

ANALYSING PERCEPTIONS OF EMPLOYEES ON THE IMPLEMENTATION OF THE
PERFORMANCE MANAGEMENT SYSTEM: A CASE STUDY OF THE DIRECTORATE
OF SPORT IN THE MINISTRY OF SPORT, YOUTH AND NATIONAL SERVICE

A THESIS SUBMITTED IN PARTIAL FULFILMENT OF

THE REQUIREMENTS OF THE DEGREE OF

MASTER IN PUBLIC ADMINISTRATION

OF

UNIVERSITY OF NAMIBIA

BY

OWEN KACHANA MBANGA

STUDENT NUMBER: 200612107

SEPTEMBER 2018

MAIN SUPERVISOR; DR. V. L. TONCHI

ABSTRACT

In an effort to improve performance, the government of Namibia has identified Performance Management System (PMS) as a vehicle towards achieving national goals and objectives. However, the implementation of PMS seems to be ungainly, with not much to be shown. To this extent it is important to analyse the implementer's perceptions (employees) on the implementation of the performance management system. Therefore, the aim of this study is to analyse employee's perceptions regarding the implementation of the Performance Management System (PMS), and to establish whether the employees and managers understand the objectives of the PMS. It also seeks and recommends possible solutions to the managerial and employees in the Directorate of Sport.

Mixed method research design, comprising of both qualitative and quantitative methods was used. Structured questionnaires that consisted of a Likert scale and open ended interviews were the most appropriate tools used to collect data in order to gain more understanding on the research participant's perspective of PMS in terms of their perceptions and understanding.

The population of the study was 95 employees and the sample size was 20 within the Directorate of Sport under the Ministry of Sport, Youth and National Service. It consisted of Directors, Deputy Directors, Chief Sport Officers, Senior Sport Officers and Sport Officers from the Directorate of Sport. Out of the stated sample size, only 19 respondents participated in this study. Sixteen (16) respondents were randomly selected, and 3 were purposively selected for interviews. The data collected from the questionnaires was analysed using tables, graphs, and charts. This data was also interpreted in summary form, while the data from the conducted interviews was transcribed.

This study reveals that the employees perceive that PMS can improve performance in the Directorate of Sport, and they also show a good understanding of PMS objectives. However, they feel that the implementation of PMS in the Directorate of Sport has failed and is ineffective, because it is not adapted to the current available setting and environment of sport. Additionally, the lack of prioritisation of planned activities makes financial resources, and the application of PMS to the directorate of sport and its implementation difficult as it puts strain on the limited resources. This finding is reflected by the main challenges of the limited budget.

This thesis recommends that a manager-employee relationship should be created to improve employee-manager relationship and communication on clear alignment of implementing the strategic plan, annual plan and performance agreements. This should be done in order to create and sustain a performance-orientated culture, which will enhance employees' commitment and dedication towards the achievement of the Directorate of Sport objectives and goals as aligned to the National Development Plan five (NDP 5).

AKNOWLEDGEMENTS

I would like to express my sincere gratitude to all the people who devoted their time and assistance to me while I was pursuing my studies. In particular, First and foremost, I would like to thank the Almighty God for giving me strength and granting me the wisdom, knowledge and understanding during my studies. I will glorify your holy Name now and forever. I would also like to thank the following people:

1. To my research supervisor Dr. Victor .L. Tonchi, for his professional guidance, motivation, patience and endless encouragement. Without you, this thesis would never have seen the light. To you, Dr. Jafat Nelongo for your committed proof reading of the thesis.
2. My sincere gratitude go to the Permanent Secretary of the Ministry of Sport, Youth and National Service, Mrs. Emma Kantema- Goamas for her understanding and encouragement. Without your support, this study would not have been a success.
4. My sincere appreciation go to all the respondents, who so willingly gave their time to fill in research questionnaires, participated in the research interviews and provided feedback on the study.
5. I would, lastly, also like to bridge my heartfelt thanks and gratitude to my family: my husband, Mr. Robby Simwanza, for his support; my beautiful daughter, Trishah Simwanza, and my beloved son Rowen Simwanza for their patience while I was studying. A hearty thank you for

your understanding and for providing mom with comforting warm hugs always when coming from late stressful classes.

DEDICATION

This thesis is dedicated to my late mother Ms. Beatrice Mwambwa Mbanga for the values she instilled in me, and also to my husband and best friend, Mr. Simwanza R.M, my daughter Trishah and my son Rowen, who have been my inspiration and pillar of strength, I love you all so dearly.

DECLARATION

I, Owen Kachana Mbanga, hereby declare that this study is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

No part of this thesis may not be reproduced, stored in any retrieval system, or conveyed in any form, or by means (e.g. electronic, mechanical, photocopying, recording or otherwise) without the permission of the author, or The University of Namibia in that behalf.

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

.....

Name of Student

.....

Signature

.....

Date

TABLE OF CONTENTS

ABSTRACT	i
AKNOWLEDGEMENTS.....	iii
DEDICATION	v
DECLARATION	vi
TABLE OF CONTENTS.....	vii
FIGURES.....	xiv
TABLES.....	xv
LIST OF ACRONYMS	xvi
CHAPTER 1.....	1
INTRODUCTION	1
1.1. Introduction	1
1.2. Orientation of the Study	2
1.2.1. Performance Management System and the African Union	2
1.2.2. The Performance Management System in the Namibian Public Service	2
1.2.3. The Structure of the Ministry of Sport Youth and National Service.....	4
1.3. Statement of the Problem	4
1.4. Objectives of the Study	5
1.5. Significance of the Study	5
1.6. Limitations of the Study	5

1.7. Delimitation of the Study	6
1.8. Chapter Outline	6
CHAPTER 2... ..	8
LITERATURE REVIEW AND THEORETICAL FRAMEWORK	8
2.1. Introduction	8
2.2. Performance Management.....	8
2.3. The Concept of Performance Management System.....	9
2.4. Factors that influence Employees Perceptions and Implementation of PMS	10
2.4.1. Attitudes.....	11
2.4.2. Leadership and Internal Management Commitment	11
2.4.3. Investment of Internal Resources	11
2.4.4. Organisational Culture.....	12
2.4.5. Employee Engagement and Participation.....	13
2.4.6. Appraisers Knowledge	13
2.4.7. Employee Development	14
2.5. Objectives of the Performance Management System	15
2.6. The Implementation of the Performance Management System	15
2.6.1. Planning	16
2.6.2. Priority setting	16
2.6.3. Setting objectives.....	17

2.6.4. Performance review	17
2.6.5. Reporting and reviewing	18
2.6.6. Reward and Recognition	18
2.7. Performance Management System Frameworks.....	18
2.7.1. Balanced Score Cards.....	19
2.7.2. Performance Management and Control framework	20
2.7.3. The Namibian Performance Management Framework Process	22
2.8. Challenges of implementing the Performance Management System implementation	24
2.9. Conclusion.....	25
CHAPTER 3.....	26
RESEARCH METHODOLOGY AND DESIGN	26
3.1. Introduction	26
3.2. Methodology	26
3.3. Research design.....	26
3.4. Population.....	27
3.5. Sample.....	27
3.6. Research Instruments	27
3.7. Procedures	28
3.8. Data Analysis	29
3.9. Research Ethics	29

3.10. Conclusion.....	30
CHAPTER 4.....	31
DATA PRESENTATION AND ANALYSIS	31
4.1. Introduction	31
4.1.1. Response Rate.....	31
4.2. Part A; Structured Questionnaires Findings (Employees)	32
4.2.1. Section A: Demographic information of the respondents	32
4.2.2. Section B: Different perceptions that employees within the directorate of sport have towards the implementation of the PMS	34
4.2.3. Section C: Employees and Managers Understanding of PMS Objectives	45
4.2.4. Section D: Challenges experienced during the Implementation of PMS	47
4.2.5. Section E: Employee’s Recommendations.....	50
4.3. Part B: Structured Interviews (Management in the Directorate of Sport).....	51
4.3.1. Perceptions of the PMS	51
4.3.2. Role of Management in Implementing PMS.....	52
4.3.3. Objectives of the PMS.....	53
4.3.4. Applicability of PMS Model	53
4.3.5. Challenges faced during Implementation of the PMS.....	54
4.3.6. Performance Standards and Measures.....	54
4.3.7. Human Resource Integration in PMS.....	55

4.3.8. Future Prospects of Implementing PMS in the Directorate of Sport.....	55
4.4. Conclusion.....	56
CHAPTER 5.....	57
DISCUSSION OF FINDINGS	57
5.1. Introduction	57
5.2. Restatement of the objectives of the study.....	57
5.3. Demographic information of the respondents	57
5.4. Employees’ perceptions of Internal Organisational Factors	58
5.4.1. Communication	58
5.4.2. Management Commitment	59
5.4.3. Leadership	59
5.5. Employees’ Perceptions of PMS.....	59
5.6. Employees’ Prospects of PMS	60
5.7. Employees’ Perceptions on the Implementation Process of PMS	61
5.7.1. Planning	61
5.7.2. Alignment of Performance Agreements to the Annual Plan and Strategic Plan	61
5.7.3. Job Descriptions and PMS.....	62
5.7.4. Quarterly Reviews and Annual Assessments	63
5.8. Employees and Managers Understanding of the Objectives of the PMS	63
5.9. Challenges experienced during the implementation of PMS.....	64

5.9.1. Challenges faced by employees in the implementation of PMS	64
5.9.2. Challenges faced by managers during implementation of PMS.....	65
5.10. Managers Role in the Implementation Process of PMS.....	66
5.11. Relevance of the PMS Model to the Directorate of Sport.....	66
5.12. Performance standards and Integration of PMS to Human Resource Functions	67
5.13. Conclusion.....	67
CHAPTER 6.....	68
SUMMARY, RECOMMENDATION AND CONCLUSION	68
6.1. Introduction	68
6.2. Summary of Findings.....	68
6.2.1. Employees' Perception of PMS.....	69
6.2.2. Employees Understanding of PMS Objectives	70
6.2.3. Challenges of implementing PMS.....	70
6.2.4. Possible solutions to the managers in the Directorate of Sport	71
6.3. Conclusion.....	72
6.4. Recommendations	74
6.4.1. Recommendation1	74
6.4.2. Recommendation 2	74
6.4.3. Recommendation 3	74
6.4.4. Recommendation 4.....	75

6.4.5. Recommendation 5	75
6.5. Suggestion for future research.....	75
REFERENCES	76
APPENDIX 1: Research Permission Letter.....	81
APPENDIX 2: Request for Permission to Conduct an Academic Study in the Ministry of Sport, Youth and National Service, Directorate of Sport.	82
APPENDIX 3: Approval of Request for Permission to Conduct an Academic Study in the Ministry of Sport, Youth and National Service, Directorate of Sport.....	84
APPENDIX: 4 Questionnaire – Employees of the Directorate of Sport	85
APPENDIX 5: Interview Schedule – Managers of the Directorate of Sport.....	95
APPENDIX 6: Interview consent – Managers and Chief Sport Officers	97
APPENDIX 7: Questionnaire Administration Consent Form – Senior Sport Officers and Sport Officers.....	99

FIGURES

Figure 1: The Balanced Scorecard Framework..... 19

Figure 2 Performance Management and Control framework..... 21

Figure 3: Performance Management Process Framework..... 23

Figure 4: Percentage of respondents by sex32

Figure 5: Awareness of the performance management system and internal communication of
institute’s performance management system 35

Figure 6: Means by which Performance Management System is internally
communicated..... 36

Figure 7: Annual Plan provided to respondents..... 37

Figure 8: Strategic plan linked to the annual plan 37

Figure 9: Performance agreement linked to annual plan and strategic plan..... 38

Figure 10: Quarterly reviews and Annual assessments conducted 38

Figure 11: Meetings held in the Directorate of Sport..... 39

Figure 12: Common understanding of implementation of the performance management system
and leadership capability40

Figure 13: Perception of employees on PMS contribution to performance 41

TABLES

Table 1: Response rate (n=19).....	31
Table 2: A cross tabulation of Number of respondents by age and employee position in the institution structure	33
Table 3: A cross tabulation of Employees position in the institutional structure and years of employment.....	34
Table 4: Employees perceptions on aspects of implementation of PMS	43
Table 5: Employees understanding of PMS objectives	45
Table 6: Challenges that respondent endure in implementing PMS.....	48

LIST OF ACRONYMS

BSC	Balance Score Card
HRDP's	Human Resources Development Plans
HRP's	Human Resources Plans
JEG	Job Evaluation and Grading
KPI's	Key Performance Indicators
MIS	Management Information Systems
MSYNS	Ministry of Sport, Youth and National Service
NDP	National Development Plan
O&E	Organisation structure and Establishment
O/M/A	Offices /Ministries/Agencies
PA	Performance Agreement
PAS	Performance Appraisal System
PM	Performance Management
PMS	Performance Management System
RCs	Regional Council's
WASCOM	Wages and Salary Commission

CHAPTER 1

INTRODUCTION

1.1. Introduction

In general, performance management plays an important role in any organisation, and has, therefore, triggered many researchers to find answers to questions related to performance management. Shafudah (2011) and Nelongo (2016) are some of the Namibian researchers that are of reference to this study. Shafudah (2011) focused on an appraisal of the performance management process in one directorate of the Ministry of Finance, while Nelongo (2016) investigated the factors related to the constraints and success in the implementation of the Performance Management System of the Namibian Public Service. However, these studies seemed not to have covered the area of perceptions of employees towards the implementation of performance management system.

Therefore, the researcher of this study intends to close the gap by analysing the perceptions of employees on the implementation of the performance management system in the Namibian Public Service (Ministry of Sport, Youth and National Service (MSYNS): Directorate of Sport). This study is driven by a report by the MSYNS (2017) which stated that employees expressed their dissatisfaction towards the implementation of performance management system in the public service, and that there seems to be resistance in the matter. The intention of the study is also to identify the challenges, employee perceptions, and establish whether employees and managers understand the objectives of the performance management system. It also looks at finding possible

solutions that will help management toward the efficient and effective implementation of the system.

1.2. Orientation of the Study

1.2.1. Performance Management System and the African Union

Initially, the need for an effective performance management system was one of the African Union's strategies which were drafted to address aspects of poverty, underdevelopment, good governance, and global competitiveness. Not only is the performance management system part of the strategies of the African Union, but it also focuses on improving performance, efficiency, accountability and effectiveness of public institutions, and the MSYNS in not an exception (African Union Commission, 2011).

1.2.2. The Performance Management System in the Namibian Public Service

Historically, the Namibia Public Service used two systems to assess, standardise and enforce a uniform performance across the public service (Kapofi, 2009). Firstly, the Merit Assessment System was used to evaluate lower level staff incidental promotional aspects during the reporting period such as responsibility, insight and human relations, and productivity. The second was the Efficiency Rating System which assessed managers' leadership qualities. These two systems were later phased out as they were perceived to focus more on attributes of employees instead of assessing the impact of those attributes on the attainment of organisational objectives, and also because of their colonial heritage (Kapofi, 2009). Following the abolishment of the above mentioned systems, the Wages and Salary Commission (WASCOM), recommended the Performance Appraisal System (PAS), which evaluated employees on the job performance. However in 1998, the PAS was suspended by Cabinet because not only was the training provided

to managers before its implementation inadequate, it also did not support government departments' organisational culture. The failures of the Performance Assessment System led to the realisation of the need to find a system that better assessed performance, and also suited the needs of the Namibian Public Service. As a result, the performance management system was introduced and approved by Cabinet in 2002 (Republic of Namibia, 2014). Enabling the implementation of the performance management system in the Namibian government are Acts that govern the public service. However for the purpose of this study, only the main acts that relate to the performance management system are discussed. Firstly is the Labour Act of 2007 (Act No. 11 of 2007) which is relevant to this study as it states the aspect of rewards in performance management. Secondly, is the Public Service Commission of 1990(Act No. 2 of 1990) which advises the State President on issues such as appointment according to job categories of the suitable person, balanced structuring, and disciplinary issues that relate to employment in the public service (Republic of Namibia, 1990).

The third is the Public Service Act of 1995 (Act no.13 of 1995) that focuses on the establishment, management and efficiency of the public service that is essential to the implementation of the performance management system. In addition, the Principles and Framework' document of 2006, guides the Performance Management Policy of 2011, which enforces and supports the implementation of the performance management system as an essential part of a performance culture in the public service for each Office, Ministry, Agency and Regional Council to have a practical performance management system in place. Another relevant Act to the performance management system is the State Finance Act of 1990 (Act No. 31 of 1990). This Act provides

guidelines for budgeting and spending which are important because an effective performance management system needs both human and financial resources.

1.2.3. The Structure of the Ministry of Sport Youth and National Service

The MSYNS is headed by a Minister and Deputy Minister who are politically appointed by the President. The Permanent Secretary is the accounting officer of the ministry. The Ministry consists of 3 directorates: Directorate of Sport, Directorate of Youth and Directorate of General Services, each headed by a director. The directors are the administrative managers within the ministry, and they are assisted by deputy directors. Each directorate develops and implements performance management through strategic planning and operational plans that form the overall strategic plan of the MSYNS strategic plan. The focus of this study is on the Directorate of Sport, which is divided into 3 divisions namely; School Sports, Community Sports and Marginalised Community and Women in Sport. Each of these divisions is headed by a deputy director. The Chief Sport Officers head the 6 Sport Community Zones (the country's 14 political administrative regions are categorised into six zones), and below the chief sport officers are the senior sport officers and the regional sport officers (MSYNS, 2016).

1.3. Statement of the Problem

The MSYNS (2017), reported that employees expressed dissatisfaction with the implementation of Performance Management System (PMS), and that there seems to be some resistance in the implementation of PMS. Therefore, the researcher of this study intends to analyse the employees' perceptions towards the implementation of the PMS in the Directorate of Sport (MSYNS). In addition, Shafuda (2011) indicates that there is a lack of empirical evidence on employees' perceptions of the implementation of the PMS in the MSYNS. This study, therefore, intends to address this knowledge gap as identified by (Shafuda, 2011).

1.4. Objectives of the Study

The objectives of this study are:

- To identify different perceptions that employees within the Directorate of Sport have towards the implementation of the PMS.
- To establish whether the employees and managers understand the objectives of the PMS.
- To identify challenges faced in the implementation of PMS.
- To recommend possible solutions to the Managers in the Directorate of Sport.

1.5. Significance of the Study

This study will focus on analysing employees' perceptions of the PMS in the Directorate of Sport. It will assist managers and employees of the Directorate of Sport as well as stakeholders to be aware of the employees' perceptions towards the implementation of the PMS. This study will contribute to the existing knowledge of public sector and academics about effective implementation of the PMS. It will also identify challenges faced in the implementation of the PMS and provide recommendations on how to improve the implementation of the PMS in the Directorate of Sport.

