EXPLORING CHALLENGES IN IMPLEMENTING PERFORMANCE MANAGEMENT SYSTEMS IN THE MINISTRY OF HEALTH AND SOCIAL SERVICES IN THE KAVANGO EAST REGION, NAMIBIA.

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ABSTRACT

The study explores the challenges in implementing performance management systems in the Ministry of Health and Social Services in the Kavango East Region. Performance management systems typically include performance appraisal and employee development. In the context of Namibia, the performance management system was launched and implemented by the public services following approval by Cabinet in August 2011. The study aimed to assess the challenges faced in the implementation of a performance management system in the Ministry of Health and Social Services at the Regional Directorate of the Kavango East Region. Using a qualitative approach, the study focused on the employees of the Ministry of Health and Social Services at the Regional Directorate of Health in the Kavango East Region, representing different levels, namely: the management and general employees. A total of 18 participants were reached through the use of interview guides to obtain data. The main findings showed that both general employees and managers have a good understanding of PMS. However, the implementation of PMS was rated ineffective due to challenges such as a lack of training on how to use PMS in the organisation, lack of knowledge and skills, poor design, and poor involvement of the management in enforcing PMS. However, the results indicated that there was a relationship between the implementation of PMS and organisational performance. Findings from respondents in this study also indicated lack of resources and lack of performance target implementation as other challenges to implementation. The study recommends that the best way to implement the PMS at the Regional Directorate of Health in the Kavango East Region is to use a variety of models, most of which only the management can determine and decide on.

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LIST OF ABBREVIATIONS

MOHSS	The Ministry of Health and Social Services
OMA's	Offices, Ministries, and Agencies
PMS	Performance Management Systems
RDH	Regional Directorate of Health

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DEDICATIONS

This study is dedicated to my three daughters, Leilah, Poniso and Wilhelmine Ruvarashe. May this work serve as their inspiration and instil a culture of learning and devotion to academic excellence.

DECLARATIONS

I, Sophia Malowelo, 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.

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CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

The concept of performance management has been one of the most important and positive developments in the sphere of human resource management in recent years (Armstrong, 2017). Performance management systems typically include performance appraisal and employee development. Hence, performance management systems are considered the "Achilles' heel" of human resources management (Pulakos, 2014). As a result, the subject of performance management has attracted the attention of many researchers across the globe.

Before delving into the subject of performance management, it is worth giving some typical definitions. In theory, performance management entails a collaborative process in which management, people and teams agree on and assess goals (Gunnigle & McDonnell, 2017). Furthermore, Armstrong (2017) defines performance management as a systematic process for improving organisational performance by developing the performance of individuals and teams.

A study in Pakistan by Khan *et al.* (2013) revealed a number of problems faced by Pakistan organisations during performance management systems (PMS) implementation, including low priority on implementation by the management, insufficient resources, more effort and time required in implementation than expected, unclear goals for PMS implementation, negative attitudes towards PMS, organisational strategy, PMS and information-communication technology, change process, reward system and updating PMS systems.

Sisa (2014) conducted research on the implementation of the Performance Management System at Botswana's Ministry of Foreign Affairs and International Cooperation. The study discovered that the implementation of the performance management system in the Ministry of Foreign Affairs and International Cooperation was problematic due to unclear and ambiguous foreign policy goals and objectives; a lack of broad-based support and a critical mass of champions of the performance management system; the use of a command-and-control management model rather than empowerment and the adaptation model; insufficient human and institutional capacities; and ineffable human and institutional capacities.

This chapter provided the background to the study, the problem statement, the aims and objectives of the study, the research questions, and the significance of the study. The chapter further discusses the limitations of the study and provides an overview of the chapters.

1.2 BACKGROUND OF THE STUDY

Organisations with strict and deliberate performance management frameworks are 51% more inclined to outflank others with regards to financial performance and 41% more prone to beat others with respect to extra results, including consumer loyalty, employee retention and other essential measurements (Ahenkan *et al.*, 2018). The literature studied indicates that PMS has a poor track record of implementation in Africa (Fatile, 2014; Seotletla & Miruka, 2014; Sisa, 2014).

Ahenkan *et al.* (2018) allude that although public organisations recognise the advantages of performance management, but encounter challenges in aligning and embedding it within the culture of their organisation to improve performance.

According to Bart (2013), in order to ensure successful implementation, an employee's performance management system should balance consistency and flexibility. In today's corporate world, the performance management challenge in businesses has multiple aspects, and implementing focused initiatives to tackle these challenges is not a silver bullet strategy. In many cases, remuneration schemes drive the performance system, which has a long-term impact on company behaviour and culture. In other circumstances, senior management is so focused on scorecard management in order to hold individuals accountable that the scorecard is not connected with business priority areas, but rather with a number of deliverable projects and tasks.

The first difficulty is a lack of alignment caused by the creation of multiple organizational procedures in isolation. Different groups of people utilize different frameworks to build the link between strategy creation, budgeting, and operational planning. Because the performance management system does not link individual performance, departmental performance, and organizational delivery, all systems revert to financial measurements (Williams, 2014).The second difficulty occurs at many levels of the organisation in the form of bad measure development; in many cases, targets are stated but no related measure is implemented. In other circumstances, no data is gathered or retained as proof to track performance (Armstrong, 2017).

Despite the well documented benefits arising from the implementation of a well-designed performance management system in various industries, the public sector in Namibia faces challenges in the implementation of PMS (Kaupa & Atiku, 2020). The Ministry of Health and Social Services, is faced with many challenges, including inadequate workforce to take care of the growing pandemic challenges (The World Bank, 2019). As a result, an effective PMS is imperative to monitor the performance of the limited human resources in the health sector. In the context of the Ministry of Health and Social Services in the Kavango East, the implementation of the PMS for the current financial year was recorded at 61% (Kakororo, 2021).

This implies that there could be multiple factors impeding the full implementation of the PMS that remain unveiled from the research point of view. This situation is attributed to research gaps that remain unfilled, especially concerning the subject and its contributions to the performance of individual staff members in the region of concern. The Kavango East region is one of the areas with a rapidly growing population in Namibia (Namibia Statistics Agency, 2018). It is against this background that this study deemed it important to investigate the challenges faced in the implementation of PMS in the MOHSS at the Regional Directorate of the Kavango East Region.

1.3 STATEMENT OF THE PROBLEM

A performance management system was launched and implemented by the public service of Namibia, following approval by Cabinet in August 2011. However, the Office of The Prime Minister's report (2018) revealed that none of the offices, ministries, and agencies (OMA's) or Regional Councils had reached the 100% rollout mark. The Ministry of

Health and Social Services is no exception. Statistics reveal that the Ministry of Health and Social Services in the Kavango East region has implemented the PMS up to 61%in 2019 (Kakororo, 2021). This shows that the PMS is not fully implemented, and the Ministry of Health and Social Services (MOHSS) is not an exception. This could potentially be the major contributing factor to the low performance of the healthcare system in the Kavango East Region as highlighted by Sanzila (2017).

The Regional Health Directorate or Kavango East region is responsible for ensuring a well performing healthcare system. In addition, a study by Amukugo and Nangombe (2017) at the MOHSS, found that poor performance is due to insufficient staff or staff not providing care according to standards and not being responsive to the needs of the community and patients. This situation could be the result of a poor implementation of PMS in the health care system. If the Regional Health Directorate in the Kavango East had an effective PMS in place, employees in the health sector would ensure that activities and outputs are congruent with organisational goals/objectives. Hence, with the evidence of ineffective and inadequate PMS implementation in public institutions and low performance of healthcare in the Kavango East region (Sanzila, Amukugo & Nangombe, 2017), this study focused on exploring the challenges faced in PMS implementation at the Regional Directorate of Health in the Kavango East Region – MOHSS.

1.4 RESEARCH OBJECTIVES

The main objective of the study was to assess the challenges faced in the implementation of PMS in the MOHSS at the Regional Directorate of the Kavango East Region. The study tried to reach the following specific objectives:

- To explore the views of managers and general employees towards the implementation of PMS by the MOHSS at the Regional Directorate of Health in the Kavango East Region, Rundu;
- To determine approaches used by the MOHSS at the Regional Directorate of Health in the Kavango East Region in Rundu use in the implementation of PMS;
- To analyse the key challenges facing the implementation of PMS by the MOHSS at the Regional Directorate of Health in the Kavango East Region in Rundu.

1.5 RESEARCH QUESTIONS

The study tried to answer the following specific research questions:

- What are the views of managers and general employees towards the implementation of PMS by the MOHSS at the Regional Directorate of Health in the Kavango East Region, Rundu?
- What approaches does the Regional Directorate of Health in the Kavango East Region in Rundu use in the implementation of PMS?
- What are the key challenges facing the implementation of PMS at the Regional Directorate of Health in the Kavango East Region in Rundu?

1.6 SIGNIFICANCE OF THE STUDY

The implementation of PMS ensures that each staff member of an organisation carries out their respective duties in alignment with the overall goal(s) of the organisation (Abrudan & Coita, 2014). This consequently, contributes to the overall performance of an organisation. Unfortunately, this subject is not emphasised in the context of the health sector of Namibia.

The findings of this study should shed light on the PMS implementation and execution in the Public Service of Namibia, particularly in the health sector. The findings of the study should serve as an important tool to health sector playmakers, managers, health practitioners at various positions and stakeholders by providing useful information about the status of PMS implementation, challenges faced and how to overcome them to promote a successful implementation of PMS. The study should add to the academic body work in the fields of management sciences and human resources.

1.7 LIMITATIONS OF THE STUDY

Limited relevant literature such as annual reports, difficulties in accessing classified information, challenges in making appointments and unavailability of respondents for the interviews, limited the study. However, efforts were made to consult with the office of the Regional Directorate of Health in the Kavango East Region, Rundu for the necessary documents. The researcher also requested target respondents to decide on alternative respondents when others were not available for interviews. The bias that occurred was minimised through strategies such as starting with a systematic review of the literature to show that the topic being studied was significant and relevant (Daly & Lumley, 2002).The availability and reliability of various sources or kinds of data, transparency and reflection throughout the research process from design phases to field data collection, analysis and report writing, acceptance of the emic perspective in the field of research were ensured to minimise bias (Borowska-Beszta, 2017).

1.8 DELIMITATION OF THE STUDY

The study focused on the challenges faced in the implementation of PMS by the Regional Directorate of Health in Kavango East Region, particularly in Rundu. The study was delimited to the staff at the Regional Directorate of Health, Kavango East Region, specifically staff members as respondents.

1.9 DEFINITION OF KEY TERMS

The key terms used in this study are defined as follows:

Challenges: A challenge is something new and difficult which requires great effort and determination. In this study, challenges refer to any obstacles encountered in the implementation of the performance management systems at the Regional Directorate of Health, Kavango East Region (Collins COBUILD Dictionary, 1987).

Implementation: A very important stage in the policy exercise that converts planned activities into real actions to improve the intended purpose (Armstrong, 2017). The carrying out, execution, or practice of a plan, technique, or any concept, idea, model, specification, standard, or policy for doing something is referred to as implementation (Chenhall, Hall & Smith, 2017).

Performance Management: A systematic process for improving organisational performance by developing the performance of individuals and teams (Armstrong, 2017).

1.10 CHAPTER SUMMARY

This chapter focused on the introduction and problem statement. It further explained the aim, objectives, research questions, scope, significance, limitations as well as the organisation of the research. The next chapter looks at the literature review of the proposed study.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The previous section of the study presented the introduction of the study. This section presents the literature review of the proposed study. Sutton (2016) argues that the purpose of literature is to establish a theoretical framework for the topic or subject area, to define key terms, definitions, and terminology, to identify studies, models and case studies to support the topic. This chapter focused on the conceptual and operational definitions of the two variables of the study (challenges and the implementation of performance management systems), the research objectives, and the theoretical framework.

2.1.1 THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEMS IN THE WORLD

Performance management was developed in Western countries by the private sector and then adopted by the public sector (Kichigina, 2017). Performance management is now a global reform that is being implemented in the public sector of transitional countries such as, Russia, United States of America and even Namibia. A PMS is regarded as an effective means of achieving public organisations' strategic objectives and goals (Kichigina, 2017). Performance management is primarily a Western development that originated in the United States, and much of the research into its application and operation was conducted in the United States (Locke & Latham, 1984; Armstrong & Baron, 2013).

The literature studied shows that there are few research that examined the challenges in the implementation of PMS in Namibia. Kaupa & Atiku (2020) observed that lack of consultation, lack of flexibility, high level of conformity to process, existence of silo culture, poor communication, and poor training of implementation officers are some of the challenges faced. Shilongo (2018) found that the challenges were cultural and structural in nature. The weakness or lack of implementation in the performance management system is a result of lack of knowledge and skills**,** poor design or a lack of training on performance management system which is not transferred and integrated into the organisation in order to support its implementation (Watkins & Leigh, 2012).

Conversely, a study by Seotletla & Miruka (2014) found that during the implementation of PMS there is resistance to change due to attitude or cultural resistance, thus limiting the buy-in for the system. In another study, Northcott & Taulapapa (2012) alludes that cultural challenges comes from people's innate resistance to change. Employees may feel threatened by the new system or may be paranoid due to the failures of previous systems.

