
How in your opinion does the performance management systems enhance overall performance of the Government Offices?	Expectations / targets are clearly defined	37.5 %
	Promote communication	12.5 %
	Promote accountability	12.5 %
	Promote wise spending through proper planning	12.5 %
	Enforce monitoring and evaluation	12.5 %
	Performance / targets aligned to organisation objective	12.5 %

Table 4.18 above shows the summarised response from the participants. A large number of respondents (37.5%) believe that with PMS, expectations or targets are clearly defined. The rest of the elements identified were rated at 12.5%. There is correlation observed

between the participants of the OPM and the OAG. The concurrence is on matters such as expectations / targets are clearly defined, promoting of communication, performance targets aligned to organisation objectives. The other three elements are quite new in this study, however, the promotion of wise spending through proper planning in my view carry more weight than the promotion of accountability and enforcing monitoring and evaluation.

Table 4.15 Effectiveness of the Performance Management System

Question 2	Responses	Percentages %
How will you describe the effectiveness of the implementation of the performance management system in Government?	OPM must enforce the implementation of PMS	20 %
	System not yet understood by the majority	20 %
	Top leadership adopted the system	20 %
	No understanding at the grass root level	20 %
	O/M/As are developing their Annual Plan and Performance Agreements	20 %

As depicted by the table 4.19 above, five (5) element came out as a result of the question asked and all scored 20%. The first element is that OPM must enforce the implementation of PMS. It is already a requirement for all the government agencies, nevertheless, the OPM must then introduce some strictly mechanism and this can be supported by a robust monitoring system. The question revealed that the system not yet understood by the

majority and at the grass root level. This can be addressed by creating awareness and appropriate training, these two remedies have been also identified early in this study as critical factors towards the successful PMS.

Table 4.16 Government Commitment to Performance Management System

Question 3	Responses	Percentages %
Describe Government's commitment towards the implementation of the PMS?	Politicians signed Performance Agreements	42.8 %
	High commitment	14.2 %
	Government developed PMS policies serving as guiding framework	14.2 %
	All O/M/A have Strategic plan and Annual Plan	14.2 %
	Top leadership support	14.2 %

As shown in the table 4.20 above, 42.8 % of the respondents indicated that politicians signed performance agreement. This is clear testimony that the government is committed toward the implementation of the PMS. So, the implementation of PMS involved top leadership and this is likely to influence the grass root level to be committed and also engages in the PMS by signing the Performance Agreement. The other issues that were also highlighted as a sign of dedication towards PMS and all scored 14.2 % are issues of commitment, developing policies, strategic and annual plan, and top leadership support. The issue of a developed policy is an obligation as each project must be guided by policy framework / regulations. It is compulsory for all government agencies to have strategic plan and annual plan because is the basis of PMS.

Table 4.17 Barriers to Performance Management System

Question 4	Responses	Percentages %
What are the barriers affecting the effectiveness of the PMS in Government?	Resistance to change and attitudes	27.2 %
	Lack of understanding from employees	18.1 %
	Lack of support from Senior Management	9 %
	Lack of reward policy	9 %
	Financial constrains	9 %
	Lack of designated employees to drive the PMS	9 %
	Lack of Communication	9 %
	Lack of Training	9 %

The above table, Table 4.21 contains barriers affecting the effectiveness of the PMS in Government as identified by the respondents. They are arranged in a sequence as rated by the respondents with resistance to change and attitudes scoring 27.2 % and secondly lack of understanding from employees with 18.1 % the rest of the barriers all rated 9%. In comparison, barriers such as lack of support from Senior Management, lack of reward policy and lack of communication correlate with barriers that were identified by the respondents from the Office of the Auditor General. While the rest are additional to those that were identified early. All these barriers together need to be addressed in order to make the PMS effective. Notable barriers are the resistance to change and attitudes which was identified as the most barriers. These require a total commitment of aggressive awareness, education and training to change the mind-sets of the users of the PMS, nevertheless, these remedial actions will also require top leadership support.

Table 4.18 Recommendations

Question 5	Responses	Percentages %
What in your opinion will make PMS more effective in Government?	Introduction of reward policy	12.5 %
	Clear communication	12.5 %
	Trust at all levels	12.5 %
	Comprehensive PMS policy open for monitoring and evaluation	12.5 %
	Establish section in each O/M/A that will take ownership of PMS	12.5 %
	Hold Seniors accountable	12.5 %
	Continuous training	12.5 %
	Performance feedback	12.5 %

Table 4.22 above show a summarised feedback from the respondents when they were asked what in their opinion would make PMS more effective in Government. Amongst the above suggested recommendations, there was some correlation with the respondents of the OAG, such as the introduction of reward systems, communication and feedback, and training. One of the notable recommendations is to have designated staff members (Units) driving the PMS in the entire institutions. These concur with the finding of the study on teachers regarding PMS by Boipono, Tsomele & Mogadime (2014) which revealed that PMS must be assigned a dedicated staff members (Units) fully concentrating on all aspects of PMS.

4.11 Summary of Chapter 4

This chapter is the core section of a thesis because it is the only section in the whole research process that presents and discusses the findings of the study. The chapter presented a data preparation and analysis protocol which included the coding outline. The chapter also presented the confidence levels in terms of reliability tests, allowing inferences to be made back to the population.