1.6. Limitations of the Study

Limitations that the researcher faced include the fact that the study focused only on employees' perceptions of the implementation of PMS in the MSYNS, focusing exclusively on the Directorate of Sport. In addition, communicating with employees to ensure that they understood the questionnaire was a challenge in that some employees were not keen to participate due to personal reasons. One senior manager could not set time aside for the interviews because of other commitments.

1.7. Delimitation of the Study

The scope of the Study is delimited to analysing the implementation of the PMS in the MSYNS (Directorate of Sport). Furthermore, the sample of this study will be limited only to the employees of the MSYNS (Directorate of Sport). Additionally, the findings of the study are restricted to the MSYNS (Directorate of Sport) and cannot be generalised to other Ministries.

1.8. Chapter Outline

This thesis consists of 6 Chapters which are organised as follows:

Chapter 1 is the introduction which provides an orientation of the study, describes the context of the problem, the problem statement, the objectives, significance of the study, limitations and the delimitations of the study.

Chapter 2 provides a guide of the study; it also discusses the theoretical framework and reviews existing literature of various authors on employees' perception of PMS implementation allied to this study.

Chapter 3 is devoted to the research methodology used in developing this thesis. This Chapter focuses particularly on the research design, population of the study, sample, data gathering instruments and data analysis procedures from the quantitative and qualitative perspectives.

Chapter 4 presents and analyses the data extracted from the information gathered through questionnaires and interviews used.

Chapter 5 presents the findings and discussions of the study in relation to the literature reviewed in chapter 2, and it is outlined in accordance with the research objectives of the study that are stated in Chapter 1.

Chapter 6 presents conclusions and recommendations based on the findings in chapter 5.

1.9. Conclusion

This chapter provided an introduction and orientation of the study. It has also included a description of the identified problem and the potential contribution that the researcher hopes to make to the existing knowledge on PMS implementation. The chapter also presented the limitations and delimitations of this study as well as an outline of study which, in overall, put this study into perspective. The following chapter will focus on a review of literature that relates to PMS.

CHAPTER 2

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1. Introduction

In this chapter, literature relating to PMS concepts and aspects pertaining to employees's perceptions of PMS will be discussed. The literature will also cover the objectives of PMS and give insight on the existing regulatory system of PMS implementation. The main part of the chapter focuses more on the implementation process of PMS. For the understanding of the study, various frameworks that contribute to PMS's successful implementation are discussed.

2.2. Performance Management

The focus of this study is on the implementation of PMS. However, it is important to first understand the concept performance management. Kalashe (2011) conceptualises performance management as a goal oriented activity which enables employees to improve performance. He further states that the performance of employees entails the employees's team mission, goals, values, defined performance strategies, sufficient allocation of resources, coordination, individual understanding, skills and communication. Nel, *et al.* (2013) further suggests that performance management involves having in place systems and methods which translate the goals of strategic management into individual performance terms through human resource management, in which the recruitment selection functions contribute to an effort of strategically managing the institution by employing the right people and ensuring consistent appraisals of individuals, as well as planning and influencing their future performance through targets and development strategies. However, Swanepoel (2008), has taken a different approach by dismissing Nel, *et al* (2013) by stating that appraisals are not effective in achieving improving performance due to their top down

approach and emphasises that the evolution from appraisal to performance management entails the involvement of all employees, and is not a Human Resource Department's function alone. Armstrong (2009), like Swanepoel (2008), maintains that performance management is a holistic approach of performance which focuses on the theory of managing by agreement, contrary to the traditional management approach, that focuses on management by command. Summarily performance management can be viewed as a process that involves a common understanding and agreement of planned work activities between the employees and the managers, while setting expectations by aligning individual objectives to institutional objectives with the aim of accomplishing goals at employee and institutional level. The next session discusses various authors' opinions of the concept of PMS.

2.3. The Concept of Performance Management System

Before discussing the concept of PMS, it is of utmost importance to differentiate between performance management and the PMS. Unlike performance management which is much broader, PMS focuses more on developing clear job descriptions and employee performance plans which include the key result areas and performance indicators. The PMS allows for quarterly performance development discussions between supervisors and subordinates to take place. In turn, quarterly reports are used to evaluate employee performance on the basis of the stated targets in performance plans. For the PMS to be actionable, Gotore (2011), elaborates that the system should include an integrated systematic process that improves the performance of institutional employees and the institution itself through planning, organising and leading (authority, support, empowerment, visioning, influencing and inspiring), and monitoring and evaluation (which allows for the remedial actions if needed).

In comparison, Sole (2009), defines PMS in the context of internal factors which are internal management commitment, investment of internal resources, performance oriented culture, employee engagement and participation, appraisers' knowledge, employee and development, clarity of the goals established and employees' attitude. Clearly, the various views of PMS point out that the implementation of PMS can be influenced by internal organisational factors. The factors that influence both employees' perceptions and the implementation of PMS are discussed below.

2.4. Factors that influence Employees Perceptions and Implementation of PMS

The implementation of PMS can be influenced by many factors, but in relation to this study, the researcher will focus on what the employees perceive as aspects that impact the implementation of PMS. Related literature includes a study conducted by Swanepoel, *et al.*, (2016), which indicates that employees perceived the PMS as being ineffective. However, Sharma, *et al.*, (2016) state that the performance appraisals design does not matter, but what matters the most is the employees' positive opinions about the appraisal. The following are some of the factors that may influence employees' perceptions towards the implementation of PMS:

- Attitudes;
- Leadership and internal management commitment;
- Investment of internal resources;
- Performance oriented culture;
- Employee engagement and participation;
- Appraisers knowledge;
- Employee development; and
- Organisational Structure.

2.4.1. Attitudes

In general, employees develop attitudes toward others and things, based on the benefits that they can obtain. They would positively support activities that are more beneficial, and activities assuming to be costly will tend to be perceived negatively. Saravanja (2011), states that importance should be given to soft skills, behavioural aspects and opinions of the employees on performance. Waal (2002), agrees that managers and employees' behavioural factors play an important role in the successful implementation and use of the PMS. From the reviewed literature it is clear that attitude is one of the most important and effective factors for employee performance. The above demonstrates that employees' attitude, perceptions and organisational culture play a role in the implementation of PMS.

2.4.2. Leadership and Internal Management Commitment

Yeh (2007), postulates that organisational commitment is based on the employees' belief and acceptance of organisational goals and efforts shown by individuals toward organisational goals. Saravanja (2011), further emphasises that active leadership, management commitment and support in the implementation of PMS is vital. As the organisations' success or failure may depend on the type of leaders it has. Kreklow (2006), adds to the discussion by stating that effective implementation of the PMS is a process that is strengthened mainly by management's commitment to the implementation process. To this end it is indeed prominent that dedicated time and interest from managers to the implementation of the PMS can determine how effective PMS is implemented.

2.4.3. Investment of Internal Resources

Whitford and Coetsee (2006), define the implementation of PMS as a process of managing the behaviour of people within an organisational environment that facilitates and supports alignment

of individual goals with organisational goals. This is done in order to achieve organisational and financial performance. The notion of that implementation of PMS requires financial support is further stated by Philip (2012) who elaborates that PMS requires initial investments of resources for both the implementation and for ongoing administration. Kalashe (2016), adds to the debate that inappropriate expenditure of financial resources may lead to failure of achieving organisational objectives. Sehoa (2015), says that accurate planning is required during the implementation of PMS as it ensures that sufficient resources are aligned to the planned programmes, projects and activities in order to achieve anticipated institutional objectives and goals. The views of Phillip (2012), Kalashe (2016) and Sehoa (2015), indicate that there is a link between institutions' financial aspect and the implementation of PMS.

2.4.4. Organisational Culture

According to William (2002), the management of both employees and the organisation through the alignment and integration of organisations' vision, mission, values and organisational cultures insures improved organisational performance. Ehlers and Lazenby (2010), indicate that organisational culture is a set of important, often unstated, assumptions, beliefs, behavioral norms and values that the members of an organisation share. They say that an organisation's performance oriented culture of openness about performance agenda, willingness to risk; accountability; trust and relationships between managers and employees lead to a common understanding of the implementation of the PMS in the organisation. Similarly, Odendaal and Roodt (2009), also indicated that organisational culture refers to shared meaning held by employees that differentiates the organisation from other institutions. Therefore, one can state that employees' and managers' involvement is vital in creating an organisational culture that enhances PMS implementation.

2.4.5. Employee Engagement and Participation

In the implementation of the performance management system, the aspect of employee participation is crucial. Narcisse and Harcourt (2008), articulate that employees desire to be involved in performance standard setting. Coutler (2010), emphasises as well that the implementation of the performance management system is not simply the responsibility of an organisation's top managers, but employees at all levels should play a role in developing the organisation's strategy as well as implementing it. The above stated show the importance of employees' awareness of the expected standards required from them, and that this can be done by encouraging employees to participate and engage in PMS processes.

2.4.6. Appraisers Knowledge

Armstrong (2009) postulates that, employees consider managers to be not skilled enough to discuss employees' performance, and the purpose of assessing their performance. The overall implementation process of the performance management system depends on the supervisor's role. The role includes supervisors meeting with their subordinates on a regular basis to discuss the basic objectives of their component in the organisation's structure, and their subordinate's roles in the success or failure in achieving those objectives. In the same vein, Coulter (2010), affirms Armstrong's (2009) view and states that "implementation of institutional strategy embedded in PMS is not simply the responsibility of institution's top managers, but employees at all levels should play a role in developing strategy as well as implementing it." He further states that both the supervisors and staff become active in the whole process of implementing PMS for the identification of their weakness, strengths and potentials that can enhance or hinder PMS. In summary, PMS is implemented successfully once the supervisors are familiar with the organisation's strategic objectives and how their job duties and that of their subordinates contribute

to the attainment of objectives. Therefore, performance appraisers should acquire knowledge through training that equips them with skills of aligning their activities and subordinates' activities in accordance with the stated institutional objectives and desired outcomes in order to implement PMS. Employee development is further discussed below.

2.4.7. Employee Development

Generally, employee development allows systematic identification of present, and anticipated training needs of an organisation and its employees to take place. According to Nyambezi (2009), effective implementation of PMS requires skilled employees to design and lead the implementation process. Seign (2010), states that it is only logical that employee development needs are generated from job analysis and performance assessments by using mechanisms of performance appraisals, feedback and performance coaching to ensure implementation of PMS. Therefore, one can conclude that employee training should be done to manage, motivate and evaluate employee performance, as well as to ensure correct placement of employees skills in the organisational structure in order maximize employees fulfillment of job requirements. This satisfies employees personal development needs as well as the institution's needs.

2.4.8. Organisational Structure

According to Odendaal and Roodt (2009), organisational structure includes the formal division of job tasks into groups that are coordinated. Ehlers and Lazenby (2010), elaborates that organisational structure is a framework within which the strategic process of implementing PMS must take place in order to attain the organisation's objectives. They further state that the organisational structure plays a vital role in the implementation of the PMS, and if the structure is not clear then the responsibilities of the employees might not be clear as well leading to poor performance. Additionally, Nelongo (2016), states that in the public service context, the structure

design includes elements of the public service, which makes provision for the establishment of sections, units and oversight bodies at both the national and organisational levels to ensure the effective implementation of the PMS process (Nelongo, 2016). Contrary to Nelongo, Zeffane (1994), argues that bureaucratic barriers in institutions cripple PMS implementation, and emphasised that the removal of bureaucratic barriers can enhance the implementation of PMS. In totality, the above stated reflects that the organisational structure should be reviewed based on the objectives and initiatives of the organisation's strategic plan according to the availed budget. The following section focuses on the objectives of PMS.

2.5. Objectives of the Performance Management System

Generally, PMS has many objectives, however its aims in the Namibian Public Service firstly include the management of organisational, individual and team performance in order to realise organisational goals and promote a performance culture in the Public Service of Namibia. Secondly, PMS creates a platform for constructive dialogue between supervisors and their subordinates as well as to managing service delivery against agreed targets and intended outputs are among the objectives. Thirdly, PMS is meant to enable the early identification of unsatisfactory performance and the taking of corrective action. It is also meant to identify learning and development needs and appropriate interventions at organisational and individual levels. Finally, it is expected to provide feedback to staff members on their performance and to recognise and reward good performance (OPM, 2011).

2.6. The Implementation of the Performance Management System

Effective implementation of PMS involves a process or steps to be followed. The first step in this process is the adaptation of a participatory approach in planning and decision making. The second is the aligning of institutional and employees' objectives to the strategic plan of the institution, and

thirdly, is the setting of departmental and individual performance targets related to the objectives of the institution. Finally, is the evaluation of the whole process (Maloba, 2016). The initial step of planning in the process of implementing PMS is further elaborated in the next subsection.

2.6.1. Planning

In general, institutional plans that serve as a roadmap towards achieving the long term objectives should be clear in terms of accountability and responsibility, in order to achieve long-term objectives, and to allocate appropriate resources according to the institution's needs (Ehlers and Lazenby, 2010). In the Namibian context, Vision 2030 is the long term development strategy and the process of strategic planning involves management decisions on the drafting of a 5 year National Development Plan (which includes programmes, projects and budgets) which is aligned to Vision 2030, and also guides the internal Ministerial Strategic plan of Directorates and Divisions from which the Annual Plan is drawn (OPM, 2011). Based on the reviewed literature, it may be meaningful if identified strategies could be probably changed to operational plans in order for the organisation to realistically on a practical basis be able achieve its objectives according to the set prioritised programmes and projects of the institution.

2.6.2. Priority setting

In the process of implementing the PMS, the managers and stakeholders of the organisations are supposed to be fully involved. This allows for the easy identification of key performance areas and set the performance expectations of the institution and employee. According to Culbertson, *et al.*, (2013), employee satisfaction with the PMS priority focus areas and performance agreements is a good indicator of the effectiveness and viability of the PMS. The prioritised projects and activities should be aligned to the institution's objectives.

2.6.3. Setting objectives

Strategic objectives can be described as action statements that state how the organisation will implement the strategy effectively (Coulter, 2010). It is important for organisations to develop appropriate future strategic objectives that relate to the organisational environment, vision and mission (Nkuna, 2013). From the literature, the researcher's opinion is that the ability of the organisation to achieve its goals rests on the formulation (how the objective is stated) and its relevance to the operational activities of the organisation. The objectives of the organisation serve as a guide to attain related goals and not a wish list. However, the objectives should be seen as being realistic and attainable.

2.6.4. Performance review

The organisation's performance can be identified by reviewing its achievements, growth and difficulties. One way of doing this is through a review of performance agreement and personal development plan (Waal, 2007). Performance review provides a report of past performance and enables to make plans for future. These reviews should not only consider that what happened in past performance year, but also emphasise on why it happened, which makes future planning more effective. Quarterly reviews are deliberations between the supervisor and a staff member done on a quarterly basis of the year, to identify progress and improvement to be made in order to suggest corrective measures. Contrary, appraisals are an annual summative assessment which involves the rating of the overall performance of the staff members. Saravanja (2011), states that it is important for managers to understand the difference, and not to use performance appraisals as a solution to quarterly reviews that had not been done. Systematic collection of information allows reporting and reviewing to be conducted.

2.6.5. Reporting and reviewing

In every public institution, one would expect an annual report that reflects the performance of the institution during the financial year, and allows for comparison between the anticipated performance targets and outcome, and the actual achieved outcome and targets that have been met in the previous financial year (Kaplan & Norton, 2010).

2.6.6. Reward and Recognition

According to Nelongo (2016), as the PMS matures, it should provide for both monetary rewards and career promotion according to a reward or recognition scheme of the PMS. In the same way, Ehlers and Lazenby (2010), define reward system as the different components considered in performance evaluation and the giving of monetary and non-monetary rewards. According to Sharma, *et al.*, (2015), the reward system should be tightly linked to the individual performance agreements to encourage a change in behavior and support the implementation of the PMS. In addition, it should be related to achieving the specific outcomes. It must also emphasise on rewarding people (employees) for achieving expected results. In summary, employees strive to attain recognition and reward. Without the assurance of any incentive, employees' performance becomes stagnant and the organisation is left without any reinforcements of improving employees' performance.

2.7. Performance Management System Frameworks

The researcher of this study was of the opinion that studies on the implementation of the PMS could be necessitated by understanding the various frameworks that guide its design and implementation. The researcher thus compared different PMS frameworks in the next subsection.

2.7.1. Balanced Score Cards

The use of the Balanced Score Card (BSC) in the implementation of the PMS is based on what the organisation ultimately intends to achieve. This means that a BSC model of one institution cannot be copied and applied to another institution, or the same model cannot be applied across the board to all institutions, because it is a process or tool that should be tailor-made for specific outcomes. This framework can be used in implementing strategies that relate to PMS. There are three major perspectives of BSC. First is the employee perspective that concentrates on the key internal processes, for example, communication that drive the organisation towards implementing PMS. Second is the customer perspective that considers the organisation's performance through the opinions of a customer. Last is the business perspective that relates to strategy outcomes and business processes needed for organisational effectiveness and efficiency, which in turn improves the performance of the organisation.

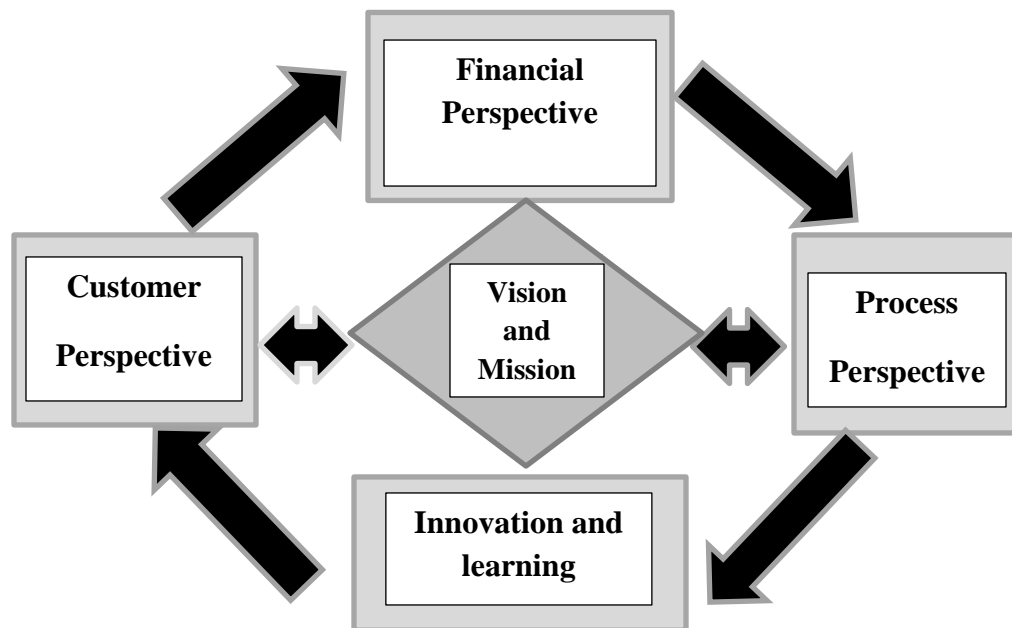


Figure 1: The Balanced Scorecard Framework, Kaplan and Norton (2010)

In short, the requirements for successful strategy implementation as identified and discussed above are used to determine the strategy constraints and reasons of choosing a specific strategy to be implemented. In the same vein, the successful implementation of strategies ensures effective implementation of PMS. In addition, the BSC model suggests that managers should be proactive and focus strategically on factors that generate sustainable success in the long run, instead of focusing on short-term performance only.