2.2 PERFORMANCE MANAGEMENT SYSTEMS IN THE PUBLIC SECTOR OF NAMIBIA

The public sector of the Republic of Namibia has been criticized for the poor performance over the years. This situation is often attributed to the implementation of the PMS within the public sector. According to Tjivikua (2017), the PMS is a significant transformation project for the public sector because it will change attitudes and behaviours toward better service delivery.

However, it is worth outlining the root causes of the poor implementation of the PMS in the public sector. A study by Marenga (2020) identified poor accountability measures, financial burden on the state, procurement anomalies, and the spread of corruption are some of the underlying contributors to the poor performance of the majority of Namibian public enterprises.

Despite the importance of the PMS in the public sector's service delivery in general, the Namibian PMS, in particular, has been reported to have faced challenges such as a lack of training and proper orientation in performance management as primary challenges in adopting a PMS in the public sector (Kaupa & Atiku, 2020). According to the same author, other contributing factors include insufficient monitoring and evaluation, a lack of policies supporting the implementation process, poor communication in performance planning, performance reviews, poor feedback on performance, and a lack of employee involvement in the PMS's implementation.

It has been emphasized that the successful implementation of PMS helps top management and organisations at large achieve strategic business objectives and goals. It is worth noting that the state of the PMS and its implementation is not fully understood in the context of Namibia. Hence, many research gaps with regards to the implementation of PMS remain open. This is why this study deemed it important to tackle the subject from the MOHSS point of view.

2.3 PURPOSE OF THE PERFORMANCE MANAGEMENT SYSTEM

According to Dewettinck (2014), the purpose associated with a performance management system is centred on the primary objectives and the guiding principles that an organization will have for the system in order for it to be useful in any sense.

In most instances, organizations utilize performance management systems for three core purposes: to develop employees, achieve results, or accomplish administrative objectives (Dewettinck, 2014). Dewettinck et al. (2014) indicated that performance management systems that have a result-oriented purpose give attention to the performance outcomes and see employees as the way to achieve organizational objectives, such as increasing company sales or improving service delivery.

Alternatively, performance management systems that have a development orientation focus mostly on employee development, with the assumption that empowering the employees through development results in better performance and thus competitive advantages (Dewettinck, 2008). Finally, performance management systems that focus primarily on administrative purposes offer the organization essential information for human resource-related decisions, including pay raises, promotions, and terminations (Biron et al., 2011). The aforementioned decision signals to employees the type of performance that is valued by the organization, and this helps to shape employee behavior (Biron, 2011).

The purpose of the performance management system is very imperative to the organisation and need to be defined understood by the organisation as a whole. The three primary purposes are vital for organisational performance depending on what the organisation endeavour to achieve. However, organisations that focus more on being result oriented tend to neglect employee development which is very important for motivation.

2.4 PERFORMANCE MANAGEMENT SYSTEM CHARACTERISTICS

Table 2. 1: Performance management system characteristics

Characteristic	Description
Purpose of performance management system	
Results oriented	Focus on performance outcomes
Development oriented	Focus on employee development
Administrative purposes	Focus on administrative purposes of inform decisions
Performance measures	
Relevance of performance measures	Extent performance measure are related to the job
Task performance	Fundamental technical activities important to one's job
Contextual performance	Extra-role behaviours
Achievement of goals or objectives	Extent to which goals or objectives are achieved
Competencies	Attainment of a combination of tacit and explicit knowledge, behaviour and skills that gives one potential for effectiveness
Performance management system activities	
Communication of expectations and importance of employee effort	Communicate performance expectations and why effort is important
Coaching	Ongoing interactions that focus on improving job performance
Feedback	Provide information on past performance to improve job performance
Recognition	Positive reinforcement in response to a desirable behaviour
Goal setting	Setting goals for the position one currently holds
Identification of training needs	Identification of areas in which training is needed
Individual development plans	Personal and professional growth plans to enhance skill, behaviours and abilities
Career planning	Identification and creation of career paths
Structure of performance management system	
Number of formal performance reviews	Number of planned conversations between employee and manager about the employee's performance
Number of informal performance reviews	Number of unplanned conversations between employee and manager about the employee's performance
Goal alignment	Aligned employees performance goals with organisational goals and priorities
Link between performance management and rewards system	Reward system differentiates rewards based on quality of performance

Number of sources of feedback	Number of sources providing performance feedback
Participative decision making	Encourage employees to express their ideas and incorporate employee feedback when making performance decisions

Source: Ricci (2016)

2.5 PERFORMANCE MEASURES

According to Olsen (2014), a critical aspect of a performance management system is the manner in that performance is assessed or evaluated. Performance is normally assessed through the use of a performance measure, that can be defined as "a variable or metric used to quantify the efficiency or effectiveness of an action" (Olsen, 2014). Performance can be assessed by the extent to which the employees show task performance, achieve goals, display contextual performance, and achieve competencies (Ricci, 2016). According to Ricci (2016) task performance is how well the employee performs fundamental activities that are important to their job. For instance, a rescue operation is the type of task performance essential for a firefighter, whereas closing a sale is the type of task performance essential for a salesperson (Borman & Motowidlo, 2011).

The contextual performance evaluates the employees' extra-role behaviors, which are not specifically job-related but which improve the work climate by improving the organization's effectiveness and efficiency (Borman & Motowidlo, 2011). Examples of contextual behaviours may involve assisting a colleague to complete a task, volunteering, remaining enthusiastic when completing tasks, etc. (Borman & Motowidlo, 2011). According to Avery and Murphy (1998), the contextual behaviours increase social communications and diminish tension in the workplace, and this facilitates organisational effectiveness. The performance of employees can also be assessed based on the achievement of goals or the attainment of competencies.

Draganidis and Mentzas (2016) indicate that competency is a combination of tacit and explicit knowledge, skills, and behaviors that provides an individual with the potential for effectiveness in performing a task. Some examples of competencies comprise team leadership, initiative, flexibility, and self-confidence. In a performance management system, the organization may select to evaluate employees on competencies that it views as crucial for the effectiveness of the organization (Draganidis & Mentzas, 2016). Finally, performance can be evaluated to the extent to which employees achieve their performance goals or objectives; these ends or outcomes are normally specific to each employee's duties and roles.Use of a salesperson position as an example may help illustrate the differences between the different manners in which performance can be evaluated.

The task performance of a salesperson could include the ability to close a sale, as this is an essential activity important to a salesperson's job. An example of contextual performance for a salesperson would be giving a fellow employee tip on how to make sales. Although assisting another colleague is not directly related to the salesperson's tasks, this act will aid the organisation to gain more sales and realize an improvement in the work environment. Competencies employees are assessed on tend to be more general for all employees in the organisation. For instance, the organisation may choose that taking initiative is an essential competency for employees within the organisation to be evaluated on. The evaluation by the achievement of a goal may include assessing the salespeople on the extent they achieve their sales quota for a product (Draganidis & Mentzas, 2016).

2.6 PERFORMANCE MANAGEMENT SYSTEM ACTIVITIES

According to Biron (2011), within PMS, organizations may utilize a number of activities aimed at improving employee performance.These activities include clear communication of performance expectations to the employees and educating employees on why their performance efforts are crucial to overall organisational effectiveness and efficiency (Biron, 2011). Activities of performance management include providing feedback, coaching, recognition, identification of training needs, goal setting, and construction of development and career plans (Lindblom, 2017). Lindblom (2017) states that feedback, coaching, and recognition are activities that occur within performance management systems. The activity of coaching involves formal, on-going interactions between supervisors and employees with the goal of facilitating behavior changes and individual learning along with providing developmental and constructive opportunities to assist employees in learning how to deal with complex circumstances (Lindblom, 2017).

In contrast to coaching, that focuses on the future performance of the job, feedback deals with providing employees with information about their past job performance for the purpose of reinforcement of desirable behaviour or showcase areas that need to be improved upon (Hillman, Schwandt, & Bartz, 2016). Recognition is a positive reinforcement provided in response to any desirable behaviours designed to improve and shape performance; usual types of recognition include various gifts, special mention in meetings, etc. (Haines & St-Onge, 2012).

The activity of goal setting and the identification of training needs, career planning and construction of employee development plans, are performance management activities which serve as systems to assist employees to achieve their career and performance goals.

Additionally, performance management systems are an essential tool to identify aspects in which employees require training to aid them in achieving their performance objectives (Armstrong & Baron, 2013).

2.7 STRUCTURE OF PERFORMANCE MANAGEMENT SYSTEMS

According to Gerrish (2016), the structure of the PMS dictates its formation and design. The structural elements of performance management systems comprise of the number of formal performance reviews, goal alignment, the number of informal performance reviews, of a clear link between the PMS and the organisation's rewards system, participative decision making and sources of feedback (Gerrish, 2016). Formal performance reviews in PMS refer to planned face-to-face meetings between supervisors and employees to discuss the employee's development or performance on the job (Dewettinck & Dijk, 2013). These formal performance reviews are medium to inform workers on their performance and how it has been evaluated. Alternatively, informal performance reviews are encounters that are unplanned between the supervisor and the employee to discuss the job performance and provide feedback that helps the employee meet performance expectations that are agreed upon in formal reviews (Dewettinck & Dijk 2013).

The goal alignment and presence of a link between the PMS and organisation's reward system are other structural components of PMS (Gerrish, 2016). Herewith goal alignment is the extent to which the performance of employees' goals is aligned with organisational priorities and goals; the goal alignment is meant to help employees comprehend how their work contributes and relates to the organisation's goals (Armstrong, 2017). The link between the PMS and the rewards system imply that the system must connect to the

organisation's reward system in order to differentiate rewards based on each employee's quality of performance (de Waal & Counet, 2009). For instance, employees focused on being top performers by the PMS should benefit more from the rewards system in comparison to low performers (de Waal & Counet, 2009). Another structural characteristic of PMS is the sources organizations use to gather performance data.

PMS can use single or multi-source feedback. In single-source performance, feedback is gathered from a single source, normally a primary supervisor (Gerrish, 2016). On the other hand, multi-source performance feedback, is gathered by a combination of multiple sources, comprising of peers, subordinates, external sources and superiors (Brutus & Brassard 2015; Brutus &Gosselin 2017). The structure of a PMS will also include the level to which it allows participative decision making. According to Arnold, Arad, Rhoades and Drasgow (2000) participative decision making is the degree to which supervisors motivate employees to express their ideas and utilize employee feedback when crafting decisions. In PMS, participative decision making includes leaders motivating employees to voice their ideas concerning their performance and taking these ideas into consideration when making decisions regarding performance, development or objectives (Arnold *et al.*, 2000).

2.8 PERCEIVED EFFECTIVENESS OF PMS

It has been seen that PMS contributes to the overall effectiveness of the organization as it leads to beneficial outcomes at employee and organizational levels (den Hartog, Boselie, & Paauwe, 2014). Particularly that the performance management system encourages performance, helps organizations make administrative human resources decisions,

facilitates employee development, and supports the overall organizational strategies (Lawler, 2013).

Additionally, organisations which manage employee performance outperform organisations which do not manage employee performance on various aspects, including productivity and finances (Armstrong, 2010). According to Dewettinck (2008) for organisations to achieve desirable outcomes, it is important to know the characteristics of a performance management system which have more predictive value of organisational effectiveness. Dewettinck and Dijk (2013) defined PMS effectiveness as the ability of a system to improve employee outcomes, including motivation, performance, job functioning, collaboration, ease of job performance and self-esteem.

Other researchers define the effectiveness of PMS by examining the level to which they produce positive outcomes for an organisation. For instance, Glennding (2012) and Haines and St-Onge (2012) considered PMS to be effective if their use resulted in the achievement of business objectives, improved morale, better retention, increased customer satisfaction and greater ease in adapting to changes in the organisation. In conjunction to actual effectiveness of PMS, researchers examined the perceived effectiveness. The perceived effectiveness of PMS is defined as the perceptions of individuals regarding the effectiveness of their PMS in bringing desirable employee and organisational outcomes. Given the main objective of PMS, the enhancement of organizational effectiveness will improve organizational and employee performance (DeNisi, 2013).

2.9 CHALLENGES FACED IN THE IMPLEMENTATION OF A PERFORMANCE MANAGEMENT SYSTEM

Today, many organisations prioritize the adoption and use of broad-spectrum PMS over traditional financially focused systems (Martinez, 2014). However, several factors as discussed in the previous section (Kaupa & Atiku, 2020; Marenga, 2020) have been reported to have caused failure in the implementation of PMS. Some external circumstances do not impose crippling constraints on the implementing agency (Kichigina, 2017). These impediments are beyond the administrators' control because they are external to the policy and the implementing agency. These impediments can be physical or political in nature. Hence, the failure of PMS implementation causes a slew of issues in organizations.

A study conducted by Khan *et al.* (2013) identified the following critical issues that organisations face when implementing PMS:

2.9.1 Low priority on implementation by the management

There is a saying that everything rises and falls on the leadership. The same can be said about the implementation of the PMS.According to Khan *et al.* (2013), due to routine work pressures and time constraints, management can be forced to address these short-term organizational issues, which slowed the process of successful PMS implementation. However, this approach requires that the management prioritizes the implementation of PMS. Martinez (2014) discovered that the overarching perception was that the effort and resources invested by management in improved performance measurement and management systems provided a real and substantial payback over time.