The Chapter presented results on various aspects of PMS and its implementation. For instance, the results of this chapter found that the implementation of the performance management system impacts positively on individual employees' performance, even though there were some variables where the number of respondents that were indifferent was high. This was attested by the fact that employees reported that they felt motivated after their one on one performance reviews; they understood what was expected of them better and that it had become easier to identify areas for development as a result of the performance management system.

The chapter further found that, because of the PMS, employees' attitude was more positive towards service delivery. The overwhelming positivity of this construct was especially observed in the following variables; enabling employees to focus their energy towards service delivery, increased interest to improve performance, responsiveness to stakeholders and increased effort to ensure accuracy. As a result of employees' optimistic attitudes, there is a culture of high performance and supervisors always mobilise their team to perform.

Thereafter, the chapter managed to identify barriers that hamper the effectiveness of the PMS at OAG. The main barriers were: lengthy administrative processes, followed by the manual nature of the system. The lack of incentives linked to the system was also highlighted as another critical barrier alongside, lack of management commitment and poor communication among employees.

As the literature reviewed stated, that the main purpose of the PMS is to enhance performance of individuals and this was confirmed by this chapter. The next chapter presents the conclusions and recommendations of the study.

CHAPTER 5

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a summary of the study, covering Chapters 1 to Chapter 4. The summary reveals key issues of the chapters followed by a discussion of essential findings of the study, then recommendations and lastly, the conclusions of the study. The chapter further presents the areas for further study based on the findings.

5.2. Summary of the Chapters

5.2.1. Chapter 1: Introduction and background of the study

Chapter 1 introduced the background of the study in which it specifically discussed the history and rationale behind the introduction of PMS. The chapter revealed that the performance of organisations was initially measured through accounting processes, a system perceived as a backward approach. The need for a more futuristic system saw the adoption of the PMS which has evolved in its application with a primary aim to enhance performance. This system supports the efforts of organisations as they face competition to create competitive advantage and eventually become industry leaders. The PMS works in all sectors, including the Public Sector. The Namibian Government, through the OPM adopted the PMS in 2010 with the aim of improving service delivery and promote the national agendas.

Some of the most common challenges encountered in the implementation of the PMS are lack of top management support, lack of rewards, lengthy administrative processes and

manual processing just to mentioned a few. These are some of the premises that necessitated the current investigation to identify and examine the challenges affecting the effective implementation of the PMS in the OAG, and the extent to which they affect the effectiveness of the PMS. This was especially important because the OAG consistently seeks improvements for service delivery and by extension, improvement of the implementation of the system.

The significance of the study lies in its capability to comprehensively generate information regarding the effectiveness of the performance management system at the OAG. The study nonetheless encountered numerous challenges that slightly impacted on the final product and these were discussed in detail under the limitations of the study section.

5.2.2. Chapter 2: Literature Review and Theoretical framework

The chapter shared insight on previous scholarly accounts on the effectiveness of the PMS and industry experiences. Thereafter, the chapter presented the performance management process / cycle which provided for a thorough understanding of the system. The PMS cycle also allows for a critical analysis at different stages and makes appropriate amendments to those levels where required. The literature review further looked at performance management system constructs which include the performance culture of an organisation, goals alignment, rewards, feedback, communication, personnel development, motivation etc. Finally, the chapter synthesised the benefits and challenges of the PMS.

5.2.3. Chapter 3: Research Methodology

The chapter presented the methodology used in the study. The study applied a Case Study research design to determine the effectiveness of the PMS at the OAG. The Chapter further discussed the mixed method approach used to collect both the quantitative and qualitative data. With a questionnaire of structured and non-structured questions and a structured interview guide. In terms of the population, the study targeted employees of the OAG as well as some employees of the OPM who were responsible for the performance management systems and served as informants. The study used a Stratified Random Sampling method to select respondents and 70 staff members were included in the sample out of the total population of 176. As for the informants of the study, given that the division only consists of 7 employees, no sample was drawn and everyone was requested to participate.

A code book was developed and the questionnaires were coded. Thereafter, data was captured using the Statistical Package for Social Sciences (SPSS) and the data was then analysed using the same system. High levels of ethical standards were adhered to throughout the whole research process.

5.2.4. Chapter 4: Results and Discussion

Chapter 4 presented the findings of the study. It began with the data preparation process, information on the response rate, internal reliability as well as item-total statistics. The chapter primarily leaned towards descriptive statistics with inference analysis used where necessary. The presentation and interpretation of the findings of the study are augmented with graphs and charts to make the results more easily understandable. In this chapter, the

findings were compared and contrasted with the literature and there were correlations, associations and contradictions. This chapter was the backbone of the study as it addressed the objectives of the study.

5.3. Summary of the main findings

The overall objective of this study was to evaluate the effectiveness of the Performance Management Systems in the Office of the Auditor-General in Namibia.

The specific objectives of the study were:

1. To assess the effects of the PMS since its implementation in 2010 on individual employees' performance in the Office of the Auditor General.
2. To identify barriers to the effectiveness of the PMS in the Office of the Auditor General.
3. To investigate the effects of PMS on service delivery in the Office of the Auditor General.

5.3.1. Objective 1: Assessing the effects of the PMS since its implementation in 2010 on individual employees' performance.

The study found that the PMS positively impacts individual performance within the OAG. Specifically, the study showed that staff members feel motivated after their one on one performance reviews and that the PMS allows staff members to better understand what is expected of them. Also, the study revealed that the PMS enables staff members to identify areas for development. Of importance is also that, as it has been stated by various scholars,

this study also found that the implementation of the PMS improves job performance of individual staff members. This is in addition to the fact that the PMS improves communication between staff members and supervisors. Moreover, this study also concluded that the PMS provides guidance to staff members in executing their day to day functions and duties. On the contrary, this study showed that supervisors at the OAG do not provide staff members with clear and timely feedback on their performance.