2.7.2. Performance Management and Control framework

The Performance Management framework of Ferreira and Otley (2009) starts with the vision and mission of the institution as they are a broad orientation of the beliefs system of an organisation and what the institution perceives to achieve. The vision and mission serve their purpose only when they are communicated and acted upon. When an organisation that does not have a clear vision and mission, the control system of the organisation is affected, which in turn affects the implementation process of PMS. According to Ferreira and Otley (2009), the organisation's stated vision and mission need to be turned into desired outcomes through actions such as strategic planning, performance measures, and setting of targets. They continue to state that it is possible for an organisation to have clear goals and objectives spelt out in various mission statements and activities, but have not thought of what actions will be necessary to achieve such goals, for example, strategic planning failure.

Mostly due to failures in strategic planning alternatively, an organisation may decide that it will not operate through a detailed planning process, but adopt a more flexible, adaptive approach to respond to environmental uncertainties (it is thought better not to plan but to have the capacity to respond quickly to events as they unfold). In the Performance Management and Control framework, the organisational structure is emphasised as a key to control the system of the

organization; the organisational structure could be a constraint on the use of control system and design in this framework. The Performance Management and Control framework, relates to the identification of the key organisational objectives and the processes and methods involved in assessing the level of achievement in each of these objectives. It also shows the process of formulating and implementing strategies and plans, as well as the performance measurement and evaluation processes associated with implementation. This framework also includes the process of setting performance targets and the levels at which such targets are set, and finally draws attention to rewards systems used by organisations and to how these are influenced by achievement or failure to meet performance targets (Ferreira and Otley, 2009) as indicated in figure 2.

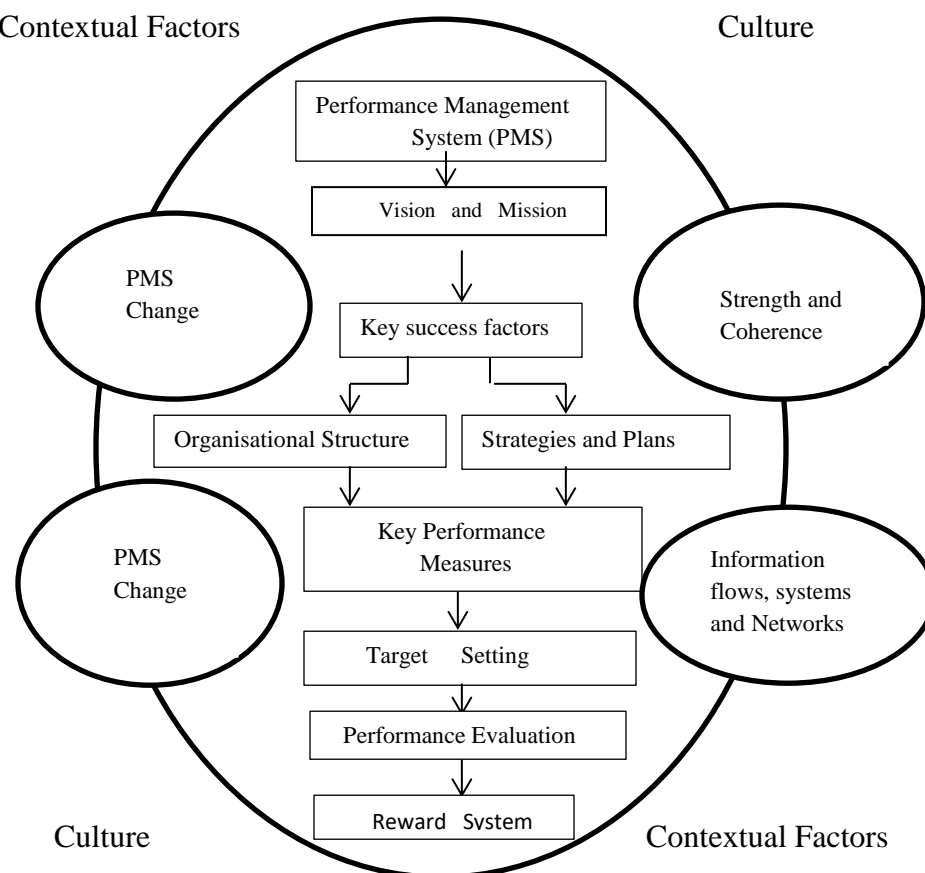


Figure 2: Performance Management and Control Framework. (Ferreira and Otley, 2009).

Similarly Coulter (2010), also relates that strategic control can be a tool used for monitoring the implementation of PMS which ensure quality and effectiveness in the organisation's performance. The researcher views Ferreira and Outlays (2009) Framework as a broad comprehensive framework describing and analysing such systems as focusing on the top management perspective and control of performance management, and on specific aspects of control systems design and use as in the organisational hierarchy opposed to adopting a more comprehensive and integrative approach of the PMS.

2.7.3. The Namibian Performance Management Framework Process

Similar to Ferreira and Otley (2009) framework of Performance Management and Control, is the Namibian Performance Management Framework that is stated by OPM (2005), and indicates that, apart from the strategic plans, organisational systems and processes play a key supporting role and should be in place in OMAs for optimal implementation of the PMS. These systems and processes include human resources policies, the competency framework, the Organisation structure and Establishment (O&E), Job Evaluation and Grading (JEG), Human Resources Plans (HRPs), Human resources Development Plans (HDPs), job descriptions for all positions in the OMA and Management Information Systems (MISs) (OPM, 2005).

This framework seems to cover the most essential processes of the PMS, however the researcher notices an omission of control systems that strengthen the process as compared to the framework of (Ferreira and Otley, 2009). The researcher also notices that the main key players (Managers and Employees) maybe not clearly aligned to the strategic plans which makes the framework to be broad and less focused on inputs and outputs, but rather the framework focuses mostly on strategic planning .The researcher's opinion is that the framework may seem to also concentrate more on

the Human Resource Functions rather than being result oriented, which is to improve service delivery. The researcher prefers the framework of Ferreira and Otley (2009) because it strongly focuses on strategic issues, and on its implications on the control system. It looks at control tools employed by organisations for the effective implementation of PMS, and the purposes for which they are used. The fact that specific purposes strategies are usually attached to particular tools adds to the understanding of the objectives and purpose of implementing PMS, which are mostly reflected in figure 3 below.

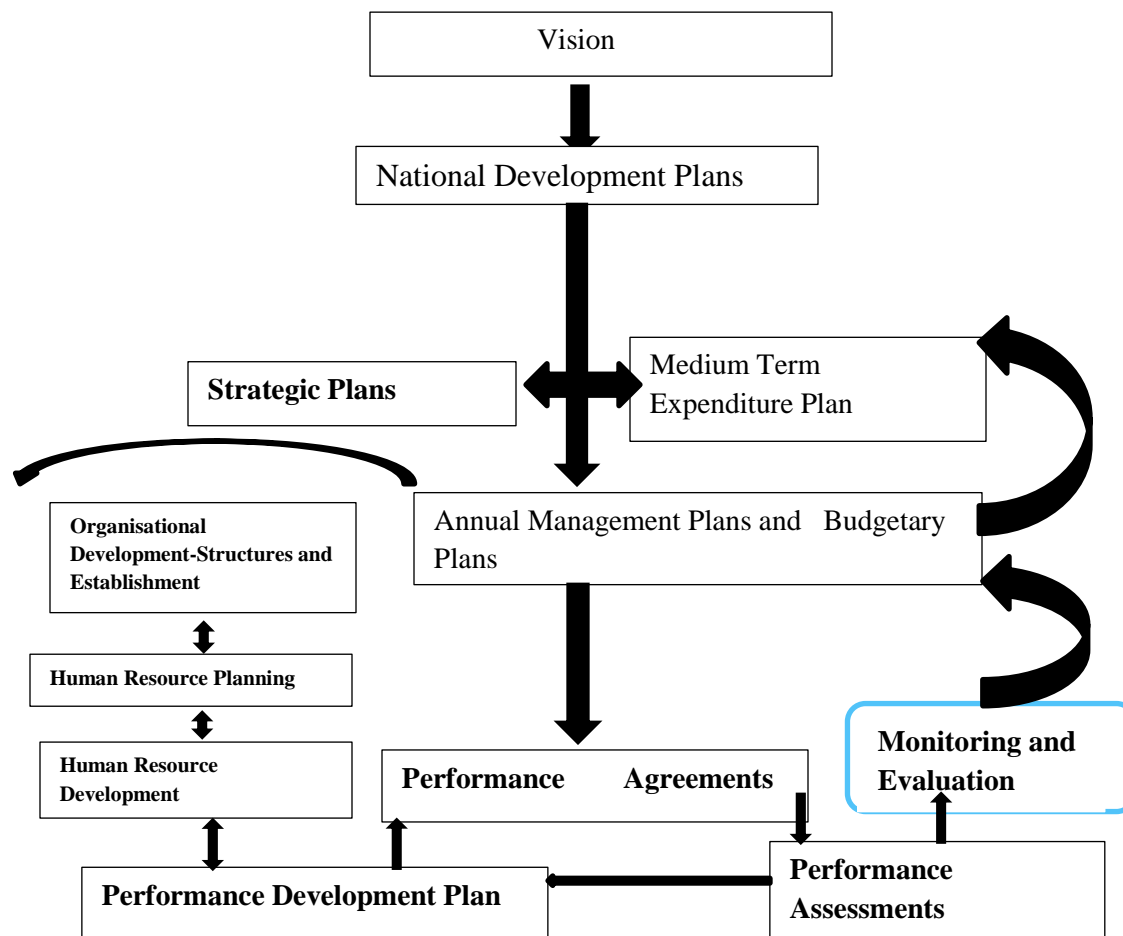


Figure 3: Performance Management Process Framework (OPM, 2011)

2.8. Challenges of implementing the Performance Management System implementation

The researcher finds it appropriate to discuss challenges in the implementation of the performance management system because this study aims to identify perceived constraints characterising the implementation process, and to make recommendations that may inform the implementation process within the Namibian context. It is common for any implementation process or system to have challenges, especially where people have different perceptions. This is as in this study, where the researcher intends to find out the employees (management and lower level) perceptions towards the implementation of performance management system. Gotore (2011), is also of the view that implementing performance management system is complex as a system may look good on paper but difficult to implement in practice. He identifies PMS implementation as challenging since decision makers focus on what they want the system to accomplish, while key performance areas are overlooked and end up not aligned to institutional objectives. Accordingly, Nelongo (2016), identifies challenges that hamper PMS implementation. Initially, he states that the long process of implementing causes impatience to see quick results. This is further worsened by a lack of alignment and consistency in performance-related values. Nelongo (2016) then emphasises that a lack of clear roles and responsibilities and the absence of institutional capacity and structures lead to a deficiency of clarity about results and institutions agenda.

Furthermore, Nelongo (2016), states that the successful implementation of PMS depends on the development of an environment of mutual trust and respect between managers and supervisors on the one hand, and their staff at all levels on the other. It is further stated that the process is carried out objectively, openly and honestly. Change management is a challenge in itself, therefore to manage performance one has to be mindful of changes in the environment, and to adapt to it by

managing the change. Communication can be considered a challenge as it has an important role in the implementation of any performance management process. The researcher is of a view that organisations may face challenges. However, challenges should be overcome and turned into opportunities.

2.9. Conclusion

The understanding of this chapter emanates from the guiding concepts of PM and PMS. The factors that can influence employees' perceptions, and reviewed challenges in the process of implementing the PMS have also been discussed. The main focus of this chapter is more on the implementation process of the PMS, and the relevant theoretical frameworks. The literature reviews that exist on PMS Policy and frameworks tend to focus on the administration arm of the government, who are the heads of administration in each office, ministry and agency in the Namibian public service.

CHAPTER 3

RESEARCH METHODOLOGY AND DESIGN

3.1. Introduction

This chapter presents the methodology that was used in this study to have insight to the research problem and address the research objectives. This chapter outlines the research components pertaining to the research design, population, sample, research instruments, procedure, data analysis as well as ethical consideration.

3.2. Methodology

This study was conducted by using both quantitative and qualitative methods. The study used both methods, because qualitative research was used for in-depth understanding, while the quantitative method included survey research which was oriented towards statistical and quantifiable analysis of the data that had been collected.

3.3. Research design

The research study conducted used mixed methods of data collection and analysis. This ensured the mitigation of the weakness of quantitative design (does not allow for in-depth understanding) with the strengths of qualitative design (allows in depth understanding). While the weakness of qualitative design (less representative) was overcome in the quantitative design (more representative). Quantitatively, questionnaires that consisted of structured and semi structured questions and Linkert scales were used to collect information from the Directorate of Sport employees. Questionnaires were used in order to gather standardised empirical data that is objective. The mixed method technique applied to this study assisted the researcher to collect

relevant information in order to understand and determine all issues regarding the implementation process of PMS in the Directorate of Sport (Ministry of Sport, Youth and National Service).

3.4. Population

The employees of the Directorate of Sport were the targeted population, on which this study is based. The focus of this study was mainly on operational staff in the Directorate of Sport. The total population of the Directorate of Sport in the Ministry of Sport, Youth and National Service is 95, which comprises of 1 Director, 3 Deputy Directors, 5 Chief Sport Officers, 15 Senior Sport Officers, 25 Sport Officers, 25 Cleaners, 21 Care takers (Ministry of Sport, Youth and National Service, 2016).

3.5. Sample

A sample size of 20 was taken from the total population of 95, of which the 20 comprised of 16 lower level employees (8 Senior Sport Officers and 8 Sport Officers), that were randomly selected by the use of a random number from the employee list of the Directorate of Sport.

In addition, judgmental or purposive sampling was used by the researcher to select 4 managers comprising of employees with distinct knowledge and expertise on the implementation of the OMS (1 Director, 1 Deputy Director and 2 Chief Sport Officers) employed in the Directorate of sport.

3.6. Research Instruments

In this study the researcher obtained information through the use of questionnaires for the larger volume of participants. The researcher used a questionnaire to gather a broad spectrum of information from respondents they have an advantage over other data collecting tools, as they are more efficient because they required and permitted collection of data from a larger sample. The questionnaire consisted of a Linkert scale that indicated a scale from strongly agree to strongly

disagree used to rate the employees of the directorate in terms of their perceptions, understanding of the PMS and challenges of implementing PMS. Interviews guided by an interview schedule were also used. They included a list of all the questions to be asked to the respondents in a pre-determined sequence. A multi-media voice recorder was used to record all interviews with the smaller volume of participants, which consisted of structured and open ended questions. Although a tape recorder may distract the attention of the participants from the main points of the interview, for the purposes of this the researcher used a tape recorder and also made notes during the interviews. The recorder was beneficial because the researcher was able to replay it and to hear verbatim exactly what was said by the participants.

3.7. Procedures

The researchers drafted a questionnaire that consisted of 5 sections namely section A, Section B, Section C, Section D, and Section E. The questionnaire consisted of 18 questions in total, as well as a list of questions of 10 questions that the researcher asked respondents that were interviewed. Then a request in a form of a letter to conduct this study at the Ministry of Sport, Youth and National Service, was forwarded to the Permanent Secretary. When approval had been granted, the researcher personally went to the Directorate of Sport, and set dates for administering the questionnaires with the employees in the Director of Sport, and also made appointments for interviews. The questionnaire was accompanied by a covering questionnaire administration consent form. The researcher ensured that participants understood the questions before filling in the questionnaires. Each participant was allocated 20 minutes to fill in the questionnaire, which was collected by the researcher immediately after they were filled in. All the questionnaires that were administered were collected by the researcher and were each statistically analysed in terms of the frequency of responses and percentages.

The interviews were conducted in the participants' offices where the respondents signed a written interview consent before conducting the interview. The researcher captured the interview process on a multimedia recorder and also took notes. Each interview session lasted less than 40 minutes.

3.8. Data Analysis

The researcher transcribed the recorded data from the interviews, and coded it in a comprehensive manner that made participants' responses appear in a clear and sensible way through thematic analysis. Furthermore, a lot of irrelevant information was given by the respondents because the researcher used open ended questions for the interviews. Therefore, the researcher had to remove excess and irrelevant information in preparation of presenting the research findings. Data gathered from the questionnaires was converted into number format that was analysed using the Microsoft Office Excel Program. The quantitative data was further analysed by applying statistical methods that allowed the researcher to quantify data into frequency and percentage presentations. Pie charts and bar graphs were also used to give a better illustration of the data.

3.9. Research Ethics

Firstly, the researcher obtained permission from the Permanent Secretary of the Ministry of Sport, Youth and National Service, and a written consent from the respondents that permitted the researcher to conduct and record the interviews. Secondly, the researcher ensured that the study was conducted ethically in terms of data collection, data analysis and dissemination of the findings by respecting the rights and dignity of the participants involved in the research project, and conducting the study with honesty and integrity. Thirdly, the researcher did not deceive the respondents and neither revealed personal identifiable information of the respondents in the presentation and findings of the study. In addition, information that had been collected was kept confidential and results were presented anonymously. The researcher also acknowledged authors

whose work was used in the study. Lastly, information obtained from the study is kept in a security safe box and will be destroyed after 3 years.

3.10. Conclusion

This chapter outlined the research design that was used to guide this research. The population, sample size, research instruments, data collection procedures, data analysis and ethical consideration were discussed in this chapter. The next chapter (chapter 4) presents the results of the study, analysis and interpretation of data.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.1. Introduction

This chapter presents, analyses and interprets data collected through the use of questionnaires and interviews from the Directorate of Sport employees. The data collected from questionnaires is presented in the forms of tables, cross tabulation, graphs and pie charts and descriptive narrations. Data collected from interviews is transcribed. This is done in order to address the research objectives stated in chapter 1. This Chapter is divided into two parts, the first (part A) presents data collected from employees by the use of questionnaires, and the second (part B) includes data collected from managers through interviews.

4.1.1. Response Rate

Table 1: Response rate (n=19)

Sample	Frequency	Percentage (%)
Acting Deputy Director(Management)	1	5.26%
Chief Sport Officer(Management)	2	10.53%
Senior Sport Officer	4	21.05%
Sport Officers	12	63.16%
Total	19	100%

The respondents' sample totalised to 19 respondents, aided by 16 questionnaires distributed to randomly selected employees (senior sport officers and sport officers) from the Directorate of Sport. In addition, 4 interviews were to be initially conducted with management. However, the researcher managed to conduct 3 interviews only. Overall, the response sample of 19 reflects a 100% response rate. The researchers' effort of securing questionnaire distribution and interview dates, as well as collection of questionnaires immediately after being successfully filled in by the respondents, attributed to the stated response rate.