2.9.2 Insufficient resources

Usually, resources, especially financial resources are considered the number one limiting factor in the public sector. The successful implementation of PMS requires significant attention, amount, and effort for successful implementation, but very often, organisations are not ready to allocate the people (capacity) and budget (resources), resulting in delayed or postponement of PMS implementation (Khan *et al.,* 2013). In the same view, Kichigina (2017) highlights when special funds are made available, they must be spent in an unrealistically short period of time, faster than the program can effectively absorb them.

2.9.3 Negative attitudes for PMS

The potential value of using a PMS as a tool to manage and measure both employee and organisational performance is heavily dependent on the system's implementation quality (Seotletla & Miruka, 2014). Unfortunately, not all organisations recognize the positive impact of PMS on overall performance improvement. As a result, it is critical to understand that for the PMS system to be effective and successful in the organisation, employees must have a positive attitude toward it, which is only possible if they accept and understand this new system as a change tool (Khan *et al.,* 2013).

In addition, it is worth understanding that any implementation of a process intended to change behaviour, such as PMS, it is critical to develop both the confidence and competence of all key role players in carrying out their responsibilities (Seotletla & Miruka, 2014). This approach can help create a positive attitude among the employees towards the implementation of the PMS and consequently enhance the overall performance of an organisation.

2.9.4 Organisational strategy

The organisational culture shapes and influences the way things are done. If the organisation's objectives and mission strategy are not understandable and clear to its employees, then the inclusion of developed critical success factors and KPIs becomes irrelevant, resulting in the postponement of PMS implementation (Khan *et al.*, 2013).

2.9.5 Change process

As previously stated, implementing a PMS, which makes everyone's performance in the organisation much more transparent, can elicit resistance from organisational members (Seotletla & Miruka, 2014). Various authors recognize resistance to change as a normal human behaviour that must be overcome in order for the PMS initiative to succeed.

With the move by most organisations from customary performance appraisals to the implementation of PMS, organisations had to face challenges attributed to change (Seotletla & Miruka, 2014). While implementing phase of PMS, organisations put great importance to it rather to focus on the new organisational change process. If the organisation put less attention to the changing process, then there will be a high risk for successful implementation. Employees feel threatened to the new changing process because PMS system highlights the individual performance more accurately (Khan *et al.*, 2013).

2.9.6 Reward system and PMS

Employees show resistance if there is no sufficient linkage between the reward system, KPIs, and critical success factors with PMS which will leads to slow down the process (Khan *et al.,* 2013).Poor performance should be managed, using a range of techniques, so that such occurrences are not only treated as a disciplinary matter and sanctions are considered as a resort. Performance that exceeds expectations as per the performance agreement should be recognized. However, where employees are not recognized for their performance, such employees are likely to drop their exceptional performance. This is one of the areas where the implementation of the PMS could possibly fail in most organisations.

2.9.7 Updating PMS

For many organisations, the most difficult challenge is keeping the PMS operational after the first year or two (Seotletla & Miruka, 2014). The world is constantly changing. As a result, it is critical that the PMS be always kept up to date. To put it another way, to get better results from the PMS, the system should be properly updated in terms of key performance indicators (KPIs), organisational strategy (vision and mission), and critical success factors to reflect the current changing business environment (Khan *et al.,* 2013).

2.10 STRATEGIES IN THE IMPLEMENTATION OF PMS

Local governments around the world are under pressure to modernise, transform, and become more accountable to their constituents (Kichigina, 2017). They are accomplishing this in part by implementing performance management systems. However, implementing

these systems necessitates change, and the success of these changes is dependent on a variety of factors. This subchapter discusses several factors that influence the successful implementation of performance management.

According to Kichigina (2017), strategies such as change management factors, alignment of strategic plan with management systems, organisational culture and leadership, training and creating a learning organisation, rewarding good performance, flexibility and simplicity, involvement of all staff and communication, shared understanding of vision, mission, objectives and staff commitment, monitoring, reviewing and evaluation and key stakeholders engagement can be used to improve the performance of PMS in any organisation.

Furthermore, Martinez (2014) contends that to reap the full benefits of performance management systems, their effects must be better understood. Organisations should focus more on the 'internal effects' of performance management in general because they have a direct impact on how organisations operate. According to Watkins and Leigh (2012), the weaknesses in a performance management system arise primarily because of the PMS being poorly designed or training on the PMS not being transferred into the organisation to support its implementation. According to Kaupa and Atiku (2020), adequate staff should be equipped with the resources needed to implement the regulatory performance management system to achieve positive results.

Kaupa and Atiku (2020) also stated that stakeholder engagement is an important strategy for the successful implementation of PMS. One approach expected to stimulate adoption and ownership, as well as better performance toward goal attainment, is the involvement of stakeholders in corporate strategy planning (Bryson, 2018). One of the components of

a successful PMS implementation is stakeholder commitment to PM issues (Kaupa & Atiku, 2020).

2.11 EMPIRICAL LITERATURE: CHALLENGES WITH THE IMPLEMENTATION OFPMS

A study by Seotletla and Miruka (2014) on the challenges of PMS implementation identified several challenges that acted as hindrances against PMS implementation and effective use of PMS. First and most, employee's perception towards PMS was negative; it was the belief of employees that management had ulterior motives and were thus not interested in participating in any PMS activities wherever they had the choice (Seotletla & Miruka, 2014). The employees' negative perceptions were also based on the view that the PMS was not useful because no recognition was given to those who outperformed and similarly no scrutiny was given to those who underperformed. Other challenges experiences in this were a lack of support from HR department in educating organisational members this then meant that even those responsible for PMS did not have sufficient training and knowledge on how to use and monitor it (Seotletla & Miruka, 2014).

A study by Kaupa and Atiku (2020) on the challenges facing the Namibian public sector in PMS implementation identified six barriers, these included a lack of consultation, high conformity to old processes, lack of flexibility, poor communication, existence of silo culture and poor training of implementation officers. The lack of consultation comprised of a lack of coordination between policy makers, implementers, and employees (Kaupa & Atiku, 2020). Failure of the coordination resulted in ineffective use of the PMS and thus objectives are not achieved. The lack of flexibility or the rigidity in public organisation made it difficult for PMS to be implemented as there is too much red tape or rigid policy where in some instances does not allow for PMS implementation (Kaupa & Atiku, 2020).

The existence of silo culture within departments meant that information of performance did not flow freely as required in PMS. Instances of factionalisation in departments meant some supervisors also protected those who were underperforming or simply did not put the PMS into effect (Kaupa & Atiku, 2020).

A study by Ramataboe (2006) in challenges in PMS implementation in Lesotho in the Ministry of Social Development found that management's lack of training and knowledge in PMS was one of the biggest challenges in PMS implementation, this was followed by the inability to communicate across the organisations of performance expectations, and repercussions of failing to meet performance targets. Other challenges listed were the lack of specialized skills in training management and employees into how to use and monitor PMS, and the lack of a clear strategic work plan that involves PMS (Ramataboe, 2006).

2.12 THEORETICAL FRAMEWORK

The goal setting theory by Locke & Latham (1984) was developed based on the combined research findings of literally hundreds of experiments. The goal-setting theory is founded on the most fundamental of self-observations, namely, that conscious human action has a purpose. The goals of the person control it. The goal setting theory focuses on the subject of why some employees perform better at work than others and on consciously directed action within an organization. The argument states that if employees are equally skilled and knowledgeable, motivational factors must be to blame for performance levels.

The idea goes on to claim that having various performance goals is the simplest and most straightforward motivational reason for why some people perform better than others (Locke & Latham, 1990). Therefore, it is important to manage and inspire employees to achieve performance goals in every firm. However, specific objectives may not always

result in such desirable personal and organizational consequences. Instead, difficulties relating to goal commitment, task complexity, goal framing, team goals, and feedback have a significant impact on the outcomes of goal setting.

The goal setting theory is relevant and important to this study taking into cognisance that it helps in understanding the possible challenges of implementing performance management system. The goal setting theory requires initiatives that encourage managers to support and guide excellent performance among their workforces.

These programs, among others, include formal employee performance reviews, coaching and development, monitoring and feedback on employee performance, and employee participation in goal- or target-setting. Others include giving employees bonuses for excellent work and intervening when performance issues arise. The theory also aids in comprehending the problems that could result from improper performance management system implementation and their solutions. This study employed the goal setting theory to assess challenges in implementing the performance management system in the Kavango East Directorate – MOHSS.

2.13 CHAPTER SUMMARY

The few managerial techniques for improving performance, achieving and maintaining competitive advantage include the PMS (Khan*et al.,* 2013). This section discussed the underlying theories and definitions of performance management systems and their effect on organisational performance. Additionally, an overview of literature from different parts of the world was highlighted, including the factors affecting performance management systems in an organisation. The next chapter (Chapter 3) discusses the methods that were employed in the study for data collection and analysis.

CHAPTER 3: RESEARCH METHODS

3.1 INTRODUCTION

This chapter presents the research design, population and sampling size, together with the procedures. It also highlights instrumentation, data collection procedures, trustworthiness and credibility of the proposed study, analysis of data and ethical considerations.

3.2 RESEARCH PARADIGM

In research, the term paradigm is used to describe a researcher's 'worldview' (Mackenzie & Knipe, 2006). Furthermore, Creswell (2017) explains that a research paradigm inherently reflects the researcher's beliefs about the world that s/he lives in and wants to live in. It constitutes the abstract beliefs and principles that shape how a researcher sees the world, and how s/he interprets and acts within that world. The research paradigm defines the researcher's worldview, which is made up of abstract beliefs and principles that shape how a researcher sees the world and interprets and acts within it (Kivunja & Kuyini, 2017). It is the perspective with which a researcher views the world.

For purposes of this study, an interpretivism research paradigm was considered the most fitting paradigm. According to Bryman (2016, p.112), the philosophy is associated with the "philosophical position of idealism" and is used to group together diverse approaches, including social constructivism, which rejects the objectivist view that meaning resides within the world independently of consciousness. An interpretivist believes that a humanistic methodology must be used. Scientific methods are not appropriate for the study of society because the social world differs from the natural world.

Furthermore, the principal attempt of the interpretivism paradigm is to understand the subjective world of what humans experience (Creswell, 2017). In interpretivism, efforts are made to try to understand the viewpoint of the subject being witnessed, rather than the perspective of the observer (Kivunja & Kuyini, 2017). In this case, interpretivism focused on the review and critical analysis of the challenges in implementing performance management systems in the Ministry of Health and Social Services in the Kavango East Region.

3.3 RESEARCH APPROACH

The term, research approach refers to the procedures followed and the instruments used for collecting data. According to Walliman (2011) research approaches are the tools and techniques for doing research. This study employed a qualitative research approach to investigate, identify and discuss the perception of the managers and general staff on the challenges experienced in implementing PMS in the Ministry of Health and Social Services in the Kavango East Region.

Burns and Grove (2003) highlighted that qualitative research is mostly linked with words, language and experiences instead of measurements, statistics and numerical figures. Additionally, Schurink (2003) defines qualitative research as a positioned action that positions the observer to the world. Additionally, Rahi (2017) explains that the qualitative method is used to collect detailed information on a particular topic of interest. This approach assumes that and individual represents a large group's feelings and emotions of a person are correspondingly important to interpret. Therefore, the qualitative approach is usually used in an interpretive approach.

3.4 RESEARCH DESIGN

Burns and Grove (2003, p.195) define a research design in this way:

> *"A research design is a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings"*.

A case study research design was chosen to explore and understand the perceptions of the managers and general staff on the challenges experienced in implementing PMS in the Ministry of Health and Social Services in the Kavango-East Region. To find answers to the problem of the research, researchers who employ the interpretive paradigm make use of the experiences to construct and interpret their understanding from gathered data. Thanh and Thanh (2015) highlight that interpretivism typically seeks to recognise a specific context, and the core belief of the interpretive paradigm is that reality is socially constructed.

3.5 POPULATION OF THE STUDY

The population refers to the objects from a specific area or component from which the research will obtain the necessary data. According to Alvi (2016) a target population includes all the members who meet the specific criterion specified for a research investigation. In addition, Rahi (2017) defines a population as the process of selecting a sample of units from a data set to measure people's characteristics, beliefs, and attitudes. The population of the study comprised the staff members at different levels. The Regional Directorate of Health, Kavango East Region, consists of 65 staff members. The population was made of 1 Director, 10 Divisional Heads, 4 Supervisors and 50 junior staff. Staff members at different levels are directly involved in the implementation of PMS. However,

other stakeholders (the central government and relevant ministries) were left out of the population because they were unavailable to partake in the study.

3.6 SAMPLE

A sample is a subset of individuals within a population; data for individuals in samples is typically available (Hanlon & Larget, 2011). There are two main types of sampling, probability, and non-probability. In probability sampling, every member of the population has an obvious probability of being included in the sample (Alvi, 2016). In probability sampling, the population is defined and simple random, stratified and cluster sampling are forms of sampling approaches that can be used.

Leedy and Ormrod (2005) states that non-probability sampling, on the contrary, does not give every member of the population an equal chance to be sampled and become a participant in the study, but the researcher chooses the participants accordingly in order to sample knowledgeable participants with the experiences that are of relevance to the phenomenon being studied.

This study employed the non-probability sampling method. Although this type of sampling does not permit each person to be sampled and that in selecting participants the researcher might lose out on selecting participants that could have added more to the study, which could be risky. The purposive sampling method was used to select participants from the population of the managers and general staff of Regional Directorate of Health, in the Kavango East Region with the expectation that they were experienced and more knowledgeable about the implementation of the PMS in the organisation (Creswell & Clark, 2015).