5.3.2. Objective 2: Identifying barriers to the effectiveness of the PMS in the Office of the Auditor General

This study identified several barriers to the effectiveness of the PMS in the OAG. The barriers are hereby presented in a sequence of their importance as scored by participants of the study. The main barrier was the fact that the PMS process includes lengthy administrative work. Linked to this, is the manual nature of the system which requires a lot of time that can be spent on executing key tasks. Thirdly, the study revealed that lack of incentives linked to the system debilitates the effectiveness of the PMS at the OAG. Lack of management commitment which can lead to demoralisation scored number four while lack of communication among employees was ranked sixth.

The study found that, the two factors that do not affect the effectiveness of the PMS at the OAG are the possibility of the system to create bad working relationships between subordinates and supervisors; and the perceived difficulty of aligning individual outputs to overall objectives and goals of the Office.

5.3.3. Objective 3: Investigate employee's attitudes towards service delivery as results of the implementation of the PMS in the Office of the Auditor General

The study found that employees possess positive attitudes towards service delivery in the OAG. It was further established that the implementation of the PMS at the OAG is enabling staff members to dedicate all their energy to service delivery. Since the introduction of the PMS, staff members are always interested in improving their performance at work. Furthermore, staff members agreed that they are never too busy to respond to stakeholders' requests.

Similarly, the study found that staff members in the Office of the Auditor General tend to put in effort to ensure that their work is accurate and they do not resist performance management system related activities. The study then concluded that in terms of employees' attitude towards service delivery, there is a culture of high performance in the OAG and supervisors always encourage staff members to improve their performance at work.

5.4. Conclusions

Globalisation is constantly putting pressure on organisations to be competitive, both in the public and private sector as economies require operational efficiencies throughout the value chains to gain a competitive edge. In a period of economic down-turn, the demand for efficient product/service delivery becomes very important as the consumers become more sensitive to changes in their environments. In the public sector, this compels institutions to deploy innovative strategies to attract the limited resources.

Governments all over the globe have obligations to deliver efficient and effective services to the voters, people and the nation at large. It is not only that the governments promise the masses goods and services during election campaigns, but it is the mandate of each government to take care of its people. These are some of the reasons why government and institutions have adopted the implementation of the PMS in order to enhance performance and consequently achieve their core goals and objectives.

It is the conclusion of this study that the PMS is a unique model that should be safeguarded, while at the same time, persistently be improved to make it more efficient and effective. For this, continuous research is inevitable. This study overwhelmingly revealed that PMS in the OAG is effective and it drives performance.

Despite the general belief, that PMS enhances performance, there are areas that must be rectified in order to make the system more effective. The system must be automated to improve performance. It is very important that the system be associated with rewards for individuals to be more committed and for them to work hard to achieve their targets and consequently meet the targets of the entire OAG. It must also be emphasised that the PMS does not operate in a vacuum; therefore, it requires top leadership support and management commitment. It seems the PMS is here to stay, it should therefore be continuously reviewed to address loopholes that are currently in the system.

5.5. Areas for Further Study

This study sought to evaluate the effectiveness of the Performance Management Systems in the OAG in Namibia. However, the PMS is a huge project that requires lot of investment and resources in terms of designing, training, technology, expertise and so on. Therefore, there is need for a study to critically analyse the costs and benefits of the system. Such a study should consider all the investments that go into having the system and the benefits thereof.

5.6. Recommendations

The following are the recommendation of this study:

- The study recommends that supervisors at OAG must always provide staff members with clear and timely feedback on performance in order for remedial action to be taken without delay. Clear and timely feedback promote also communication within organisation which is one of the key objectives of the PMS. This recommendation concurs with Biswaject (2009) who indicated that for corrective actions to take place, feedback must be provided regularly and it should register both success and failure. In addition, Armstrong (2015) also found that performance management succeeds when employees receive high levels of regular feedback. Equally, Cheng, Dainty and Moore (2007) states that PMS is an important tool for communicating priorities and for providing feedback to stimulate employees to meet new expectations.
- It is also recommended that the PMS process be shortened and simplified to prevent the current lengthy administrative work which is frustrating and time

consuming. This recommendation relates to Armstrong (2005) and Nankervis (2014)'s views that the process must be simple and straightforward.

- It is further recommended that the PMS at OAG be automated to refrain from the traditional manual system and have electronic modern systems which would expedite the process. Similarly, as submitted by Bititci, Nudurupati and Turner (2002) the use of technology platforms makes outputs from performance measurement more accessible and visible as well as making it easier to update and maintain performance measures.
- As it relates to rewards, it is recommended that the PMS be linked to incentives to promote a sense of total commitment and promote healthy competition within the workplace which ultimately advance the overall high performance of the organisation. Some scholars such as Swiss (2005) stated that PMS without performance-based rewards will often lead to inertia. Incentives nonetheless need to be implemented systematically to avoid setting lower goals.
- In addition, it is strongly suggested that there is a need to impart the importance of PMS among top leadership and management at OAG in order for them to support and be committed to the process. Armstrong (2015) presents a similar recommendation where he argues that buy-in from senior managers is essential for the PMS to be effective.
- It is recommended that the OAG be proactive in training new staff members on the PMS during the induction workshops. The existing staff members should also be trained periodically, either as refresher or more importantly on new developments. Staff members heading the PMS should also be continuously trained in order to

remain relevant to the system. Correspondingly, Emerson (2009) identified training as an important factor and the key to maintaining the usefulness and effectiveness of performance management systems.