4.2. Part A; Structured Questionnaires Findings (Employees)

This part presents data by sections (sections A, B, C, D, and E) according to the objectives of the study. A total of 16 questionnaires were administered to employees (senior sport officers and sport officers).

4.2.1. Section A: Demographic information of the respondents

This section shows demographic information of the respondents. It is relevant for the researcher to attach this demographic data to the study because it reveals the respondents Sex, Age, Position held in the Directorate of Sport, and years of experience which provides insight and a clear understanding of the collected data.

4.2.1.1. Sex Group of Respondents

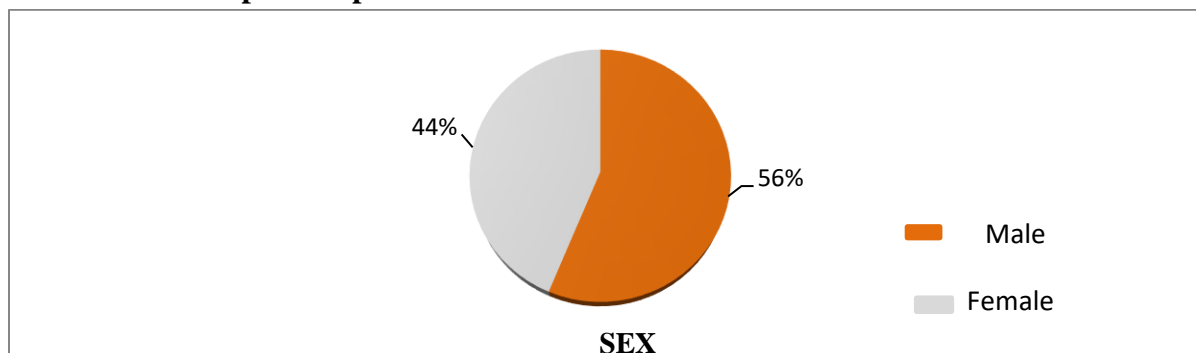


Figure 4: Percentage of respondents by sex.

As revealed in figure 1, the pie chart portrays the collected data according to a nominal scale with only two categories (male and female) of sex of the Directorate of Sport employees who participated in this study. From the 16 employees who participated in the questionnaire survey, 56% were male and 44% were female. Therefore the results indicate that most responses are males than females.

4.2.1.2. Respondents by Age and Position

Table 2: A cross tabulation of Number of respondents by age and employee position in the institution structure.

Position	Sport Officers (Number) and %		Senior Sport officers (Number) and %		Total respondents in each age group	
	Frequency	Valid %	Frequency	Valid %	Total Frequency	Total valid %
25-35	2	12.50%	1	6.25%	3	18.75%
36-45	8	50%	2	12.50%	8	62.50%
46+	2	12.50%	1	6.25%	3	18.75%
Total	12	75%	4	25%	16	100.00%

Table 2 above illustrates the frequency and percentages of respondents by positions in the stated age groups. The highest recorded age group is between 36-45 years, which gives a total percentage of 62.50% of respondents comprising of 50% sport officers and 12.50% senior sport officers. The age groups of 25-35 and 46+, equally constituted 18.75% of the total sample, which were mostly 12.25% of sport officers. This may mean that the respondents of this study mostly comprises of Sport Officers of the age group 36-45.

4.2.1.3. Employees Position and Years of Employment

Table3: A cross tabulation of Employees position in the institutional structure and years of employment.

Employees Position in the institution structure	Less than a year: Frequency (Valid %)	Number of years 2: Frequency (Valid %)	Number of years 5-7: Frequency (Valid %)	Number of years more than 7 years: Frequency (Valid %)	Total Frequency	Total %
Sport Officer	0	3 (18.75%)	4 (25%)	5 (31.25%)	12	75%
Senior Sport Officer	0	0	0	4 (25%)	4	25%
Total	0	3	4	9	16	
%	0	18.75%	25%	56.25%		100%

Table 3 indicates disparities of employees' position and years of employment in the Directorate of Sport. Based on the 16 distributed questionnaires, findings reveal that 56.25% comprising of 31.25% sports officer and 25% senior sports officer of the respondents have been employed for more than 7 years, while 43.75% of sports officers are employed for less than 7 years. The data confirms that the respondents were relatively matured in terms of experience.

4.2.2. Section B: Different perceptions that employees within the directorate of sport have towards the implementation of the PMS

This section as reflected in the questionnaire focuses on employees' perceptions regarding the implementation of the performance management system, which is presented below.

4.2.2.1. Respondents awareness and communication of PMS

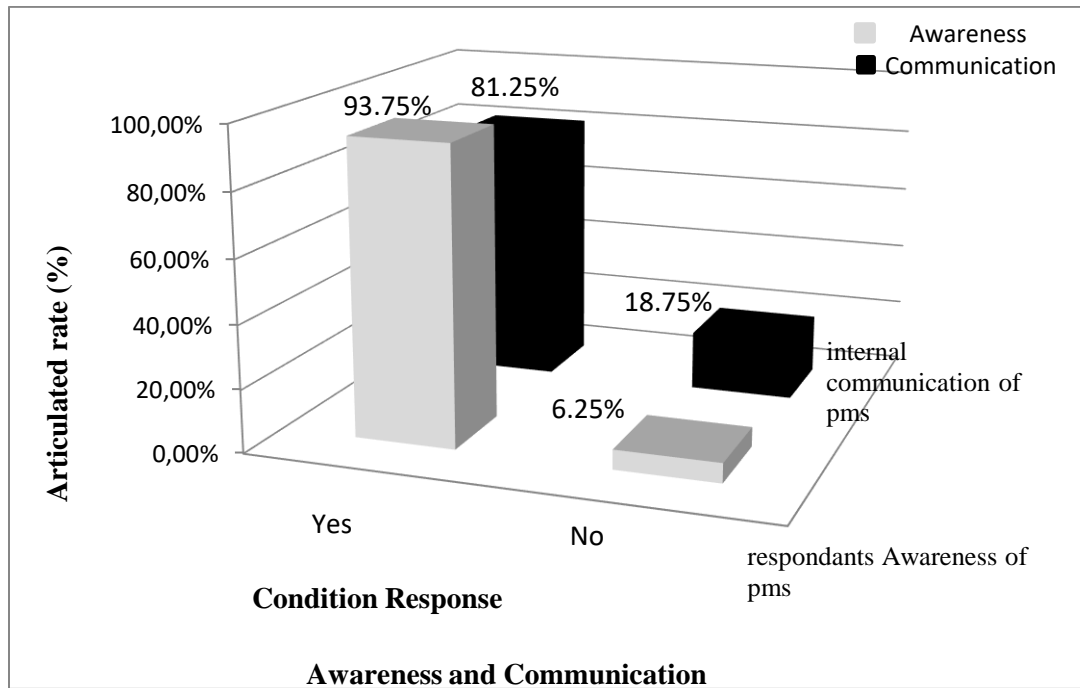


Figure 5: Awareness of the performance management system and internal communication of institute's performance management system

Figure 5 above presents a bar graph of employees' awareness of PMS and whether the PMS had been internally communicated, whereby 93.75% are aware of PMS and 6.25% are not aware. In addition, 81.25% pointed out that Yes the PMS has been internally communicated, and an 18.75% indicated that it was not internally communicated. From the above it is clear that the PMS has been internally communicated and the respondents are aware of the PMS.

4.2.2.2. Means of internal communication of PMS

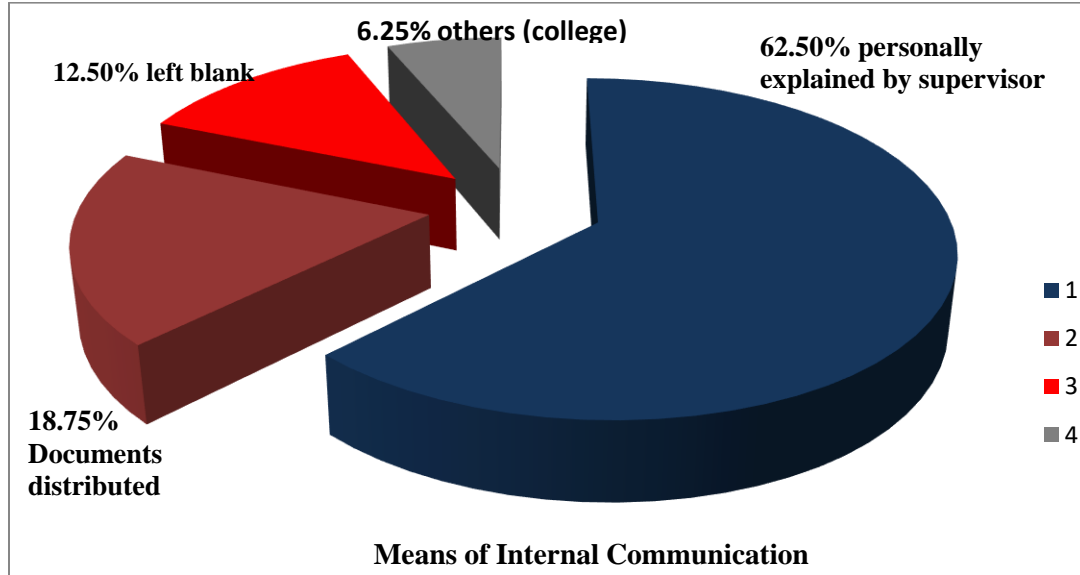


Figure 6: Means by which Performance Management System is internally communicated

Figure 6 presents a pie chart which indicates the different responses with regard to the means used in the Directorate of Sport to internally communicate PMS to employees. The result shows 62.50% of the respondents answering that information on PMS is internally communicated by being personally explained by the supervisor. This is against 18.75% of respondents answering that internal communication was through means of documents relevant to PMS that were distributed, and 12.50% left the question blank, while 6.25% stated others (college). The figure above gives a good indication that internal communication of PMS was mainly done by being personally explained by supervisor the respondents' supervisors.

4.2.2.3. Provision of Annual Plan to Employees

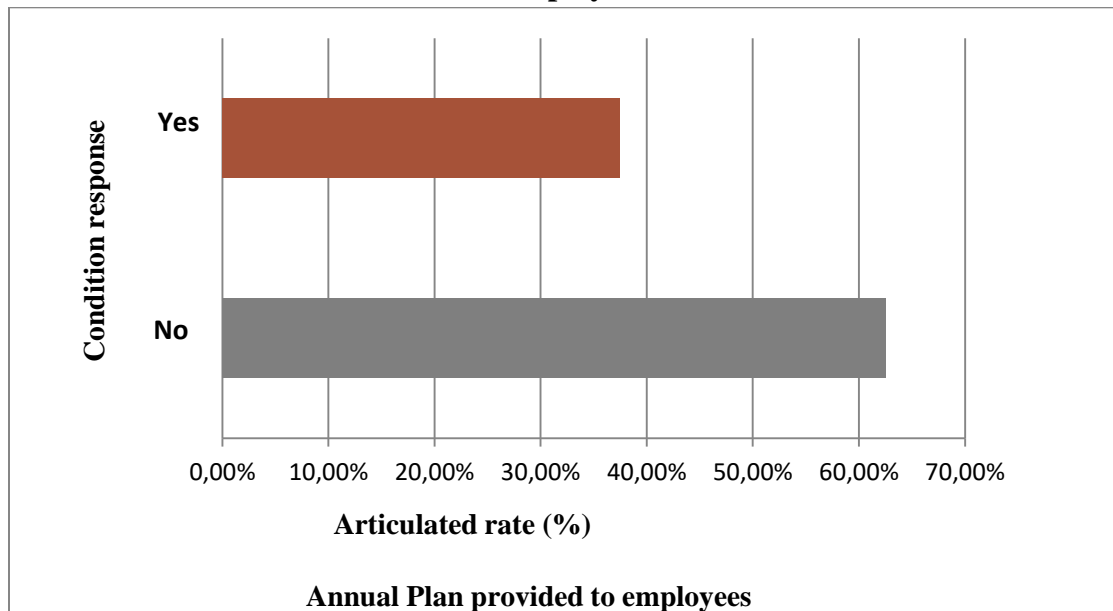


Figure 7: Annual Plan provided to respondents

As indicated in figure 7 above, the collected data reveals that 37.50% employees stated they have been provided with the annual plan and 62.50% have not been provided with an annual plan. This could indicate that only a minority of employees are provided with the annual plan.

4.2.2.4. Alignment of Strategic plan to Annual Plan

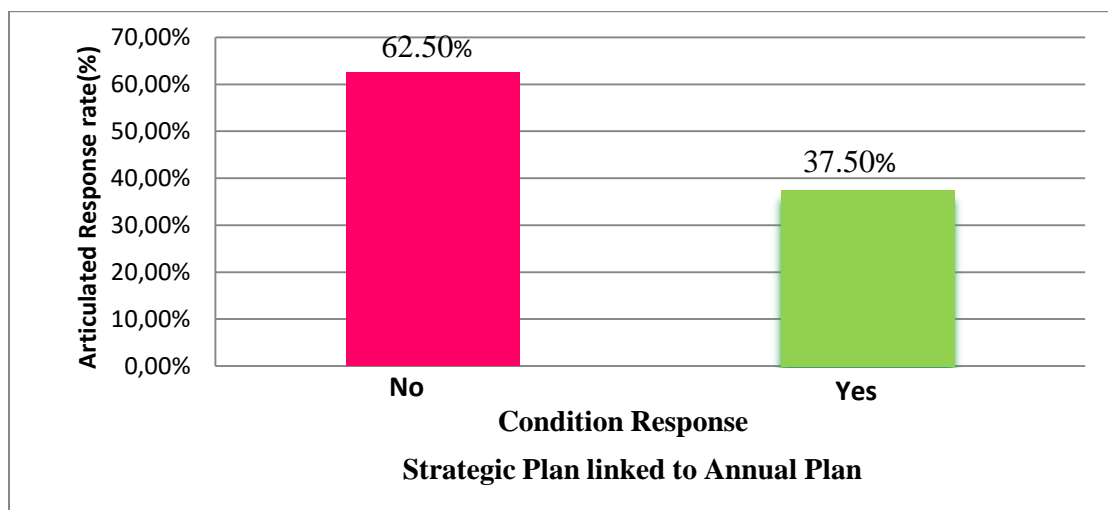


Figure 8: Strategic plan linked to the annual plan

Figure 8 illustrates the alignment of the annual plan to the strategic plan, where 62.50% answered No and 37.50% answered Yes. The annual plan and strategic plan is a part of the implementation process of the PMS. This could indicate that the majority of the respondents perceive the strategic plan as not linked to the annual plan.

4.2.2.5. Performance Agreements Alignment to Annual Plan and Strategic Plan

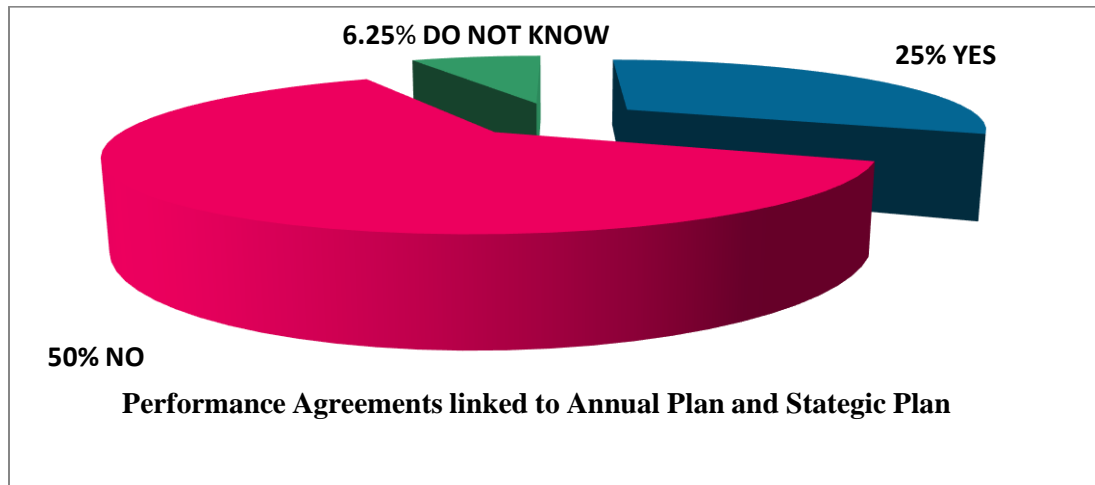


Figure 9: Performance agreement linked to annual plan and strategic plan

The above figure indicates that 25% of the respondents confirmed that their performance agreements are linked to the annual plan and strategic plan, whereas 50% said No and 6.25% of the respondents said they DID Not Know. This reflects that the majority of the respondent's opinion is that performance agreements are not aligned to the annual plan and strategic plan.

4.2.2.6. Quarterly Reviews and Annual Assessments

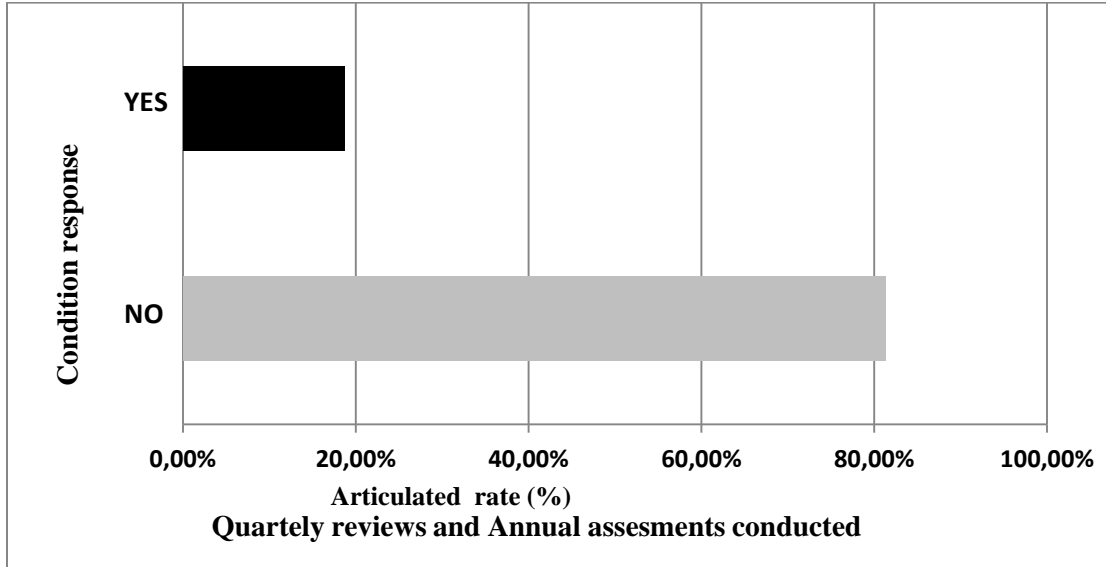


Figure 10: Quarterly reviews and Annual assesments conducted

Figure 10 reveals quarterly reviews and annual assessment done in the Directorate of Sport whereby 81.25% of the respondents indicated that there are No quarterly reviews and annual assessments conducted, while 18.75% indicated that they are conducted. This may reflect that quarterly reviews and annual assessments are not usually done in the Directorate of Sport.