The targeted participants were chosen based on their involvement and expertise in the implementation of PMS (purposive sampling).When doing qualitative research, purposeful sampling is frequently employed as a method for selecting and locating information-dense individuals that are pertinent to the phenomena of interest. For this method of sampling, researchers look for people who know about and have experience with the topic being studied (Bryman, 2016).The sample size comprised 20 participants, that is, 5 divisional heads and 15 junior staff. The sample size was based on Marshall *et al.* (2013)'s recommendation of 15-30 sample size for single case studies.

3.7 RESEARCH INSTRUMENTS

According to Sathiyaseelan (2015) research instruments are tools that one uses to collect information (data) to answer research question. A detailed interview is a qualitative research technique that involves conducting intensive interviews with a few respondents to explore their perspectives on a particular idea, program, or situation (Boyce & Neale, 2006).This study used a semi-structured interview guide designed for management (10 questions, see Appendix D).

The study also incorporated interviews for the junior staff (see Appendix E). However, the interviews were conducted via the Zoom application. The setting for the video interview allowed for real-time audio and visual contact (Bryman, 2016). With the exception of the researcher and participant being in different places, this is quite similar to a typical interview. So, much as in a face-to-face scenario, the Zoom interviews allowed the interviewer to ask questions and the interviewee to react online. Depending on the context and circumstances of the interview, the questions' quantity, arrangement, and

purpose changed from one interview to the next. Qualitative interviewing, as argued by Saunders, Lewis, and Thornhill (2016), offers a distinct benefit due to its format. Because of this, the researcher can get insight into topics that would otherwise be beyond his or her ken. The researcher also got to hear the participants' perspectives on the most important aspects of the study.

3.8 PROCEDURE

The initial step was to carry out a pilot study to test the feasibility of the study. In addition to literature review, a pre-survey consisting of two (2) managers and five (5) general employees was conducted. The researcher obtained approval letters from the University of Namibia (Appendix F) and the MOHSS (Appendix H) in the form of letters of authorisation. The participants were informed via email and face to face visits to set appointments. The data collection process took 5 consecutive days, running from 9.00am -3.00pm. Each participant was allocated 30-45 minutes for interviews. Proper recording (with prior informed consent) was ensured, notes and a voice recorder were used without distracting the respondents.

3.9 DATA ANALYSIS

The interview sessions were initially recorded by the researcher. In order to find trends and themes, the researcher carefully examined the data that had been gathered. These studies began with a strategy for organising the collected data (Saunders et al., 2016). The data was then rigorously analysed in order to identify the themes and sub-themes. According to Bryman (2016), using a theme analysis guarantees a real and accurate

qualitative analysis by removing the possibility of selective interpretation of information. Results were presented in textual form according to the themes.

3.9.1 Thematic analysis

Braun and Clarke (2006) offered a six-phase guide which I utilized in my study as the foundation in the conducting of the thematic analysis.

Phase 1: "Familiarizing yourself with the data, is focused on reading and re-reading the data, noting down initial ideas and concepts" (Braun & Clarke, 2006, p. 87). In order to ensure that I completed this part of the analysis and received sufficient grasp of the data, I transcribed interview sessions of each respondent, the transcripts were reread so as to identify meaning and patterns, and jotting notes as reading each transcription (Braun & Clarke, 2006). In addition, ATLAS.ti software was utilized as a tool of analysis. The interview transcripts were uploaded to the program where an analysis was conducted to draw out significant language, themes and patterns which were identified throughout the respondents' interview transcripts.

Phase 2: "Initial code generation: this is the coding of interesting features of the data in a systematic nature across the entire data set, collecting data which is relevant to each code" (Braun & Clarke, 2006, p. 87). The phase focused on diminishing the data and the production of primary codes (Attride-Stirling, 2001; Braun & Clarke, 2006). After this, the data was coded into "manageable and meaningful tranches of text, such as quotations, passages, single words" (Attride-Stirling, 2001, p. 391). This second phase was primarily focused on the development of themes; this is the first and basic level of analysis which is utilized as an organisational tool (Braun & Clarke, 2006).

The initial codes were:

- PMS comprehension
- Experiences with PMS
- PMS implementation approach and strategies
- Overall PMS views
- Challenges to PMS implementation.

Phase 3: "Searching for themes, collecting codes into potential themes, gathering all data relevant to each potential theme" (Braun& Clarke, 2006, p. 87). In the third phase, I analysed and sorted the codes to identify themes (Braun & Clarke, 2006). The third phase was utilized as the draft of theme development along with code placement.

Phase 4: "Reviewing themes, assessing if the themes work in relation to coded extracts and entire data set, establishing a thematic 'map' of the analysis" (Braun & Clarke, 2006, p. 87). The fourth phase gave attention to the refinement of the draft themes identified in phase three using a two-level analysis of the codes. The first level included reading past the codes for each theme and assessing if a coherent pattern was developed (Braun & Clarke, 2006). Given a coherent pattern was identified, I went on to the second level of the analysis, if the codes did not fit, I determined whether the issue was with the theme or the information and the codes for that specific theme were the problem. To conclude the second level analysis, I scanned through the entire data set in order to ensure the themes were a fit in relation to data. This further provided me with opportunity to review if there was any data that had to be coded again (Braun & Clarke, 2006).

Phase 5: “Definition and naming of themes, ongoing analysis to refine specifics of each theme, and overall story analysis tells, generating clear names and definitions for each theme or sub theme” (Braun & Clarke, 2006, p. 87). The objective here was “clearly define what your themes are and what they are not” (Braun & Clarke, 2006, p. 92). To achieve this objective, attention was given to defining each theme, finding the essence of the theme to allow for sub themes and assess which aspects of the data matched to the research questions (Braun & Clarke, 2006).

Phase 6: “achieving the report: the final opportunity for analysis, completing extract examples, final analysis of extracts, relating the analysis to research questions and literature, achieving a scholarly report of the analysis” (Braun& Clarke, 2006, p. 87). This was the final phase that focused on analysing data and providing a narrative about the data that “is beyond description of the data, and make an argument in relation to the research questions”; as it also “…provides a coherent, concise, logical, interesting and non-repetitive account of the patterns identified in the data across and within themes” (Braun & Clarke, 2006, p. 93).

3.10 RESEARCH ETHICS

Ethics in research refers to what is morally and legally right in the process of conducting the research (Creswell, 2017). During data collection, the main aim of the research was explained to each respondent. The researcher adhered to the requirements of the relevant professional bodies, legislation, the university and international and national ethics guidelines. Ethical clearance was obtained from the University’s decentralised Research Ethics Committee. Participation in the study was voluntary and participants had the right to withdraw from the study at any time. In addition, all information was kept confidential,

anonymity of participants was respected and data is being kept in a locked storage and will be destroyed after 5 years by shredding and burning deleting of the soft copies.

3.10.1 Trustworthiness of the study findings

The trustworthiness of the study findings was achieved through looking at the following aspects: credibility; transferability; and conformity. In qualitative research, credibility is determined by how compelling and dependable the facts and data comprehension are in comparison to how untrustworthy they are (Saunders et al., 2016). The researcher used a technique called participant verification, which involved asking the same questions to several respondents to check for discrepancies, to boost confidence in the results.

Transferability measures how well outcomes may be used in other situations (Saunders et al., 2016). This transferability was implemented through the researcher's explanation of the study's methodology, context, and presuppositions. This was important in order to offer a complete, rich explanation of the environments analysed since it gave the audience enough information to judge if the results were applicable to other situations they were familiar with.

Conformability refers to the extent to which a study's conclusions may be supported or validated by other studies (Saunders et al., 2016). In order to show conformability, the researcher provided a comprehensive self-critical appraisal of the study's design. If the research results are challenged, the researcher would make sure the data is available to other researchers for verification.

3.11 CHAPTER SUMMARY

This chapter presented the methods and the research design aspects used to carry out the study. The study was underpinned by an interpretivism research paradigm, which informed the qualitative research approach. The qualitative research approach was carried out by means of interviews and questionnaires as research instruments. Participants were purposively sampled using non - probability sampling method to collect the data that with the results of the data analysis being presented and discussed in the next chapter.

CHAPTER 4: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 INTRODUCTION

This chapter presents the results following the analysis of the primary data that was collected from the MOHSS Kavango East Region. The data was collected from employee using interviews, the goal was to identify the challenges to PMS implementations and to review employee views on PMS. The identities of the participants have been suppressed in order to ensure anonymity, and in instances when it is necessary to highlight a particular participant, the individuals are identified by a code. The data is given mostly in the form of descriptive narratives alongside direct quotations from the participants. The chapter is broken up into parts and subsections based on the main themes and sub-themes that emerged from the content analysis and research questions, respectively.

4.2 RESPONSE RATE

The study targeted 20 participants and a 90% (18 responses) response rate was reached. The good response rate can be attributed to the researcher's adoption of an efficient technique of data collecting that involved filling out the questionnaires and picking them up right away. The high participation rate was also attributable to the participants' eagerness to participate in the survey.

The participants of the study comprised of management and general employees (junior staff). Table 4.1 below shows the participants of the study and their assigned codes.

Table 4. 1: Participants of the study

Participant	**Participant Representation**	
	Management staff	**General employees**
Participant 1	MS1	
Participant 2	MS2	
Participant 3	MS3	
Participant 4	MS4	

Participant 5		GE1
Participant 6		GE2
Participant 7		GE3
Participant 8		GE4
Participant 9		GE5
Participant 10		GE6
Participant 11		GE7
Participant 12		GE8
Participant 13		GE9
Participant 14		GE10
Participant 15		GE11
Participant 16		GE12
Participant 17		GE13
Participant 18		GE14
Total	**4**	**14**

KEY:

MS: Management Staff

GE: General employee

4.3 THEMATIC ANALYSIS

As aforementioned in the previous chapter, thematic analysis was used to analyse the qualitative data collected from the interviews. There were five main themes identified and eleven sub-themes, as shown in Table 4.1 below.

Table 4. 2: Themes and sub-themes

Themes	**Sub-themes**
Theme 1: PMS comprehension	• Concept of PMS
Theme 2: Experience with PMS	• Positive experiences with PMS • Negative experiences with PMS
Theme 3: Overall views towards PMS	• Views towards the implementing of PMS • View towards PMS effect on organisational performance
Theme 4: PMS implementation approach and strategy	• Organisational policy • Strategic review

Theme 5: PMS implementation challenges	• Internal challenges • External challenges • Solution to challenges. • Improving efficiency of PMS

Table 4.2 shows the themes and sub-themes of the study, and these will be discussed in detail in this section.

4.3.1 Theme 1: PMS comprehension

The theme of PMS comprehension sets a context for the level of knowledge and grasp that managers and general employees have of PMS. The level of knowledge that managers and general employees have will have an impact on whether PMS is implemented in the organisation or not. This theme set a baseline for the broader prioritisation of PMS by management and employees due to their intimate understanding of particular subsets within the theme, such as the concept of PMS.

4.3.1.1 Concept of PMS

Most of the participants (17 participants) except GE10 understood the concept of PMS. The participants highlighted several aspects of the concept of PMS, which are: purpose of PMS; management and employee reviews; employee development; strategic tool.

i. **Purposes of PMS:** Most of the participants (MS1, MS2, MS3, MS4, GE1, GE2, GE3, GE4, GE5, GE6, GE7, GE8, GE9, GE11, GE12, GE13, and GE14) highlighted that the purpose of PMS is to monitor the performance of staff and improve the efficiency of both the organisation and its staff. All participants in management (MS1, MS2, MS3, and MS4), however, failed to acknowledge that PMS was also meant to monitor their performance as well as managers.

ii. Management and employee reviews: The participants had different views regarding the concept of PMS in relation to management and employee reviews. Most of the participants (MS1, MS2, MS3, MS4, GE1, GE2, GE3, GE4, GE7, GE8, GE9, GE11, GE12, GE13, and GE14) were of the view that PMS encourages management and employee reviews.

MS1 states that:

> *"PMS is also a system which will help the poor performers to be aware that their performance is not good. Therefore, the system identifies those performing poorly that enable to find out what is going on or the problem."*

The view was supported by MS2, who states that "the system was put in place to monitor the progress of staff members in the workplace." MS3 added that "the PMS system is there to monitor performance."

Other participants (GE5, G6) stated that PMS encourages employee performance tracking rather than management and employee reviews. GE5 said that the "performance management system examines and tracks all workers' performance."

The general sentiment is one of strong awareness of PMS and its use in employee review; however, as mentioned in the previous section, there is no mention of PMS being a tool that evaluates managers; this could indicate that managers are assessed and reviewed higher up the institutional channels, such as the Minister's office.

iii. Employee development: The results found that, employee development was one of the aspects in the concepts of PMS as indicated by MS1, MS3, and GE3. MS1 indicated that "the system identifies those performing poorly, which enables us to find

out what is going on or the problem, why they are not performing, and what can be done to help them perform." MS3 added that "the PMS system is there to monitor performance and improve efficiency of staff members." However, GE3 added aspects of planning staff performance in addition to employee development. GE3 had this to say: "PMS is a way to manage people that help to get things done by planning staff performance, putting in place strategic staff development, and evaluating performance."

iv. Strategic tool: The findings indicated that some participants views PMS as a strategic tool used in performance management of workers as indicated by MS1, MS2, MS4, GE3, and GE13. MS1indicated that,

> *"It also means that the PMS will help the employees focus on the goals and objectives of the organisation, focusing on the plans from the beginning of the year until the end of the year. So, in all, it brings focus and helps the poor performers."*

MS2 added that "the system was put in place to monitor the progress of staff members in the workplace." It is done according to the strategic plan and annual plan. The view was also shared by GE13, which highlighted that "PMS is a strategic tool to manage and measure both employee and organisational performance."