6. References

- Aguinis, H. (2014). *Performance Management: Pearson New International Edition* (3rd ed.). United State of America. Person Education Limited.
- Amozurrutia, J. A., & Servós, C. M. (2011). Excel spreadsheet as a tool for social narrative analysis. *Quality & Quantity*, 45(4), 953-967.
- Armstrong, M. (2015). *Armstrong's Handbook of Performance Management: An evidence-based guide to delivering high performance* (5th ed.). London. New Delhi.
- Baird, K., Schoch, H & Chen, Q. (2012). Performance management system effectiveness in Australian local government. 24(2), 161 – 185
- Bartol, K & Martin, D, C. (1998) *Management*. McGraw-Hill. United State of America.
- Biswaject, P. (2009). *Human resource management*. PHI Learning Private Limited.
- Bititci, U. S., Nudurupati, S. S & Turner. T. J. (2002). Web enabled performance measurement systems: Management implications
- Boice, D. F & Kleiner, B. H. (1997). Designing effective performance appraisal systems. 46(6), 197 – 201. MCB University Press
- 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
- Bouckaert, G., & Peters, B. G. (2002). Performance measurement and management: The Achilles' heel in administrative modernization. *Public performance & management review*, 25(4), 359-362.

- Bourner, T. (1996). *Research methods. Guidance for postgraduates.* Arnold. London
- Brown, A. (2005). Implementing performance management in England's primary schools. *International Journal of Productivity and Performance Management*, 54(5/6), 468-481.
- Cheng, M. I., Dainty, A., & Moore, D. (2007). A multifaceted performance excellence framework for project-based organisations. *International Journal of Human Resources Development and Management*, 7(3-4), 254-275.
- Chiang, C. F., & Jang, S. S. (2008). An expectancy theory model for hotel employee motivation. *International Journal of Hospitality Management*, 27(2), 313-322.
- Clinquini, L., & Mitchell, F. (2005). Success in Management Accounting: Lessons from the activity-based costing/management experience. *Journal of Accounting and Organisational Change*, vol.1(1),63-78.
- Cook, M. (1995). Performance appraisal and true performance. *Journal of managerial Psychology*, 10(7), 3-7.
- Cooper, D., & Schindler, P. (2003). *Business Research Methods.* Mcgraw-Hill: Mcgraw-Hill International Press
- Daoanis, L. E. (2012). Performance Appraisal System: It's Implication to Employee Performance. *International Journal of Economics and Management Sciences*, 2(3), 55-62.
- 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.

- Dinov, I. D., Christou, N., & Sanchez, J. (2008). Central limit theorem: New SOCR applet and demonstration activity. *Journal of Statistics Education*, 16(2).
- Eden, D. (1988). Pygmalion, goal setting, and expectancy: Compatible ways to boost productivity. *Academy of Management Review*, 13(4), 639-652.
- Emerson, B. (2009) 'Training for performance measurement success: An effective training program can help get performance measurement off the ground and sustain the system as it matures into a catalyst for government accountability and improvement'. *Government Finance Review*, 18(2) [Online]. Available at: URL: <http://www.the free library/Training> [Accessed 20 April 2018].
- Gabris, G. T. (1986). Can Merit Pay Systems Avoid Creating Discord between Supervisors and Subordinates: Another Uneasy Look at Performance Appraisal. *Review of Public Personnel Administration*, 7(1), 70-89.
- Gerhart, B., & Rynes, S. (2003). *Compensation: Theory, evidence, and strategic implications*. SAGE publications.
- Gerhart, B., & Rynes, S. (2003). *Compensation: Theory, evidence, and strategic implications*. SAGE publications.
- Goh, S. C. (2012). Making performance measurement systems more effective in public sector organisations. *Measuring business excellence*, 16(1), 31-42.
- Haasbroek, G. D., Nel, P. S., Poisat, P., Schultz, H. B., Sono, T., & Werner, A. (2008). Human resources management. Cape Town.
- Halachmi, A. (2005). Performance measurement is only one way of managing performance. *International Journal of Productivity and Performance Management*. Vol. 54, No. 7, pp. 502 - 516 (Tennessee State University, Nashville, Tennessee, USA)

- Halachmi, A. (2005). Performance measurement is only one way of managing performance. *International journal of productivity and performance management*, 54(7), 502-516.
- Hamumokola, N. N. (2013). *The contributions of performance management systems to performance in the Namibian context* (Master dissertation).
- Hill, R. (1998). What sample size is “enough” in internet survey research. *Interpersonal Computing and Technology: An electronic journal for the 21st century*, 6(3-4), 1-10.
- Ingram, H., & McDonnel, B. (1996). *Effectiveness performance management: The teamwork approach considered*. West Yorkshire: MCB University press.
- Janesick, V. J. (2000). The choreography of qualitative research design. *Handbook of qualitative research*. 379-399.
- Jusoh, R., Ibrahim, D., & Zainuddin, Y. (2006). *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.
- Kagaari, J. R. K. (2011). Performance management practices and managed performance: the moderating influence of organisational culture and climate in public universities in Uganda. 15 (4), 36 – 49. Emerald Group Publishing Limited
- Kaplan, R. S., Kaplan, R. S., Norton, D. P., & Norton, D. P. (1996). *The balanced scorecard: translating strategy into action*. Harvard Business Press.
- Kennerly, M., & Neely, A. (2002). A framework of the factors affecting the evolution of performance measurement systems. *International journal of operations & production management*, 22(11), 1222-1245.