4.2.2.7. Review Meetings held annually with Management

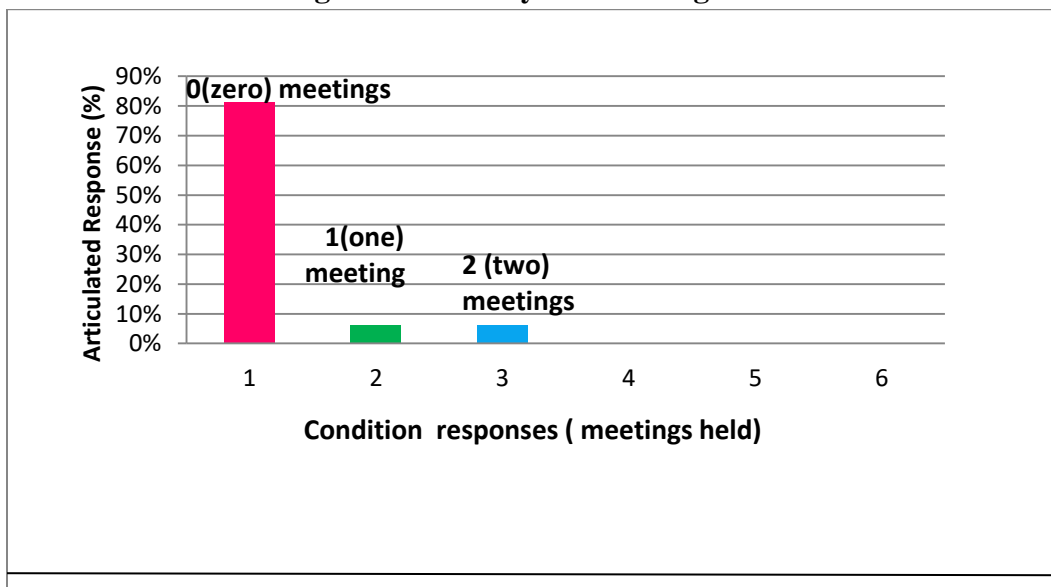


Figure 11: Meetings held in the Directorate of Sport

In order to present findings accurately a Linkert scale was provided for respondents to indicate the number of meetings held (0, 1,2,3,4 and specify any other). The above figure categorises the collected data, and it depicts that 81.25% of the respondents crossed in the box indicating 0 MEETINGS, 6.25% crossed in the box indicating 1 MEETING and 6.25% of the respondents indicated 2 MEETINGS, with only one respondent that left the question blank. This indicates that meetings on PMS, annual plan and the strategic plan are less frequently conducted.

4.2.2.8 Employees and Managers Common Understanding of PMS and Leadership Capability to Implement PMS

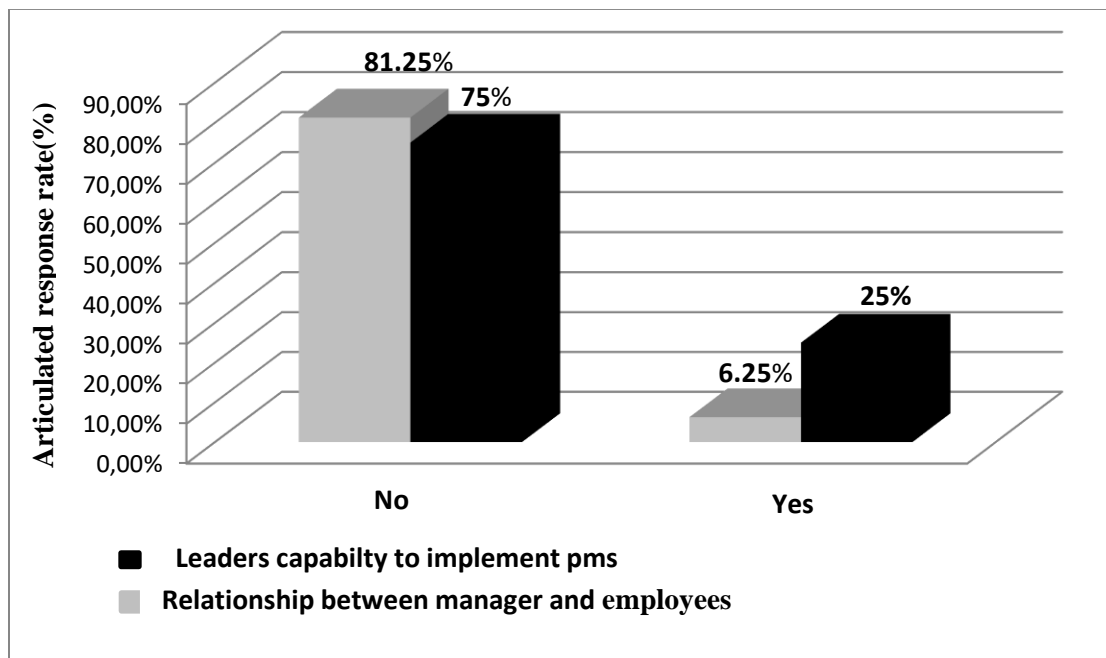


Figure 12: Common understanding and leadership capability

Figure 12 represents a bar graph that shows a comparison amongst the stated two categories (employees' perception of their manager's capability to implement the performance management

system and relationship between managers and employees). A total percentage of 81.25% of the respondents indicated that the relationship between managers and employees does not lead to a common understanding, while 6.25% agrees that managers and employees relationship can lead to a common understanding of the PMS. The above figure also presents that 75% of the employees think that leaders are not capable to implement PMS while 25% indicated YES (leaders are capable). The above responses may indicate that the respondents feel that the leaders are not capable of implementing the PMS and that there is a poor relationship between managers and employees. The figure further illustrates that there may be a lack of common understanding of the PMS between the managers and employees.

4.2.2.9. Employees Perceptions on PMS

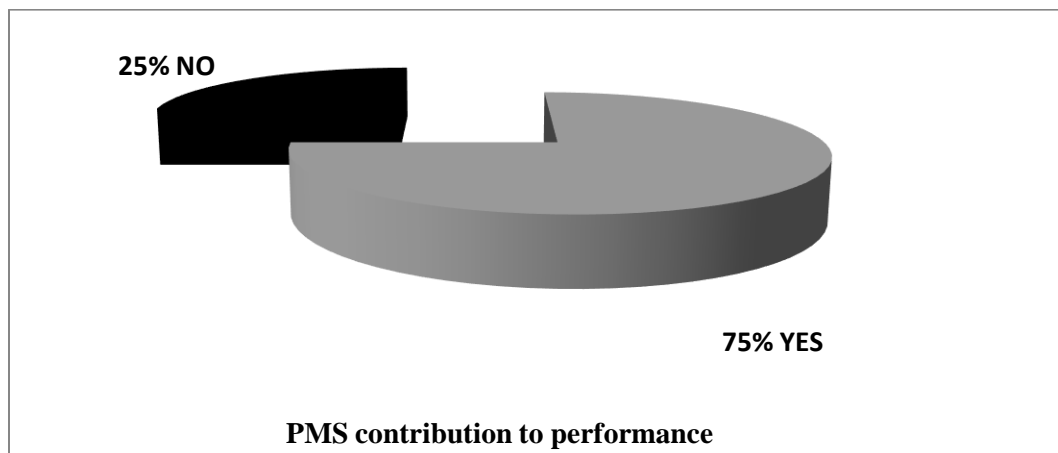


Figure 13: Perception of employees on PMS contribution to performance

Figure 13 illustrates that the majority of the respondents (75%) agree that the implementation of the PMS can improve performance in the Directorate of Sport and 25% indicates that PMS cannot improve employee performance. This may mean that the majority of the respondents perceive that PMS can improve performance in the Directorate of Sport.

4.2.2.10. Elaboration on the YES option in Figure 13 of Employee's Perception of PMS

Respondents were further asked to support why they chose the YES option which indicated that PMS can improve performance in the Directorate of Sport. The respondents' responses have been transcribed and categorised into 5 themes, and interpreted as follows: The first theme that had been identified is of **employees' involvement in PMS**; the majority of the employees indicated that PMS could improve performance if they are involved. Secondly is the **proper management of PMS**, to which the majority of the respondents emphasised the need to improve the management of PMS. The third theme (**improved implementation**) presents execution of strategies and service delivery. The researcher further outlined the theme of **confusion** from the collected data on which respondents stated mostly that explanation and clarity of PMS implementation should be done. Finally the fifth theme, **Alignment** which mainly focuses on the data collected that relates to alignment of the Strategic Plan to the Annual Plan and to the PA of employee.

4.2.2.11. Aspects that Influence Employee's Perceptions

The respondents were asked to rate their perception with regard to the stated aspects of the PMS by using the 5 – point Likert Scale, which is ordinal and allows comparison of collected data, where the ranking of responses are arranged as follows: 1= Fully Agree; 2= Agree; 3= I do not know; 4= Disagree; 5=Strongly Disagree.

Table 4: Employees perceptions on aspects of implementation of PMS

Statement	Fully Agree; Frequency, (Valid Percentage)	Agree ;Frequency, (Valid percentage)	I do not know; Frequency, (Valid percentage)	Disagree ;Frequency, (Valid percentage)	Strongly Disagree; Frequency ,(Valid percentage)	Total, Frequency 9Valid percenta ge)
Supervisors aware of subordinates, functions	1(6.25%)	5 (31.25%)	6(37.50%)	2 (12.5%)	2 (12.5%)	16(100%)
Employees participation	1(6.25%)	4(25%)	3(18.75%)	5(31.25%)	3(18.75%)	16(100%)
Job description aligned to Key Performance Indicators (KPI)	0(0%)	3(18.75%)	5(31.25%)	5(31.25%)	3(18.75%)	16(100%)
Lack of organisational culture	4(25%)	6(37.5%)	2(12.5%)	2(12.5%)	2 (12.5%)	16(100%)
Skilled and competent staff	5(35.71)	4(28.57%)	3(21.43%)	2(14.29%)		16(100%)
Management is responsible for PMS implementation.	6(42.85)	5(35.71)	1(7.14)	1(7.14)	1(7.14)	16(100%)

The collected data from the Likert scale (question 12 of the questionnaire) is presented according to frequency and percentage of employees' responses to the six factors. The data further interpreted in the above table shows various responses on employees' perceptions on aspects of the PMS. It is clear that respondents have mixed views on the following aspects of the implementations of the PMS:

Initially, the data presented on whether employees' supervisors are well aware of their subordinates' functions. A total of 37.50% stated that they **do not know** and 37.50% **agreed** that supervisors are well aware while the remaining 25% **disagreed**. In terms of employee engagement

and participation in performance standard setting, the majority 50 % of the respondents **disagreed**, while 31.25% **agreed** that employees do participate in standard setting. The remaining 18.75% stated **do not know**.

In reference to job descriptions related to KPI on which employees' performance is rated, 50% of the respondents **disagreed** that their job descriptions relate to key performance indicators, 18.75% **agreed**, while 31.25% stated that they **did not know**. In addition, data on lack of commitment and team work reflected that the majority (62.50%) of the respondents **agreed** that there is a lack of commitment and team work.

Moreover, on whether there are sufficient skills and competent staff to execute the strategic plan, 62.5% confirmed that it is true the directorate has a sufficient and competent workforce, while a few had the opposite views. Finally, data collected on management responsibility of the implementation indicates that the majority of the respondents 81.25% believed that management is responsible for the implementation of the PMS, while the remaining did not agree to this understanding.

4.2.2.12. Employees' views on the Implementation of PMS

An open ended question was asked to gather the input of employees and their thoughts on what they perceive as issues that are not done by employees who feel should be done and would apply to the Directorate of Sport. This question sets the performance improvement measures such as initiatives and interventions. Respondents identified many aspects that were categorised into themes (after all the stated responses were written, the researcher read them carefully and labeled relevant sentences and phrases about the stated opinions). The initiatives and interventions that

respondents felt should be considered during the implementation of PMS were arranged from the most stated to the least stated phrases, and were arranged into 3 themes

Firstly, the majority of the respondents stated similar aspects that related to **Consistency**. One respondent stated that “*All staff members from top to bottom should be informed and a common goal should be achieved at Directorate level.*” Secondly, most of the respondents felt that stakeholders’ **involvement** during the implementation of PMS is important. The respondents stated that stakeholders should be involved and consulted in the implementation of PMS. Finally, most of the respondents signaled collective agreement in terms of implementing PMS, which constitutes the theme of **employee cohesion**.

4.2.3. Section C: Employees and Managers Understanding of PMS Objectives

This section presents data that addresses the second objective of this study, which is to establish whether the employees and managers understand the objectives of the PMS. All the respondents were asked to rate the objectives of the PMS. The respondents had to use the five point Likert scale in response with each statement as: Strongly Agree, Agree, I do not know, disagree and strongly disagree.

Table 5: Employees understanding of PMS objectives

Statement	Strongly Agree	Agree	I do not know	Disagree	Strongly Disagree
Manage individual and team performance	6(37.5%)	9(56.25%)	1(6.25%)	-	-
Promotes performance culture	5(31.25%)	9(56.25 %.)	2 (1 Left Blank, 1 I do not know) (12.5%)	0(0%)	0 (0%)
Strategic plan conveyed into	3(18.75%)	7(43.75%)	4(25%)	2 (12.5%)	0 (0%)

performance agreements					
Alignment of individual and organisational objectives	5(31.25%)	5(31.25%)	5(31.25%)	1(6.25%)	0 (0%)
Management of service delivery against agreed targets.	4(25%)	8(50%)	3(2 I don't know, 1 blank) (18.75%)	1 (6.25%)	0 (0%)
Identification of learning and development needs	3(18.75%)	9(56.25%)	3(1 blank,2 I do not know) (18.75%)	1(6.25%)	0(0%)
Performance feedback	6(37.5%)	7(43.75%)	2(1blank,1 I do not know) 12.5%	0 (0%)	0 (0%)
Consensus and co-operation	4(25%)	7(43.75%)	1 I do not know, 1 left blank (2) 12.5%	3(18.75%)	0 (0%)
Identification of unsatisfactory performance	3(18.75%)	10(62.5%)	2 left blank (12.5%)	1(6.25%)	0 (0%)
Recognition and reward of good performance	6(37.5%)	7(43.75%)	2 left blank (12.5%)	1(6.25%)	0 (0%)

In summary, the majority of the respondents agreed that they understand the stated objectives of the PMS and it is interpreted as follows:

- Of the total respondents, 93.75% agreed that the PMS could be used to manage individual and team performance in order to realise the directorate of sport goals.
- The majority of the respondents, 87.5% agreed that the PMS is designed to promote a performance culture.
- About 62.5. % agreed that PMS includes a strategic plan that is conveyed to performance agreements.

- A total of 25% do not know that the objectives of PMS include a strategic plan that is conveyed into performance agreements.
- About 62.5% of respondents indicated that PMS aligns individual and organisational objectives.
- A majority 75% agreed that PMS aims to manage service delivery against agreed targets.
- It is also revealed that 75% of respondents agreed that PMS allows for the identification of learning and development needs of employees, while 18.75% of respondents do not know whether the PMS allows for the identification of learning and development needs of employees.
- The importance of feedback as one of the objectives of PMS is reflected as 81.25% of the respondents agreeing that feedback on employees' performance is crucial. In addition, 81.25% of the respondents agreed that PMS relies on consensus and co-operation, rather than control or coercion between employees and management had different responses.
- A total of 68.75% agreed that PMS allows for unsatisfactory performance to be identified earlier for corrective action to be taken, while 12.5% did not know.
- Respondents with a total of 81.75% thought that PMS allows for unsatisfactory performance to be identified earlier for corrective action.
- A total of 6.25% did not think that one of the PMS objectives is to recognise and reward good performance, while 81.25% of the respondents agreed that to recognise and reward good performance is an objective of the PMS.

4.2.4. Section D: Challenges experienced during the Implementation of PMS

This section focuses on addressing the third objective of determining challenges in implementing the performance management system in the Directorate of Sport. All respondents were asked to

rate the challenges they perceive in the implementation of the performance management system in the Directorate of Sport using five point scales Linkert scale with each statement as: Strongly Agree, Agree, I do not know, Disagree and Strongly Disagree.

Table 6: Challenges that respondent endure in implementing PMS

Challenges	Strongly Agree; Frequency (%)	Agree Frequency (%)	I do not know Frequency (%)	Disagree Frequency (%)	Strongly Disagree Frequency (%)	Total Frequency (%)
Deviations from the initial performance agreement	6(37.5%)	4(18.75%)	(6 I do not know 1Blank) 7(43.75%)	-0	-0	16 (100%)
Constant change of leadership	7(43.5%)	2(18.75%)	(1Blank 3 I do not know) 4(25%)	2(12.5%)	-0	16 (100%)
Lack of trust between managers and employees.	9(56.25%)	4(25%)	(1 blank 1 I do not know) 2(12.5%)	1(6.25%)	-0	16 (100%)
Performance is assessed against feedback	2(12.5%)	4(25%)	(3 I do not know 1 left blank) 4(25%)	4 (25%)	2(12.5%)	16 (100%)
Relevance of PMS design to the Directorate of Sport	3(18.75%)	1(6.25%)	(4 I do not know 1 left blank) 5(31.25%)	5(31.25%)	2(12.5%)	16 (100%)
There is a system in place that evaluates performance management practices	2(12.5%)	-	(7 I do not know 2 left blank) 9(56.25%)	3(18.75%)	2(12.5%)	16 (100%)
Unsatisfactory performance is identified earlier and	-	3(18.75%)	(5 I do not know	5(31.25%)	2(12.5%)	16 (100%)

the taking of corrective action is done			1 left blank 6(37.5%)			
Adequate training on performance management system	1(6.25%)	1(6.25)	(2 I do not know 2 left blank) 4(25%)	3(18.75%)	7(43.75%)	16 (100%)
The strategic and annual plans are realistic and actionable.	2(12.5%)	3(18.75%)	(4 I do not know 1 left blank) 5(31.25%)	4(25%)	2(12.5%)	16 (100%)
Lack of adequate funding	8(50%)	5(31.25%)	1blank, 1 I do not know(2) 12.5%	1(6.25%)		16 (100%)

Table 6 above indicates that 56.25% of the respondents agreed that deviations from the original plan is a challenge, and 62.25% of the respondents agreed that constant change of leadership leads to strategic plan priorities to be changed. It also come out as a serious concern that 81.25% of respondents considered the lack of trust between employees and managers on outcomes and deliverables.