4.3.2 Theme 2: Experience with PMS

The theme identified the experiences of managers and general employees with PMS. There were two sub-themes identified which were positive and negative experiences with PMS. As literature has shown, the views of managers regarding PMS implementation are

either an enabler or a challenge to PMS implement, therefore this theme answers the first objective of the study.

4.3.2.1 Positive experiences with PMS

The majority of the participants (MS1, MS2, MS3, MS4, GE1, GE2, GE3, GE4, GE5, GE6, GE7, GE8, GE9, GE11, GE12, GE13, and GE14) indicated that they had positive experiences with PMS. The participants had different positive experiences with PMS; however, most of the positive experiences with PMS were in the line of improved organisational performance and improved individual employee performance. MS4 had this to say:

> *"The benefit is that each staff member tries to perform and sees whether they are performing according to the standard set or not. They also know what activities to do on a daily basis as they come to work." Furthermore, it helps because some staff come to work and idle without knowing what to do. As a result, at the very least, PMS assists in monitoring each staff member's daily activities, and the staff improve their performance and complete the tasks assigned."*

The notion was supported by EM5, who said:

> *"It improves individual employee performance. The performance management system helps to manage the achievement of the business objectives, the implementation of the business strategy and measure and improve the performance of units and individuals."*

Other participants (MS2, MS3 and EM9) added a positive experience in the form of accountability. MS2 highlighted that:

"One of the benefits is accountability; one needs to be accountable to reach goals and improve services. Additionally, you can evaluate and see if things are not going well, review progress, and see the way forward."

MS3 added that "PMS is very important because every staff member will know what is expected of them. Employees are asked to report on a quarterly basis on their performance and be accountable for their responsibilities."

From the responses of participants in their personal experiences of PMS, it appears the majority of the respondents had positive experiences with PMS.

4.3.2.2 Negative experiences with PMS

The findings of the study also showed that some of the participants (GE5, GE8, GE11, GE13, and GE14) had negative experiences with PMS. The participants viewed PMS implementation at the institution as ineffective, thereby leading to the negative experiences. The negative experiences differed from one participant to the next. GE5 and GE11's negative experiences with PMS were a result of training. GE5 said that "PMS implementation is ineffective because most of the employees were not trained or lack knowledge about implementing PMS." The notion was backed up by GE11, who said that "the training was poorly delivered such that there was no value addition."

Other participants (GE8, GE13, and GE14) indicated that their negative experiences in the implementation of PMS were a result of communication. GE8 highlighted that "PMI implementation is ineffective due to communication problems, such as late feedback on recent performance reviews." GE14 added that "the system is poorly designed, and

training and communication have not been transferred into the organisation to support its implementation."

4.3.3 Theme 3: Overall views towards PMS

The results of the study showed that participants had different views towards the implementation of PMS at the institution. Thus, two sub-themes were developed which were: views towards the implementation of PMS and the view towards PMS effect on organizational performance.

4.3.3.1 Views towards the implementation of PMS

The participants had unique views regarding the implementation of PMS. However, some viewed the implementation as effective (MS2, MS4, GE1, GE3, GE6, and GE9), some viewed the implementation as ineffective (MS3, GE5, GE8, GE11, GE4, GE13, and GE14), and others were not sure (GE2, GE7, GE10, and GE12).

GE3 highlighted that "the implementation of PMS was effective, and PMS has led to my performance improving, as things like performance appraisals make you realise where you are going wrong so that you are able to work on those things." The notion was supported by MS2, who added that "it is a good system because you are being driven to do something and you need to own the programme for its success." However, MS4 supported the view to a certain extent. MS4 said that:

> *"The managers understand the importance of PMS. However, some staff members at lower levels see it as a waste of time because they just do the paperwork and submit it to HR, and at the end of the day, the system is not bringing them anything. They do*

not really understand the importance of PMS. They do not take it seriously; it is seen as a waste of time. They do not see any benefit of it to them, to the division, or as a region."

The view was supported by MS2 who was of the view that:

"The staff do not know what is expected of them. For instance, a cleaner is required to complete his or her performance agreement without knowing it. The PAs should be completed on the computer, yet some staff do not have computer skills and no resources such as computers, printers, and photocopiers."

GE11 added that "PMS is ineffective because most of the employees were not trained or lack knowledge about implementing PMS." GE14 supported this view and added that "the system is poorly designed, and training and communication have not been transferred into the organisation to support its implementation."

However, the other participants (GE2, GE7, GE10, and GE12) were not sure whether the implementation of PMS was effective or ineffective. GE10 had indicated prior that the concept of PMS was not clear, hence the view of not being sure. GE2 was not sure due to their position in the institution. GE2 had this to say: "I am not sure, but I think management will have an idea."

4.3.3.2 View towards PMS effect on organisational performance

The view towards PMS effect on organizational performance was directed to management staff in the institution as they would have a better understating of the topic. The findings of the study showed that the managers were of different opinion regarding the matter. MS1 highlighted a lesser effect of PMS on organizational performance. MS1 said that, "At the

moment no because it is not being fully implemented to the standard where we can see results and how it is related to the performance of the organization. MS2, MS4 and MS3 contradicted MS1 and highlighted that PMS has a positive effect on organizational performance. MS3 said that, "Yes, if we are implementing all that we are putting in the annual plans and performance agreements then the organization performance improves. Employees will be doing what is expected of them." MS2 added that, "they are linked together, there is no way they can be separated." Furthermore, MS4 pointed out that:

> *"Yes somehow, because the ministry tries that each staff member performs well. PMS in place helps the MOHSS, region, or division see how staff members are performing; therefore, there is a link; without PMS, it is difficult for the region, division, or supervisor to rate the staff member. PMS helps the ministry achieve the targeted performance."*

4.3.4 Theme 4: PMS implementation approach and strategy

One of the objectives of the study was to determine the approaches used by the MOHSS at the Regional Directorate of Health in the Kavango East Region. Consequently, the interviews were tailored to elicit information on this topic, and the following subthemes emerged: organisational policy and strategic review.

4.3.4.1 Organisational policy

Most of the participants (MS1, MS2, MS3, MS4, GE1, GE2, GE3, GE4, GE5, GE6, GE7, GE8, GE9, GE11, GE12, GE13, and GE14) had opinions regarding the organisational policies used in implementing PMS. Thus, the participants identified different approaches used by the MOHSS at the Regional Directorate of Health in the Kavango East Region in

Rundu in implementing PMS. The main approaches used by the institution were: evaluating performance, linking job descriptions to performance management, and employee training.

Most of the junior staff (GE1, GE2, GE3, GE4, GE6, GE7, GE8, GE9, GE11, GE13, and GE14) indicated that the main approach used was evaluating performance. The notion is supported by MS1 who asserts use of performance agreements (PA) as a performance evaluating tool in the implementation of PMS. MS1 states that:

> "The performance agreements that the staff are signing are different; the management and supervisors use annual plans. Therefore, their PAs are linked to annual plans that come from the ministerial strategic plan. We do quarterly reporting in the annual plan. The other staff at lower levels use the job descriptions because the annual plans will not directly affect their activities."

MS2 added that:

> *"One of the approaches is through supervisors who makes sure that everyone has that system in the department. Every employee's performance is evaluated on a quarterly basis. The performance of the division is also reviewed by the divisional head and the team as a whole."*

MS3 added a different approach which the institution uses to conduct performance evaluations. MS3 had this to say:

> *"The management requests that divisional heads submit annual plans and performance agreements, which it reviews quarterly. Additionally, the divisional heads also ask their subordinates to prepare their performance agreements at the*

beginning of the year, which are reviewed quarterly. Supervisors and subordinates discuss the performance agreements before they are signed and sent to the human resources department."

MS4 supported this view and added that:

"Each divisional head signs PAs with lower-level staff in their division. They are signed from the lower level by the direct supervisor. The PAs are drawn from the divisional annual plan. Each divisional plan makes up the annual plan for the directorate. Each supervisor monitors the performance of the subordinate and reviews it quarterly."

The results also showed that employee training was an organisational policy used in the implementation of PMS. However, the participants had different views regarding employee training. Most of the participants received training either on-job training (GE1, GE4, GE6, GE7, GE8, GE9, and GE11) or off-job training (GE3, GE12, and GE13). The results showed that even if these participants received training, most of them (GE1, GE3, GE7, GE8, GE9, GE11, GE12, and GE13) were not satisfied with the training. GE7 highlighted that "I am not satisfied; I did not understand the process of implementation." On the other hand, GE4 and GE6 were satisfied with the training given. GE4 stated that, "I was satisfied with the training as they showed how the PMS is implemented by the MOHSS."

However, some participants (GE2, GE5, GE10, and GE14) did not receive training. The notion was shared by MS1, who postulated that:

"No, there was only one training, not for the ministry but for the partner, Potentia, where they were training their own staff and invited two staff members from the ministry's directorate of health in the Kavango East region to accompany them. The staff did not receive training from the ministry as of yet."

MS3 supported the view and added that "no, only divisional heads had training a long time ago." Furthermore, MS4 commented that "No, we never received training; we are just learning by doing." However, only a few received training." Also, MS2 added that "Orientation has been done and cascaded to the lowest cadre."

4.3.4.2 Strategic review

The results from the study showed that the participants (MS1, MS2, MS3 and MS4) had different views regarding strategies used when implementing PMS. The participants had the following views regarding strategy used.

MS1 stated that:

"Not really. Although there is a plan to conduct trainings for the managers and supervisors so that they can disseminate the whole process to the subordinates, it seems there are still others that are still stuck, either because they do not understand it or do not get it if you explain it. Therefore, there is a plan to train the supervisors to train others."

MS4 supported the notion of use of training as a strategy for implementation and highlighted that:

"Not everyone understands the performance management system, and some supervisors find it difficult, especially when evaluating staff members. The regional

director intends to train all divisional heads and supervisors so that they are fully equipped to implement the PMS in their divisions, which will comprise the regional performance management system."

However, MS2 was of the opinion that the strategic review was done periodically to ensure the implementation of PMS. Such strategic tools as quarterly reviews, annual reviews, and annual reports were used by the institution to ensure implementation. In the same vein, MS3 supports the notion and adds that "all divisional heads meet and discuss the achievements and challenges." Thereafter, recommendations are made.

4.3.5 Theme 5: PMS implementation challenges

This theme answers the main objective of the study, namely, to assess the challenges faced in the implementation of PMS in the MOHSS at the Regional Directorate of Kavango East Region. However, four sub-themes were identified: internal challenges, external challenges, solutions to challenges, and improving the efficiency of PMS.

4.3.5.1 Internal challenges

The majority of the participants (all management staff and all junior staff) identified the main internal challenges that affected the implementation of PMS as: lack of understanding and knowledge of PMS; lack of training; shortage of resources; and lack of a well-planned communication strategy. The participants were of the view that a lack of understanding and knowledge of PMS, together with a lack of training, were the ones causing hindrances to the implementation of PMS. The view was shared by GE1, GE2, GE3, GE4, GE7, GE8, and GE9, who cited a lack of understanding and knowledge of

PMS as a major challenge to the implementation. MS1 supported this view and added that:

> *"Because of a lack of understanding and knowledge about the system, people are not fully trained on PMs to know what it entails and the benefits of it. Another issue is that there are no punitive measures in place to punish people who do not adhere to the PMS system. It seems as if people are ignorant as well. It is a good system if people put in the effort to understand it and use it correctly."*

MS1 highlighted the need for measures to be put in place to reprimand workers not adhering to the PMS. Hence, lack of regulation on this matter has led to implementation challenges. However, MS1 points out the lack of training which might been the reason for lack of understanding and knowledge. This view is shared by MS4. MS4 had this to say:

> *"Lack of training; the majority of staff are not trained. Second, meeting deadlines for quarterly review and submission of reports. Lower-cadre staff do not see the importance of PMs; it's seen as a waste of time to them. To make them understand and write reports, which proves to be difficult, the supervisor has to push them to write the reports."*

The other participants (GE11, GE12, GE13, and GE4) were of the view that training was a challenge in the implementation of PMS because it was done ineffectively. However, participants GE13 and GE14 added that ineffective staff development programmes were another hindrance to the implementation of PMS. GE14 highlighted that "Lack of effective trainings and failure by management to provide effective staff development programmes poses implementation challenges."