- Kohli, A. S & Deb, T. (2008). Performance Management. New Delhi. Oxford University Pres.
- Kwak, S. G., & Kim, J. H. (2017). Central limit theorem: the cornerstone of modern statistics. *Korean journal of anesthesiology*, 70(2), 144-156.
- Lawler III, E. E., & Suttle, J. L. (1973). Expectancy theory and job behavior. *Organizational behavior and human performance*, 9(3), 482-503.
- Lawler, E. E. (2003). Reward practices and performance management system effectiveness. *Organisational Dynamics*, 32(4), 396-404.
- Lee-Ross, D., & Pryce, J. (2005). A preliminary study of service predispositions amongst hospitality workers in Australia. *Journal of Management Development*, 24(5), 410-420.
- Maree, M. (2013). *First Steps in Research* (Revised Edition / Thirteenth impression 2013). Pretoria. Van Schaik Publishers
- Martinez, V., & Kennerly, M. (2005). What is the value of using performance management systems? *Perspectives on performance*, 4(2), 16-18.
- Mishra, G. (2014). A Comparative Study of Perceived Satisfaction of Employees Regarding Performance Management System in Context of IT Organisations. *Asia-Pacific Journal of Management Research and Innovation*, 10(3), 225-237.
- Mouton, J. (2001). *How to succeed in your master's and doctoral studies: A South African guide and resource book*. Van Schaik.
- Mutahaba, G. (2011). Report on adoption and use of performance management systems including performance measurement, monitoring and evaluation in Africa. In *Conference of African Ministers of Public Service*.

- Nankervis, A., Baird, M., Coffey, J & Shields, J. (2014). *Human Resource Management: Strategy and Practice* (8th edition). Australia. Cengage Learning.
- Nelongo, J. (2016). *Constraints and success factors in the implementation of the performance management system for the Namibian public service* (Doctoral dissertation).
- Ngulube, P. (2015). Trends in research methodological procedures used in knowledge management studies. *African Journal of Library, Archives and Information Science*, 25(2), 125-143.
- Nixon, R. M., Wonderling, D., & Grieve, R. D. (2010). Non-parametric methods for cost-effectiveness analysis: the central limit theorem and the bootstrap compared. *Health economics*, 19(3), 316-333.
- Norman, G. (2010). Likert scales, levels of measurement and the “laws” of statistics. *Advances in health sciences education*, 15(5), 625-632.
- 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. (2015). *Public Service Staff Rules: Performance Management*. Windhoek: Office of the Prime Minister.
- Panda, S. (2011). Performance management system: issues and challenges. *Management and Labour Studies*, 36(3), 271-280.
- Pareek, U. (2006). *Designing and Managing Human Resource Systems*, 3/E. Oxford and IBH publishing.

- Rajaekar, S., & Lakshman. (2006). *Bio data*. New Dehli: University of Technology publishers.
- Rao, T. V. (2004). *Performance Management and Appraisal Systems: HR tools for global competitiveness*. SAGE Publications India.
- Sahoo, C. K., & Jena, S. (2012). Organisational performance management system: exploring the manufacturing sectors. *Industrial and commercial training*, 44(5), 296-302.
- Sanger, M. B. (2008). From measurement to management: Breaking through the barriers to state and local performance. *Public Administration Review*, 68, S70-S85.
- Saunders, M., Lewis, P., & Thornhill, A. (2008). *Research methods for business students*. Edinburgh: Scotland Pearson Education.
- Smither, J. W., & London, M. (Eds.). (2009). *Performance management: putting research into action* (Vol. 21). John Wiley & Sons.
- Smither, J. W., & London, M. (Eds.). (2009). *Performance management: putting research into action* (Vol. 21). John Wiley & Sons.
- 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.
- Struweg, M., Struweg, F. W., & Stead, G. B. (2001). *Planning, reporting & designing research*. Pearson South Africa.
- Swiss, J. E. (2005). A framework for assessing incentives in results-based management. *Public administration review*, 65(5), 592-602.
- Tool, H. R. (2012). Performance management and appraisal.

- Toppo, L & Prusty, T. (2012). From Performance Appraisal to Performance Management. 3(5), 01 – 06.
- Unahabhokha, C., Platts, K., & Tan, K. (2007). Predictive Performance Measurement System. *A fuzzy expert system approach' Benchmarking: An International Journal*, vol.14(1).pp.77-91.
- Vroom, V. H. (1964). *Work and motivation*. New York: John Willey & Sons.
- Welman, C., Kruger, F. & Mitchell, B. (2007). *Research Methodology*. Third Edition. Oxford Southern Africa.
- World at Work and Sibson Consulting. (2010). *Study on the State of Performance Management*. World at Work and the Segal Group Inc.
- Wright, B. E., & Davis, B. S. (2003). Job satisfaction in the public sector: The role of the work environment. *The American Review of Public Administration*, 33(1), 70-90.
- Zvavahera, P. (2013). The Effect of Leadership on Service Delivery in Universities. *Research in Higher Education Journal*, 21.