The table also revealed 37.5% of the respondents both agreed and disagreed that performance assessed against previously agreed that the Directorate performance standards is a challenge. The majority 43.75% of respondents disagreed that the current PMS design is relevant to the Directorate of Sport. A majority of 56.25% of employees do not know that there is a system that evaluates performance management practices.

On unsatisfactory performance being identified and corrective action taken, 18.75% agrees, 37.5% do not know, and 43.75% disagree. Most of the respondents 62.5% disagreed that adequate training

on PMS is a challenge. The table reflected a slight difference on strategic and annual plans being realistic and actionable, where 31.25% agreed, 31.25% did not know, and 37.5% disagreed. The majority 81.25% agreed on the challenge of a lack of funding to carry out activities that had been planned, while 12.5% did not know, and 6.25% disagreed.

4.2.5. Section E: Employee's Recommendations

Under this section, there is only one question on which respondents were requested to mention 3 recommendations that they feel can improve the implementation of the performance Management system in the Directorate of Sport. The following themes categorised respondents' suggestions:

- **Review of the mission and vision:** a review should be based on the needs of the Directorate of Sport and its stakeholders.
- **Training on PMS:** the directorate should organise trainings and workshops on the subject matter. This helps to improve the quality of human resource.
- **Specialist assistance in implementing PMS:** hire a professional person to assist with the setting up of the plan.
- **Directorate of Sport structure:** the Directorate of Sport structure should be changed. Appoint qualified staff on management positions within the structure of the Directorate.
- **Tools of PMS:** key performance indicators should be aligned to the strategic plan properly. Link employee activities with the Directorate of Sport objectives and goals. Come up with an annual plan. Create linkages between individual performance and organisational performance to improve service delivery.
- **Job descriptions:** job descriptions of staff members should be aligned to the expected outcomes or strategic plan. The current job description should then be revised so that it can clearly stipulate the responsibilities of each level.

- **Review and Evaluation:** constant review and evaluation of the system must happen. Management should give feedback to the regional offices, or hold meetings once in a term. A close evaluation or monitoring should be put in place to check the efficiency and effectiveness of the system.
- **Human Resource involvement:** involvement of Human Resource in the process is of much importance.

4.3. Part B: Structured Interviews (Management in the Directorate of Sport)

A personal interview is the most frequently used method in collecting data in public administration research (McNabb, 2004). The researcher initially targeted a sample of 4 respondents, however the researcher only managed to conduct individual interviews with 2 Chief Sport Officers, and 1 Acting Director of the Directorate of Sport. The names of the respondents are not mentioned, instead they are referred to as Respondent 1, Respondent 2 and Respondent 3. The data derived from interviews conducted is presented according to the themes that emerged from the interviews.

4.3.1. Perceptions of the PMS

In addressing this theme, respondents were required to provide their view on the implementation of PMS. It became clear from most of the respondents that much still has to be done to ensure successful implementation of PMS. Despite variances of results, most of the respondents concurred that the implementation of PMS is a failure. This was reflected by one of the respondents (Respondent 3) who stated that *“The implementation has failed due to critical issues such as lack of involvement of lower level employees”* (Personal communication, September 25, 2017).

Similarly, Respondent 1 also stated that the implementation of PMS is not doing very well. The respondent further advises that, when implementing such a system there are some issues that have

to be addressed, such as employees understanding of PMS, training, and whether the budget can be realistically aligned to what the institution intends to implement.

4.3.2. Role of Management in Implementing PMS

The above theme required respondents to provide their thoughts on their role in the implementation of PMS in the Directorate of Sport. It emerged that despite the Directorate of Sport having engaged as a government entity in PMS by putting in place strategic plan 2012-2016, annual plans and performance agreements, respondents seemed not to have a clear understanding of their role in the implementation of PMS.

Respondent 1, interestingly, continued to state that *“My role is to make sure I have everything in place: the money, the human resource”* (Personal communication, September 15, 2017). Even though the responses to some degree related to accountabilities and responsibilities of managers, OPM (2014), clearly states that senior management is responsible for PMS capacity building and giving advice on performance management issues. In addition, senior management is also responsible for coordinating, monitoring and reporting on PMS implementation in their respective office and ministry. From the respondents’ answers it is clear that consensus appears not to center on the fact that planning is one of the senior management’s major roles in implementing PMS. According to the OPM (2013), the senior management teams of OMAs and RCs are responsible for setting out plans related to National Development Plan (The strategic plan provides specific objectives, targets and actions to be taken by the institution over a five year period linked to the National development of the same period).

4.3.3. Objectives of the PMS

Pertaining to the above mentioned theme, respondents were required to briefly explain the objectives of the performance management system. This relates to the second objective of this study as stated in Chapter 2. In response, Respondent 1 said that the objective of PMS is *“To make sure that the budget you have at your disposal at the end of the day”* (Personal communication, September 15, 2017). Another respondent (Respondent 2) stated *“Help employees identify the knowledge and skills required to perform, and to promote two way system of communication between the supervisors and their subordinates”* (Personal communication, September 20, 2017). Additionally, Respondent 3 stated that *“The objective of the ministerial performance system is basically linked to the same objectives of the ministry”* (Personal communication, September 25, 2017). The above responses reflect that respondents do not understand the objectives of the PMS according to the PMS policy. The OPM (2012) emphasises on performance culture, constructive dialogue between supervisors and subordinates, conveyance of the strategic plan to performance agreements aligned to individual and organisations objectives to mention few.

4.3.4. Applicability of the PMS Model

In reference to the above mentioned theme, respondents were required to describe the current model of implementation of the PMS used by the Ministry of Sport, Youth and National Service for the Directorate of Sport in terms of its applicability and relevance. From the responses gathered, it is clear that the PMS model is applicable as stated by Respondent 3, and that it is relevant to the directorate, but it has not been applied within the Directorate to some extent due to certain factors (budget, structure of the directorate, channel of command and limited resources). Respondent 3 continued to state *“The current model that we are using is not working”* (Personal communication, September 25, 2017).

4.3.5. Challenges faced during Implementation of the PMS

Relevant to the above mentioned theme, respondents were tasked to provide their views on challenges that they experience in regard to the implementation of the PMS in the Directorate of Sport. It emerged from the responses captured from the interviews that there are various challenges (resistance to change, fear of the unknown, employees mind set, budget, poor leadership and chain of command not followed) that the Directorate of Sport are confronted with which hinder their effort to implement PMS. Respondent 1 emphasised in this regard that *‘The budget that we have currently does not allow for the implementation of PMS’* (Personal communication, September 15, 2017).

4.3.6. Performance Standards and Measures

The above mentioned theme emanates from respondents, as they were required to state performance standards and measures in the Directorate of Sport. From the interviews, respondent 1 stated that *“Up to today there are no standards and that’s why there is a challenge to implement, in terms of how do you measure the people”* (Personal communication, September 15, 2016). Respondent 2 added that *“We did not fully implement the PMS, but the standards that we are following are from the strategic plan, standards that we take are from customer service charter, which are the documents used for standards of development and judging. Timelines set out, quantity how much work is given to the individuals so that they don’t have too much work or too little, how well the work must be done, if I have to judge this person on their performance this work is to be done at a standard”* (Personal communication, September 20, 2017). The set performance standards according to Respondent 2 are used in PMS. Respondant 2 further stated the following examples of set performance standards: strategic plan, quarterly reviews, and performance agreements. In addition, Respondent 3 remarked, *‘I do not have any set performance standards ...well there are targets that are mentioned in the*

performance agreements but it differs there is no cohesion in terms of the standardised activities that one can measure against each other”..... “Targets are set against goals that are not linked to goals but there was no monitoring and evaluation of these targets there is no follow up” (Personal communication, September 25, 2017). The above reveals that there is a consensus of all respondents that performance standards are not set.

4.3.7. Human Resource Integration in PMS

In accordance to the above mentioned theme, respondents were required to provide their views on the incorporation of PMS to other human resource aspects such as recruitment, promotion, payment, training and termination of employment in the Directorate of Sport. All of the respondents stated the PMS has not been integrated to other human resource aspects as emphasised by respondent 1 who said *“I think up to date the directorate of sport doesn’t have that mechanism in place”* (Personal communication, September 15, 2017).

4.3.8. Future Prospects of Implementing PMS in the Directorate of Sport

In responding to the above theme, respondents were required to state how they foresee the future of PMS, in reference to the Directorate of Sport. To begin with Respondent 1 articulated that *“We should not copy and paste from other institutions that are already implementing performance management, and performance management system should be done in such a way that staff members should be trained. The Office of the prime minister is the custodian for all the training; they should be given a chance to run the training”* (Personal communication, September.15, 2017). Respondent 1, further elaborated that PMS was brought to the management without proper mechanisms in place such as proper budgeting, proper planning and, therefore, perceived it as unrealistic. Similarly, Respondent 2 stated that *“when you are having something that you do not judge or processes that you do not measure, you are deemed to fail.”* (Personal communication, September 20, 2017).

The negative prospects indicate that respondents do not perceive PMS as a successful vehicle that can improve performance in the directorate of sport, unless perceived challenges are effectively addressed.

4.4. Conclusion

The data collected in this chapter has been presented, analysed and interpreted in the form of tables, graphs, pie charts, percentages and discussions (word explanation). The reason for using discussion is because facts tend to be more detailed and capable of showing the sequences of interpreted data.

CHAPTER 5

DISCUSSION OF FINDINGS

5.1. Introduction

In reference to the data collected in chapter 4, this chapter discusses the main arguments in the literature (chapter 2), integrated with data collected from both the questionnaires and interviews in relation to the research objectives identified in chapter 1.

5.2. Restatement of the objectives of the study

- To identify different perceptions that employees within the Directorate of Sport have towards the implementation of the PMS.
- To establish whether the employees and managers understand the objectives of the PMS.
- To identify challenges faced in the implementation of PMS.
- To recommend possible solutions to the Managers in the Directorate of Sport.

5.3. Demographic information of the respondents

The demographic evidence of this study, revealed that the majority of respondents are male. Questionnaires reflected 56% as shown in figure 4, whereas interviews revealed 100% male respondents. The higher percentage of male respondents indicates the gender disparity in the Directorate. This is because of the expertise of sport required, which is not found amongst many women. This also reflects that the main drivers of the implementation of PMS in the Directorate of Sport are male. The researcher was interested with the distribution of sex, because it would ensure a balanced view (of both male and female) to the response of the research questions.

In addition to the above stated, the demographic findings of this study reveals that the majority of the age group of the population sample that the researcher had administered the questionnaires were between 36-45 years, which mostly 85% comprised of junior staff members (Sport Officers), while the respondents from the interviews were all aged 45+. This means that the Directorate of Sport has less youthful employees. Reflections from the findings are also that the majority implementers of PMS in the Directorate of Sport are mostly junior staff (Sport Officers).

Furthermore, the data presented in Chapter 4 demonstrated that 56.25% of the respondents had been working in the Directorate of Sport for more than 7 years. The interviewed respondents revealed that all 3 respondents have been employed for more than 7 years as well. This means that most of the respondents have been working in the Directorate of Sport for long, and therefore, their view of PMS was based on their long experience. The issue of longer serving personnel thus worked in the advantage of this study in terms of providing accurate data.

5.4. Employees' perceptions of Internal Organisational Factors

5.4.1. Communication

In regard to the second objective of this study, major findings indicate that 93.75% of the employees in the Directorate of Sport are aware of PMS as indicated in figure 5. This finding is due to an affirmation that the majority 81.25% of the respondents agreed that internal communication of the PMS in the Directorate of Sport has taken place. The findings also revealed that from the total sample, 62.50% of the respondents discussed PMS with supervisors as reflected in figure 6. This means that communication of PMS in the Directorate of Sport was effective.

5.4.2. Management Commitment

The presented data in figure 11 revealed clearly that 81.25% of respondents indicated that there are no meetings held with management. Based on the presented data, it is clear that meetings where employees and management discuss PMS do not take place in the Directorate of Sport. This impacts on the implementation of PMS as the employees are not updated on any progress or constraints that the Directorate faces. The lack of meetings in the Directorate of Sport on PMS reaffirms findings of a high response 81.75% that the relationship between managers and employees do not lead to a common understanding. These findings are similar to the view of Ehlers and Lazenby (2010), that the culture of openness about the performance agenda and activities, accountability, and the relationship between managers and employees that lead to a common understanding of PMS. All in all, the findings indicate that there is lack of common understanding of PMS and less commitment on management towards the implementation of PMS in the directorate. This, therefore, impedes the implementation of PMS.

5.4.3. Leadership

Surprisingly, the presented data on Figure 13 indicates that the majority 75% of the employees perceive their leaders as not capable of implementing the performance management system. The findings of this study are similar to Saravanja's (2011) observation that the successful implementation of PMS depends on the type of leaders that steer the implementation process. In short, these findings reflect limited active leadership in the implementation of PMS.

5.5. Employees' Perceptions of PMS

Figure 13, in chapter 4 indicated that employees think that PMS can improve performance in the Directorate of Sport. The presented data in Chapter 4 indicate that the majority 75% of employees think that the PMS can improve performance in the directorate. Employees further perceive PMS

to be successful only when consistency, stakeholders integration and employee cohesion are applied during the implementation of PMS. Despite the findings of poor leadership and management commitment, employees still believe that PMS can bring clarity to the existing confusion, and could improve implementation through alignment of the strategic plan to the annual plan and performance agreements with regard to the implementation of PMS in the Directorate of Sport. This means that employees are equipped with vast knowledge of PMS and view PMS positively. The findings illustrate that respondents require understanding not of the PMS itself, but of how the managers plan to implement the PMS in terms of its integration, adaption, and the practical application to the sport setting for implementation to take place. The stated opinion of Gotore (2011) in Chapter 2, is also of the same view. Gotore (2011) states that implementing PMS is complex, as a system may look good on paper but difficult to implement in practice.

5.6. Employees' Prospects of PMS

The findings revealed that the majority of employees stated that for successful implementation of PMS, consistency should be applied when implementing PMS. It was also suggested that stakeholder integration and employee cohesion are vital when implementing PMS in the Directorate of Sport. In contrast, findings from interviews showed that managers expressed PMS as a failure due to many poorly addressed obstacles (lack of commitment, poor management, and poor alignment of plans) that the Directorate of Sport faced in implementing PMS. However, once these obstacles are overcome, PMS will be a success. In short, the findings are coherent to Sole's (2009) view that employees' perceptions towards PMS can be influenced by internal organisational factors.

5.7. Employees' Perceptions on the Implementation Process of PMS

Despite the stated finding in the previous section of PMS being effectively communicated, the implementation of PMS seems to be stagnant. This emanates from the interpreted data in chapter 4 is reflected in the results below.

5.7.1. Planning

The collected data of this study reveal that the annual plan of the Directorate of Sport is being provided to only a few employees 37.50% as shown in Figure 7. This is an indication that even though the employees are aware of the PMS, the majority 62.50% of the employees do not know what is expected of them annually in terms of the activities, targets and expected outcomes. Furthermore, as indicated in figure 9 the majority 50% of the respondents did not consider their role in the performance agreement as being clearly linked to the objectives of the annual plan. This means that employees' performance agreements are not linked to the annual plan. The fact that a high percentage 50% of employees see performance agreements as not aligned to the objectives of the annual plan as alarming as it implies that the implementation of the PMS is not correctly done. Employees are also not equipped with the correct actual practicality of implementing PMS. Finally, it is concluded that even though employees' future prospects on PMS are positive, the inability to optimise totality of employees' participation and inclusive incentive plans that are aligned to specific goals, impact on the employee's motivation to implement PMS.

5.7.2. Alignment of Performance Agreements to the Annual Plan and Strategic Plan

The implementation of PMS mainly emanates from the drafting of the strategic plan. The strategic plan is broken down into a manageable annual plan, and in order to achieve the stated expected outcomes, the annual plan is further broken down into performance agreements that allow individual integration. The collected data of this study indicate that the majority 62.50%

considered the annual plan as not being aligned to the strategic plan. This means that the annual plan of the Directorate of Sport is not aligned to the strategic plan. Moreover, Table 2 indicates that the majority 50% of employees do not engage in performance standard setting (key performance indicators) during the initial planning of PMS. Ferreire and Otley (2009), relate to this finding to which they state that it is possible for an organisation to have clear goals and objectives spelt out in various mission statements and activities, but have not thought of what actions will be necessary to achieve such goals, for example, strategic planning failure.

It is further revealed from the collected data that employees are not familiar with PMS priority focus areas, and that the performance agreements are not a good indicator of PMS effectiveness in the Directorate of Sport. Similarly, Culbertson, *et al.*, (2013), in the reviewed literature asserts that employees' satisfaction with PMS priority focus areas and Performance Agreements (PA's) are good indicators of PMS effectiveness and viability. In summary, the findings are an affirmation that the Directorate of Sport formulates strategic plans, but implementation of such plans seems to be visibly lacking. This impedes the implementation of PMS, and that it is mainly due to inadequate planning and a directorate culture that does not support strategy implementation.

5.7.3. Job Descriptions and PMS

The presentation of data in chapter 4 specifically Table 4, reveals that 50% of the respondents disagreed that their job descriptions relate to Key Performance Indicators. This demonstrated that employees' job descriptions are not integrated to the strategic plan and do not relate to performance indicators. Therefore, strategic planned activities and projects are contrary to employees' daily work. According to Nkuna (2013), for the organisation's objectives to be actionable and attained, they should relate to operational activities within the institutions. The findings of this study

indicate that the employees' job descriptions do not relate to the key performance indicators on which performance is rated.

5.7.4. Quarterly Reviews and Annual Assessments

As indicated in Figure 10, most of the respondents 81.25% echoed that quarterly reviews and annual assessments are not conducted in the Directorate of Sport. This is risky for the operation of the Directorate of Sport as future projects and programs to be implemented are not weighed according to their previous reviewed results. Therefore, it can be stated that the planning within the Directorate of Sport is not informed by previous reviews and assessments. Similarly, collected data from interviews confirm that there are no set performance standards in the Directorate of Sport. These findings can be attributed to the lack of the reward system or performance appraisal system in the Directorate, which is a concern since both those who can deliver and those who cannot deliver (perform) are treated equally. This practice forces the employees to be reluctant in implementing PMS.

5.8. Employees and Managers Understanding of the Objectives of the PMS

Emanating from the presented data on Table 5, it can be said that the majority of employees understand the different objectives of PMS. Employees in the Directorate of Sport seem to mainly understand the objectives on feedback of employees as being crucial, and that PMS allows for corrective action as well as the objective of recognising and rewarding good performance. In contrast, the findings from the interviews as indicated in Chapter 4, depict manager's lack of understanding of PMS objectives as stated in the PMS policy (OPM, 2011) which guides all government institutions in the Republic of Namibia.