The other participants (MS2, MS3 and GE7, highlighted shortage of resources to be another challenge in the implementation of PMS. MS2 was of the view that "Shortage of human resources and other resources such as transport and financial resources hinder the implementation of PMS. If you need to be in the community and there is no transport you end up missing some of the activities." The view was also shared by MS3 who said that:

> *"Lack of understanding of the performance management system from the staff members. Lack of resources such as equipment, computers, printers, and printing papers. Furthermore, the lack of an adequate budget and the budget's late release have an impact on the activities to be carried out."*

4.3.5.2 External challenges

The implementation of the PMS was affected by minor external challenges, as highlighted by the results. MS1 and MS2 highlighted two external challenges faced, pertaining to communication and structural challenges. MS1 highlighted that "the lack of a well-planned communication strategy at all levels has affected how the PMS is implemented." MS2 added that:

> *"It would be good that some of the activities be decentralised to the directorate from the national level. Even the budget is still centralized, as are other things, such as cars, in that car licence renewals are still done at the national level in Windhoek, and cars are parked without licenses."*

4.3.5.3 Solution to challenges

The study sought to find the solutions to the identified challenges in the implementation of PMS and several solutions were given by the participants. MS3 indicated the solution

of lack of resources is to use the available resources efficiently. MS3 had this to say, “There is need for effective use of available resources as seeking for more financial aid may take more time. Also, we encourage other employees to liaise with other that are well versed with the system." Also, on the issue of resources, MS2 provided a solution for the human resource challenge. MS2 added that:

> *“Some of the positions have been filled. Monitoring of car usage and ensuring that all equipment is in place, although we are slowly getting there. Budget virement (transferring funds from one vote that has a savings account to another vote that has been depleted) and cutting unnecessary expenditures. This will assist in boosting staff morale.”*

The issue on training was addressed by MS4 who said, “The director is currently arranging the training for all staff members. There is also need for divisional heads to motivate, encourage and emphasize the importance of PMS to their subordinates.” MS1 was doubtful about applying new techniques to solve these challenges. MS1 had this to say:

> *I have nothing to say and have not seen anything done. We just keep encouraging people to fulfil their performance agreements. We are reporting quarterly; therefore, we keep encouraging them to do their PAs and their reviews. The plan for training is still there, and probably in the next financial year it will materialise.*

4.3.5.4 Improving efficiency of PMS

The participants had different opinions on how to improve the efficiency of PMS at the institution. However, most of the participants (MS1, MS3, MS4, GE1, GE3, GE4, GE6, GE7, GE8, GE9, GE10, GE11, and GE12) were inclined to the view of using training and

development to improve efficiency when implementing PMS. According to GE4, "adequate training individuals on how the PMS works is required, followed by engaging the central government and other key stakeholders to assist in the implementation of the PMS." The view was supported by MS1 who added that:

> *"People must have knowledge of what the PMS is all about; therefore, training is recommended. Once everyone understands the PMS fully and how it connects to their individual duties and the overall performance of the region, it will improve."*

MS4 added that training should not be selective but inclusive. MS4 had this to say:

> *"Training should be provided not only to supervisors but also to lower cadres so that they understand PMs. With understanding, they will improve, but without training, they may not. Second, the ministry or directorate should devise awards for the best performers, even if they are not monetary. They can be certificates to encourage the staff to improve. In the absence of recognition, that is why the staff are not motivated to do it because whether you do it or not, there is no recognition or consequence. To come up with punitive measures or rules that strictly mention that if one does not do their performance agreements or reviews, they will receive a warning or be charged."*

The view is also supported by GE11, GE5, GE6, and MS1, who indicate that the implementation of PMS could be improved if there were a link between performance and pay. MS1 indicates the need for punitive measures, and one way suggested was linking employee performance to salaries. However, GE7 had a different view on how to improve efficiency in the implementation of PMS. GE7 suggests that "employees must be given a chance to voice their concerns and express where they lack support."

4.4 DISCUSSION OF FINDINGS

This section is based on the identified themes in section 4.3, discussion and interpretation of findings will be carried out in this section. The findings are evaluated in light of the literature covered in Chapter 2, which provides numerous interpretations for findings that either corroborate or contradict those of preceding studies.

4.4.1 PMS comprehension

The study results showed that most of the participants understood the concept of PMS. Several aspects of the concept of PMS were identified by the participants. All participants in management, however, failed to acknowledge that PMS was also meant to monitor their performance as well as managers'. According to Seotletla and Miruka (2014), PMS aims to identify the performance of every function within the organization, both lower and higher ranking, to ensure all proponents are delivering in line with the broader organisational strategy. The findings highlighted the use of PMS for management and employee reviews. The assertion is supported by Tjivikua (2017), who postulates that employee review is a crucial aspect of PMS. Another concept of PMS identified by the participants was the use of PMS for employee development. The findings are in line with Martinez's (2014), who states that a key and important aspect of PMS is that any shortcomings in employees can be overcome if sufficient management of performance is implemented in the organisation. Furthermore, the findings showed that PMS could be used as a strategic tool. Khan et al. (2013) point out the role and use of PMS in strategic management and how the management of performance is essential to achieving organisational goals as outlined in the strategy plan.

4.4.2 Experience with PMS

The results showed that the majority of the participants had positive experiences with PMS. The study considered incorporating experiences with PMS because they are crucial in this type of study. Armstrong (2010) states that the experience of managers, or the lack thereof, plays a crucial role in if and how a PMS is implemented; those managers who have a general negative perception will not implement the PMS even if it is required of them. Those managers who have achieved significant success with PMS implementation and management will be more eager to put it into motion (Armstrong, 2010).

Most of the positive experiences with PMS were related to improved organisational performance and improved individual employee performance. Other participants added positive experiences in the form of accountability; therefore, every staff member will know what is expected of them. From the responses of participants about their personal experiences with PMS, it appears all respondents had positive experiences with PMS oversight, implementation, and management. This is helpful, as a positive view of PMS from management increases the likelihood of implementation (Kaupa & Atiku, 2020). It has been shown that PMS adds to the overall performance of the company since it results in positive employee and organisational outcomes (den Hartog et al., 2014). Specifically, that the PMS motivates performance, assists companies in making administrative human resources choices, enables employee growth, and supports the overall organisational strategy (Lawler, 2013).

However, some of the participants had negative experiences with the implementation of PMS. The participants viewed PMS implementation at the institution as ineffective,

thereby leading to the negative experiences. The negative experience was due to ineffective training, communication problems, and poorly designed PMS. The findings are supported by Kauna and Atiku (2020); Shilongo (2018); and Watkins and Leigh (2012), who found ineffective implementation of PMS to lead to negative experiences with PMS. In contrast, a study by Seotletla and Miruka (2014) found that during the implementation of PMS, there is resistance to change due to attitude or cultural resistance, thus limiting the buy-in for the system. Hence, the ineffective implementation could be a result of other factors, such as resistance to change, which were not identified in the current study.

4.4.3 Overall views towards PMS

The participants had unique views regarding the implementation of PMS. However, some viewed the implementation as effective, some viewed the implementation as ineffective, and others were not sure. The majority of the participants viewed the implementation of PMS as ineffective. The results are in line with the studies by Fatile (2014), Seotletla and Miruka (2014), and Sisa (2014), who found that PMS has a poor track record of implementation in Africa. The notion is supported by Ahenkan et al. (2018), who postulate that although public organisations recognise the advantages of PMS, they encounter challenges in aligning and embedding it within the culture of their organisation to improve performance.

The findings also showed that the majority of the management staff was of the view that PMS had a positive effect on organisational performance. However, the participants put forth several conditions for the positive effect to be realized. For instance, MS3 said, "If

we are implementing all that we are putting in the annual plans and performance agreements, then the organization's performance improves." PMS encourages performance, helps organisations make administrative human resources decisions, facilitates employee development, and supports overall organisational strategies (Lawler, 2013). According to Dewettinck (2008), in order for organisations to accomplish their goals in a satisfactory manner, it is essential to have an understanding of the qualities of a performance management system that have a better predictive value of the efficacy of the organisation.

4.4.4 PMS implementation approach and strategy

The results showed that the main approaches used by the institution were: evaluating performance, linking job descriptions to performance management, and employee training. Most of the junior staff indicated that the main approach used was evaluating performance. The findings are in line with Olsen (2014) assertion that a critical aspect of a PMS is the manner in which performance is assessed or evaluated. Normally, performance is evaluated using a performance metric such as PAs.

The results also showed that employee training was an organisational policy used in the implementation of PMS. Most of the junior staff participants received training and were not satisfied with the training. Management and employee training, according to Bititci et al., (2016), is a critical tool for effective PMS strategy. The absence of this results in haphazard action and less than perfect implementation and consideration (Bititcim et al., 2016).

However, the results contradict the management results, which showed that there was limited training (as indicated by MS3) and some of the managers (MS1, MS4) indicated no training at all was done. This could mean that the junior staff did not understand the concept of training in the implementation of PMS. As cited by MS2, the junior staff received orientation, not necessarily training. The responses showed that there is no solid strategy currently when it comes to a PMS strategy, particularly in management and employment training, and these plans remain to be implemented. The findings demonstrated that a strategic review was carried out on a regular basis in order to guarantee the successful implementation of PMS. The institution utilised strategic instruments such as quarterly evaluations, annual reviews, and annual reports in order to guarantee that the implementation was successful. The findings are in line with Draganidis and Mentzas (2016), who posit that strategic tools such as PES and annual reviews are important in the implementation of PMS. This viewpoint is shared by Schleicher and Bauman (2018), who argue that reviews are necessary to ensure that employees and managers are adhering to performance agreements and PMS stipulations. Therefore, without any reviews, an organisation cannot say there is an ongoing use of the PMS. Hence, all participants acknowledge that reviews will happen on a quarterly basis going forward. This is a key component in the overall PMS strategy, as the PMS itself has to be managed in its use and its evaluation in line with the organisation's expectations (de Waal & Counet, 2009).

The tactics and strategies that were employed in the implementation of PMS are comparable to those that were identified in the chapter that was dedicated to the literature study. For example, the research conducted by Kichigina (2017) discovered that public

institutions employ strategies such as change management factors, alignment of strategic plans with management systems, organisational culture and leadership, training and creating a learning organisation, rewarding good performance, flexibility and simplicity, involvement of all staff and communication, shared understanding of vision, mission, and objectives, and staff commitment, and monitoring, reviewing, and evaluating an institution's overall performance. The MOHSS is utilising some of the ways, but not all of them. However, one might say that the MOHSS is deficient in its approach to the implementation of PMS because the majority of the participants were of the opinion that the implementation of PMS was unsuccessful.

Nevertheless, Kaupa and Atiku (2020) brought to light various techniques that might ensure the success of PMS. In their research, Kaupa and Atiku (2020) found that one of the most significant strategies for the effective implementation of PMS is the participation of various stakeholders. Participation of stakeholders in the design of business strategy is one method for increasing the likelihood of acceptance and ownership, as well as improving performance toward goal achievement (Bryson, 2018). Commitment from stakeholders to performance management concerns is one of the essential elements of a successful deployment of a PMS (Kaupa & Atiku, 2020).

4.4.5 PMS implementation challenges

Marenga (2020) states that there are numerous challenges to PMS implementation, and whilst there are continuous generalisations about what these challenges are, some aspects may be organisational and regionally specific, hence the importance of this study. The findings showed that all the participants identified the main internal challenges that

affected the implementation of PMS as: lack of understanding and knowledge of PMS; lack of training; shortage of resources; and lack of a well-planned communication strategy. The findings are in line with Watkins and Leigh (2012), who put forward that a PMS's flaws originate from either a poorly designed PMS or a lack of PMS training inside the organisation, both of which hinder its effectiveness. The results are supported by the study by Ramataboe (2006) on challenges in PMS implementation in Lesotho at the Ministry of Social Development. The study indicated that management's lack of PMS training and expertise was one of the largest obstacles to PMS adoption, followed by the inability to convey performance objectives throughout the organisation and the consequences of missing performance targets.

The absence of specialised skills in training management and staff to utilise and monitor PMS and the lack of a defined strategic work plan using PMS were other issues (Ramataboe, 2006). The findings are supported by Kaupa and Atiku (2020), who found that the challenges facing the Namibian public sector in PMS implementation were a lack of consultation, high conformity to old processes, a lack of flexibility, poor communication, the existence of silo cultures, and poor training of implementation officers.

The study also discovered that communication and structural challenges were external challenges to PMS implementation. The findings are in line with the study by Kichigina (2017), who found communication problems affecting the implementation of PMS. The study found that organisational success requires consistent, rather than sporadic, communication from the highest levels of leadership, with the help of the communications team making use of all available channels. Organizations, according to Kichigina (2017),

need to have a plan for communicating before, during, and after a PMS implementation. Communicating the system's value to employees, managers, and the organisation as a whole in a consistent manner is essential to generating interest, familiarity, and dedication to its implementation.

The findings were also supported by the study by Seotletla and Miruka (2014), who identified structural challenges as one of the PMS implementation challenges. According to the findings of the study, the absence of flexibility (also part of the structural challenges) is a significant barrier that must be overcome before the PMS can be successfully implemented in the public sector. It is essential for the public sector to first establish a conducive climate before launching the programme; doing so will significantly increase the likelihood that yearly performance goals will be met successfully. Instead of focusing largely on rule-bound processes that are rigid and hinder adaptability to change, the public sector, and the MOHSS in particular, has to make investments in practises that will enable and encourage optimal performance. This is an absolute necessity. Khan et al. (2013) contend that a work environment defined by inflexible regulations and procedures has the consequence of delays in effective implementation and, as a result, stifles overall performance. This perspective is in agreement with the position expressed by Seotletla and Miruka (2014).