7. APPENDICES

7.1 APPENDIX 1: AUTHORIZATION LETTER – OFFICE OF THE AUDITOR GENERAL

P.O Box 25190
Windhoek
Namibia

26 October 2017

Mr. Goms Menetté
The Deputy Auditor-General
Office of the Auditor-General
Private Bag 13299
Windhoek
Namibia

Dear Mr. Menetté

AUTHORIZATION TO CONDUCT A MASTER OF BUSINESS ADMINISTRATION (MBA) RESEARCH IN THE OFFICE OF THE AUDITOR – GENERAL, WINDHOEK.

My Name is Matty Dons Shangadi, an employee of the Office of the Auditor – General. I am currently pursuing a Master of Business Administration (MBA): Management Strategy with the University of Namibia (Namibia Business School).

I am required to conduct research as part of my graduation requirements. The topic is “An Evaluation of the Effectiveness of the Performance Management System in Namibia’s Public Service delivery: A Case Study of the Office of the Auditor-General”.

Based on the above, I hereby seek permission to conduct this research in the Office of the Auditor – General. The information to be collected will be treated confidential at all times. Such information will only be used for the purpose of this research and will not be divulged to a third party.

The findings of this research will constitute the final submission of my dissertation to the University of Namibia. As an employee of the Office of the Auditor - General, the outcome of the research will also be presented to the Management.

Thanking you in advance for granting me the opportunity to conduct my research. I hereby attached a copy of my proposal for your perusal.

Yours Sincerely

.....
Matty Dons Shangadi

PERMISSION GRANTED / NOT GRANTED / AS AMENDED

.....
Mr. Goms Menetté
DEPUTY AUDITOR-GENERAL

7.2 APPENDIX 2: AUTHORISATION LETTER - OFFICE OF THE PRIME MINISTER

P.O Box 25190
Windhoek
Namibia
0811694660

26 October 2017

Advocate Nangula Mbako
The Permanent Secretary
Office of the Prime Minister
Private Bag 13338
Windhoek, Namibia

Dear Advocate Mbako

AUTHORIZATION TO CONDUCT A MASTER OF BUSINESS ADMINISTRATION (MBA) RESEARCH IN THE OFFICE OF THE PRIME MINISTER

My Name is Matty Dons Shangadi, an employee of the Office of the Auditor – General. I am currently pursuing a Master of Business Administration (MBA): Management Strategy with the University of Namibia (Namibia Business School).

I am required to conduct research as part of my graduation requirements. The topic is “An Evaluation of the Effectiveness of the Performance Management System in Namibia’s Public Service delivery: A Case Study of the Office of the Auditor-General”.

The Office of the Prime Minister is the custodian of the Performance Management System (PMS) in the Public Service. Therefore, employees of the Directorate: Performance Improvement who are involved in the Performance Management System (PMS) will participate in the study as informants.

Based on the above, I hereby seek permission to administer a questionnaire to those employees of your Office. The information to be collected will be treated confidential at all times. Such information will only be used for the purpose of this research and will not be divulged to a third party.

The findings of this research will constitute the final submission of my dissertation to the University of Namibia. As an employee of the Office of the Auditor - General, the outcome of the research will be presented to the Management and be shared with the Office of the Prime Minister.

Thanking you in advance for granting me the opportunity to conduct my research. I hereby attached a copy of my proposal for your perusal.

Yours Sincerely

.....
Matty Dons Shangadi

PERMISSION GRANTED / NOT GRANTED / AS AMENDED

.....
Advocate Nangula Mbako
PERMANENT SECRETARY

7.3. APPENDIX 3: QUESTIONNAIRE FOR THE OFFICE OF THE AUDITOR GENERAL

I am Matty Dons Shangadi, a student at the University of Namibia, pursuing a Master of Business Administration: Management Strategy. I am required to conduct a research project as part of my graduation requirements. The topic is “An evaluation of the effectiveness of the Performance Management System in enhancing Public Service delivery in the Office of the Auditor General, Namibia”.

The objectives of the study are as follows:

- To assess the effects of the PMS since its implementation in 2010 on individual employee’s performance in the Office of the Auditor General.
- To identify barriers to the effectiveness of the PMS in the Office of the Auditor General.
- To investigate employee’s attitudes towards service delivery as results of the implementation of the PMS in the Office of the Auditor General.

To carry out the above-mentioned project, I need to collect data. In view of this, I have drafted a Questionnaire that I would kindly like you to complete to assist me to get the data needed to complete my research project. I would like to assure you that the information will be treated with high confidentiality and if you have any question or concerns, kindly contact me at: 0811694660.

Thank you for your time and support.

SECTION A: BIOGRAPHICAL

1. Gender

Male	
Female	

2. Highest level of education

Grade 12 or lower	
Certificate	
Diploma	
Degree	
Honours Degree	
Master's Degree or higher	

3. What is your job designation level?

Senior Management	
Middle management	
Below management	

4. How many years have you been working at OAG?

1 – 3	
4 – 6	
7 – 9	
10 and above	

SECTION B: EFFECTS OF PMS ON INDIVIDUAL EMPLOYEE'S 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: BARRIERS TO EFFECTIVENESS OF THE PMS

Which in your opinion are the greatest obstacles that affect the effective implementation of the PMS? Rank each according to relevance by circling the corresponding number

1= not relevant; 2 = somewhat relevant; 3 = very relevant

	Not relevant	Somewhat relevant	Very relevant
Difficult to align outputs to overall objectives and goals of the Office.	1	2	3
Lengthy administrative work.	1	2	3
Creates bad working relationship between subordinates and supervisors.	1	2	3
The manual nature of the system.	1	2	3
Lack of incentive linked to the system.	1	2	3
Lack of management commitment	1	2	3
Lack of communication among employees.	1	2	3

SECTION D: EMPLOYEE’S ATTITUDES TOWARDS 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 OAG is enabling me to dedicate all my energy to service delivery.					
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.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I believe that there is a <u>culture</u> of high performance in our Office.					
My supervisor always <u>encourages</u> me to improve my performance at work.					