According to Aguinus (2013) , the dangers of poorly implementing PMS are that employees may quit (physically quit or withdraw psychologically by minimising their effort until they find work elsewhere), and thus lead to wastage of time and money due to poor PMS design and implementation that emanates from a lack of understanding of the intended aims of PMS. The implementation of PMS can gain more if managers understand the core reasons for implementing such a system. Without this understanding, the implementation of PMS will be a challenge in itself. In accordance to the above stated, the researcher is of the opinion that the intended impact and core reasoning of implementing PMS is far from being realised if managers do not possess the correct understanding of the standard objectives of PMS of the MSYNS. It is less meaningful and highly risky when managers implement PMS without understanding what exactly PMS aims to achieve as this can result in poor implementation.

5.9. Challenges experienced during the implementation of PMS

5.9.1. Challenges faced by employees in the implementation of PMS

In accordance with the above mentioned objective, this study reveals various challenges experienced during the implementation of the PMS. However, one of the challenges that came out strongly was lack of trust between managers and employees on agreed expected outcomes and deliverables in the Directorate of Sport. Table 6 indicates that 81.25% of the respondents mostly indicated that a lack of adequate funding to carry out activities that have been planned as a popular challenge. It also indicated that 62.50% disagreed that adequate training is provided on performance management system.

The findings in this regard are that the main challenges experienced in implementing PMS in the directorate of sport are namely:

- lack of trust between managers and employees;
- lack of adequate funding; and
- lack of training on PMS.

5.9.2. Challenges faced by managers during implementation of PMS

The findings from the conducted interviews show that there are numerous challenges that managers face when implementing the PMS which are:

- **Budget:** the researcher observed from the responses that the activities of the Directorate and PMS are perceived to be two different activities. This emanates from most of the respondents stating that there is no budget to implement PMS. However, OPM (2014) articulates that supervisors should view the PMS as a critical part of their management and supervisory role and not as additional work, and that PMS is just a vehicle for implementing government initiatives.
- Resistance to change as well as lack of training and understanding,
- Fear of the unknown among employees.
- Poor leadership,
- limited communication between subordinates and management, and
- chain of command not being followed.

The above mentioned findings are similar to Nelongo's (2016) views, where he identifies some major challenges that hamper PMS implementation. These challenges are a lack of alignment and consistency in performance-related values; lack of clear roles and responsibilities; lack of institutional capacity and structures; lack of clarity about results and agenda; inadequate linkages of programs to results; inadequate linkages of budget to programs. In reference to the challenge of lack of funding, Aguinis's (2013) view is contrary

to Maphorisa's (2010). Aguinas (2013) stated that the benefit of implementing PMS is that the system increases performance and job satisfaction within available resources, and these are the main focus of PMS, which can outweigh the costs such as time, effort and money.

5.10. Managers Role in the Implementation Process of PMS

The purpose of this aspect in the conducted interview is to understand whether the managers understand their role in the implementation of the PMS in the Directorate of Sport. This is viewed as important in the context of the study because their role suggests their involvement, which is crucial in the implementation process. The findings of interviews conducted reveals that managers do not have the ideal knowledge of their role in the implementation process. Most of the managers focused on awareness (aspects such as informing employees, teaching employees) and resources (budget, human resources, equipment's, facilities). However, none of the managers mentioned the actual vital role of ensuring the accurate and quality inter-related planning, which is the strategic purpose of PMS that helps top managers to achieve strategic business objectives, which is the main role of managers.

5.11. Relevance of the PMS Model to the Directorate of Sport

The findings also illustrates that managers consider the model as being clear. However, the congruence and adaptation of the PMS model to its actual implementation in the Directorate of Sport reveals that the PMS model is not relevant to the implementation of PMS in the directorate. This is found evident based on findings from questionnaires where there is an indication of poor alliance of Strategic plans, Annual Plans and Performance Agreements, not only this but also the finding of that no reviews are conducted . In addition, findings from the interviews reveal that there is an absence of relevance of a PMS model to the Directorate of Sport as stated by Case 3 that *"the structure of the directorate of sport is a problem in its self it is not functional enough to*

create clear reporting lines and chain of command” (Personal communication, September 30, 2017). This means that the adoption of the PMS to the sport setting is not effectively done, as its practicality is perceived to be non-functional.

5.12. Performance standards and Integration of PMS to Human Resource Functions

The findings of this study reveal that there are no set performance standards in the Directorate of Sport. Managers see PMS as not being integrated with other Human Resource functions on aspects of reward, promotion, and training.

5.13. Conclusion

This chapter focused on the findings of the study according to the interpreted data in Chapter 4. The main findings were clearly stated and discussed. The summary of findings, conclusion, and recommendations will be articulated in Chapter 6.

CHAPTER 6

SUMMARY, RECOMMENDATION AND CONCLUSION

6.1. Introduction

This chapter covers the conclusion and recommendations based on the findings of the study.

The study was arranged in chapters in a way that maintained the flow of various thoughts. The researcher projected to have 20 respondents from the Ministry of Sport, Youth and National Service, particularly in the Directorate of Sport. All of the 19 questionnaires handed out were returned. As mentioned in Chapter 3 of the study, questionnaires and interviews were used as data collection tools. Questionnaires were administered to Sport Officers and Senior Sport Officers. However, it was not easy to get data through interviews since the some respondents were not available, and others gave the impression of not having time for an interview. This means that the researcher interviewed the Acting Deputy Director and 2 Chief Sport Officers only. The data collected was presented, analysed and interpreted in the form of tables, percentages, pie charts, graphs and through discussions (word explanations). Finally, the findings below were made or reached.

6.2. Summary of Findings

The following are a summary of key findings based on the analysis of results from Chapter 5, which emanates from the data collected through questionnaires and interviews.

6.2.1. Employees' Perception of PMS

This study's main finding is that employees perceive the implementation of PMS as being ineffective. It is evident that even though employees are aware of the PMS through their supervisors, it is found that operational rules and compliance procedures of an aligning strategy plan, annual plan and performance agreements during the implementation of PMS are not standardised. This is due to the findings of a lack of inclusivity as findings reveal that employees perceive managers as not engaging employees when it comes to issues regarding PMS, as no meetings have taken place. This has made both parties less committed, and also not to take PMS implementation seriously.

Additionally, the majority of employees perceive management as incapable of implementing PMS due to the employees' responses that reflected poor leadership, lack of common understanding and the high lack of trust that employees have towards management in the Directorate of Sport. All the stated factors hinder employees' motivation of implementing PMS in the Directorate of Sport.

It was also found that employees felt that PMS can improve performance even though the implementation of PMS in the directorate has shortcomings; employees still have positive future prospects towards the implementation of PMS. Contrary, management prospects of the implementation of PMS to be a failure are due to factors such as the budget, poor planning, poor ownership and management of the implementation process. This shows that unless managers change their mind-set towards finding innovative ways of implementing PMS, successful implementation of PMS will not be realised in the Directorate of Sport.

Furthermore, the data collected found that the majority of the Directorate workforce understand the purpose and process of PMS. This means that employees do not need training of PMS itself, as employees of the Directorate of Sport in this study demonstrated that they have vast knowledge on PMS (which is evident from the fact that respondents stated that they are skilled to implement PMS). Instead, the training employees need is guidance on how the Directorate plans to adapt, and integrate the PMS according to the activities and current resources, and daily responsibilities of the employees in the Directorate to ensure practical implementation and enhancement of performance.

The findings also reveal that there is a lack of collective planning (employees and managers) within the available budget, available human resource and infrastructure. This meant the Directorate fails to implement certain projects due to financial constraints, which results in poor performance. This is mainly referred to as the PMS being unrealistic by most of the respondents.

6.2.2. Employees Understanding of PMS Objectives

It is evident from the findings that employees understand the objectives of PMS, however managers seemed not to understand the objectives of PMS.

6.2.3. Challenges of implementing PMS

In fact, the main findings according to challenges faced in the implementation of PMS yield the following:

- The majority of the managers pointed out that the budget is the main challenge of implementing PMS. Management considered employees resistance to change brought by fear of the unknown as a challenge that they experience. Management stated other

limitations such as poor leadership and tasks executed and delegated without following the chain of command.

Employees in the Directorate of Sport mostly agreed that they mainly face challenges of

- deviations from initial performance agreement activities,
- change of leadership,
- agreement on intended performance outcomes are not followed, and
- corrective actions to poor performance is not taken.

6.2.4. Possible solutions to the managers in the Directorate of Sport

This study reveals findings similar to the PMS framework in Chapter 2 of Ferreira and Otley (2009). Ferreira and Otley state that the whole process of PMS is influenced by contextual factors and the organisational culture and that the key factors in PMS are the organisational structure, strategies and plans. It is equally found from the respondents' recommendations that in relation to contextual factors, employees within the Directorate of Sport strongly recommended the following:

- Review mission and vision, provision of training on PMS and specialists consultation on implementing PMS,
- Review of Directorate of Sport structure, alignment of performance agreement and annual plan to the strategic plan of the directorate, review of job descriptions, performance review and evaluation must happen, as well as,
- Human Resource involvement and the alignment adequate budget to activities.

In addition, organisational culture factors, which are consistency: equal distribution of work, effective communication (PMS process should be explained to each staff), and cohesion:

(involving all employees in structuring of year plan and costing of yearly activities towards a common goal) were mainly recommended by the employees.

6.3. Conclusion

The researcher made conclusions based on the findings of the study that the absence of PMS common understanding, lack of consistency in the implementation process of PMS, deficiency in employees cohesiveness and non-alignment of the strategic plan, annual plan and performance agreements are the common perceptions that are found to exist in the Directorate of Sport, and that they are caused by employees not being fully involved in the implementation of PMS.

In addition, employees in the Directorate of Sport perceive the implementation of PMS as being ineffective due to stated factors of poor leadership and commitment of managers. Poor strategic planning meetings with regard to PMS implementation not taking place, quarterly reviews and assessments not conducted, and limited financial resources also have been found to be contributing factors. These findings are similar to that of Ehlers and Lazenby (2010), who found that PMS strategies are not properly implemented due to strategy implementation barriers of the clarity of institutions' vision management commitment and resources barriers (budgets not adequately aligned to planned strategy).

The study has proven that employees in the Directorate of Sport are not resisting the implementation of PMS as stated by the report of the Directorate of Sport. This is supported by findings in Figure 12 that shows that employees have positive prospects toward the implementation of PMS. The study, however, shows that the poor implementation of PMS is not of the nature of employee resistance, but of other perceived factors and challenges such as incorrect implementation of PMS, non-alignment of activities to job description, lack of employee

engagement and poor relationship between managers and employees and poor planning to mention a few. The researcher further concludes from the findings of this study that employees understand the objectives of PMS. However surprisingly, managers lacked the understanding of these objectives. It is vital for managers tasked with the implementation of the PMS to have skills and understanding on matters revolving on the implementation of PMS. It is needed for the researcher to emphasise that the main challenges of lack of training, lack of adequate funding, lack of trust between managers and employees faced by the Directorate of Sport, need an innovative strategic approach in order to implement PMS.

Therefore, this study suggests solutions to the managers of the Directorate of Sport of engaging in change management and to re-familiarize themselves on objectives of PMS according to the PMS policy that guides public institutions in Namibia through training. It is learned from this study that to successfully implement PMS, managers must possess innovative knowledge and apply advanced strategies on how to best fit and adapt the PMS to the Directorate of Sport.

Finally, despite the weakness that this study cannot be generalised to other ministries, the study addressed the research problem within the Directorate of Sport in the Ministry of Sport, Youth and National Service. The study also can assist to inform and make the Directorate of Sport (managers and employees) and its stakeholders to become aware of employees' perceptions, the identified challenges and overall findings of this study. This study has also achieved its objectives, and recommendations are provided to improve limitations in the implementation of the PMS in the Directorate of Sport.

6.4. Recommendations

Based on the findings, this study recommends the following:

6.4.1. Recommendation 1

It is recommended that managers must comply with the African Charter of values and principles of public service administration as recommended by the Namibia Public Service in terms of Article 1: (capacity building in terms of training of leadership and the implementation of change management techniques); and Article 16: (access to information) during the cascading down of the strategic and annual plan to all employees with the aim of ensuring that all employees understand and are involved in the implementation of PMS.

6.4.2. Recommendation 2

It is recommended that the Directorate of Sport should select capable individuals to be part of the Ministerial Implementation Team. To effectively co-ordinate and communicate the PMS to ensure consistency in terms of managers and employees' understanding and practical implementation of PMS. This will enhance synergy and ownership of the PMS during the implementation process.

6.4.3. Recommendation 3

It is recommended that the Organisation Establishment (OE) / structure of the Directorate of Sport be reviewed. This will resolve the challenge of programmes and projects being centralized and will also allow the reporting lines of supervisor to subordinate ratio to be clear. In so doing, the Ministry of Sport, Youth and National Service should decentralize and devolve its functions to regional councils, which will allow the Directorate of Sport to be able to improve and measure its performance in the regions within a stated budget according to the modern sport needs in order to have an impact on communities.

6.4.4. Recommendation 4

It is recommended that PMS policy should be reviewed and an audit of performance in public institutions be introduced in order to set a clause on penalties to be given to ministries that under perform in terms of implementing PMS, which will lead to PMS to be taken seriously.

6.4.5. Recommendation 5

In reference to the findings of this study of employees' lack of trust towards their managers in the implementation of PMS, it is recommended for the managers to apply the principle rule of transparency plus accountability equals trust, for managers to regain employees' trust and ensure coherent implementation of PMS. Managers should move away from bureaucratic administrative methods of management to more human relation approaches that engage employees and where focus is towards employee satisfaction. This will improve individual and organisational performance.

6.5. Suggestion for future research

- Considering the limitations of this study, the researcher suggests that further research on the impact of relationship between employees and managers, and its effect on the implementation of the PMS and employee performance to be conducted with the collecting empirical evidence on whether the successful implementation of the PMS improves employee relations in the public sector.
- Further research should be carried on investigating the Budget of institutions and implementation of PMS. This study should be carried with the aim to identify the correlation between the institutions budget and its influence on the implementation of PMS.

REFERENCES

- African Union Commission (AUC). (2011). *African Charter on the Values and Principles of Public Service and Administration*. Addis Ababa: AU Publishing and Productions Plant.
- Aguinas, H. (2013). *Performance Management, Edinburgh Business School*. UK: Harriot-Watt University.
- Armstrong, M. (2009). *A handbook of Human Resource Management Practice*. London: Kogan Page.
- Bourne, M. & Bourne, P. (2009). *Instant manager taking control of work and life: Balanced Scorecard*. Reading, UK: CPI Cox & Wayman.
- Coulter, M. (2010). *Strategic Management in Action: (5th Ed.)*. USA: Pearson Education, Prentice Hall: New Jersey.
- Culbertson, S.S., Henning, J.B., & Payne, S.C. (2013). Performance Appraisal Satisfaction. *Journal of Personnel Psychology*, 12(4), 189-195. <http://dx.doi.org/10.1027/1866-5888/a000096>.
- Waal, A.A. (2007). Is Performance Management Applicable in Developing Countries? The case of a Tanzanian College. *International Journal of Emerging Markets*, 2 (1).
- Ehlers, T. & Lazenby, K. (2010). *Strategic Management: Southern African concepts and cases*. (3rd Ed). Pretoria: Van Schaik.
- Ferreira, A & Otley, D. (2009). *The Design and use of Performance Management*

- Systems: An Extended Framework for Analysis. *Management Accounting Research*. 20: 263-282.
- Gotore, M. M. (2011). *Evaluating XYZ'S Performance Management System Implementation* (Master thesis). Retrieved from <http://ir.polytechnic.edu.na/handle/10628/151>.
- Kalashe, B. (2016). *Employee Perception on the Implementation of the Performance Management System in the Amatola Water Board-Eastern Cape*. (Master thesis). Retrieved from <http://scholar.sun.ac.za/handle/10019.1/1>.
- Kaplan, R.S. & Norton, D.P. (2001). Transforming the Balanced Scorecard from Performance Measurement to Strategic Management. Part 11: *Accounting Horizons*, 15:147–160.
- Kapofi, F. (2009). Managing and Measuring Performance in the Public Service in Common Wealth Africa: Report on 6th Common Wealth Forum of Heads of African Public Service, Mache Sychelles July 13-15. Pall Mall London: Common Wealth Secretariate.
- Kreklow, S.R. (2006). Five Critical Factors: Preparing for success in implementing Performance Management. *Government Financial Review*.
- MacNabb, D. E. (2004), *Research Methods for Political Science. Quantitative and Qualitative Methods*: (2nd Ed). NY, USA: Routledge.
- Maloba, A.M. (2012). *The Performance of Employees on Performance Management System in the Mpumalanga Provincial Department of Culture Sport and Recreation*. (Master thesis). Retrieved from <http://ul.netd.ac.za/handle/10386/35>.
- Maphorisa, J. (2010). *Global Perspectives on Performance Management and Measurement including Monitoring and Evaluation: A paper presented at the 5th Conference of Ministers of Public/Civil Service, Eastern and Southern Regions on the*

Development of Management Guides: Government of Namibia. Windhoek, Namibia: Government Printers Windhoek

Ministry of Sport, Youth and National Service. (2017). *Strategic Plan Review Report, 2013-2016*. Windhoek, Namibia: Government Printers Windhoek.

Ministry of Sport, Youth and National Service. (2017). *Report on the Establishment Structure, 2017*. Windhoek, Namibia: Government Printers Windhoek.

Narcisse, S. & Harcourt, M. (2008). Employee Fairness Perceptions of Performance Appraisal: A Saint Lucian case study. *The International Journal of Human Resource Management*, 19(6), 1152-1169. <http://dx.doi.org/10.1080/09585190802051451>

Nel, P., Werner, .A. Du Plessis, A., Ngalo, O., Poisat, P., Sono, T., Van Hoek, L., & Botha, C. (2013). *Human Resources Management*. Cape Town: Oxford University Press.

Nelongo, J. (2016). *Constraints and Success Factors in the Implementation of Performance Management System for the Namibian Public Service*. (Doctoral Thesis) retrieved from uir.unisa.ac.za/handle/10500/22161

Nkuna, N.W. (2013). *Performance Management in South African Local Government: Is it a matter of a System, Model or Measurement?* SAAPAM 2nd Annual Conference. Polokwane, South Africa August 15th-16th.

Nyembezi, V. (2009). Development of a Performance Management System for the SABC (Port Elizabeth). Masters dissertation. Nelson Mandela Metropolitan University, Port Elizabeth.