The study found that the solutions to the challenges faced by the institution include: effective use of available resources as seeking more financial aid may take more time; arranging training for all staff members; encouraging other employees to liaise with others that are well versed with the system; efficient communication; and efficient use of the current performance evaluation techniques. The individuals that are a part of the PMS

have to be in possession of the essential knowledge, perspectives, and expertise in order to make use of the system. According to Armstrong (2017:215), the desired behaviours and skills required include "the development of performance measures, basic result areas, essential leadership skills and PAs, measuring performance indicators, communicating outcome and response, monitoring and evaluating the performance of the management system, and developing desired behaviours and skills." The notion is supported by Seotletla and Miruka (2014), who point out that, in order to minimise misconceptions and ensure that the advantages and execution are not misinterpreted, the management must adopt a proactive communication strategy to improve employee knowledge of the performance management system implementation process and include them in it.

The participants had different opinions on how to improve the efficiency of PMS at the institution. However, most of the participants were inclined toward the view of using training and development to improve efficiency when implementing PMS. Arranging training for all staff members is the first step, but the next step is to ensure that the training is effective. The PMS absolutely requires the implementation of an excellent training program. In addition, in order to maintain the system's dynamic nature, PMS requires continuous learning and improvement. Approaching training and development with a strategic mindset is recommended. It must be connected with the strategy of the organisation, and organisations ought to produce yearly skill plans in accordance with that strategy. According to Lindblom (2017), training is very necessary since all employees are required to operate in an environment that is always evolving and to grow professionally. The goals of training and development include the expansion of knowledge, the acquisition of new abilities, and the modification of existing attitudes.

4.5 CHAPTER SUMMARY

The chapter consisted of the presentation and analysis of data. The primary data included information from employees and management, which was collected using interviews. Analysis and presentation of the findings were done with the aid of ATLAS.ti software (quotations were generated using list coding). The data was presented using tables. This helped in the presentation of the results in a way that readers could easily understand. The ATLAS.ti software helped identify themes and code themes. The themes identified then provided guidance on the data extracts to be taken from management interviews, and these themes and extracts together spoke to answering the research questions.

The study had five themes. Theme 1 looked at PMS comprehension and focused on the concept of PMS. Theme 2 looked at the participants' experience with PMS and focused on the positive and negative experiences incurred when implementing PMS. Theme 3 looked at the overall views toward PMS and focused on the views towards the implementation of PMS and the effect of PMS on organisational performance.

Theme 4 looked at the PMS implementation approach and strategy and focused on the organisational policy tools used in implementing PMS and strategic review tools. Theme 5 looked at PMS implementation challenges and focused on internal and external challenges, solutions to the challenges, and ways of improving the efficiency of PMS implementation. The chapter then discussedthe research findings by relating them to the literature.

CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The chapter presents the summary of findings, conclusions, the recommendations based on the findings and finally the contribution to knowledge of the entire study. The conclusions consolidate the entire actions of the research. The recommendations comprise of the calls for action based on the implications of the findings. The contribution to knowledge highlights both theoretical, empirical, and practical knowledge of the study to researchers, and human resource practitioners across the globe.

5.2 SUMMARY OF FINDINGS FROM LITERATURE

The literature of the study looked at different aspects of PMS in attempt to answer the research objectives (To explore how managers and general employees view the implementation of PMS; to determine approaches used by the Regional Directorate of Health in the implementation of PMS; to determine the key challenges facing the implementation of PMS at the Regional Directorate of Health).

Namibia's public sector has been criticised for its poor performance. The public sector's PMS implementation is regularly blamed. Tjivikua (2017) claims that the PMS will shift public sector attitudes and behaviours to improve service delivery. It's worth identifying the causes of public sector PMS failure. Poor accountability, a financial burden on the state, procurement irregularities, and corruption are some of the reasons most Namibian public firms function poorly, according to Marenga (2020). The Namibian PMS, in particular, has been reported to have experienced issues such as a lack of training and

sufficient orientation in performance management as main hurdles in implementing a PMS in the public sector, despite the PMS's relevance in public sector service delivery (Kaupa & Atiku, 2020). Insufficient monitoring and evaluation, a lack of policies supporting the implementation process, poor communication in performance planning, performance reviews, and performance feedback, and a lack of employee involvement in the PMS's implementation are other contributing factors, according to the same author.

Successful PMS implementation helps senior management and organisations reach critical business goals. In Namibia, the PMS's condition and implementation are unclear. Therefore, significant PMS implementation research gaps exist.

The literature also identified several approaches used in the implementation of PMS. According to Kichigina (2017), change management factors such as alignment of the strategic plan with management systems, organisational culture and leadership, training and creating a learning organisation, rewarding good performance, flexibility and simplicity, involvement of all staff and communication, shared understanding of vision, mission, and objectives, staff commitment, monitoring, reviewing, and evaluating, and key stakeholder engagement can be used as useful strategies in the implementation of PMS.

Martinez (2014) adds that PMS must be properly understood in order to reap their benefits. Because they affect operations, performance management's "internal impacts" should be prioritised. According to Watkins and Leigh (2012), PMS fails due to poor design or a lack of training to enable implementation.

To achieve success with the regulatory performance management system, Kaupa and Atiku (2020) recommend providing sufficient employees with the necessary resources.

Kaupa and Atiku (2020) also recommended stakeholder involvement for PMS implementation. Stakeholder participation in business strategy formulation may boost acceptance, ownership, and goal achievement (Bryson, 2018). Successful PMS implementation requires stakeholder commitment to PM challenges (Kaupa & Atiku, 2020).

The literature review for the study found several challenges in the implementation of PMS. One such factor was the low priority given to implementation by the management. According to Khan et al. (2013), due to routine work pressures and time constraints, management can be forced to address these short-term organisational issues, which slowed the process of successful PMS implementation. Another challenge was insufficient resources, especially financial resources, which are considered the number one limiting factor in the public sector. PMS implementation requires significant attention, amount, and effort, but organisations are often not ready to allocate the people (capacity) and budget (resources), resulting in PMS implementation that is delayed or postponed (Khan et al., 2013). The other factors were: negative attitudes toward PMS; organisational strategy; change process; reward system and PMS; and updating PMS (Seotletla & Miruka, 2014; Khan et al., 2013; Kichigina, 2017).

5.3 SUMMARY OF FINDINGS FROM PRIMARY

The summary of research findings are presented in line with the five research themes:

5.3.1 Theme 1: PMS comprehension

The study results showed that most of the participants understood the concept of PMS. All participants in management, however, failed to acknowledge that PMS was also meant to monitor their performance as well as managers'. The findings also highlighted the use of PMS for management and employee reviews. Another concept of PMS identified by the participants was the use of PMS for employee development. Furthermore, the findings showed that PMS could be used as a strategic tool.

5.3.2 Theme 2: Experience with PMS

Most individuals had pleasant PMS experiences. Most PMS benefits are connected to organisational and personnel performance. Other participants added positive experiences in the form of accountability; therefore, every staff member will know what is expected of them. However, some of the participants had negative experiences with the implementation of PMS. The negative experience was due to ineffective training, communication problems, and a poorly designed PMS.

5.3.3 Theme 3: Overall views towards PMS

The results showed that some participants viewed the implementation as effective, some participants viewed the implementation as ineffective, and others were not sure. The

findings also showed that the majority of the management staff was of the opinion that PMS had a positive effect on organisational performance.

5.3.4 Theme 4: PMS implementation approach and strategy

The results showed that the main approaches used by the institution were: evaluating performance, linking job descriptions to performance management, and employee training. Most of the junior staff indicated that the main approach used was evaluating performance. The results also showed that employee training was an organisational policy used in the implementation of PMS. Most of the junior staff participants received training and were not satisfied with the training. However, the results contradict the management results, which showed that there was limited training and that some of the managers indicated no training at all was done.

5.3.5 Theme 5: PMS implementation challenges

The results revealed that all participants named a lack of training, a lack of resources, and a lack of a well-planned communication strategy as the primary internal issues that hindered the implementation of PMS. The study also found that external obstacles to PMS adoption included communication and structural issues.

5.4 CONCLUSIONS

The primary objective of this study was to identify the challenges of PMS implementation at the MOHSS Kavango East. The biggest challenge, that is, one that had the most consensus from management and employees was the overall lack of training. Employees felt that management were not familiar with PMS and management themselves

acknowledged a general lack of training. Interestingly, literature also proves that the lack of training has been a challenge facing the implementation of PMS in many organisations (Tahsildari & Shahnaei, 2015; Khan *et al.,* 2013; Kaupa & Atiku, 2020).

Based on the findings, the study concludes that sufficient training for both management and employees is crucial to overcoming the most common barriers to PMS implementation. The researcher thus concludes that a certification in PMS implementation should be a prerequisite for management, especially in public organisations and public companies which both have a responsibility to the public. PMS systems help to reduce waste, corruption and improve on service delivery, hence it is important as a prerequisite for PMS implementation.

From the findings of the study, the researcher further concludes that performance management systems tend to be seen as a system which is not fully integrated in the practices of the organisation, like for example, budgeting. This is why responses to PMS tend to be inconsistent, showing that the practice of PMS has not yet been truly institutionalised to the point of widespread uniformity in its interpretation.

5.5 RECOMMENDATIONS

The recommendations are based on the insights identified from the study in conjunction with literature:

1) In order to increase the capacity of the workforce, supervisors and subordinates need to get ongoing training and retraining on performance management. This is necessary so that they may acquire the fundamental competence that is necessary

for the program's successful execution. It is important to make sure that everyone has had enough training on how to use the PMS.

2) It is necessary to put in place a reward and punishment system that recognises and encourages great achievement while discouraging low and average performance. It is important to establish and explain to employees a complete and holistic incentive system that incorporates a variety of benefits such as financial prizes, public acknowledgments, merit awards, promotions, increased job responsibilities, and learning and study opportunities. On the other hand, systems that take remedial action against low achievers need to be put in place as soon as possible. Money or a salary can be a motivator, particularly for lower-level employees who are still struggling to meet the basic physiological needs of life. If such remuneration is to spur employees into exerting more effort, then such payments should be as meaningful as possible. It is also important to point out that if such remuneration is to spur employees into exerting more effort, then such payments should be as meaningful as possible.
3) PMS has been acknowledged to add value to organisational and employee performance, as suggested by literature and primary data. Due to the importance of PMS, especially in the public sector; in the face of limited resources, it is important for PMS implementation and maintenance to be considered a pillar of institutional practices and for the implementation of PMS to become a measurable metric that is equally important in organisations just as financial statements. This means that as with financial reporting, which is overseen by the accounting department, PMS use and implementation must be a priority that is reported upon by the human resources department. The prioritisation and reporting of PMS by

human resources would allow for accountability as this study has shown that both management and employees have no clear idea of who is supposed to oversee the implementation of PMS and who is supposed to educate organisational members on aspects of PMS. Therefore, a quarterly report by the human resources department is recommended as the efficiency of organisations and their resources is dependent on it.

4) The government of Namibia should seriously consider proposing to the National Assembly an act that would establish specific laws on performance management systems. This legislation would serve as a guide for the system's enforcement, compliance, and consequently, implementation. As a consequence of this action, PMS will no longer be a matter of choice for any ministry or government agency, as is the case at the current time, but rather a mandatory statutory requirement.
5) During the whole process of implementing the PMS, a proactive communication strategy and procedure are required to be followed. A strong emphasis on communication throughout the planning and design phases will pave the way for buy-in from the project's most important stakeholders. During the phase of implementation, effective communication will be helpful in both managing resistance to change and creating positive momentum. During the period of monitoring and evaluation, effective communication will be helpful in learning and reinforcing the accomplishments that have been acquired. During the process of conducting performance evaluations and when presenting conclusions and comments, employees need to be trained to communicate in a professional manner. This training is also required. Communication is one of the most important things that contributes to the overall success of the PMS (Armstrong, 2017).

6) Empirical literature has shown that a disparity exists between the requirements of PMS and the actions that follow reaching or failing to reach agreed upon standards. The employee respondents in this study pointed out to a lack of action when agreed performance is reached or not reached, meaning there was no incentive or repercussions for meeting performance targets or missing them. Ramataboe (2006) acknowledges this in the study of PMS challenges in Lesotho and states that employees begin to have negative perceptions on PMS, especially employees who match performance standards and yet watch poor performers proceed without any sort of warnings. Due to this, it is recommended that implementers of PMS attach the system to public incentives or consequences for not performing. Incentives could be financial, recognition, awards and promotions. Consequences could be, further training for poor performers, warnings or demotions. It is crucial that employees see PMS to be working and being taken seriously by management.

5.6 CONTRIBUTIONS TO KNOWLEDGE

The study has contributed to the human resources management body of knowledge with regards to performance management systems. It has also enriched the empirical investigation on the concept. Lastly, human resources management practitioners across the world would find the findings of this study useful, concerning how they would implement performance management systems in their respective organisations.

5.7 AREAS OF FURTHER STUDY

To expand upon the knowledge gained by this study, more research can be conducted in the following areas: First, a comparative evaluation of the success of PMS implementation

in public and private sector enterprises in Namibia must be conducted. Second, research should be conducted to determine the impact of computerising PMS in both the public and private sectors. This will aid human resource managers in comprehending the function of current technology in PMS design.