SECTION E: SUCCESS AND IMPROVEMENTS TO THE PMS

1. What are the successes of Performance Management System in the Office of the Auditor General?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

2. What in your opinion can be done to make Performance Management System more successful?

.....

.....

.....

.....

.....

.....

.....
.....
.....
.....
.....

3. If there are any other comments that you would like to make on the Performance Management System in the Office of the Auditor – General, please write them down.

.....
.....
.....
.....
.....
.....
.....
.....

7.4. APPENDIX 4: QUESTIONNAIRE OPM

I am Matty Dons Shangadi, a student at the University of Namibia, pursuing a Master of Business Administration: Management Strategy. I am required to conduct a research project as part of my graduation requirements. The topic is “An evaluation of the effectiveness of the Performance management System in Namibia’s Public Service delivery: A case study of the Office of the Auditor General”.

To execute the above-mentioned task swiftly, I need to collect data. In view of this, I have drafted a Questionnaire that I would gladly like you to complete to assist me to get the data needed to complete my project. I would like to assure you that the information will be treated with high confidentiality.

Thank you for your time and support.

SECTION A

1. What is your job designation level?

Management	
Middle Management	
Below Management	

2. How long have you been working in this Directorate of PMS monitoring and supports?

1 – 3	
4 – 6	
7 – 9	
10 and above	

3. Gender

Male	
Female	

4. Level of Education

Grade 12	
Diploma	
Degree	
Honours Degree	
Master's Degree	

SECTION B

1. How in your opinion does the implementation of the PMS enhance overall performance of the Government?

.....

.....

.....

.....

.....

.....

.....

2. How will you describe the effectiveness of the implementation of PMS in Government?

.....

.....

.....
.....
.....
.....
.....
.....

3. Describe Government management commitment towards the implementation of the PMS?

.....
.....
.....
.....
.....
.....
.....
.....
.....

4. What in your opinion will make PMS more effective in Government?

.....
.....
.....
.....
.....
.....
.....

7.5. APPENDIX 5: RESULTS TABLES

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	15	31.9	31.9	31.9
	Female	32	68.1	68.1	68.1
	Total	47	100.0	100.0	100.0

Highest Level of Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade 12 or lower	3	6.4	6.4	6.4
	Certificate	2	4.3	4.3	10.6
	Diploma	7	14.9	14.9	25.5
	Degree	20	42.6	42.6	68.1
	Honours Degree	9	19.1	19.1	87.2
	Master's Degree or higher	6	12.8	12.8	100.0
	Total	47	100.0	100.0	

Job Designation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior Management	8	17.0	17.8	17.8
	Middle Management	6	12.8	13.3	31.1
	Below Management	31	66.0	68.9	100.0
	Total	45	95.7	100.0	
Missing	99	2	4.3		
Total		47	100.0		

Number of years at OAG		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	16	34.0	34.0	34.0
	4-6	6	12.8	12.8	46.8
	7-9	9	19.1	19.1	66.0
	10 and above	16	34.0	34.0	100.0
	Total	47	100.0	100.0	

Motivation after one on one performance reviews.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	10.6	10.9	10.9
	Neutral	5	10.6	10.9	21.7
	Agree	34	72.3	73.9	95.7
	Strongly Agree	2	4.3	4.3	100.0
	Total	46	97.9	100.0	
Missing	99	1	2.1		
Total		47	100.0		

Performance reviews allow me to understand what is expected of me better		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	4.3	4.3	4.3
	Agree	31	66.0	66.0	70.2
	Strongly Agree	14	29.8	29.8	100.0
	Total	47	100.0	100.0	

The performance management system allows employees to identify areas for development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.1	2.1	2.1
	Neutral	9	19.1	19.1	21.3
	Agree	29	61.7	61.7	83.0
	Strongly Agree	8	17.0	17.0	100.0
	Total	47	100.0	100.0	

The implementation of the performance management system has improved the job performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.1	2.1	2.1
	Disagree	10	21.3	21.3	23.4
	Neutral	10	21.3	21.3	44.7
	Agree	21	44.7	44.7	89.4
	Strongly Agree	5	10.6	10.6	100.0
	Total	47	100.0	100.0	

Supervisor does not provide with clear and timely feedback on performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	12.8	12.8	12.8
	Neutral	12	25.5	25.5	38.3
	Agree	24	51.1	51.1	89.4
	Strongly Agree	5	10.6	10.6	100.0
	Total	47	100.0	100.0	

The performance management system has improved the communication between subordinates and supervisors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.3	4.3	4.3
	Disagree	5	10.6	10.6	14.9
	Neutral	10	21.3	21.3	36.2
	Agree	26	55.3	55.3	91.5
	Strongly Agree	4	8.5	8.5	100.0
Total		47	100.0	100.0	