OPM. (2005). *A Performance Management System for the Public Service*

- of Namibia, Principles and Framework*, Windhoek, Namibia: Government printers Windhoek.
- OPM. (2011). *Performance Management Policy*, Windhoek. Namibia: Government Printers Windhoek.
- Philip, B. (2013). Constraints to Senior Management's Capacity to Implement the Performance Management System in senior secondary schools in Botswana. *International Education Studies*, 6(5):56–67.
- Robbins, S.P., Ordendaal, A. Roodt, G. (2003). *Organisational Behavior. Global and Southern African Perspectives*. South Africa: Pearson Education.
- Saravanja, M. (2011). *10 Reasons why Performance Management Fails and How to Remedy Them*. [Online] www.regensys.co.za/2011/03/10-reasons-whyperformance-management-fails-and-how (Accessed on 15 June 2017).
- Sehoa, M. F. (2015). *Implementation of Performance Management System on the Performance of Municipal Section 57, Managers in the Capricorn District Municipality, Limpopo Province*. (Master Thesis) Retrieved from ul.netd.ac.za/bistream/handle/10386/1186.
- Singh, P. (2008). *Job analysis for a changing workplace*. Human Resource Management Review, 18(2), 87-99.
- Shafuda, E. (2011). *Appraising Performance Management Process: A Case Study of Customs and Excise, Ministry of Finance. Namibia*. (Master thesis). Retrieved from <http://ir.polytechnic.edu.na/handle/10628/151>.
- Sharma, N.P., Sharma, T., & Agarwal, M.N. (2006). Measuring Employee Perception of

- Performance Management System effectiveness: Conceptualisation and Scale Development. *Employee Relations*, 38(2), 224-247. <http://dx.doi.org/10.1108/ER-01-2015-0006>.
- Sole, F. (2009). A Management Model and Factors Driving Performance in Public Organisations *Measuring Business Excellence*, 13(4), 3-
<http://dx.doi.org/10.1108/13683040911006747>.
- Swanepoel, B.J., Erasmus, B.J., & Schenk, H.W. (2009). *South African Human Resource Management Theory and Practice*. (4th Ed.). Cape Town: Juta & Co Ltd.
- Whitford, C.M., & Coetsee, W, J. (2006). A Model of the Underlying Philosophy and Criteria for Effective Implementation of Performance Management. *SA Journal of Human Resource Management*, 4(1), 63-73.
- Yeh, Y.M.C. (2007). A Renewed look at the Turnover Model for Accounting Knowledge Workforce. *Journal of American Academy of Business*, Cambridge, 11: 103-109.
- Zeffane, R. (1994). Patterns of Organisational Commitment and Perceived Management Style: A Comparison of Public and Private Sector Employees. *Human Relations*, 47, 977-1010.

APPENDIX 1: Research Permission Letter**CENTRE FOR POSTGRADUATE STUDIES**

University of Namibia, Private Bag 13301, Windhoek, Namibia
 340 Mandume Ndemufayo Avenue, Pioneers Park
 ☎ +264 61 206 3275/6662; Fax +264 61 206 3290; URL: <http://www.unam.edu.na>

**RESEARCH PERMISSION LETTER**

Student Name : **Ms Owen Kachana Mbanga**

Student number : **200612107**

Programme : **Master in Public Administration (12 MPAN)**

Approved research title: **Analysing Perceptions of Employees on the Implementation of the Performance Management System: A Case study of the Directorate of Sport in the Ministry of Sport, Youth and National Service**

TO WHOM IT MAY CONCERN

I hereby confirm that the above mentioned student is registered at the University of Namibia for the programme indicated. The proposed study met all the requirements as stipulated in the University guidelines and has been approved by the relevant committees.

The proposal adheres to ethical principles as per attached Ethical Clearance Certificate. Permission is hereby granted to carry out the research as described in the approved proposal.

Best Regards

A handwritten signature in black ink, appearing to read 'M. Hedimbi', is written over a horizontal dashed line.

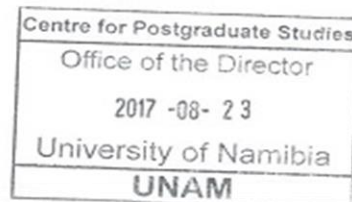
Dr. Marius Hedimbi

Director: Centre for Postgraduate Studies

Tel: +264 61 2063275

E-mail: directorpgs@unam.na

.....
 22 Aug 2017



APPENDIX 2: Request for Permission to Conduct an Academic Study in the Ministry of Sport, Youth and National Service, Directorate of Sport.



REPUBLIC OF NAMIBIA
 MINISTRY OF SPORT, YOUTH AND NATIONAL SERVICE
 DIRECTORATE OF SPORT

Tel: +264 61 2706546
 Fax: +264 61 249932
 Email: Gaudentia.haufiku@msyns.gov.na

NDC Building
 11 Goethe Street
 Private Bag 13391
 Windhoek, Namibia

INTERNAL MEMO

TO: MR E.S. KATAMBA

THE DIRECTOR OF SPORT

FROM: MS OWEN KACHANA MBANGA

REGIONAL SPORT OFFICER

DATE: 06 SEPTEMBER 2017

SUBJECT: REQUEST FOR PERMISSION TO CONDUCT AN ACADEMIC STUDY IN THE MINISTRY OF SPORT, YOUTH AND NATIONAL SERVICE, DIRECTORATE OF SPORT

I, Owen Kachana Mbanga, a student in the University of Namibia, Student No. 200612107, request permission to conduct a study in the Ministry of Sport, Youth and National Service mainly in the Directorate of Sport with the title of, Analysing perceptions of employees on the implementation of the performance management system; a case study of the Directorate of Sport in the Ministry of Sport, Youth and National Service, in order to fulfill the requirements of a Master of Public Administration in the Department of Political and Administrative Studies.


The information obtained will only be used for the academic research purpose and all the questionnaires completed and interviews conducted will be treated with utmost confidentiality.

The outcomes of this study will be available at the University of Namibia library and recommendations communicated to the Directorate of Sport. This will assist in improving the implementation of the performance management system in the Ministry of Sport, Youth and National Service within the Directorate of Sport

Recommended/ ~~Not Recommended~~


Comments

I have no objection to your
request, thus it will be recommended.
to the PS for approval


Ministry of Sport, Youth and
National Service
06/09/17

Directorate of Sport
Private Bag 13391, Windhoek

APPENDIX 3: Approval of Request for Permission to Conduct an Academic Study in the Ministry of Sport, Youth and National Service, Directorate of Sport.



REPUBLIC OF NAMIBIA
MINISTRY OF SPORT, YOUTH AND NATIONAL SERVICE
DIRECTORATE OF SPORT

Tel: +264 61 2706546
 Fax: +264 61 249932
 Email: Gaudentia.haufiku@msyns.gov.na

NDC Building
 11 Goethe Street
 Private Bag 13391
 Windhoek, Namibia

INTERNAL MEMO

TO: THE PERMANENT SECRETARY
 MRS. EMMA. KANTEMA-GAOMAS

FROM: MR E.S KATAMBA
 DIRECTOR OF SPORT

DATE: 07 SEPTEMBER 2017


SUBJECT: REQUEST FOR PERMISSION TO CONDUCT RESEARCH ON THE MINISTRY OF SPORT, YOUTH AND NATIONAL SERVICE, DIRECTORATE OF SPORT

The above subject matter refers,

Ms Owen Kachana Mbanga is one of our dedicated staff members, who have undertaken to improve her academic studies by doing her Master's in Public Administration through the University of Namibia.

Hereby, she requests to conduct her research titled, Analysing perceptions of employees on the implementation of the performance management system; A case study of the Directorate of Sport in the Ministry of Sport, Youth and National Service. I highly recommended and will appreciate if the Permanent Secretary could grant her the permission to conduct her research. It will not interfere with her daily work, and the information obtained will only be used for the academic research purpose only. All the questionnaires completed and interviews conducted will be treated with utmost confidentiality.

~~APPROVED / DISAPPROVED~~ With condition that the report be shared with the Ministry to be submitted to the PS office.


 Mrs. Emma. Kantema-Gaomas
 The Permanent Secretary

1

(All official correspondence must be addressed to the Permanent Secretary)

APPENDIX: 4 Questionnaire – Employees of the Directorate of Sport**QUESTIONNAIRE FOR ANALYSING EMPLOYEE'S PERCEPTIONS ON THE IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT SYSTEM IN THE MINISTRY OF SPORT, YOUTH AND NATIONAL SERVICE (DIRECTORATE OF SPORT)**

Dear participant

I am Owen Kachana Mbanga, a Master of Public Administration student at the University of Namibia. I am carrying out a study of analysing employee's perceptions on the implementation of the performance management system in the Ministry of Sport, Youth and National Service (Directorate of Sport). Kindly accept my assurance of confidentiality for all the information provided. Your time in answering a few questions is highly appreciated. Please answer all questions honestly and as accurately as possible, answers should reflect your own perception.

Instructions;

This questionnaire consists of 8 pages

- Do not write your name on this questionnaire
- The questionnaire is divided into 5 sections.
- Please cross (x) in an appropriate box next to your answer
- Please write your answers in the spaces provided clearly

Section A: Demographic Information.

1. Sex: Male Female

2. Age group: 25-35 36-45 46+

3. Employee position in the institution structure

 Director Deputy Director Chief Sport Officer Senior Sport Officer Sport Officer

4. Years employed

 Less than a year 2-4 5-7 Years More than 7 Years**Section B:****Perceptions that employees within the directorate of sport have towards the implementation of the performance management system.**

1. Are you aware of the performance management system in the Directorate of Sport?

 Yes No

2. Has the performance management system been internally communicated within the Directorate of Sport?

 Yes No

3. If yes, through which means was the information on the performance management system internally communicated within the Directorate of sport?

Personally explained by my supervisor

Documents relevant to the performance management system were distributed

You collected the information on the performance management system from the Human Resource Department

Others please specify _____

4. Is the Directorate of Sport annual plan provided to you?

Yes No

5. Is the Directorate of Sport annual plan linked to the Directorate of Sport strategic plan provided to you?

Yes No

6. Is your role in your performance agreement clearly linked to the objectives of the annual plan which is part of the strategic plan of the Directorate of Sport?

Yes No I do not know

7. Are Quarterly reviews and Annual Assessments done in the Directorate of Sport?

Yes No

8. How many meetings annually do you have together with management on reviewing and discussing the Directorate of Sport performance?

- 0
- 1
- 2
- 3
- 4

Specify any other_____

9. Do you think that the relationships between managers and employees in the Directorate of Sport, leads to a common understanding of the implementation of the Performance Management System in the organisation.

- Yes No

10. Do you think there is adequate leadership to direct the implementation of the performance management system in the Directorate of Sport?

- Yes No

11. Do you think the performance management system can improve performance in the Directorate of Sport?

- Yes No

Please explain further on your answer of question 11

12. Instructions: Please rate the following statements by crossing (x) in the appropriate box below, on the scale of 1-5, where:

1= Fully Agree, 2=Agree, 3=I do not know, 4=Disagree, 5=Strongly Disagree

Please rate the following in relation to the implementation of the performance management system

Code	Statement	Fully Agree	Agree	I do not know	Disagree	Strongly Disagree
1	Supervisors are well aware of subordinates, functions in line with the strategic plan					
2	Employees in the Directorate of Sport engage and participate in performance standard setting e.g. Identify key performance Indicators, Expected Outputs and targets					
3	Your job description relates to the Key Performance Indicators on which your performance is rated					

4	Lack of commitment and team work(organisational culture) to implement the strategic plan					
5	There are sufficient skilled and competent staff to execute the strategic plan					
6	Management is responsible for the implementation of performance management system.					

13. What do you think should happen when implementing the performance management system?

.....

.....

.....

.....

.....

.....

.....

.....

SECTION C: EMPLOYEES UNDERSTAND THE OBJECTIVES OF THE PERFORMANCE MANAGEMENT SYSTEM.

1. Instructions: Please rate the following statements by crossing (x) in the appropriate box below, on the scale of 1-5, where:

1= strongly agree, 2=Agree, 3=I do not know, 4=Disagree, 5=strongly disagree

In your view do you think that the performance management system....

Code	Statement	Strongly Agree	Agree	I do not know	Disagree	Strongly Disagree
1.	Could be used to manage individual and team performance in order to realise the Directorate of Sport goals.					
2	is designed to promote performance culture					
3	includes a strategic plan that is conveyed into performance agreements					
4	aligns individual and organisational objectives					

5	aims to manage service delivery against agreed targets.					
6	allows for the identification of learning and development needs of employees					
7	feedback on employees performance is crucial					
8	relies on consensus and co-operation rather than control or coercion between employees and management					
9	allows for unsatisfactory performance to be identified earlier for corrective action to be taken					
10	objective is to recognise and reward good performance					

SECTION D Challenges in implementing the performance management system in the Directorate of Sport

Instructions: Please rate the following statements by crossing (x) in the appropriate box below, on the scale of 1-5, where:

1= Strongly Agree, 2=Agree, 3=I do not know, 4=Disagree, 5=Strongly Disagree

Code	Challenges	Strongly Agree	Agree	I do not know	Disagree	Strongly Disagree
1	There are deviations from the initial performance agreement activities					
2	The constant change of leadership leads to the strategic plan priorities to be changed as well					
3	Lack of trust between managers and employees on agreed expected outcomes and deliverables in the Directorate of Sport					
4	Performance is assessed against feedback of the previously agreed Directorate performance standard.					
5	The current performance management system design is relevant to the Directorate of Sport					
6	There is a system in place that evaluates performance management practices					
7	Unsatisfactory performance is identified earlier and the taking of corrective action is done					

8	Adequate training is provided on performance management system					
9	The strategic and annual plans are realistic and actionable plans					
10	Lack of adequate funding to carry out activities that have been planned					

SECTION E

RECOMENDATIONS

Please give (3) three ideas as to how the implementation of the Directorate of Sport performance management system could be improved?

.....

.....

.....

.....

.....

.....

Thank you for your willingness to support this study

APPENDIX 5: Interview Schedule – Managers of the Directorate of Sport

TITLE: Analysing Perceptions of Employees on the Implementation of the Performance Management System: A Case study of the Directorate of Sport in the Ministry of Sport, Youth and National service.

Introduction

I am Owen Kachana Mbanga, a Master of Public Administration student registered with the University of Namibia (UNAM). The purpose of this interview is to get your views regarding implementation of performance management system in the Ministry of Sport Youth and National Service, particularly in the Directorate of Sport. Therefore, I am hereby humbly requesting your participation in this study and you can choose not to participate. You are assured of anonymity and response will be treated with strict confidentiality, please complete the attached consent form as proof that you have agreed to participate in this study.

1. What in your opinion is the implementation of the performance management system in the Directorate of sport?
2. What is your role in the implementation process of the performance management system in the Directorate of Sport?
3. Briefly explain the objectives of the performance management system currently used by the Ministry of Sport, Youth and National Service for the Directorate of Sport?
4. How do you describe the current model of implementation of the performance management system used by the Ministry of Sport, Youth and National Service for the Directorate of Sport in terms of its applicability and relevance?
5. Based on your experience, what do you consider as challenges that are faced in the implementation of the performance management system in the Directorate of Sport?

6. Are there set performance standards and measures in the Directorate of Sport?
7. If yes, how are they used in the implementation of the performance management system in the Directorate of Sport?
8. How is the performance management system incorporated to other human resource aspects such as recruitment, promotion, payment, training and termination of employment in the Directorate of Sport?
9. What do you think of the of the performance management system in the future, will it be a success or nor?
10. Anything else that you would like to share with me?

Thank you very much for sharing your perceptions on the implementation process of the performance management system in the Ministry of Sport, Youth and National Service (Directorate of Sport).

APPENDIX 6: Interview consent – Managers and Chief Sport Officers

INTERVIEW CONSENT FORM (MANAGERS AND CHIEF SPORT OFFICERS)

Title: Analysing perceptions of employees on the implementation of the performance management system: A case study of the Directorate of Sport in the Ministry of Sport, Youth and National service.

I am Owen Kachana Mbanga, a Master of Public Administration student at the University of Namibia (UNAM). You have been purposively selected to participate in this research study because of your experience and role in the implementation of a performance management system in the Ministry of Sport, Youth and National Service mainly in the Directorate of Sport. The study analyses perceptions of employees of the performance management system implementation in the Ministry of Sport, Youth and National Service particularly in the Directorate of Sport. The objectives of the study are:

- To identify different perceptions that employees within the Directorate of Sport have towards the implementation of the Performance Management System.
- To establish whether the employees and managers understand the objectives of the Performance Management System.
- To identify challenges faced in the implementation of Performance Management System.
- To recommend possible solutions to the Managers in the Directorate of Sport.

If you agree to participate, this will involve being interviewed once and it is expected to last no longer than one hour (40 min). I will record and take notes during the interview. All interview data will be treated with utmost respect, confidentiality and stored for a period of three year (3 year). Information will be shared with my supervisors and other appropriate staff at the University, but your identity not be revealed. Your role is mainly to share with me your experience and opinions

regarding implementation of the performance management system in the Ministry of Sport, Youth and National Service particularly in the Directorate of Sport. You are also able to stop during the interview at any time. The final research study (thesis) will be available at the University of Namibia (UNAM) Library.

Your participation is appreciated and please sign below to indicate your consent to participate in this research.

.....
Name of Participant **Signature** **Date**

.....
Researcher **Signature** **Date**

APPENDIX 7: Questionnaire Administration Consent Form – Senior Sport Officers and Sport Officers

QUESTIONNAIRE ADMINISTRATION CONSENT FORM (SENIOR SPORT OFFICERS AND SPORT OFFICERS)

Title: Analysing perceptions of employees on the implementation of the performance management system: A case study of the Directorate of Sport in the Ministry of Sport, Youth and National service.

I am Owen Kachana Mbanga, a Master of Public Administration student at the University of Namibia (UNAM). You have been randomly selected to participate in this research study because of your role in the implementation of a performance management system in the Ministry of Sport, Youth and National Service mainly in the Directorate of Sport. The study analyses perceptions of employees of the performance management system implementation in the Ministry of Sport, Youth and National Service particularly in the Directorate of Sport. The objectives of the study are:

-To identify different perceptions that employees within the Directorate of Sport have towards the implementation of the Performance Management System.

-To establish whether the employees and managers understand the objectives of the Performance Management System.

-To identify challenges faced in the implementation of Performance Management System.

-To recommend possible solutions to the Managers in the Directorate of Sport.

If you agree to participate, this involves filling in a questionnaire and it is expected to last no longer than one hour (20 min). All completed questionnaire data will be treated with utmost respect,

confidentiality and stored for a period of three year (3 year). Information will be shared with my supervisors and other appropriate staff at the University, but your identity not be revealed. Your role is mainly to share with me your perceptions regarding implementation of the performance management system in the Ministry of Sport, Youth and National Service mostly in the Directorate of Sport by filling in the questionnaire. You are also able to stop filling in the questionnaire at any time. The final research study (thesis) will be available at the University of Namibia (UNAM) Library.

Your participation is appreciated and please sign below to indicate your consent to participate in this research.

.....
Name of Participant **Signature** **Date**

.....
Researcher **Signature** **Date**