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APPENDIX A: PARTICIPANTS' CONSENT LETTER

Dear respondent,

I, Sophia Malowelo, a post-graduate student at the University of Namibia, am conducting an academic research under the topic: ***Exploring challenges in implementing performance management systems in the Ministry of Health and Social Services in Kavango East Region.*** The research is conducted to partially fulfill the requirements for the attainment of the pursuing a Master of Business Administration Management Strategy.

The purpose of the study is to explore the challenges faced in the implementation of PMS in the MOHSS at the Regional Directorate of Kavango East Region and to formulate practical suggestions to address the issue at hand.

I, therefore, kindly request you to assist me in providing your views on the subject matter. Your views opinions will make a significant contribution to the study. Please, note that this research is for academic purposes only and that all your information will be treated with confidentiality.

Thank you for your time and cooperation.

Kind regards,

Sophia Malowelo
Student at the University of Namibia
+264 81 302 1353
sophiemalowelo@yahoo.com

APPENDIX B: PARTICIPANT CONSENT FORM

I, ……..employed at the Ministry of Health and Social Services, Kavango East Region, freely agree to participate and support Sophia Malowelo, a student pursuing a Master of Business Administration Management Strategy at the University of Namibia in this study titled ***"Exploring challenges in implementing performance management systems in the Ministry of Health and Social Services in Kavango East Region"***.

……

…… **(Participant signature)**

(Date)

APPENDIX C: LETTER TO PARTICIPANTS

LETTER TO PARTICIPANTS

Dear Participant

1. My name is **MS SOPHIA MALOWELO,** student number **200727338.** I am studying towards a **MASTER OF BUSINESS ADMINISTRATION – MANAGEMENT STRATEGY** degree at the University of Namibia (UNAM), and I am conducting a survey about **the challenges faced in the implementation of performance management systems in the Ministry of Health and Social Services at the Regional Directorate of Kavango East Region.**
2. I have selected you to participate in my study, because you belong to the group of people I want to include for my research. I would therefore like to invite you to complete this questionnaire.
3. The research I am conducting has been approved by the UNAM Research Ethics Committee. I would appreciate it very much if you would complete this questionnaire, and I would like to assure you of the following:
    a. You do not have to fill in this questionnaire if you do not want to.
    b. You can stop filling in the questionnaire and stop participating at any time if you want to, and there will be no negative consequences for you.
    c. Your participation is completely anonymous. This means that, even if I ask information that might identify you or if I know you, I am not allowed to make your identity known to anyone. When I report on my questionnaires' data and results, I will not mention any personal information about participants that might identify them.
    d. All completed questionnaires and data will be stored in a safe and secure place, and only authorised University officials, my supervisor and I will have access to it. After five years, all the questionnaires and data will be destroyed in an environmentally friendly way.
4. If you have any questions about this questionnaire, or if you do not understand anything, please feel free to ask me, and I will be happy to explain it to you.
5. If you want to know more about the research I am doing, please feel free to ask me, and I will be happy to tell you more.
6. It should take about **15 minutes** for you to complete the questionnaire.
7. You can reach me on my cell phone at **0813021353**, or send an e-mail to **sophiemalowelo@yahoo.com.**
8. If you want to contact the UNAM Centre for Research and Publications for more information or because you have a comment or complaint about this research or about me,

please call (+ 264 61) 206 4673, or write an e-mail to research@nbs.edu.na. Please provide specific information.

9. Thank you very much for your willingness to participate in this research!

APPENDIX D: INTERVIEW GUIDE/INTERVIEW QUESTIONS

1. What does the concept of performance management systems (PMS) mean to you?
2. According to your experience with the implementation of PMS in your organisation, how important/what are the benefits of the PMS to your organisation?
3. What approaches does the Regional Directorate of Health in the Kavango East Region in Rundu use in the implementation of PMS?
4. What strategies does the Regional Directorate of Health in the Kavango East Region in Rundu use to improve the efficiency of the implementation of PMS?
5. Did all the staff members of the Regional Directorate of Health Kavango East Region in Rundu receive training on the implementation of PMS?
6. What are the perceptions and attitude of managers and general employees towards the implementing of PMS at the Regional Directorate of Health in Kavango East Region, Rundu?
7. Would you say that there is a relationship between the implementation of PMS and the organisational performance? Please, explain/motivate your answer.
8. What are the key challenges facing the implementation of PMS at the Regional Directorate of Health Kavango East Region in Rundu?
9. What did the management of the Regional Directorate of Health Kavango East Region in Rundu to overcome the challenges faced in the implementation of the PMS?

10. What do you suggest that must be done to improve the efficiency of the PMS within the Regional Directorate of Health Kavango East Region in Rundu?

Thank you for your time ☺

APPENDIX E: INTERVIEW GUIDE/INTERVIEW QUESTIONS FOR GENERAL EMPLOYEES

1. How do you understand the concept of performance management systems (PMS)?
2. Could you outline the main approaches that the Regional Directorate of Health in the Kavango-East Region in Rundu use in the implementation of PMS?
3. How would you describe the effectiveness of the implementation of the PMS been to your organisation?
4. Could you please describe the benefits of the implementation of PMS in your organisation?
5. How often/frequent does your management assess your performance?
6. What types of training did you receive in your career? Consider the on-job and off-job training in your answer.
7. How do you describe your satisfaction with the training in the implementation of PMS that you received?
8. What do you think about the implementation of the PMS regarding your performance as an individual employee?
9. What do you think of the implementation of the PMS regarding the overall performance of your organisation?
10. How would you describe the relationship between the implementation of PMS and the organisational performance?
11. What are the key challenges facing the implementation of PMS at the Regional Directorate of Health Kavango-East Region in Rundu?

12. To what extent has the management of Regional Directorate of Health Kavango East Region in Rundu ready to promote the implementation of PMS as well as to improve the performance of the organisation?

13. What do you suggest that must be done to improve the efficiency of the PMS within the Regional Directorate of Health Kavango-East Region in Rundu?

Thank you for your time 😊

APPENDIX F: ETHICAL CLEARANCE

NBS
NAMIBIA BUSINESS SCHOOL
UNIVERSITY OF NAMIBIA

ETHICAL CLEARANCE CERTIFICATE

Ethical Clearance Reference Number: FCML/NBS/DEC/01/2022

Date: 19th January 2022

This Ethical Clearance Certificate is issued by the University of Namibia (UNAM) Decentralised Ethics Committee (DECS) in accordance with the University of Namibia's Research Ethics Policy and Guidelines. Ethical approval is granted in respect of undertakings contained in the Research Project outlined below. This Certificate is issued on the recommendations of the ethical evaluation **done by the Namibia Business School Decentralized Ethics Committee (Main Campus)**

Title of project: Exploring the challenges in implementing performance management systems in the ministry of health and social services in Kavango East Region

Nature/level:	Masters
Name of Researcher:	Sophia Malowelo
Student number:	200727338
Faculty:	Faculty of Commerce, Management and Law
Supervisor:	Dr. Friday Ogbu Edeh

Take note of the following:

(1) Any significant changes in the conditions or undertakings outlined in the approved proposal must be communicated to the NBS ethics committee. An application to make amendments may be necessary.

(2) Any breaches of ethical undertakings or practices that have an impact on ethical conduct of the research must be reported to the NBS ethics committee

(3) The Principal Researcher must report issues of ethical compliance to the NBS ethics committee (through the chairperson) at the end of the projects or may be requested by the NBS ethics committee

(4) The NBS ethics committee retains the right to:

(i) Withdraw or amend this Ethical Clearance if any unethical practices, as outlined in the Research Ethics Policy, have been detected or suspected.

(ii) Request for an ethical compliance report at any point during the course of the research.

The ethics committee wishes you the best in your research.

The Rev. Dr. Greenfield Mwakipesile
Chairman DEC & Head of Research
Tel: +246 61 413 500
Fax: +246 61 413 512
Email: mwakipg@nbs.edu.na; mwakipg@unam.na

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APPENDIX G: PERMISSION LETTER

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UNIVERSITY OF NAMIBIA

12 October 2021

TO WHOM IT MAY CONCERN

Re: MBA Management Strategy, Student – Ms. Sophia Malowelo Student Number-200727338

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

Ms. Malowelo has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Ms. Malowelo with the information she requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that her topic touches on "Exploring challenges in implementing performance management systems in the Ministry of Health and Social Services in the Kavango East Region ".

Your kind assistance is highly appreciated.

NAMIBIA BUSINESS SCHOOL
NBS
12 OCT 2021
ACADEMIC SERVICES
UNIVERSITY OF NAMIBIA
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Yours sincerely

Greenfield Mwakipesile
Senior Research Coordinator
Namibia Business School
University of Namibia
Tel: +246 61 413 500
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Email: mwakipg@nbs.edu.na

APPENDIX H: APPROVAL TO CONDUCT RESEARCH - MOHSS

9 - 0 / 0001

REPUBLIC OF NAMIBIA

MINISTRY OF HEALTH AND SOCIAL SERVICES

Private Bag 2094
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E-mail: rmt@iway.na

Enq.: Director's Office | Ref: | 25 March 2022

OFFICE OF THE REGIONAL DIRECTOR

Mrs Sophia Malowelo
P.O Box 1195
RUNDU

Dear Mrs Malowelo

RE: APPROVAL TO CONDUCT RESEARCH IN KAVANGO EAST REGION

As per your request to conduct a research study on *"Exploring challenges in implementing performance management systems in the Ministry of Health and Social Services in Kavango East Region"*, the region has no objection for you to conduct your research however information collected should be used for study purpose only.

You can contact the office of the Regional Director for any further guidance, assistance and coordination.

Take note, that all conditions as per approval from the Executive Director are met.

Yours Sincerely,

pp

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MR. WOITA KAPUMBURU
ACTING REGIONAL DIRECTOR

MINISTRY OF HEALTH AND SOCIAL SERVICES
Kavango Regional Health
Regional
2022 -03- 25
Kavango Region
REPUBLIC OF NAMIBIA

APPENDIX 1: APPROVAL TO CONDUCT RESEARCH - MOHSS

REPUBLIC OF NAMIBIA

MINISTRY OF HEALTH AND SOCIAL SERVICES

Ministerial Building
Harvey Street
Private Bag 13198, Windhoek

OFFICE OF THE EXECUTIVE DIRECTOR

Tel: No: 061 -203 2507
Fax No: 061-222 558
Andreas.Shipanga@mhss.gov.na

Ref: 17/3/3/SM
Enquiries: Mr. A. Shipanga

Date: 04 March 2022

Ms. Sophia Malowelo
PO Box 1195
Rundu
Namibia

Dear Ms. Malowelo

Re: Exploring challenges in implementing performance management systems in the Ministry of Health and Social Services in Kavango East Region.

1. Reference is made to your application to conduct the above-mentioned study.
2. The proposal has been evaluated and found to have merit.
3. **Kindly be informed that permission to conduct the study has been granted under the following conditions:**
   - 3.1 The data to be collected must only be used for academic purpose;
   - 3.2 No other data should be collected other than the data stated in the proposal;
   - 3.3 Stipulated ethical considerations in the protocol related to the protection of Human Subjects should be observed and adhered to, any violation thereof will lead to termination of the study at any stage;
   - 3.4 A quarterly report to be submitted to the Ministry's Research Unit;
   - 3.5 Preliminary findings to be submitted upon completion of the study;
   - 3.6 Final report to be submitted upon completion of the study;
   - 3.7 Separate permission should be sought from the Ministry for the publication of the findings.
4. All the cost implications that will result from this study will be the responsibility of the applicant and **not** of the MoHSS.

Yours sincerely,

BEN NANGOMBE
EXECUTIVE DIRECTOR

All official correspondence must be addressed to the Executive Director.

APPENDIX J: SIMILARITY RESULTS

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Document Information

Analyzed document	Sophia Malowelo-200727338-Full Thesis Submission For Similarity Check.docx (D143256418)
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Submitter email	sophiemalowelo@yahoo.com
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Sources included in the report

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W	URL: https://scholar.ufs.ac.za/bitstream/handle/11660/4032/RamataboeLT.pdf?sequence=1&isAllowed=yRicci, Fetched: 8/25/2022 3:09:00 PM	5
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SA	**University of Namibia / MARCH 2022 --EMILIA MBULA 2022 FINAL THESIS FOR SUBMISSION.docx** Document MARCH 2022 --EMILIA MBULA 2022 FINAL THESIS FOR SUBMISSION.docx (D131310024) Submitted by: Emilia.Embula@mof.gov.na Receiver: mwakipg.unam@analysis.urkund.com	1
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SA	**BRM+Project+-+Appraisal+in+the+Organization+.docx** Document BRM+Project+-+Appraisal+in+the+Organization+.docx (D67327553)	5

APPENDIX K: LANGUAGE EDITING CERTIFICATE

S.B

Mr. Shonhiwa Bakare
MBA. BSc Hons Soc | shonhiwabakare@gmail.com

CONTACT

PO Box 4244,
Vinetta, Swakopmund
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

29th August 2022

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF SOPHIA MALOWELO's THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **SOPHIA MALOWELO's** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **EXPLORING CHALLENGES IN IMPLEMENTING PERFORMANCE MANAGEMENT SYSTEMS IN THE MINISTRY OF HEALTH AND SOCIAL SERVICES IN THE KAVANGO EAST REGION**

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

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

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

Mr. Shonhiwa Bakare

SKM Bakare @shonhiwabakare +264816495143 Shonhiwa Bakare