The performance management system guides the day to day functions and duties.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	8.5	8.5	8.5
	Neutral	9	19.1	19.1	27.7
	Agree	27	57.4	57.4	85.1
	Strongly Agree	7	14.9	14.9	100.0
Total		47	100.0	100.0	

Difficult to align outputs to overall objectives and goals of the Office.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not relevant	12	25.5	25.5	25.5
	Somewhat relevant	19	40.4	40.4	66.0
	Very relevant	16	34.0	34.0	100.0
Total		47	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not relevant	8	17.0	17.4	17.4
	Somewhat relevant	21	44.7	45.7	63.0
	Very relevant	17	36.2	37.0	100.0
	Total	46	97.9	100.0	
Missing	99	1	2.1		
Total		47	100.0		

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not relevant	30	63.8	63.8	63.8
	Somewhat relevant	12	25.5	25.5	89.4
	Very relevant	5	10.6	10.6	100.0
	Total	47	100.0	100.0	

Effect of the PMS on manual nature of the system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not relevant	11	23.4	23.9	23.9
	Somewhat relevant	16	34.0	34.8	58.7
	Very relevant	19	40.4	41.3	100.0
	Total	46	97.9	100.0	
Missing	99	1	2.1		
Total		47	100.0		

Lack of incentive linked to the system					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not relevant	11	23.4	24.4	24.4
	Somewhat relevant	9	19.1	20.0	44.4
	Very relevant	25	53.2	55.6	100.0
	Total	45	95.7	100.0	
Missing	99	2	4.3		
Total		47	100.0		

Lack of management commitment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not relevant	14	29.8	30.4	30.4
	Somewhat relevant	19	40.4	41.3	71.7
	Very relevant	13	27.7	28.3	100.0
	Total	46	97.9	100.0	
Missing	99	1	2.1		
Total		47	100.0		

Lack of communication among employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not relevant	17	36.2	36.2	36.2
	Somewhat relevant	16	34.0	34.0	70.2
	Very relevant	14	29.8	29.8	100.0
	Total	47	100.0	100.0	

The implementation of the Performance Management System at OAG is enabling the dedication of all energy to service delivery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	10.6	10.9	10.9
	Neutral	10	21.3	21.7	32.6
	Agree	28	59.6	60.9	93.5
	Strongly Agree	3	6.4	6.5	100.0
	Total	46	97.9	100.0	
Missing	System	1	2.1		
Total		47	100.0		

Interest to improve performance at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	2.1	2.2	2.2
	Agree	31	66.0	67.4	69.6
	Strongly Agree	14	29.8	30.4	100.0
	Total	46	97.9	100.0	
Missing	System	1	2.1		
Total		47	100.0		

I am never too busy to respond to stakeholders' requests					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.1	2.2	2.2
	Disagree	2	4.3	4.4	6.7
	Neutral	4	8.5	8.9	15.6
	Agree	26	55.3	57.8	73.3
	Strongly Agree	12	25.5	26.7	100.0
	Total	45	95.7	100.0	
Missing	99	1	2.1		
	System	1	2.1		
	Total	2	4.3		
Total		47	100.0		

Putting in effort to ensure that work is accurate					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	4.3	4.3	4.3
	Agree	23	48.9	50.0	54.3
	Strongly Agree	21	44.7	45.7	100.0
	Total	46	97.9	100.0	
Missing	System	1	2.1		
Total		47	100.0		

Resisting Performance Management Systems related activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.3	4.4	4.4
	Disagree	10	21.3	22.2	26.7
	Neutral	7	14.9	15.6	42.2
	Agree	18	38.3	40.0	82.2
	Strongly Agree	8	17.0	17.8	100.0
	Total	45	95.7	100.0	
Missing	System	2	4.3		
Total		47	100.0		

I believe that there is a culture of high performance in our Office					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	10.6	10.9	10.9
	Neutral	13	27.7	28.3	39.1
	Agree	17	36.2	37.0	76.1
	Strongly Agree	11	23.4	23.9	100.0
	Total	46	97.9	100.0	
Missing	System	1	2.1		
Total		47	100.0		

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.1	2.2	2.2
	Disagree	1	2.1	2.2	4.3
	Neutral	10	21.3	21.7	26.1
	Agree	23	48.9	50.0	76.1
	Strongly Agree	11	23.4	23.9	100.0
	Total	46	97.9	100.0	
Missing	System	1	2.1		
Total		47	100.0		

7.6 APPENDIX 6: LANGUAGE EDITING CERTIFICATE



The Rev. Dr. Greenfield Mwakipesile

ED, MBA, FRS | mwakipg@outlook.com

CONTACT

PO Box 40529,
Ausspannplatz,
Windhoek,
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

3rd January 2019

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF MATTY DONS SHANGADI'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **MATTY DONS SHANGADI'S** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **AN EVALUATION OF THE EFFECTIVENESS OF THE PERFORMANCE MANAGEMENT SYSTEM IN ENHANCING PUBLIC SERVICE DELIVERY IN THE OFFICE OF THE AUDITOR GENERAL NAMIBIA**

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

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, eSwatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

A handwritten signature in black ink that reads "Dr. Greenfield Mwakipesile".

The Rev. Dr. Greenfield Mwakipesile



[greenfield.mwakipesile](https://www.facebook.com/greenfield.mwakipesile)



[@mwakipg](https://twitter.com/mwakipg)



+264913901703



[Dr. Greenfield Mwakipesile](https://www.linkedin.com/in/Dr.-Greenfield-Mwakipesile)